



St. Michael's House

Services for People with Disabilities



ANNUAL REPORT
2021

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 c. 2,300 people and this has an impact on thousands of family members. St. Michael's House is 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

2021 has been another busy and eventful year for St. Michael's House. Despite immense efforts from our service users, their families, our staff, and our management team, COVID-19 has continued to be a challenge. Some people have, very sadly, died, and a lot more have been ill, although our performance in protecting our service users has been very good. The worst impact has been on staffing. It has been impossible to continue our full range of services, and in particular day services have been badly affected. I can only say how sorry I am that this had to happen, but we are working hard to restore as much of a service as we can.

“
More positively, we have been developing a new rights-based strategy, based on the UN Convention on the Rights of Persons with Disability.
 ”

Our financial performance remains difficult, and we run a deficit, as we are not adequately funded for the services we provide, we still try to support people whose care, often at home, is suddenly no longer sustainable, and the costs of extra staffing due to COVID-19 are not fully covered. We are working closely with HSE to try to stabilise our finances.

More positively, we have been developing a new rights-based strategy, based on the UN Convention on the Rights of Persons with Disability, supported by Dr. Karen Finnerty. She has completed a detailed consultation with many of you, our service users, their families, our staff, and outside stakeholders.



Thank you for taking part, and please stay engaged as we work to deliver it. This will be launched in mid-2022, and, over time, will guide some major changes in our services

Also in 2022 we will be launching the SMH foundation, our new fund-raising arm, tasked with raising money to support strategic developments. Our very valued existing fundraising, largely house-by-house and service-by-service will continue.

Thank you for your hard work, support, your engagement, and your constructive criticism. While it's always hard to single out individuals, I think we are very fortunate to have Liz Reynolds as our CEO.

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

As the global COVID-19 pandemic continued into 2021, SMH continued to adapt to provide continuity of service in line with HSE and NPHE (National Public Health Emergency Team) guidelines. A very successful role out of vaccinations for our service users, and staff, meant that we were able to keep people safe and return to some form of normality in our daily lives as people began to reconnect.

I am, as CEO, very proud of the resilience, flexibility and professionalism of our service users and staff teams as they navigated through this pandemic in 2020 and 2021.

2021 saw the final year of our 2017-21 five year strategic plan and, as you move through this annual report, you can read about the success and achievements that were accomplished under each of the six goals. The impact of COVID-19 since March 2020 has had an impact on the full achievement of these goals, but also created some new opportunities as we found new ways of working.

I am, as CEO, very proud of the resilience, flexibility and professionalism of our service users and staff teams as they navigated through this pandemic in 2020 and 2021

In 2021 we set about planning our new 2022 to 2026 Strategic Plan. The new plan was formulated by taking the key learnings from the existing strategy to guide us in planning the new plan. A very comprehensive consultation process took place with services users, families, staff and other key stakeholders throughout 2021. Our virtual online Activity Hub acted as a valuable communication platform where individuals availing of our services could meet, discuss and inform their vision for the service over the next five years. This plan will be launched in 2022 and we hope you will be able to hear your voice and hard work throughout.

In 2021 the Government published the Disability Capacity Review - a Review of Disability Social Care Demand and Capacity Requirements up to 2032, which analyses the scale of current and future needs of services for people with disabilities. SMH welcomes this report as it will guide the allocation of resources based on prioritisation and need. As part of this review



there is a promise to publish an initial four year action plan which, at the time of this report, has yet to be published.

I would like to thank all SMH staff teams who continued to adapt very willingly to the changes required in our work practices to support our services users and families throughout 2021. We could not provide the quality services we have without them.

We continue to have significant challenges in relation to recruitment for the sector which is also a national issue in disability services. We will continue to actively recruit and encourage people to work in this great organisation.

I would like to thank the individuals who use our services, their families and carers throughout the community for continuing to support the organisation. I would like to thank our many community fundraisers, volunteers and sponsors for everything who have contributed and achieved throughout this year. We also keep in our thoughts and prayers the service users and staff who passed away in 2021.

Finally, I would like to thank the Chair of our Board of Directors, Prof. Anthony Staines, and all the Directors of the board who graciously give their time to guide and support SMH.

I look forward to 2022 with optimism and look forward to working together throughout the year to drive improvements throughout the organisation, which in turn shall enhance the lives and experiences of the individuals we support

Liz Reynolds
Chief Executive

Service Continuity during Covid-19

Day Services and Schools

SMH CEO and Management Teams would like to commend all our service users, families, carers, Day Service management and staff teams in supporting and providing what was at times a very difficult service provision during the COVID-19 period in 2021.

Our frontline staff teams in our Day Services, where possible, provided a creative and innovative service from within our existing resources. They often utilised community supports and online Zoom classes/ activities to support service users, should they wish to participate.

By mid 2021, all Day Services were reopened and we gradually began to restore and open our doors to all our service users again. To the joy of service users, families and staff, life began to resemble pre-COVID memories and we went straight back into providing quality, tailored and bespoke services to many service users. Education, employment and recreational activities were reconnected to the delight of all across our services.

SMH staff successfully maintained some individualized Day Services for individuals with complex needs.

IT and Online Supports

The move to online supports continued to be a significant feature of service delivery in 2021. The IT Department worked with special emphasis to ensure that staff could work effectively from home or remote locations. The main achievements include:

- Provision and distribution of a large number of new devices such as, laptops, Chromebooks and smart phones across the organisation
- By the end of 2021 all clinical, administrative, management and many frontline staff gained access to remote working
- Continued to develop additional communication resources online
- Provided staff with access and support to online meeting platform – Zoom
- Continued to utilise the Zoom platform throughout 2021 for virtual meetings, staff webinars, recruitment and service user events
- Continued to keep all stakeholders informed and updated with national COVID-19 guidelines/ restrictions via SMH website and social media platforms



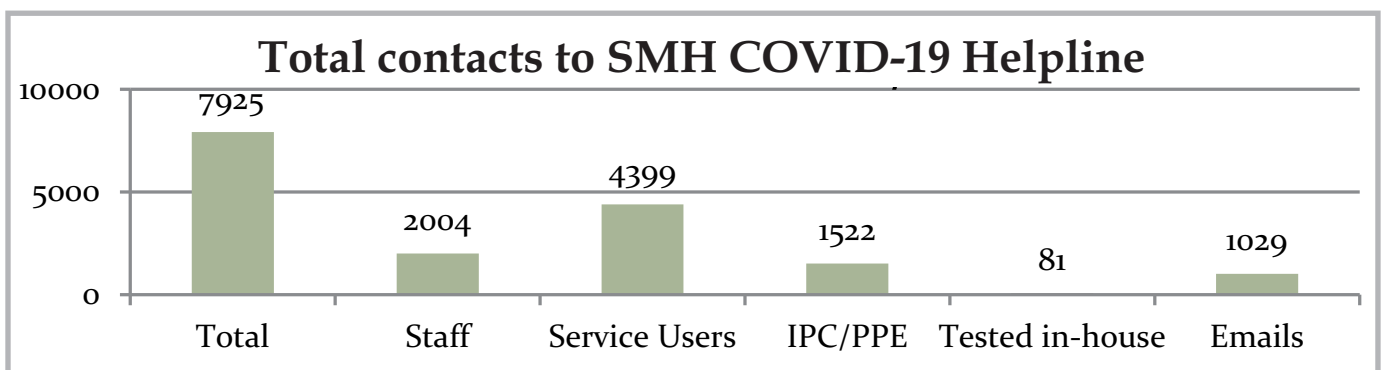


Infection, Prevention and Control (IPC) during COVID-19 and Vaccination Rollout

The focus for our nursing staff from January – December 2021 was to support service users and staff in all aspects of Infection Prevention and Control with particular emphasis on COVID-19. Work continued throughout 2021 ensuring all units and residential houses were kept updated and supported with changing guidelines and restrictions around infection prevention and control. Some key activity during this period included:

- Our Clinical Nurse Specialist (CNSp) Infection Prevention and Control (IPC) nurse and Clinical Nurse Manager (CNM1) IPC collaborated with colleagues in nursing and other departments throughout the organisation to ensure that IPC guidelines were being followed in the event of an outbreak

- An IPC Phone Helpline continued in 2021 and proved invaluable in supporting staff to support service users with COVID-19 queries. The team supported 7,925 phone queries from March 2020 - December 2021
- The CNSp IPC advised on ever-changing national IPC guidance. New guidelines/policies were developed/reviewed. The CNSp IPC also liaised with Public Health as required
- During 2021 the CNSp IPC spoke at in-house and national webinars, informing staff on IPC and COVID-19 guidelines
- SMH supported HSE in the initial roll-out of vaccination programme
- A team of nursing colleagues supported in-house COVID-19 testing throughout the year



COVID-19 VACCINATION TEAM

On the 27 January 2021, SMH welcomed the HSE COVID-19 Vaccination Team to Ballymun HQ to start the roll-out of a vaccination programme for service users across the organisation. Supported by the SMH Nursing Department, the HSE CH09 DNCC teams began the process of administering vaccines to adult service users over 65 years of age from SMH residential services. Restrictions on family visits, cocooning measures and adhering to strict health and safety guidelines since 2020 made this day an emotional relief for many.

Resident Rita Varszegi from Elmwood Residential was the first SMH service user to receive the vaccination dose in 2021. Before COVID-19, Rita enjoyed accessing the community with the support of the Elmwood team, visiting the hair salon and catching up with neighbours. Rita's favourite activity is to treat herself to Afternoon Tea in the Shelbourne Hotel. Rita greatly missed being active and was delighted to receive her vaccination.

"I love going out for tea and cake. I am so happy I can go again."

Rita Varszegi



Vaccinated!

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 & wellbeing

- Special interest group activities
- Educational and skills-based learning

In 2021 the Activity Hub continued to play an important innovative digital role in SMH. This platform was used to enhance the SMH service and influence how the future needs of people with disabilities are met in relation to their interaction with technology. It is now an important part of service delivery supporting;

- Communication
- Advocacy projects
- Peer-led programmes
- Consultation forums
- Educational programmes
- Daily online health, wellbeing and social activities.

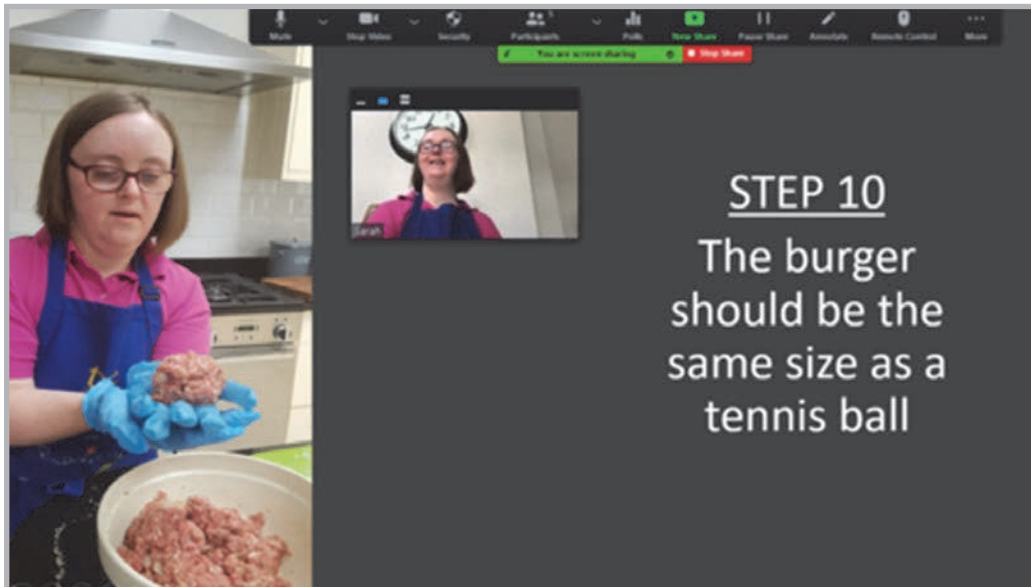
During 2021 the Activity Hub evolved with adult service users now supporting the delivery of online activities. The platform has proven to be a great tool for building people's digital skills and confidence when using technology as part of their every day life.



WHAT'S COOKING WITH SARAH?

In May 2021, Sarah Boyne hosted an online cooking class from her home via the Activity Hub for her peers.

After researching recipes and practicing dishes, Sarah served up the online course to members of the Hub, teaching everyone to make healthy homemade burgers. Sarah has a strong interest in advocacy and public speaking. The Activity Hub has given Sarah a platform to demonstrate great leadership and teaching skills.



“During COVID-19, I enjoyed using St. Michael's House Activity Hub on Zoom. The staff helped me to learn how to use the internet and stay in touch with my friends. I go to drama classes and I loved hosting my own cooking show.” – Sarah Boyne, Omni Training Centre

Our Voice Matters

In 2021 the Activity Hub facilitated 35 adults who use our services to take part in a six week organisational strategy consultation with the Director of Strategic Planning 2022-26 via online forums.



The Great
SMH
virtual
Bake Off
2021



GOAL 1:

Give people the services and supports they need.

Our Personal Centred Planning (PCP)

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

Our main achievements 2021;

- Worked with adult service users to re-establish the service user PCP advisory forum
- Linked the SMH PCP system with the Assisted Decision Making (Capacity) Act
- Hosted a staff webinar with Áine Flynn (Director of the Decision Support Services) on Assisted Decision Making (ADM) and how robust PCP processes can support the Will and Preference of individual service users
- Developed case examples relating to PCP and ADM



- Agreed a process for the review and update of the assessment of need template to take account of ADM
- Completed a review of PCP Policy to reflect ADM
- Developed an online module for PCP training to move online
- Developed an introductory online module on ADM
- Provided supports and updates to residential and day service teams on the importance of PCP in the context of COVID-19

Staff Training for PCP and COSÁN

- 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 2021, we continued to manage Day services in line with COVID-19 guidelines and restrictions. Day service supports were re-established as quickly and as safely as possible and were continuously reviewed.

Our main achievements 2021;

- Reviewed New Directions EASI tool in line with HSE requirements and returned the necessary data to the HSE



- Worked with the National Federation of Voluntary Bodies to provide feedback on the successes and challenges associated with New Directions
- Reviewed, updated and amended safe working in frontline services protocols to provide safe services in line with Public Health Guidance
- Using creativity and innovation, day supports for people at home were commenced using online resources and outreach services
- Some individualised day services were created

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 2021;

- Reviewed all policies at time of renewal to ensure ADM is incorporated. A particular focus was

placed on updating the Service User Money Policy to provide service users with increased choice and control relating to their personal finance

- ADM steering group continued to meet regularly
- A key focus for the ADM steering group was to provide detailed feedback on the Codes of Practice and Heads of Bill
- SMH contributed three chapters to a HSE/ Decision Support Services published book 'The Assisted Decision Making (Capacity) Act 2015: Personal and Professional reflections'
- SMH service users and staff contributed to a HSE eLearning module on ADM which is in use nationally in intellectual disability services and across the wider health service

Safeguarding and Related Training

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

2,300

Children & Adults Using
SMH Service

62

Service Users Working
On New ADM Processes

7,925

COVID-19 Helpline Queries
Supported

Our main achievements 2021;

- Completed review of SMH Adults Safeguarding Policy to improve compliance with HIQA requirements
- Supported all staff members in 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 to launch in 2022
- Established a Safeguarding mapping steering project with quarterly output reporting
- Established video format Safeguarding Course in conjunction with Designated Officer to launch in 2022

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 2021;

- Continued engagement with service users and family members to develop the new strategic plan
- The Board of Directors were provided with communication received directly from some family members and service users about what is important to them
- Implemented additional self-advocacy supports online using the Activity Hub
- Developed and presented case studies relating to Open Disclosure best practice consistent with HSE national policy

Transition Planning

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

Our main achievements 2021;

Progress was made in transitioning people to individualised living arrangement in line with their needs and expressed preferences.





Examples include;

- One of our service users moved out of Clancy Avenue (Semi-Independent Living) to their own two bedroom apartment supported by Community Support (Independent Living). This was and is a huge and major change in this person's life. The team in Clew Bay supported this resident for 18 months to achieve their goal. They built confidence and support around finance and budgeting. These would have been two areas that this resident would have struggled with and found difficult
- After a long period of time, this service user has now returned to employment within COVID-19
- This person is finally living his dream, an apartment in the community and living independently

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 2021;

- 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 HOME FOR JOE

In September 2021, Joe Emmett (48) moved from his semi-independent accommodation in SMH Clancy Residential to his own independent apartment. This was a very welcomed move for Joe but also a transition that needed a lot of preparation. The staff teams in Clancy Residential and Community Support worked with Joe for 18 months to achieve his personal goal of living independently. They helped to build his confidence around finance and budgeting. Below, Joe describes how he feels about this significant change in his life.

Joe, how did it feel when you first received your keys for your new home?

"It felt great. I was very happy to get the keys as it gave me more independence".

Before you moved into your new home, where you worried about moving?

"No, the staff helped me. I lived in the training apartment first and that was good. I am back working in my job in McDonalds and CIE helped me too with the new bus route from my house to the city centre"

How have you found living alone?

"I love it. It makes me feel more independent. It is quiet at night time and I like that. I cook and clean myself and keep the place organised. If I am worried about anything I can call the Nurse Manager on Call"

Why was it important to you to have your own home?

"I just wanted my own space"

What is the best thing about living independently?

"I just like having my own space and less staff involvement. I like the area. It is quiet and I can go for walks in the park when I want".





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 2021;

- Worked with the HSE to identify alternative, suitable placements for a number of service users finishing school and transitioning to a new service
- Secured a new premises (on a lease basis) to provide additional services

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 2021;

- An Autism Spectrum Disorder (ASD) Steering Group continued to meet
- All ASD services remained open in 2021 although some had to operate on reduced capacity in line with HSE and public health guidelines

Staff from day services provided a significant level of support to residential services during COVID-19

- SMH opened a new Day Service to meet the needs of two new school leavers and three existing service users in Edenmore, Dublin 5. It was a collaboration with Scouting Ireland and means we have a state of the art hall that is in line with our statement of purpose: close to amenities, transport, vocational and educational activities and has the most up to date technology iPads, smart pens, projectors, and single cup dispensing kettles
- Abhainn Holywell Outreach in Swords, Co. Dublin was also opened to accommodate space needs during COVID-19. It is based in a community centre creating great social and amenity links for everyone in the service
- Abhainn Rogha in Goatstown, Dublin 14 was approved €7,000 through application to the HSE for 'Strengthening Disability Services Scheme Grant Application' for a sensory garden
- Abhainn Finglas won a grant of €10,000 to develop a sensory garden which we are working with the Occupational Therapy Department to develop a garden to meet the multisensory and relaxation needs of the service users
- Service users in ASD Balbriggan completed the Nala course and Lámh programmes last year. Some of our service users became members of their local gym and one service user started using a Proloquo2Go app for his communication and through a programme is now using this on a daily basis to communicate his needs/wants with staff
- With the support of our ASD Manager and clinical support members we provided specialised training to 15 new staff in ASD



Large Day Services

By 2021, we will review and rearrange existing large day services 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 2021;

- Due to COVID-19, large day services were closed and a high proportion of day service staff were redeployed to support residential service provision 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 2020/2021 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 2021;

- Secured Pobal Grant of €199,936 to fund SMH Employment Support Project to assist young adult service users gain employment through building their skills and providing direct practical assistance to them including job application support and on the job coaching
- It will also work with local employers to promote the value of people with disabilities as part of an overall diverse workforce. The approach will be based on securing short term work placements and providing employers with disability awareness training
- This approach aims to reduce employer resistance and turn placements into long term permanent roles and partnerships
- Vocation and seeking job opportunities – service users in our Abhainn Services experienced work experience in Golden Discs, IKEA Ireland, Spar Ireland

15

New Staff Completed ASD
Specialised Training

400

Staff Completed Adult
Safeguarding Policy Training

14

Staff Trained as COVID-19
Representatives

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 2021;

- Finalised the Residential Wait List Vacancy Template and the Residential Request Profile to further streamline the process at Residential Approvals
- Issues of compatibility are now included at the IMR Operations monthly meeting with the HSE in order to progress solutions
- Minor capital funding of €320,000 was secured from the HSE in 2021 to assist with solutions to address issues of compatibility

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 2021;

- This objective is completed and is currently in place

Therapeutic Respite for Children

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

Our main achievements 2021;

- This objective is completed and is currently in place

Respite Services

SMH Children and Young Persons (CYP) and Support Services submitted a submission to the HSE in response to a tender for the provision of respite and support services. SMH were unsuccessful in this submission.

There are currently three respite houses in SMH. On average each service offers 2/3 night breaks to service users, both children and adults. SMH provides respite for service users to be cared for,

€199,936

Pobal Employment Grant
Support Secured

500+

Staff Completed HSE
Children First Policy
Training

3

Respite Houses Refurbished

supported and valued within a professional environment that promotes their health and well-being. Respite Services;

- Facilitate service users to have an enjoyable respite break within a comfortable, clean, fun and safe environment
- Ensure service users are given opportunity to make individualised choices and experience ordinary places
- Uphold and respect the dignity and privacy of service users at all times
- Promote that care is given in a holistic manner incorporating families, clinicians, schools and day services
- Positively encourage socialising and the development of relationships

In 2021, Respite services strived to restore offers of respite support to families to pre-pandemic levels.

Our main achievements 2021;

- Refurbishment of all three respite houses
- Purchase of two new accessible vehicles for dedicated use within Respite Services
- Purchased devices and supported service users to increase opportunities to partake in online activities, share resources and improve communication

Key-Working

SMH 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.

Our main achievements 2021;

- In 2021, a new steering group was appointed for Key-Working to implement the findings of the Key-Working Research Project
- Training was provided to all key network staff by end of 2021 with a view to rolling out Key Working across all teams in Q1 2022
- SMH has for many years supported student nurses on their clinical placements throughout our service. These students are doing community placements with children and adults with an intellectual disability as part of their training in General, Paediatric and/or Mental Health nursing. In 2021 SMH received funding from NMPDU to create a Practice Development Nurse post



- With the introduction of this post, the Director of Nursing, Practice Development Nurse and DCU collaborated to develop SMH as a clinical site for students doing their Intellectual Disability Nursing. Funding was secured to create further required posts to support these student nurses during their clinical training in SMH. We welcomed the first nine student nurses to SMH, who successfully completed their placements. These placements were supported by the experienced Registered Nurses that are working in SMH, who give their time and expertise to enable the students to develop their nursing skills
- We hope that year on year our Student Nurse Programme will grow and develop in the future

Children's & Young Persons Services

The population of children attending the paediatric clinics in SMH have a high prevalence of complex health problems, due to underlying genetic and neurological impairment including Cerebral Palsy, Autism, Down Syndrome and metabolic disorders

Our main achievements 2021;

- In 2021, due to the COVID-19 pandemic the clinics at the peak of the pandemic were changed to Virtual Clinics/Phone consultations. We organised two clinics per week at Ballymun and two clinics per week at Coolock and Baldoyle to support children and families



- In 2021 at the peak of pandemic face to face (F2F) appointments were given for few children who had complex medical needs and those in palliative care who required frequent assessments to manage medical issues related to feeding, seizure activity, pain management, sleep and behaviour problems. This avoided hospital Emergency Department attendance and admission
- From May 2021 we scheduled both virtual and face to face Specialist clinics across the CYP Service
- Down Syndrome Clinics: From May 2021 we resumed monthly Down Syndrome clinics at Ballymun and also organised extra clinics for children with Down Syndrome at Coolock who were not seen during onset of the pandemic
- Children seen in Ballymun: Total Number 266, F2F Reviews - 164 & Virtual Reviews - 102
- Children seen in Coolock, Baldoyle: Total Number 226, F2F Reviews - 108 & Virtual Reviews - 118

Digital Inclusion – Development

2020 saw the rapid introduction of telehealth service provision in SMH as a response to the COVID-19 pandemic. In 2021, this work was both

consolidated and significantly expanded. In response, the Telehealth Steering Group was rebranded to the Digital Inclusion Steering Group in recognition of the broad areas of work it has supported.

Our Main Achievements in 2021;

- Overseeing the governance of digital inclusion by expanding the membership and remit of the (Telehealth) Digital Inclusion Steering Group
- Providing staff with updated guidance (including GDPR requirements) on the safe use of Zoom platforms
- Development of 'My Privacy Plan' for service users
- Completion of the Attend Anywhere Pilot Project
- The Digital Skills Studio was launched with projects underway from the OTC, Training and Nursing departments
- The Devices Steering Committee supported the purchase of 173 devices for use in service provision
- The Steering Group completed a Digital Inclusion scoping exercise outlining the current and future digital inclusion needs of SMH and people who use our service

SERVICES GO DIGITAL

In 2021, SMH Day Services continued to reopen in line with COVID-19 national guidance. Many services were faced with challenges as they progressed through the academic year with tutors unable to deliver in-person courses. With support from the SMH Devices Scheme and the grants such as City Dublin Education Training Board (CDETb), centers were able to purchase equipment to continue their popular CDETb Courses in Cookery, Art and Fitness and promote social connection.

Devices including Chromebooks, laptops and iPads supported services users to attend classes via the Zoom online platform. Course teachers would send schedules including, recipes, ingredients and/or equipment required in advance. In larger training services, staff used a projector to project the Zoom Class on to a bigger screen for all to follow steps and interact with the teacher. This connection provided many service users with the ability to complete their personal goals. One very proud Northbrook service user was relieved to complete manual handling training required for her part-time job. Using her Chromebook device she continued with her course and received her certificate to her employer's satisfaction.

"I love using the laptops, they have helped me practice my typing and that helps me in the course I do in Plunketts college"

Christine, Northbrook Training Service

Across SMH staff used their new technology to deliver weekly in-house COVID-19 Hygiene Training including reminders on hand-washing, sanitising and sneezing/coughing etiquette for service users also.

"Digital Literacy has improved the quality of service we provide in Northbrook, opening new pathways of communication and choice of activities for service users. Access to Zoom has provided service users with the opportunity to connect with old pals and create new friendships. They have discovered new training courses and found a love for online social karaoke events"

Orla Helly, Person In Charge, Northbrook Training

Residents unable to attend their day services due to capacity and safety issues stayed connected, informed and entertained via their personal devices at home. The SMH Activity Hub hosted online events throughout the year to promote inclusion and social connection. These educational and fun events, including Zoom Bingo and Zoom Bowling, helped everyone to maintain friendships and boosted morale.

"I love my iPad, I would be lost without it"

Ruairi, Wad River Service



In 2021, service users were delighted to have the ability to log on to the Strategic Plan Development Consultation Forums and have their voices heard. The group of 35 service users met online for open discussion and a direct link with SMH Director of Strategic Planning to play their role in the development of the new Strategic Plan for 2022-2026. This engagement was welcomed and helped to improve personal digital literacy.



GOAL 3:

Provide measurable standards of Service, Excellence and Innovation.

Mental Health Intellectual Disability Increase

By 2022, we will have expanded the Mental Health Intellectual Disability Team by 50% and is operating across Areas 1 and 2. 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 2021;

- Completed the CH09 Mental Health Intellectual Disability (MHID) service plan
- Developed two 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 in the CH06 region but we are working with CH09 and CH06 to resolve this

“
Psychiatry, Nursing and Psychology collaborated to deliver a Webinar for staff on the SMH Dementia Pathway – assessment, intervention and support.
 ”

- Provision of MHID services through face to face (F2F) clinics, 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 F2F contact and this is being facilitated either in the clinic or their homes
- Continued development of a CAMHS-ID and MHID services: we are currently auditing the Speech & Language Therapy and Occupational Therapy needs of the people in our care in accordance with National MHID Guidance
- Continued to revise MHID guidance documents in view of the pandemic, its toll on our service users and a 68% increase in referrals
- Continues to support service users in their homes with their families and staff as this has proved a stressful time for all
- Completed auditing of psychotropic medication and the metabolic needs of service users by examining service user's ECG's, blood results and medication. This data has been compiled and plans have been made to establish a metabolic clinic for service users on psychotropic medication
- We are currently auditing our MHID database and expanding it to accommodate further details of each person we review which will facilitate further auditing and research in the immediate future

2

New Adult MHID Teams Developed

68%

Increase in Adult MHID Referrals

70+

Service Users Accessed Multi-Agency Partnerships

Clinical Service Delivery

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

Our main achievements 2021;

- Appointment of new Clinical Case Manager (CCM). This role was welcomed by the Adult Clinical Services to support service users and families with transition to adult day services (including school leavers and new referrals)
- Supported over 70 service users from SMH CHO 6,7 and 9 areas to access multi-agency partnerships and individualised services/clinic only cluster
- Identification of 62 individuals to work with in 2022 and establish processes and procedures around this model of service delivery in line with ADM, Consent and GDPR guidance
- Establishment of cross-organisational steering group to review New Referrals, Admissions and Discharges Policy and the challenges/requirements associated with this policy
- Continued to develop and implement local SMH guidance on the safe provision of F2F clinical services during the pandemic with the support of the F2F Clinical Contacts Group

Collaborative Work By Multi-Disciplinary Teams in SMH 2021.

- **Deconditioning:** Physiotherapists, nurses and dietitians worked with service users, families and frontline staff around the impact of deconditioning since the emergence of COVID-19



- **Positive Behaviour Support:** Psychology Department in conjunction with the Open Training College (OTC) has continued to provide a QQI Level 5 accredited training course to frontline staff in Positive Behaviour Support, using an online platform that permits increased accessibility and flexibility for staff
- **Dementia:** Psychiatry, Nursing and Psychology collaborated to deliver a webinar for staff on the SMH Dementia Pathway – assessment, intervention and support
- **Feeding, Eating, Drinking and Swallowing Training:** Speech and Language Therapy collaborated with colleagues in the OTC to launch minimum required online FEDS training for all frontline staff. Outcomes from this training will be collated in 2022
- **Falls:** Occupational Therapists and Physiotherapists worked with service users and frontline staff to develop an outcomes focussed Falls Prevention programme with a focus on meaningful activities and participation (e.g. dancing, cooking)
- A pilot **Falls Clinic** was also developed by Physiotherapy, Occupational Therapy, Nursing and medical staff as a proactive approach to identify service users at risk of falling and to facilitate early intervention



- With the support from the Physiotherapy Department, a 'Fit For Life' Project ran in association with staff from the SMH Leisure Centre was developed. From this initial project eight Moyle Road staff were trained as 'Care Pals' Instructors to facilitate the delivery of this seated exercise programme for service-users. This free training was provided through the 'Age and Opportunity' project. Our aim is to maintain movement through fun activities for our aging population and have as many staff skilled in the delivery of programmes as is possible. One staff is currently undertaking a more intensive training programme following on from the Care Pals training
- **Respite and Residential Approvals:** The Social Work Department continued to work closely with frontline colleagues in the planning, management and implementation of respite and residential approvals processes
- **Leisure Centre:** Physiotherapy Department worked closely with colleagues in the SMH Leisure Centre to support the re-opening of SMH pool for children and adults in the service, in line with COVID-19 guidance
- **Formulation and Staff Wellbeing workshops:** Psychologists (including MHID psychologists) provided workshops to staff teams who support service-users with particularly complex and challenging presentations on Formulation (5Ps approach) and Staff Wellbeing
- **Enteral Feeding:** Dietitians and nurses have worked to review the Enteral Feeding Policy, in response to queries from frontline staff and recognising the complexities experienced by all staff in providing support in this area
- **Total Communication Project:** Communications Department, Speech & Language Therapy, southside service users and frontline staff began

482

Children Accessed
Down Syndrome Clinic
(From May 2021)

37

Children's Disability Network
Team Staff Recruited

500+

Children Supported with
new Network Team
Transition



SMH Total Communication Project

the Total Communication Project with our fundraising partners Dundrum Town Centre. The aim is to make Dundrum Town Centre the first shopping centre in Dublin that is actively promoting the use of a Total Communication approach to enhance customer experience in an inclusive way

- **Seating Clinics:** Occupational Therapy collaborated with frontline staff to facilitate virtual seating clinics for service users with non-complex needs. In addition, all complex seating needs were reviewed through-out the year
- **Safeguarding:** Social Workers, together with all staff in SMH, have further developed the safeguarding function around the organisation's role and responsibilities to safeguard SMH service users. New initiatives in 2021 included Safeguarding Clinics for service users and staff and tailored Safeguarding Training for specific centres. In addition, steps were taken to develop

Safeguarding Awareness training for service users and planning for Safeguarding Audits to all centres in SMH commenced

HIQA Requirements

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

Our main achievements 2021;

- Were inspected on 71 occasions
- Achieved a level of 85% compliant/substantially compliant
- Monitored compliance levels at Quality and Safety Committee meetings



- Implemented a system to share the learning when HIQA inspectors identified areas of concern
- Managed service improvement plans for locations where high levels of non-compliance have been identified through internal review and regulatory inspections
- Developed and submitted a quality improvement plan to HIQA relating to areas of concern to the regulator

Research

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

Our main achievements 2021;

- The SMH Research Committee was re-established with representatives from various parts of the service including CYP Services, Adult Services, Training and Support Services. Work is ongoing to promote the inclusion of service users in research leadership roles within the organisation
- Continued to provide online research support due to COVID-19 restrictions and held our 2nd research webinar focussing on the role of research within our everyday practice
- Launched the 1st SMH Research Bursary Scheme to promote outcomes-focussed research by staff working in SMH. In December, eight recipients of the bursary scheme were announced and these

projects will form the basis of a research showcase in 2022

- Supported the completion of the 2020 annual SMH/UCD research studentship examining experiences of tele-supervision
- Selected a new project for the 2021 studentship on the topic of Positive Approaches in Children and Young Persons





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. These programmes are programmes that give accreditation (such as certificates and degrees) that are recognised nationally and in Europe.

Our main achievements 2021;

- 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 (160 participants) of a Level 7 programme in *Patient Safety Complaints Advocacy* for the Department of Health to seven cohorts
- As part of the Annual Quality Report (AQR) process with QQI, the OTC was part of the QQI report 'Quality in the Irish Private and Higher Education Institutions'
- Development of fully online Applied Management programmes for validation

- Development of a new Level 8 qualification, BA (Hons) Applied Social Studies (Disability Service Management) for validation
- Continued the intake of students to a suite of professional and disability focused programmes – 600+ students during 2021

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 2021;

- 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 NALA, a brochure was designed to promote the Horizons Project for families and service users
- Social workers met with 14 service users and six

85%

Compliance with
HIQA Regulations

160

Participants QQI Level 7
Patient Safety Complaints
Advocacy

1,367

Participants in Online
Activity Hub Social Events



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.

Our main achievements 2021;

- After a hiatus, the AT Steering Group was re-established in 2021 with cross-organisational membership from amongst Adult Services

Improved training requirements for all new & existing home sharing families

- Work in 2021 focussed on reviewing and updating the AT policy outlining how SMH supports adults and young adults (16+ years) with disabilities to use AT in everyday life
- Work also focussed on updating our understanding on how service users' use of technology has changed during the COVID-19 pandemic and making recommendations on how this can be further built upon during 2022-2023



176

Website News Stories
Posted

1,143

Participants Activity Hub
Online Education Events

353

SMH Library Support and
Book Requests

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 2021;

- Recruitment campaign yielded 13 applications
- Home Sharing in SMH moved Home Sharing training online through OTC for new applicants during the pandemic
- Improved training requirements for all new and existing home sharing families
- Staying in touch and communicating with all families throughout the pandemic was a priority for the team in 2021. We have addressed this via newsletters and a social story to encourage home sharing families on hold due to COVID-19 to stay in touch with their guests
- Held a Home Sharing webinar celebrating Carers Week in June 2021
- Developed Home Sharing Standard Operating Procedures in the PDS for children and young people



- The team also co-ordinated the roll-out of vaccinations for active home sharing families ensuring they had the same status as frontline healthcare workers
- The team have cleared the backlog of guest, natural family and home sharing family reviews that were overdue

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 2021;

- The recruitment and selection team continued to embrace and promote Zoom as our main source for interviewing candidates in 2021
- **Rezoomo;** A Recruitment Software & Talent Acquisition Platform was implemented in November 2021. The system is part of the national procurement framework providing greater efficiencies in cost and quality. The application utilises a combination of online sources to access top talent, generate comprehensive dashboards, schedule interviews and communicate tools to attract potential new recruits
- In Q3 2021 SMH took part in the Recruit Health & Social Care Professionals in the UK and Ireland jobs fair resulting in 69 speculative applicants
- Children's Disability Network Team – 37 new roles were created
- Virtual milkrounds were held with multiple universities to attract college graduates
- A large scale resourcing campaign was launched in Q4 2021 which included online campaigns, radio advertisements and bus advertisements
- SMH successfully provided 70 staff with promotional opportunities across our directorates
- New Starts: 219 employees successfully on-board with SMH

Leavers Process

- A new leavers process and electronic survey was launched in Q4 2021 to provide the service with a greater understanding of why staff are leaving SMH. This information is used to underpin engagement and retention strategies

LIBRARY SERVICES

SMH

Library Services



About SMH Library Services

- Providing an information and book lending service to SMH staff and families for over 20 years

Books

- Has over 5,000 books on intellectual disabilities, autism and a large range of disabilities

Journals and Articles

- Subscribe to over 20 specialised journals with access to thousands of online articles via IDAAL

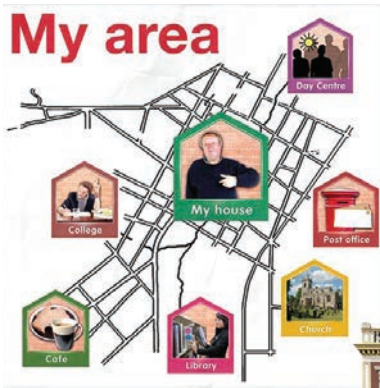
Continuing Service through Covid-19

- Via an email request system, the library received 353 requests for books and articles and 794 articles were supplied to staff

Contact

- Visit the library in SMH Ballymun HQ
Email patsy.carton@smh.ie
Call (01) 8840200





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 2021;

- Advanced process with Fingal Co. Council regarding Seatown Road development
- Engaged with three Approved Housing Bodies to explore CAS Applications
- Residential House, 'Ratheanna' underwent significant refurbishment to allow all residents to have their own bedroom in line with their will and preference
- Baldoyle Residential was refurbished and fire upgrade works were completed



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 2021;

- Our hospital liaison service was very active during 2021 supporting over 1,091 admission nights from 213 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.

Our main achievements 2021;

- Maintained existing relationships with appropriate nursing homes 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
- 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
- The football supporters group ran in Moyle Road. This was possible due to our partnership with ITB as one of our third year students facilitated a number of outings to stadiums

- HSE funded the purchase of a number of new buses in day and residential services
- HSE Device Scheme funded the allocation of SMART televisions, laptops and tablets to Omni and Northbrook
- Work Options celebrated 20 year plus partnership with Plunkett College. The Back to Education Initiative (BTEI) which is a part-time programme continues to make a major contribution to building the capacity of the formal education sector to meet the changing needs of individuals, communities and society. Service users enjoyed the courses that Plunkett College have to offer and embraced the age of technology with ease. Students were delighted and proud to have received QQI accreditation at Level 2. Service users are ready for their next challenge which is to embark and complete a QQI Level 3 award in General Learning
- Speech & Language Therapy Department launched Total Communication Project in partnership with Dundrum Town Centre to improve customer experience for people with disabilities

Fundraising Virtual Community

The charity sector continued to feel the implications of COVID-19 in 2021. National restrictions limited cash handling and forced fundraising activity to remain online and events to remain virtual. SMH appealed for public support utilising the new virtual calendar of events introduced in 2020 and launched some new activities to encourage engagement and support for services.

In January 2021, as part of the SMH Run, Walk, Move fitness series, SMH launched *Park IT!*, a socially distanced task to complete using local parks. Many services users took part across the organisation to improve their fitness and/or as a personal wellbeing activity during the pandemic.

SMH annual national *Bring a Book, Buy a Book* campaign entered a new chapter in March. The event stayed virtual with an online Pass The Book viral appeal in the absence of in-person pop-up community shops and corporate events. The Fundraising Department collaborated with the Home Teaching Department to create the first SMH eBook for children as part of the national campaign and in celebration of World Book Day 2021.





In May 2021, SMH's virtual *MyMiniMarathon* event went live for the second year running to replace the annual VHI Women's Mini Marathon appeal. In August 2021, SMH launched the *Dawn to Dusk Daily Dip* with the support of media personality Brendan O'Connor and service users from across SMH. This event secured national media coverage including Irish Independent online.

Fundraising Autumn/Winter Calendar progressed with a new 'Face A Fear' challenge and the return of *December Dip* event. In response to demand and in line with easing of national restrictions, the Fundraising Department re-introduced the SMH annual Christmas Card sale. Purchase could only be completed online and stock was limited to ensure safety of staff and buyer handling.

In 2021, the Fundraising Department secured a significant grant from Pobal as part of governments 'Pathway to Work' strategy. In line with the grant criteria, the funds awarded will be used to support

and facilitate employment opportunities for adults across SMH Hub services in 2021/2022.

SMH are delighted to have maintained relationships with corporate partnerships during this difficult period for all. Some sponsored project highlights include:

- SMH Digital Suite Project – KPMG
- SMH Total Communication Project – Dundrum Town Centre
- SMH Christmas Matinee – Fujitsu Ireland
- SMH Football Fan Club Event (Rep. of Ireland Football Manager Forum) – Aircoach

Progressing Disabilities Services

- Progressing Disability Services (PDS) is a national programme to reorganise children's disability services. PDS will change the way children (aged

1

Annual Club Draw
Car Winner

10,000+
Followers Across
Social Media Platforms

6

Virtual National
Fundraising Events

0-18 years) and their families' access and receive clinical disability services and aims to provide a fairer pathway to clinical supports. In September 2021, SMH established four new Network Disability Teams in Community Health Care Network (CHO9); Coolock Area Network, Ballymun Area Network, Kilbarrack Area Network and Coastal Area Network

- SMH CYP Services supported the transition of approximately 500 children and families to new network teams in CHO6, 7 and 9, outside of SMH services. This also required the safe transition of all data. In addition SMH transitioned over 400 children and families with their data, from other agencies on to our new Network Teams
- Each network team are now offering services to children who live in the geographical area of their Network
- PDS are offered to children with complex needs requiring input from an Interdisciplinary Team and may have a range of disabilities including intellectual disability. This has been a significant change for SMH as not all children availing of the

service, have a diagnosis of moderate to severe intellectual disability and have therefore required SMH CYP Services to put in place a range of new service initiatives

- At the end of 2021, there were over 950 children open to service and 700 children on the waitlist. The teams are working through the caseloads and will be focused on reducing wait-times for services
- CYP Services established a Clinical Advisory group in SMH to provide oversight and guidance on the implementation of clinical governance arrangements for the provision of high quality clinical services. This includes advising and supporting the implementation and development of the Children's Disability Network Teams & Specialist Services. It also includes advising and supporting other key services delivered by the Directorate e.g. respite, support services and residential services. The approach in SMH CYP Services is based on a matrix model of collaboration between the CDNM who is the Line Manager for the Team and the Head of Discipline



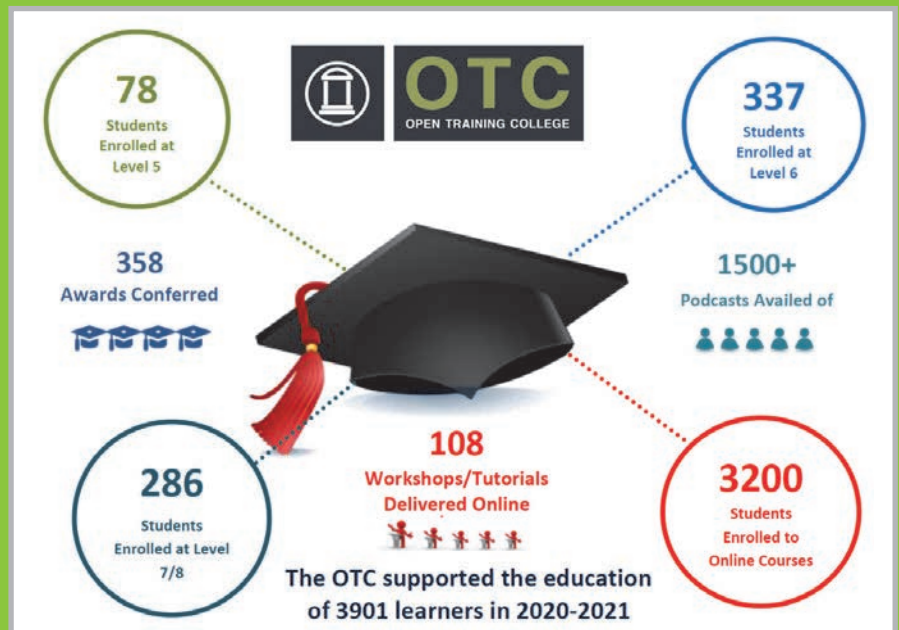
OPEN TRAINING COLLEGE – REVIEW

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 increasing the college's income.



Our main achievements in 2021;

- Continued to deliver all programmes through the public health emergency in consultation with students, QQI, agencies and other relevant bodies
- Continued to provide programmes to all students, with more than 3,200 staff registering for online modules and 358 completing QQI HET and FET awards
- Secured the second tranche of 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 five programmes which were offered to the sector at no charge, with a significant uptake across all programmes
- In conjunction with the social work department, developed a 12-module course for host families



- Developed a suite of fully online modules to continue to support staff, parents, clinicians, teachers and SNAs in areas such as Aversive Feeding, FEDS, Independence Skills
- Developed two online courses to support the roll-out of ADM within SMH
- Continued to support the online learning platform to support training, education and communication within SMH during the pandemic
- Worked with an agency to develop their human rights committee
- Supported the second cohort of staff on 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.

3,200
Students enrolled in Online QQI Courses

108
Online QQI Workshops/ Tutorials Delivered

358
Staff Completed QQI – HET & FET Awards



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 users, families and management gatherings to communicate and share information.

Our main achievements 2021;

- Organisational Infoshares continued online for 2021 to share important information and organisational updates to staff working on the frontline and remotely. There were eight organisational infoshares in 2021 with playback available for staff
- 20 webinars were run during 2021

Communications Strategy

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

Our main achievements 2021;

- Revised and refreshed SMH 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 (IPC) 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 impacted on service delivery

- Adjusted our website content to make COVID-19 information and guidelines widely available to service users, families and staff
- Facilitated Staff Infoshares to keep staff up to date on developments and initiatives
- Created and promoted a recruitment campaign for SMH in response to COVID-19 Staffing Crisis, including radio and social media adverts.
- Worked with HSE and PDS agencies on communication updates for families
- Collaborated with Carer Alliance Partners for Carers Week 2021 and created a calendar of self-care events and resources to support carers

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 2021;

- Re-activated the Employee Wellbeing Committee to engage with staff during COVID-19 and reviewed the previous structures of the wellbeing programme across the organisation including Terms of Reference and Policy
- Developed an online resource on *Positive Mental Health & Wellbeing* 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 HSE and Department of Health
- Engaged an independent staff member to work with Corporate Health Ireland, to support the ongoing requirements of COVID-19 testing, tracing, isolation, and returning to work as advised by the HSE
- Introduced HR COVID-19 Email to support all staff queries during the pandemic



HR Governance

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

HR took a lead role in supporting and servicing management and staff in implementing significant change management processes throughout 2021 in a continued pandemic environment.

Our main achievements 2021;

- The top HR priorities of 2021 was business continuity planning and crisis management

Absence Management

In 2021 HR continued to focus on managing absence in a pandemic environment. HR worked in

partnership with our occupational health service to navigate our way through high rates of COVID-19 related leave.

The services were challenged by three COVID-19 waves in January, April and December 2021

- January 2021 – 250 employees absent with COVID-19 related leave
- April 2021 – 180 employees absent with COVID-19 related leave
- December 2021 – 200 employees absent with COVID-19 related leave
- 2021 saw a dramatic increase to 784 occupational health medical referrals
- Pre-employment medical health assessments increased to 217 in 2021 in comparison to 112 in 2020.

20

Webinars Organised for Staff & Families

35

Adult Service Users Participated in Strategic Plan Consultation

219

New Employee Starts



Employee Relations & Partnership

Our main achievements 2021;

- HR continued to guide and advise management and staff on employment, equality rights and industrial relations matters
- Mediation and investigations were carried out remotely in the first half of 2021
- F2F investigations were reintroduced in Q3 2021
- The Workplace Relations Commission successfully awarded in favour of SMH for two third party hearings
- January 2021 saw 45 open employee relations cases under the disciplinary, grievance, dignity at work and trust in care policies
- December 2021 saw a reduction of 25 cases closing with 20 live cases year-end

Cocooners

- HR managed over 75 employees who were required to cocoon at home and were not permitted to attend work on site

- 45 of these were pregnant cocooners and a comprehensive risk assessment process was implemented for each individual

Cocooner Project

- This project was implemented to provide remote redeployments across the service to address resourcing challenges. This included identification of work load, cocooner skill set training and development, furnishing of IT equipment
- This was proven to be successful in priority areas such as GDPR and contact tracing, absence management and many more

Hybrid Working Model

- 2021 saw many of our office staff continue to navigate a remote working model in line with national guidance
- In September 2021, our return to Headquarter Buildings Committee implemented a phased return to work plan to support staff in returning back on site

- This plan included office capacity reviews and new ways of working such as hot-desking and sharing offices. The plan resulted in those staff working in our three headquarter buildings embracing a new hybrid working model
- HR coordinated an electronic survey to provide our staff with an opportunity for their voice to be heard on how a hybrid model would work for them into the future
- We had 145 staff who engaged in the survey. The survey results will provide and support management in preparing for the impending hybrid working legislation due to come into effect in Q4 2022

HR Branding

A rebranding and launch of the HR Team was implemented, including the circulation of a new HR Team Contact Guide providing clarity of roles and responsibilities of each staff member.

Financial Sustainability

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

Our main achievements 2021;

- Following review of various payroll processes and HR systems we scoped the requirements for implementing 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 full in 2022
- 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.





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 2021;

- 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
- Partnership approaches with the HSE
- Working to identify efficiencies in an environment that requires pre-COVID-19 service provision, while COVID-19 cases continue.

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.

- We continue to assess the SMH 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 2021;

- Completed our Windows 10 rollout project to cover all laptops and desktops in use
- We also carried out extensive security reviews of our servers and systems in light of the HSE ransomware attack. Subsequently, we accelerated our projects to upgrade or replace systems as necessary. This included the introduction of encrypted e-mail between ourselves, the HSE and other healthcare providers



- We provided new IT infrastructure to meet the needs of the new PDS CDNT services in Ballymun, Coolock, Baldoyle and Kilbarrack
- With increasing dependence on internet based communication tools such as Zoom, WhatsApp and other messaging platforms we substantially increased our network traffic capacity to facilitate this

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 2021;

- 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
- Funding was secured from SEAI Grants to upgrade several of our residential units
- Minor capital funding was secured from the HSE for developments in Baldoyle, Ratheanna, Boroimhe and Glenmalure
- 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 SMH Schools Patron Body report.

Our main achievements 2021;

- Established a SMH Board subcommittee to support the ongoing work in the six SMH schools. This group will focus on strengthening governance within SMH schools. SMH appointed a New Schools Education Officer and voluntary Chairs were appointed to Baldoyle and Raheny schools
- Progress continued on the buildings projects for Skerries School in Loughshinny and Grosvenor School in Leopardstown. These schools are on target for completion for September 2023 and will result in increased school places
- There are ongoing discussions with the Department of Education to secure new premises for Foxfield School and Baldoyle School

- Phase 1 of works were completed in Ballymun School

Executive Framework

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

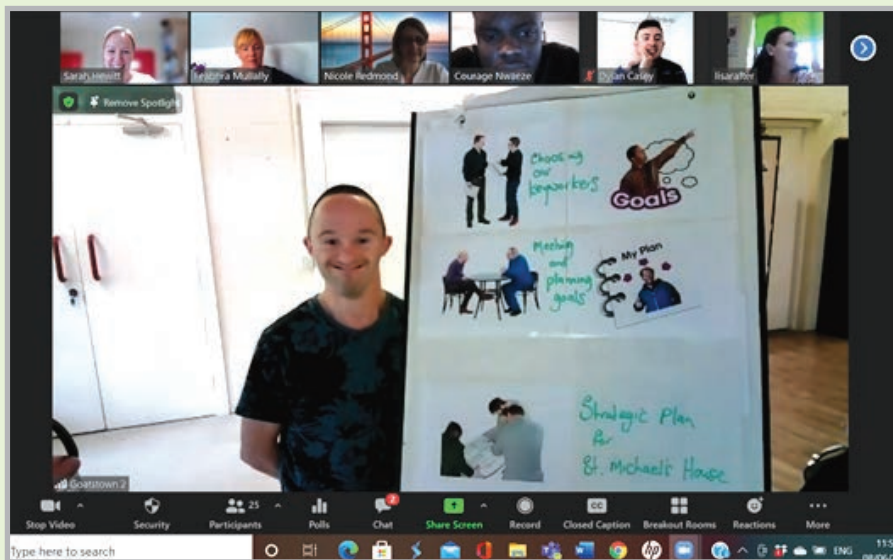
Our main achievements 2021;

- 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



REVIEW OF THE 2017-2021 STRATEGIC PLAN

The review of the 2017-2021 plan established that despite the onset of a worldwide pandemic in early 2020, significant progress was made in achieving the plan. Of 202 objectives set out in the plan, 84% were completed or commenced with 75% fully complete. A small number of areas identified as targets in the previous plan became no longer relevant and/or moved outside the control of SMH. The review also identified some items for carry over to the new strategy and/or department annual work plans, and factors that we can learn from which need to be considered in implementing the new plan.



DEVELOPING A NEW STRATEGIC PLAN 2021

Following the completion of the 2017-2021 Strategy, planning commenced during 2021 on the development of the new Strategy to run from 2022-2026. To help shape the new five year strategy a comprehensive consultation process was undertaken with all stakeholders. In particular significant contributions to the new plan were received from service users and families. In addition to the consultation processes key learning from the 2017-2021 strategy were identified and used to inform the new plan.

In formulating the 2022-26 Strategy a key first step was to revisit our Vision, Mission, and Values (VMV). This commenced during the consultation process and concluded in late 2021 with the engagement of an external facilitator who worked with the Executive Management Team (EMT) and Board in joint sessions.

2017-2021 Objectives Output

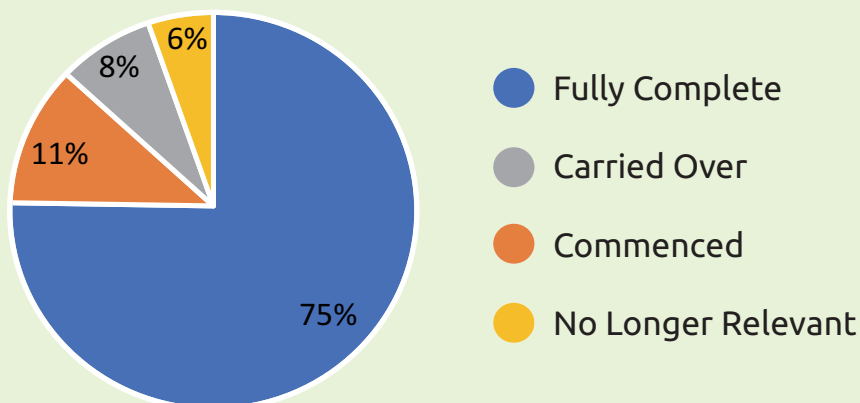


Table 1: Review of objectives from 2017-21 Strategy

REVIEW OF OPERATIONS

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

Review of Operations

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

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 VMV 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

The Board ensures that the VMV 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 five new Directors in 2021 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 2021 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. With the recruitment of new Directors in 2021, 31% of the Board are female.

A Directors Induction Training programme is available for all new Directors to assist them to carry out their functions in line with 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 members attend Board meetings and make regular presentations on the strategies and operations of the organisation. 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.

Board Members (2021): Professor Anthony Staines (*Chairperson*), Ciaran Bolger (*Vice-Chairperson*), Pat Cullen, Dr. Ailis Quinlan, Dr. Susan Kent, Shahla Sabetnia, Liam O'Donohoe, Tom Casey, Mairtin MacAodha, Dee Moran, Ken Gormley, Ray McKenna and Eoin McVey.

The following Board/Committee members stepped down during 2021: Niamh Moran, Noel Beecher and Martin Lyes and St Michael's House thanks them for all their hard work and commitment.

Company Secretary's during 2021: Rose Creegan (*Director of Finance*), Katherina McCaul and Karl Wren.

Current Company Secretary (Interim): Karl Wren

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.

Board Sub-Committees:

There are four Board Sub-Committees, Finance, Audit and Risk, Quality and Safety and Governance which meet regularly during the year. Each committee also reports on operational progress at

each board meeting. The committees establish their own terms of reference, which are regularly updated. Any recommendations for changing the Terms of reference are brought 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 during 2021: Pat Cullen (Chairperson), Professor Anthony Staines, Dee Moran, Laura Beausang, Liz Reynolds (CEO), David Dunne (Director of Operations), Rose Creegan (Director of Finance) and Debbie Byrne (Director of Human Resources and Organisational Development). The Board and Management would like to offer their condolences to the family of Michael O'Farrell who was a member of the Finance Committee but sadly passed away in February 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. St. Michael's House have a Risk Management Policy in place.

Committee Members: Dee Moran (Chairperson), Eoin McVey, Rosemary Ryan, Jim Cuddy, Liz Reynolds (CEO), David Dunne (Director of Operations), Rose Creegan (Director of Finance), Elaine Teague (Director of Quality Improvement and Safety Development).

The following committee stepped down during 2021: 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 also 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.

Health and Safety: St. Michael's House is committed to ensuring the health and safety of service users, their families, staff, students and members of the public. The organisation takes its responsibilities very seriously under the Safety, Health and Welfare at Work Act 2005; General Applications Regulations 2007 and all associated legislation. The organisation's Safety Statement was updated significantly in 2021 and it describes the safe systems of work, management responsibilities, staff members responsibilities and how the Health and Safety structure operates within St. Michael's House. In addition, it provides a framework for the development of site-specific safety arrangements in all centres.

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

Committee Members: Dr. Ailís Quinlan (Chairperson), Liam O'Donohoe, Dr Regina McQuillan, Dr. Susan Kent, Eileen O'Mahony Bowe, Kenneth Gormley, Liz Reynolds (CEO) and Elaine Teague (Director of Quality Improvement and Safety Development).

The following committee stepped down during 2021: Deirdre Taylor

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.

Committee Members: Anthony Staines (Chairperson), Tom Casey, Mairtin MacAodha, Kenneth Gormely and Liz Reynolds (CEO).

*Other Board members were invited to join these meetings during 2021 if they were available to attend.

The following committee stepped down during 2021: Niamh Moran and Gerry Fallon.

SMH Board and Sub-Committees attendance 2021

Name	SMH Board		Finance		Audit & Risk		Quality & Safety		Governance	
	A	B	A	B	A	B	A	B	A	B
Prof. A Staines	14	14	9	9					8	8
Máirtín MacAodha	14	14							8	8
Pat Cullen	14	14	9	9					8	6
Kenneth Gormley	7	6					1	1		4
Eoin McVey	4	3							1	1
Deirdre Teague							3	2		
Dr Ailis Quinlan	14	13					5	5		4
Niamh Moran	6	5							6	4
Liam O'Donohoe	14	14					5	5		6
Tom Casey	14	14							8	8
Noel Beecher	1	1			1	1				
Martin Lyes					4	4				
Dee Moran	14	12	9	9	3	3				1
Gerry Fallon									1	1
L Beausang			9	8						
Rosemary Ryan					4	3				
R McQuillan							5	5		
Ciaran Bolger	3	3								
Dr. Susan Kent	4	1								
Shahla Sabetnia	4	3								
Ray McKenna	4	4								
Jim Cuddy					4	4				

Table of attendance at Board of Director and Board Sub-Committee meetings of St. Michaels House held in 2021.

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.

Financial Summary
ST. MICHAEL'S HOUSE GROUP
CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 2021

		2021 €	2020 €
FIXED ASSETS			
Tangible assets	11	52,327,917	53,032,429
		52,327,917	53,032,429
CURRENT ASSETS			
Grants receivable and prepayments	13	1,263,264	3,436,729
Cash at bank and in hand		5,545,296	2,951,921
		6,808,560	6,388,650
CREDITORS: (Amounts falling due within one year)			
Creditors and accruals	14	(15,810,221)	(17,261,962)
Bank overdraft	17	-	(819,633)
Term loan	18	(368,502)	(333,083)
		(16,178,723)	(18,414,678)
NET CURRENT LIABILITIES		(9,370,163)	(12,026,028)
TOTAL ASSETS LESS CURRENT LIABILITIES		42,957,754	41,006,401
CREDITORS: (Amounts falling due after more than one year)			
Term loan	18	(1,691,851)	(2,112,999)
NET ASSETS		41,265,903	38,893,402
CAPITAL RESERVES		41,120,950	43,043,406
REVENUE DEFICIT		144,953	(4,150,004)
		41,265,903	38,893,402

Financial Summary
ST. MICHAEL'S HOUSE GROUP
CONSOLIDATED INCOME STATEMENT
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2021

	Notes	2021 €	2020 €
INCOME	4	116,773,028	111,160,292
EXPENDITURE		(114,982,967)	(109,266,634)
SURPLUS ON ORDINARY ACTIVITIES	6	1,790,061	1,893,658
PROFIT ON DISPOSAL OF FIXED ASSETS		2,767,352	3,677
SURPLUS FOR THE YEAR		4,557,413	1,897,335





St. Michael's House
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Registered Charity No: CHY 5692

Website:
www.smh.ie

CHILDREN'S SERVICES



ADULT SERVICES

