



2017
St. Michael's House
ANNUAL
REPORT



ST. MICHAEL'S HOUSE
services for people with intellectual disabilities

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.**



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OUR VISION

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

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.**





WELCOME

To St. Michael's House Annual Report

St. Michael's House provides a comprehensive range of services and supports to 1,751 men, women, and children with intellectual disabilities in 170 locations in the greater Dublin Area and Navan, Co. Meath impacting on thousands of family and community members.

This Report informs you of our Strategic Plan 2017-2021 *Building Community. Supporting Independence*. Our six-high level goals outline our plan to deliver improved services. This report tells you about the laying of the foundations for these goals to succeed. It informs you of the achievements, challenges and opportunities sustained in 2017 after a significant organisational reconfiguration in 2016.

Our reconfiguration ensured St. Michael's House was best placed to deliver on our five-year Strategic Plan 2017-2021 and to meet new and changing needs of our service users and the priorities of our main funding partner HSE.

Funded by the Department of Education and Skills, St. Michael's House is also Patron Body for six special national schools in the Greater Dublin area. Developing and growing St. Michael's House commitment to special education and improving school facilities to meet the needs of a growing population forms part of the organisational strategy.

St. Michael's House received fundraised income of more than €630,000 in 2017. St. Michael's House wishes to formally acknowledge and thank its benefactors and donors whose generosity and spirit of voluntarism support us to deliver even more to the men, women and families we serve. St. Michael's House Board has signed up to the Charities Institute of Ireland Statement of Guiding Principles for Fundraising and is listed as a compliant organisation on the Charities Institute of Ireland website. The Board is committed to fully achieving and maintaining the standards set out in the Guiding Principles.

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

OUR KEY ACHIEVEMENTS IN 2017

SERVICES

23 Adults in new reconfigured Abhainn Autism services.

50 Children participated in the Summer Supports pilot programme supported by Angels Quest.

6 Adults returned to Independent supported living in New Priory Hall Apartments after 7 years of being relocated due to Building, Health & Safety risks.

120 Children received Home Teaching early intervention programmes.

901 Frontline staff trained in Fire Safety.

78 Assessments completed by the newly established referral pathway for adults requiring Occupational Therapy (OT) Sensory Integration assessments including 10 assessments for Adults by the Mental Health Intellectual Disability (MHID) team.

567 Staff completed the newly designed Safeguarding of Vulnerable Persons Awareness Training.

129 Adult learners received a Quality and Qualifications Ireland (QQI) minor awards in 9 different modules and topic areas.

300 Service users reviewed at Physiotherapy footwear and orthotics clinics.

50 Community pre-schools supported by our pre-school Support Workers service.

78 Service users seen through our newly established standard wheelchair and comfort chair clinics.

RECOGNITION

WINNER of the Disability Sector Award in the *Cara National Inclusion Sports Award 2017*. Recognition for inclusive sport for all abilities in the community.

2 Karate Champions representing Ireland in the European Championships. Both brought home medals.

3000th Volunteer visit achieved by RTE Architect Dermot Bannon on St. Michael's House *Time to Volunteer* - corporate programme.

€300 Raised from the sale of Art works by adults who use our service, Karen O' Brien and Derrick O'Connell at the Annual May Art Exhibition.

1 CNM1 Nurse appointed as a joint project with St. Michael's House Occupational Therapy Department and Nursing Department - to address postural management issues for service users. The appointment was funded by Nursing Midwifery Planning Development Unit (NMPDU).

SHORTLISTED for the *Northside People Community and Sports Award* with Baldoyle School as the Best Community School in North Dublin as nominated by Fingal Sport Dublin.

11 Athletes qualified for the Special Olympics National Games competing in Ten Pin Bowling, Bocce and Athletics.

25 Years of Open Training College (OTC) that provides training and education programmes validated by Quality and Qualifications Ireland (QQI) from Level 5 to Level 8 on the National Framework of Qualifications (NFQ).

1 CNSp Acute Hospital Liaison Nurse appointed. Our first essential role to support services users who live in St Michael's House who transfer to acute hospitals. The appointment was funded by Nursing Midwifery Planning Development Unit (NMPDU).

GOVERNANCE

4 Times a year the newly established Stakeholder Forum meet. The forum has an independent chairperson and membership comprised of service users, family members and a number of experts in the field.

3 New Directors were appointed to the St. Michael's House Board by placing an open call for Directors in the national media.

281 Complaints and **94** compliments received. In 2017 we focused on training staff to manage complaints and view as an opportunity to improve learning and services.



CHAIRPERSON'S REVIEW

In last year's Annual Report I described 2016 as a year of change and adaptation. In contrast 2017 has been a year of consolidation and setting the course for future years. Much of the financial challenge which faced the organisation has been resolved enabling it to focus on developing new and innovative services in partnership with the HSE and enhancing the quality of existing services. This year's report focuses on the Strategic Plan 2017 – 2021 and describes in some detail the progress made during the year in implementing it. Already the plan has made a difference in the lives of our service users and I am confident that this will deepen and grow in the years ahead.

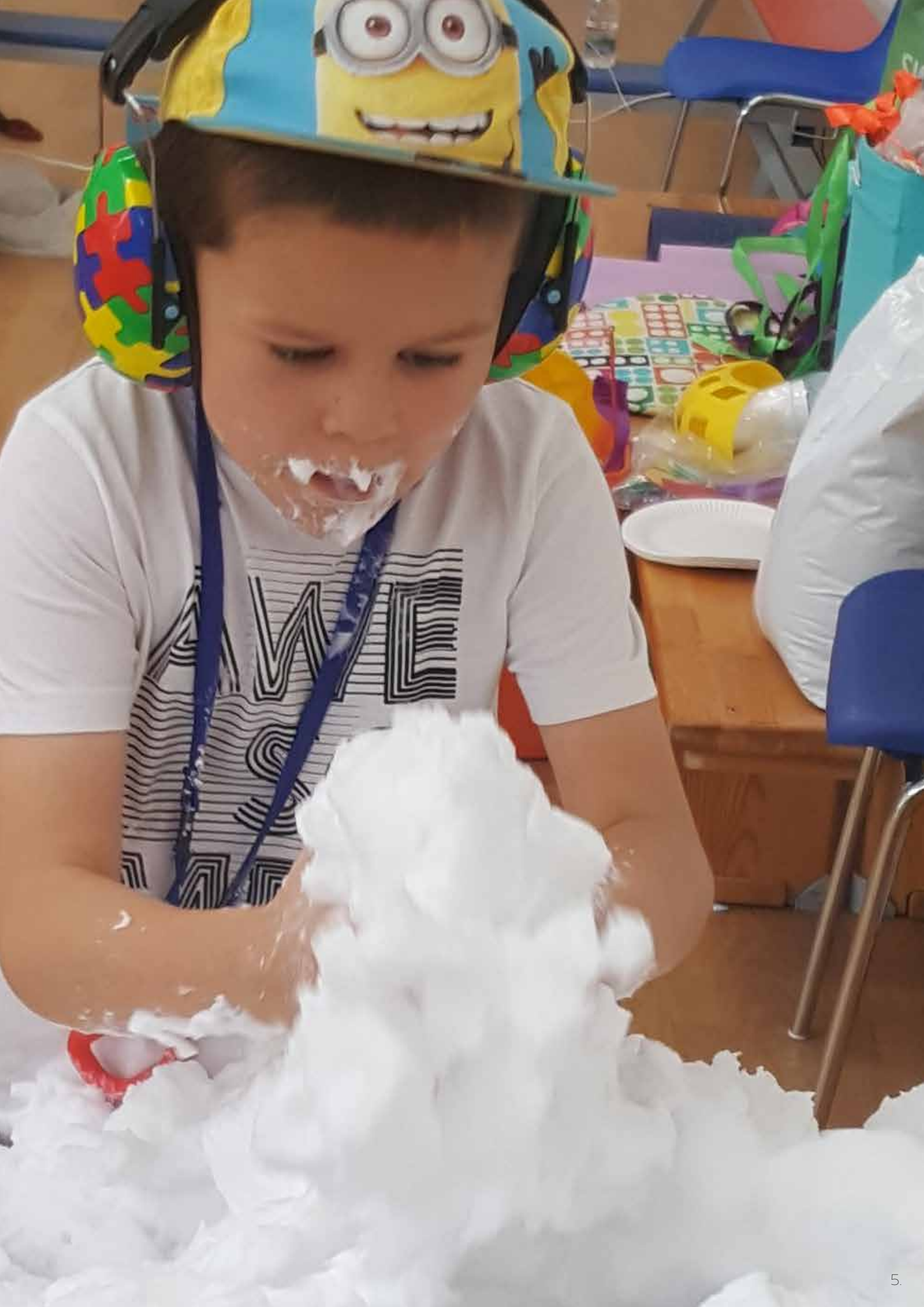
I have been greatly heartened to see the talents and skill brought to bear by staff members in the organisation, many of whom have completed courses with the Open Training College. The College provides professional training for people working in social care and was established by St. Michael's House in 1992. Since then more than 10,000 staff have received awards and it has set the professional standard for people working in this area. I had the good fortune in November to be asked to address the Conferring of Awards and experienced at first hand the enthusiasm and commitment of those receiving them. I look forward to the ongoing development of the College and the significant contribution it makes at a national level.

St. Michael's House is the organisation it is today because of a small number of people who had the vision to put in place services which improved the lives of so many. Some were long serving employees who faithfully delivered on the original vision for the organisation but many too were volunteer Board members. As Chairperson I am always conscious of the legacy of these pioneers which we have inherited and of the importance of not just passing it on when the time comes but insuring it is in good health. No matter how committed we are none of us can serve for ever and the membership of the Board must be refreshed on a regular basis.

In 2017, the Board put out an open call for Directors in the national media and the response was a remarkable demonstration of the regard in which St. Michael's House is held and the readiness of the public to make a contribution to our cause. I'm delighted to say that as a result the Board has been greatly strengthened in the financial, legal and medical areas and I am confident in its ability to meet the many challenges ahead in delivering sustainable and innovative services into the future.

As successors of those early staff members Anna Shakespeare and the whole staff team continue to proudly build on that early commitment to community based services which is at the heart of everything we do. I would like to thank Anna and her team on behalf of the Board for their many achievements in 2017 and particularly for the strong foundation which has been established for the future. It gives me great confidence that the organisation will continue to build on its historic legacy and that each person who comes into our service will be supported to achieve their full potential.

Martin Lyes
Chairman





CHIEF EXECUTIVE'S REVIEW



Our focus for 2017 was implementing year one of St. Michael's House Five-Year Strategic Plan, Building Community. Supporting Independence.

Using the framework of the Strategic Goals and Objectives we showcase the achievements of the people we support through our services. We also aim to capture some of the highlights of the work and outputs of our creative and committed staff team in this year's report.

The services we provide aim to make a difference on the ordinary, yet exceptional daily lives of the people we serve. The stories and achievements of these people are threaded through this year's annual report.

I have tremendous pleasure in experiencing and witnessing these stories and achievements every day and the privilege of working with a dedicated staff team, with inspirational children, families and adults who use our services and enrich our lives.

Through the framework of the organisational strategy we have focused this year's annual report on attempting to describe our impact as a Charity and as a disability service provider. Measuring the impact and the outputs of our work is important to us.

Significantly in 2017 St. Michael's House achieved a break even budget position for the first time in a decade. I would like to formally acknowledge the support of all members of St. Michael's House staff team in achieving this outcome. Equally I would like to acknowledge the support of our funding partners HSE, Department of Education and TUSLA in this regard.

St. Michael's House continues its commitment to transparent and open governance and management. At all times we aim to act responsibly with the highest of integrity with funds that are entrusted to us by our funders, both statutory and voluntary.

At all times we remember the privilege we have in working with the people we serve.

Finally I would like to formally thank and pay tribute to the Voluntary Chairman and Board of Directors of St. Michael's House who give so freely of their time to form a critical component of the governance of St. Michael's House.

Anna Shakespeare
Chief Executive

OUR

Five-year Strategic Plan



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.

Our Person Centred Planning (PCP) System

We have started on our journey to develop our personal planning system for children, young persons and adults in our services.



What we have achieved in 2017

- Reconfigured our first internal Person Centred Planning steering group for Adults and Children and Young Persons
- Launched our Person Centred Planning policy
- Briefed our multi-disciplinary front-line teams
- Produced Guidance documents and briefed all staff
- Established a UCD (University College Dublin) partnership for a Research and Learning review.

Our Day Supports

By 2018, we will develop clear ways to show day-support options. We will do this in a way that makes it as easy as possible for our service users to understand the choices available and to decide which services or supports they want.



What we have achieved in 2017

- Established a review of our 24 local centres
- Commenced a review of Autism Spectrum Disorder support services
- Completed a review of Older Persons service supports.

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.



What we have achieved in 2017

- Built relationships with SAGE , a support and advocacy service and the National Advocacy Services (NAS)
- Established an Advocacy Officer in a formalised role
- Established a QQI level 2 Adult training course in Decision Making and Choice.



Safeguarding and Training

By 2017, we will put in place our policies on safeguarding and training.



What we have achieved in 2017

- Completed a review of all our children and adult safeguarding policies
- Revised and improved our safeguarding training plan for children and adults safeguarding policies
- Confirmed 96% of staff trained in Adult Safeguarding by the end of 2017
- Implemented a safeguarding training plan for all staff for 2017-2019
- Established a safeguarding children and young persons panel
- Developed a Children First training pack
- Completed submission to the National Safeguarding policy review group 2017.

Family Framework

By 2019, 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.



What we have achieved in 2017

- Established a Stakeholder forum for family and service user membership
- Published an E-zine to communicate with families more easily
- Production of Easy to Read Newsletters for all service users
- Service user satisfaction surveys completed in Units
- Advocacy officer established to support service users
- Staff representation at National Steering group on importance of learning from complaints policy
- In house training of staff on the importance of learning from Complaints policy.

Ageing and Persons with an Intellectual Disability

By 2019 we will review, refine and put in place the policy document 'Ageing and People with an Intellectual Disability'.



What we have achieved in 2017

- Completed report of current older person services
- Developed formal links with SAGE, a support and advocacy service
- Established relationships with Senior Citizen community outlets.

Swimming Pool and Leisure Centre



Our purpose built wheelchair accessible Swimming Pool and Leisure Centre based in Belcamp Dublin offers swimming and a range of sport activities for our service users. There were over 8,000 service users who participated in the Centres activities. Despite closing the swimming pool for 3 months due to renovations, there were 632 service users average swims per month. There were 719 service users other physical activity visits per month.

4 Community groups of adults and children are playing tennis every week in their local tennis clubs as part of the Tennis Ireland Enjoy Tennis Programme.

80 Adults attended our first ever Mental Health Awareness Day in October. Attendees had the opportunity to lead and participate in mindfulness sessions, laughter yoga, chair aerobics, health and relaxation sessions.

70 Adults signed up to a 4 week in-house training programme in preparation for the Fit4All National Expo. Thank you to one of our ambassadors Dale Blount and our Happy Bones team exhibiting on the day. The national campaign was aimed at increasing awareness among people with disabilities, families, carers and disability services on the benefits of regular exercise, healthy lifestyles and opportunities to participate within the local community.

70 Children learned to cycle on the *The Learn to Cycle* programme supported by our Physiotherapy Department at the Wheelchair accessible Swimming Pool and Leisure Centre track.

St. Michael's House Stakeholder forum

TALKING AND LISTENING TO OUR FAMILIES

St. Michael's House listens to our families via the Stakeholders Forum which provides St. Michael's House with a means whereby service users, their friends and family and other key interests are involved in active dialogue with St. Michael's House. They discuss new ways in which it pursues its mission to provide supports and services to children and adults with an intellectual disability to enable them, to the fullest extent possible, to lead independent lives in their own community.

Members of the Forum were appointed following open invitation, self-nomination and selection by a sub-committee of the Board of St. Michael's House.

The framework is in place to keep the conversation going in 2018.



School Leavers

By 2017, we will look at the needs of each school leaver, aged 18 years, over the next five years. We will develop a plan to meet their needs.



What we have achieved in 2017

- Evaluate school leavers programme 2015, 2016, 2017 with UCD partnership and expertise
- Completed the capital business plan and transport needs 2018 – 2021 and submitted to the HSE
- Establishment of Skills Review of staff in St. Michael's House Local Centres.

Education, Employment and Living Options

By 2019, we will review the services provided to people with autism spectrum disorder and intellectual disabilities. We will develop clear pathways for their education, employment and living options.



What we have achieved in 2017

- Established review group membership
- Completed terms of reference for review group for meeting in 2018.

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.



What we have achieved in 2017

- Established a Steering group
- Secured staff representatives on regional and national implementation groups
- Completed Question & Answer sessions across all Unit groups
- Commenced Planning of Quality and Safety walk-rounds.



Support Needs

By 2018, 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.



What we have achieved in 2017

- Commenced the development of individual residential options.

Children Life-limiting Conditions

By 2017, 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.



What we have achieved in 2017

- Established a Children's Directorate Management Team sub group
- Completed a review of pre-school support by Head of Home Teaching who represents St. Michael's House at a national group level for pre- school supports.

Therapeutic Respite for Children

By 2019, 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.



What we have achieved in 2017

- Full business case developed and submitted to relevant decision making bodies.

GOAL 2 – Continued



Down Syndrome and Dementia

By 2017, we will review our approach to, and services for, people with Down Syndrome who have a diagnosis of dementia.



What we have achieved in 2017

- Funding granted from the HSE for CNSp in Dementia
- Put in place a Dementia screening programme and Diagnostic pathway with our Clinical team
- Provided Dementia staff training through our residential houses on request
- Commenced review of Cara Unit as designated centre and identified need for step down centre.

High Cost Service Users

By 2017, we will review all locations used by high-cost service users to make sure they provide best value for money.



What we have achieved in 2017

- Completed an entire review of all high cost service locations
- Tracking system in place through HR and Finance to identify additional costs
- Uplift in annual allocation 2017 by €1.8m in recognition of high cost services.

Individual Residential Facilities

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



What we have achieved in 2017

- Commenced one service user move to individualised independent service with external service provider supports on a trial basis
- Established plans for second service user.

A LITTLE BIT
ABOUT
me...

About.....

John Lawlor



My name is John Lawlor.

I am 74 years young and I live in Sa Bhaile Residential. Some of my favourite things to do are to watch planes, trains and boats on my Laptop. I also like to go to the airport with my binoculars and watch the planes taking off and landing. I love to sing and play the spoons and I especially love to read the evening paper and cut out any photos of planes, boats and trains I find. In my room I have a plane clock on the wall, plane pillow cases and loads of model planes on my shelves.



Last year I got to go on a helicopter ride over Dublin Bay which I loved.

I went with Noeleen and Marcella and I got my picture taken with the pilot.



After doing the helicopter trip last year I wanted to go on a boat trip this year. With help from my key-worker Noeleen, we used my Ipad to look up boat trips and places I might like to go. I decided that I wanted to go to England.



So we booked the trip on Irish Ferries and we went to Chester in August. We stayed in a lovely hotel for 3days. We went to Chester Zoo, out for dinner, and we had a grand time. "The Ferry was great we passed loads of other boats. On the boat on the way back, people were falling as the sea was very rough which was terrible funny. I really had a great time and I would go again." I celebrated my 74th birthday this year with a limo. A birthday in style!



GOAL 3

Measurable Standards. Provide measurable standards of service, excellence and innovation

Positive Behaviour Support Policy

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



What we have achieved in 2017

- Positive Behaviour Support Policy reviewed and in place
- Positive Behaviour Support Policy Staff Training plan implemented and extended to drivers and escorts
- Pilot CALMs (Crisis, Aggression, Limitation and Management) training for Parents
- Completed tender brief for TIPS (Therapeutic Interventions Promoting Safety) provider

Pilot Brokerage Model

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



What we have achieved in 2017

- Reviewed and evaluated a new financial system in order to create this capacity within St. Michael's House Finance Department.

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.



What we have achieved in 2017

- Established MHID (Mental Health Intellectual Disability) within North East Dublin
- Submitted business case to HSE for North and South Dublin
- Evaluation of MHID service completed in 2017 with UCD supports
- Proposal for CAMHSID (Child Adolescent Mental Health Services Intellectual Disability) service submitted to HSE for Dublin North.



Conference every three years

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



What we have achieved in 2017

- Established a planning committee for event 2019.

Restructure Services

By 2021, we will put in place the HSE Outcomes Based Accountability and Performance Reporting Framework. We will do this with all reviewed and improved clinical teams who provide services to 0-18 year olds and their families. By 2018, we will also review and improve our model of how we manage and deliver clinical service.



What we have achieved in 2017

- An evaluation completed of SADT (School Aged Disability Team) in partnership with UCD
- Developed a document to guide use of the IFSP (Individual Family Service Plan) in 2017
- Our Children and Young Persons team are rolling out a multi-disciplinary framework for delivery of clinical services going forward.

Clinical Service Delivery

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



What we have achieved in 2017

- Clinical governance and clinical structure has been reviewed in 2017 with clear structural recommendations
- Management leads and team co-ordinators appointed
- Internal reconfiguration of staff teams to support planning.

GOAL 3 – Continued

Review Schools Curriculum

By 2018, we will review the curriculum of the six special-needs primary schools for which St. Michael's House is a patron body (a body that provides supports and services).



What we have achieved in 2017

- Ethical curriculum has been reviewed
- Training programme in place.

Health Promotion Strategy

By 2018, we will develop and put in place an organisational health promotion strategy for the people who use our services.



What we have achieved in 2017

- Completed a review of Medical Department
- Active participation in TIPS for staff and service users
- Establishment of Mental health wellbeing works in place
- Establishment Mindfulness training initiatives
- Set up Men's Sheds research and initiative for male service user groups.

Quality and Safety

By 2019, we will improve our quality and safety systems for the people who use our services. This will help us to be sure that individuals are provided with good quality safe services that meet their needs.



What we have achieved in 2017

- Implemented the Quality Safety framework in Executive Governance structures
- Reviewed audit and risk structures.



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').



What we have
achieved in 2017

- Developed and implemented a quality enhancement plan structure
- Commencement of bi-annual unit visits to be completed by St. Michael's House
- Annual review of Quality and Safety in each designated centre with families and service users consultation
- Annual meeting with linked Inspector manager
- Building alliances by St. Michael's House CEO sitting on the HIQA Provider Forum representing NFVB(National Federation of Voluntary Bodies).

Research

By 2018, we will define and put in place clear programmes of research to improve and evaluate service change and innovation.



What we have
achieved in 2017

- Assigned a Research assistant in Autumn 2017 from UCD
- Completed Positive Behaviour Support evaluation research
- Established Key working evaluation in early services review.

SUMMER SUPPORTS PILOT PROGRAMME

2017

Thanks

to generous funding by Angels Quest and the HSE, St. Michael's House completed a pilot Summer Supports Service for nearly 50 children in July and August 2017. The funding provided; additional summer support staff, the purchase of materials for activities, essential bus hire and supported a variety of community activities for the children.

The children ranged from 5-16 years, as well as moderate to severe Intellectual Disabilities (ID), the children had varying needs e.g. physical needs, nursing needs and Autistic Spectrum Disorder. Each week catered to approximately 12 children. The camps took place from Monday to Friday - 9.30am to 3.30pm.

Community activities included: visits to the swimming pool, beach and cinema, trips to Rathbeggan lakes, train rides, and visit to Adam and Friends. In house activities included; school gyms, playground areas, soft rooms, sensory rooms and gardens. Opportunities for 'Messy Play'; painting with feet, water balloons, foam, sand and water were greatly enjoyed.



The Summer Supports Service
provided opportunities to try new
activities



**One young man loved his first
trip to a swimming pool.**



**Another enjoyed his first trip to the cinema which
his parents were too nervous to try on their own.**

GOAL 4

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

Expand QQI

By 2021, 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) that are recognised nationally and in Europe.



What we have achieved in 2017

- Completed a full review of social care programmes
- Implementation of reviewed programmes
- Completed a validation of eight special purpose or minor awards in addition to two main awards
- Completed a re-validation of management suite of programmes includes minor awards in quality and regulation, leadership, coaching and mentoring
- Delivered QQI programmes to Adult service users at levels ; 1,2,3,4.

Develop a Volunteer Programme

By 2018, we will develop and put in place a volunteer development programme to give the people who use our services opportunities for growth and development.



What we have achieved in 2017

- Mapped volunteers within all services
- Business case made to HSE for volunteer co-ordinator and refused.

Set up an Independent Living Programme

By 2017, we will develop and put in place a structured 'real-life' programme to help people to learn skills for independent living.



What we have achieved in 2017

- Completed an Independent respite evaluation in Marrsfield , our Independent Unit
- Marrsfield re-configured under the governance of community support services within St. Michael's House.



Assistive Technology

By 2018, we will develop and put in place a policy on using (AT) Assistive Technology to promote and support independent living. This is using electronic devices to help an individual to be more independent in their home.



What we have achieved in 2017

- Established a working group in AT in Autumn 2017 chaired by Senior Clinician
- Terms of reference for assistive technology group approved by management team.

Expand Family-based Respite

By 2019, we will expand the family-based respite project to include Home Share arrangements. We will continue to support the current respite services.



What we have achieved in 2017

- Successful completion of One young person moved into a Home Share arrangement from fulltime residential services
- Confirmation by the HSE for funding for a new post to improve governance of Home Share and family based respite services
- Surveyed family needs and consultation with established family and service user Stakeholder Forum
- Completed review of respite services and commencement of recommendations for implementation.

Develop our Early Years' Services

By 2018, 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.



What we have achieved in 2017

- Completed a review of key working evaluation in early services review completed with UCD . This will inform development of training for clinical teams going forward.



HUMAN RESOURCES

St. Michael's House continues to be an employer of choice, with a workforce of 1,768 staff representing over 55 different grades and professions. St. Michael's House continues to create a positive working environment with our profile of 84% female and 16% male employees.

451 Staff across the organisation attended Resilience Workshops to help develop and improve the skills of resilience.

12 Members on first Employee Engagement was established. This cross organisation staff committee present on the importance of enhancement of employee engagement.

24 Units received "Dignity at Work" Workshops to increase knowledge and awareness around the Dignity at Work Policy and the areas of Bullying, Harassment and Sexual Harassment.

300 Staff participated in the *Lunchtime Mile* and "Healthy Eating" events as part of the National Workplace Wellbeing Day on 31st March to endeavor to improve employee wellbeing through promoting better exercise and nutrition in the workplace.

TRANSPORT

There are currently 25 central transport routes operated directly by St. Michael's House. There are 18 routes operated by a contractor on behalf of St. Michael's House. Funding for the provision of transport services continues to be a challenge for the organisation. We recognise this causes hardship for service users and their families. The Transport team are creative and solution focused in their endeavours to meet the person centred needs of service users.

There were **319** Service Users transported daily to or from home to their day service by St. Michael's House services.

127 Vehicles in the fleet in 2017. Our annual Jill Donnelly Golf Classic provides funding to replace aging vehicles each year. Over 50% of the fleet are ten or more years old.

LIBRARY AND RESOURCE CENTRE

The library holds over **5,000** books and subscribes to **23** journals on Intellectual Disabilities

2,001 Families and service user visits for resources on health, education and community and use of computers.

1,520 Books were loaned from the library

105 Sensory stories exchanged - These are stories in a box appealing to the senses for children sponsored by KPMG, Dublin.



COMMUNICATIONS AND FUNDRAISING

The St. Michael's House Fundraising Department raised in excess of €630,000 in 2017. Funds are raised through corporate, community and private donations and by a variety of activities organised by families and staff.

There were a total of **72** events held in local communities in 2017. Total of six major main campaigns

1,952,
likes and
followers



Increase on previous year, improving our digital footprint on communications.

110,000 Books swapped in our National Bring a book, Buy a book campaign

870 Corporate volunteers who visited our Units. This equates to €205,750 in man-hour labour.

1,800 Thank you certificates to supporters and their committees

756,000 Readers reached through our Print Media

20% Increase of our online E-zine communication promoting organisational achievements and news readership

420 Coin collection boxes based out in the local community businesses.

*Thank you to our key supporters in 2017;
New Ireland Assurance, KPMG, Leisureplex, Savoy Cinema to name a few.*

GOAL 5

Build Alliances. 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.



What we have achieved in 2017

- Commenced CLUID (Housing Association) partnership for Charles Street development
- Consultation of Wad River Development of four apartments with seven units of accommodation with CLUID
- Completed Proposal for properties upgrades and development with Fingal County Council Dublin.

Maternity Hospitals

By 2019, we will set up structures and relationships with maternity hospitals and put in place the principles and practice of the Informing Families Project. This project was developed by the HSE and the National Federation of Voluntary Bodies. It explains best practice guidelines for explaining a child's disability to their family.



What we have achieved in 2017

- Joint Clinical Management Team and Children's Directorate Management Team project underway.

Acute Hospital Liaison

By 2017, 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.



What we have achieved in 2017

- Secured new funding for CNSp Acute Hospital Liaison and appointment of post.



Links with Nursing Homes

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



What we have achieved in 2017

- Commenced initial discussions with some nursing home providers as part of the ageing report

SAGE

By 2017, we will develop formal links with SAGE, a support and advocacy service for older people in Ireland.



What we have achieved in 2017

- Achieved Formal links with SAGE.

Review Open Training College

By 2017, we will review the Open Training College (OTC). The OTC provides learning and consulting services to the human services and non-profit sector. 'Human services' means the organisations and agencies responsible for delivering services and ensuring their quality, efficiency and accessibility. We will also develop a plan that makes the most of our knowledge - as individuals and as an organisation - while also increasing the college's income.



What we have achieved in 2017

- Completed Tender specification and review process
- Established a Project steering group and project terms of reference.

Transition Services

By 2017, we will identify and work with other providers to support the changes of men and women who require services and supports beyond those that St. Michael's House can provide.



What we have achieved in 2017

- St. Michael's House Older Person Services Review Group have commenced the process of strategic engagement with external providers
- Proposed the development of a work plan with HSE regarding changing needs and developing expertise in specific areas
- Worked with external providers of in-home support packages funded through HSE.

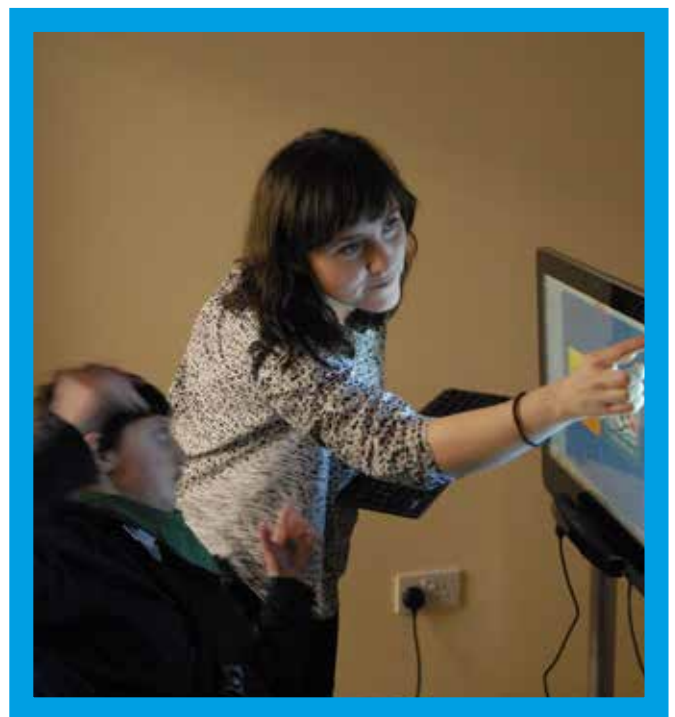
A Learning ORGANISATION

St. Michael's House
staff training is essential to delivering a good quality safe
service to children and adults who use our service.

Our training and upskilling covers all areas outlined in the organisations Minimum Required Training Standards for Staff document and includes Manual Handling, Occupational & Emergency First Aid, Fire Safety, Safe Administration of Medication, Safeguarding of Vulnerable Persons Awareness Training, Food Safety, Hand Hygiene and CALM training for staff working with children.

68 Staff completed professional qualifications (Levels 6 to 9) on the National Framework of Qualifications (NFQ), for the academic year 2017-2018.

4 Newly designed retirement planning workshops were rolled out to staff in partnership with New Ireland Assurance to support staff to prepare for retirement.



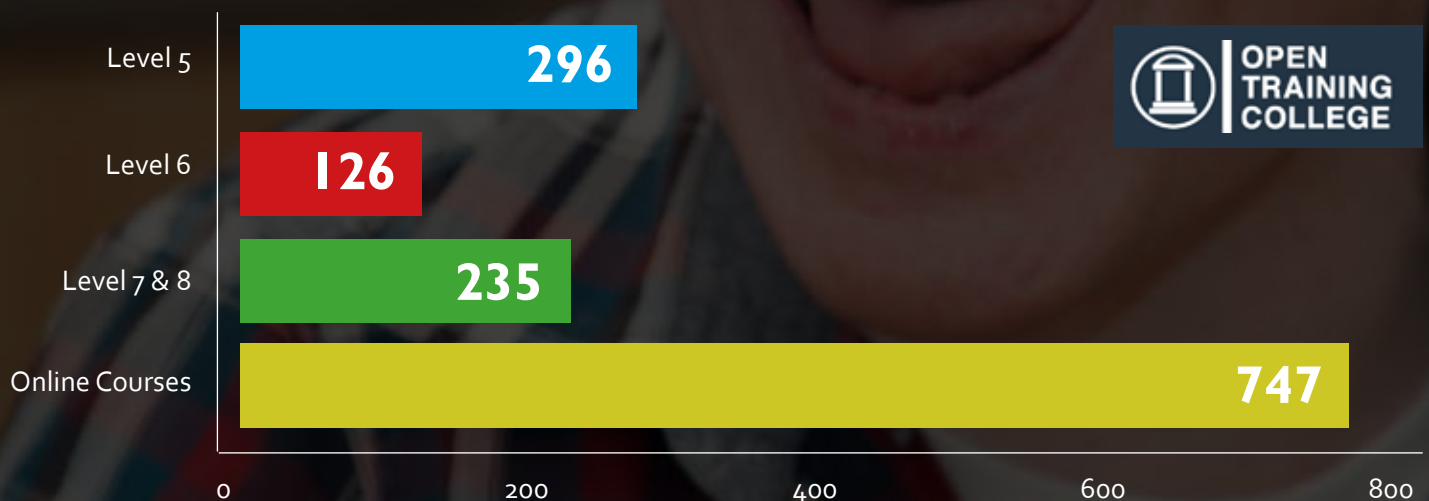
149 Persons in Charge and Clinical Staff completed training in Managing Compliments and Complaints.

OUR OPEN TRAINING COLLEGE

A division of St. Michael's House the Open Training College (OTC) provides training and education programmes validated by Quality and Qualifications Ireland (QQI) from Level 5 to Level 8 on the National Framework of Qualifications (NFQ). Programmes offered cover a diverse range of areas including Applied Management (Human Services); Professional Social Care (Disability); Intellectual Disability Practice; Supported Employment; Positive Behaviour Supports; Training and Development; Teaching Strategies for people with ID; and Person Centred Planning. www.opentrainingcollege.com for the full list of online, workshop & blended course options.

NUMBER OF ENROLLED LEARNERS

2016 & 2017



The OTC continues to work closely with St Michaels House delivering bespoke training options that assist in meeting the challenging regulatory environment.

The OTC supported the education of **1,404** learners in 2017.

A LITTLE BIT
ABOUT
me...



About.....

Dean Gray

My name is Dean Gray.

I live with my parents and brother in Sandyford.

I am 24 years old.

I am known in my community because I like to sit out on the wall in the evenings and watch the world go by.

I have a great sense of humour and love to kid about.

Slapstick comedy is my thing and I can creep up on you and give you the odd scare!!!

I'm also a techy and use both my phone and ipad to get my messages across.

My hobbies include: people watching, music, cartoons and their characters, feeding the birds and hanging with friends and family.

I attend Bon Accord local centre, where I can be quite sporty with a weekly swim and gym time, but my main interest is other people, my winning smile is irresistible!!!!!!

I volunteer at our local Methodist church every week and do a lot of chores that no one gives me credit for but hey I'm easy going and cool. My next big challenge is spending time away from my family so watch out respite, here I come!!!

GOAL 6

Structures. Have strong governance structures



Infoshare process (Information sharing)

By 2017, 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.



What we have achieved in 2017

- Established a monthly Infoshare process and shared presentations for staff teams
- Commenced St. Michael's House E-zine for staff and families
- Established bi-annual CYP (Children and Young Persons) infoshare sessions.

Communications Strategy

By 2021, we will develop and put in place a communications strategy and action plan.



What we have achieved in 2017

- Established a cross staff Communications group
- Completed a Communications policy
- Developed a six weekly E-zine for stakeholders
- Established bi- annual Easy to Read newsletters for service users
- Commenced a digital media policy
- Increased our digital footprint on social media channels.

Performance Management and Development System

By 2018, we will put in place the nationally agreed 'Performance Management and Development System' (PMDS) across the organisation. We will put in place a shared way of supporting our staff to do the best possible job they can by identifying and meeting their development needs (training needs, role change needs).



What we have achieved in 2017

- Established a series of PMDS across the organisation for grade eight and ancillary grades
- Commenced collating of PMDS outputs across organisation by Human Resources department for training and development
- Developed a Supervision and development policy in place for all frontline grades
- Developed a Clinical supervision policy.

Develop Workforce

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



What we have achieved in 2017

- Established a Workforce planning committee
- Completed a Workforce planning strategy and work plan
- Completed a Nursing resource mapping system
- Established Social care resources mapping group
- Commenced Administrative resources mapping project
- Completed HR department review
- Completed Finance department review
- Completed Medical manpower review.

Staff Well-being

By 2017, 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 in 2017.



What we have achieved in 2017

- Launched staff resilience programme
- Promotion of Dignity at Work Policy Initiatives in Units
- Reconstitution of the Internal Support Contact Person
- Development of the Employee assistance programme for Managers
- Created Mindfulness sessions for staff
- Commenced Healthy Lunchtime Walk at Work Initiatives.

Evidence-based Costing

By 2017, we will develop and put in place a better method to record how much our services cost. These recorded costs - 'evidence' - will help us to provide a more accurate estimate of the cost of developing new services.



What we have achieved in 2017

- Established a System of internal review of all business cases
- Commenced Operational IMR (Integrated Management Reports) with HSE.



Financial Sustainability and Strategy

We will put in place the St. Michael's House financial sustainability plan 2016. This plan will help us to achieve funding for services in 2017. By 2017, we will develop a finance strategy to develop new services in line with HSE National and local priorities and service user needs.



What we have achieved in 2017

- Completed Finance and Service review with the HSE
- Developed a Financial strategy for schools
- Commenced active engagement with TUSLA and HSE for additional funding
- Achieved Financial sustainability agreement with Government
- St. Michael's House operated within budget and achieved financial sustainability by close of 2017.

Purchasing Policy

By 2017, we will put in place the St. Michael's House Procurement plan and purchasing policy. This plan and policy will help us to decide what to buy, when to buy it, and where to buy it so that it best meet the needs of our service users and our staff. This means that when we need to buy supplies, services or works such as furniture or training services, we can follow a clear process which will help us get quality services for the best value.



What we have achieved in 2017

- Completed Corporate procurement work plan
- Procurement policy and Purchasing policy in place
- Established Policy dissemination and information
- Established Purchasing authorisation limits.

Information and Communication Technology (ICT)

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



What we have achieved in 2017

- Completed a Risk report and shared with our funder, HSE
- Completed ICT tender for new servers
- Prepared specification for upgrade of financial systems
- Completed review of internal staff system
- HSE assigned a Project Manager to St. Michael's House for development of ICT systems
- An Information Systems Project Manager appointed.

GOAL 6 – Continued



Premises and Housing Maintenance

By 2018, we will develop and put in place a fully operational Housing Association.



What we have
achieved in 2017

- Expanded the Board of St. Michael's House Housing Association
- Completed review on St. Michael's House school leavers children projected 2018 – 2021
- Completed review for PDS (Progressing Disability Services) 2018 – 2021

Schools Patron Body Report

By 2018, we will put in place in full the recommendations of St. Michael's House Schools Patron Body report. This is a list of improvements.



What we have
achieved in 2017

- Established a Patrons working group and work plan
- Completed Review of policies and procedures
- Completed a standard enrolment policy
- Completed review of ethical curriculum
- Completed alignment of Chair Board of Management
- Created a Financial development plan
- Put a School building project in place – linkages with DES (Department of Education and Science) strategically are ongoing.

Executive Framework

By 2017, 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.



What we have
achieved in 2017

- Implemented executive governance structures
- Reviewed the effectiveness and efficiency of Executive Governance structures.



REVIEW OF OPERATIONS

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

ST. MICHAEL'S HOUSE

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

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

BOARD OF DIRECTORS & SUB-COMMITTEES

Board of Directors:

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

Board Members (2017):

Martin Lyes (Chairperson), Dermot O'Beirne, James Cuddy, David Hughes, Raymond Brett, Eilis Hennessy, Michael O'Farrell, Pat Cullen, Ailis Quinlan, Niamh 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.

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

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

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

Committee Members: Dermot O'Beirne (Chairperson), Martin Lyes, Ailis Quinlan, Rosemary Ryan, Maurice Redmond (retired 2017).

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

Committee Members: Eilis Hennessy (Chairperson), Martin Lyes, Raymond Brett, Niamh Moran, Ailis Quinlan.

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 CEO for approval by the Board.

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

CORPORATE GOVERNANCE

Board of Directors

The members of the Board serve on a voluntary basis and ensure 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 Board appointed three Directors in 2017 following an open call in the national media. These Directors were selected in line with the criteria set out in the Corporate Governance Manual, Competency Framework. The

Framework aims to create a diverse Board that includes men and women of independent mind that are familiar with and/or are sensitive to the works of St. Michael's House, understand its operating environment, and are familiar with the lived experience of service users.

All Directors receive Induction Training on Corporate Governance. A Code of Conduct outlines the responsibility of each Director and includes procedures for dealing with any potential conflict of interest, which may arise between their responsibilities as Directors and their outside interests. The Chairperson sets the agenda for each Board meeting. Executive management attend Board meetings and make regular presentations on the strategies and operations of the organisation. In 2017, the Board had nine scheduled meetings. Under the organisation's Corporate Governance Policies and Procedures there are a number of matters specifically reserved for decision by the Board.

The Board and Management are committed to maintaining a high standard of corporate governance in accordance with the organisation's Corporate Governance Policy and the Code of Practice for the Governance of State Bodies 2016.

Risk Management: The Board is committed to ensuring that managing risks is an integral part of the organisation's activities. The principle 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 in December 2016, which receives regular Risk Management Reports and has developed a policy to ensure that it is advised of significant events that 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.

BOARD ATTENDANCE:

Attendance at SMH Board Meetings and Committees 2017

	SMH BOARD		FINANCE		QUALITY & SAFETY		AUDIT & RISK		GOVERNANCE	
	A	B	A	B	A	B	A	B	A	B
M. Lyes (Chair)	9	9	10	10	5	5	4	4	9	9
D. O'Beirne	9	8	-	-	-	-	4	4	9	8
M. O'Farrell	9	8	10	10	-	-	-	-	9	9
J. Cuddy	9	7	-	-	-	-	-	-	9	5
D. Hughes	9	6	10	7	-	-	-	-	-	-
E. Hennessy	9	8	-	-	5	5	-	-	-	-
R. Brett	9	5	-	-	5	2	-	-	-	-
A. Quinlan	5	3	-	-	4	3	1	1	-	-
P.Cullen	5	4	5	5	-	-	-	-	-	-
Niamh Moran	5	4	-	-	4	3	-	-	-	-

Table of attendance at Board of Director and Board Sub Committee meetings of St. Michaels House held in 2017.
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.

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. In January 2017 the Board approved a revised Executive Governance Structure which set out the key committees and team members who are charged with responsibility for undertaking, completing and monitoring the work necessary to ensure good governance of all services and supports provided by St. Michael's House. The Board of Directors has appointed external auditors to provide 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 Group is focused on delivering services to best international standards. HIQA are responsible for the registration and inspection of all residential services for children and adults with disabilities, including respite services, run by the Health Service Executive (HSE) and private and voluntary services. As of the 31st of December 2017 the organisation had registered 74 designated centres with the authority comprising all 77 residential services it operates.

Health and Safety:

St. Michael's House is committed to ensuring the health and safety of service users, their families, staff and members of the public. The organisation takes account of legislative obligations under the Safety, Health and Welfare at Work Act 2005; General Applications Regulations 2007 and all associated Legislation; the organisation's Safety Statement describes the management system and details of its structure and how it is resourced.

In addition it provides a framework for the development of site-specific safety arrangements in all centres. The organisation's Safety Statement details the responsibilities that staff at all levels have in relation to safety matters. In addition, Safety Representatives form an active part of the organisation's consultation arrangements, bringing employee representations on staff health and safety matters through the forum of the Safety Committee. The organisation's Annual Health and Safety Audit Programme monitors compliance with safety standards across the organisation. Two Board members have specific responsibility for health and safety and report to the Quality & Safety Committee on the organisation's compliance and performance in relation to Health and Safety.

DIRECTORS AND SECRETARY OF THE COMPANY

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

Martin Lyes (Chairperson)
James Cuddy
Dermot O'Beirne
Michael O'Farrell
Eilis Hennessy
Raymond Brett
David Hughes
Pat Cullen
Ailis Quinlan
Niamh Moran.

Secretary:

Declan Ryan



Financial SUMMARY

ST. MICHAEL'S HOUSE

Consolidated Income Statement

For the Financial Year Ended 31 December 2017

	2017	2016
	€	€
INCOME	96,726,934	90,744,904
EXPENDITURE	(95,914,811)	(92,270,952)
SURPLUS/(DEFICIT) ON ORDINARY ACTIVITIES	812,123	(1,526,048)
Write down of St Mary's Baldoyle accrual		384,893
SURPLUS/(DEFICIT) FOR THE FINANCIAL YEAR	812,123	(1,141,155)

ST. MICHAEL'S HOUSE
 Consolidated Balance Sheet
 As At 31 December 2017

	2017	2016
	€	€
FIXED ASSETS		
Tangible assets	57,173,166	59,095,252
	57,173,166	59,095,252
CURRENT ASSETS		
Grants receivable and prepayments	3,888,658	1,260,544
Trade debtors		9,881
Cash at bank and in hand	720,639	1,181,685
	4,609,297	2,452,110
CREDITORS: (Amounts falling due within one year)		
Creditors and accruals	(12,683,691)	(11,447,328)
Bank overdraft	(3,308,773)	(2,561,724)
Term loan	(328,219)	(327,536)
	(16,320,683)	(14,336,588)
NET CURRENT LIABILITIES	(11,711,386)	(11,884,478)
TOTAL ASSETS LESS CURRENT LIABILITIES	45,461,780	47,210,774
CREDITORS: (Amounts falling due after more than one year)		
Term loan	(3,212,680)	(3,554,628)
NET ASSETS	42,249,100	43,656,146
CAPITAL RESERVES	48,235,108	50,075,796
REVENUE DEFICIT	(5,986,008)	(6,419,650)
	42,249,100	43,656,146

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



ST. MICHAEL'S HOUSE
services for people with intellectual disabilities





2017
St. Michael's House
ANNUAL
REPORT



2017
St. Michael's House
**ANNUAL
REPORT**



ST. MICHAEL'S HOUSE
services for people with intellectual disabilities

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