



St. Michael's House Five-Year Strategic Plan

2017-2021

Building Community. Supporting Independence.



Plain English Summary Version

St. Michael's House Six High-Level Goals



Goal 1

Services

Give people the services and supports they need



Goal 2

Resources

Make the best use of resources



Goal 3

Measure Standards

Provide measurable standards of service, excellence, and innovation



Goal 4

Develop Skills

Make sure that individuals, families, employees and volunteers are skilled



Goal 5

Build Alliances

Develop strategic community partnerships



Goal 6

Structures

Have strong governance structures

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Introduction

This document is a shorter version of St. Michael's House Strategic Plan 2017-2021. It is based on research, environmental analysis and an extensive consultation process with:

- service users,
- their families,
- employees,
- funders, and
- regulators such as HIQA (Health Information and Quality Authority).

It has also been shaped by discussion and debate with Policy and Planning Committee members, and Board feedback on previous drafts.

This document outlines our plan. It looks at our vision, mission, goals (six of them), objectives and measures of success. The measures will help us track how well we have achieved our objectives as we work towards them and at the end of this plan.

St. Michael's House

St. Michael's House is a company funded by the Health Service Executive (HSE) and the Department of Education and Skills. This strategy is about St. Michael's House.

St. Michael's House provides a comprehensive range of services and supports to men, women, and children with intellectual disabilities and their families in 170 locations in the greater Dublin Area. It supports 1,751 people and this has an impact on thousands of family members.

St. Michael's House supports include:

- Residential supports and independent living;
- Clinical supports;
- Day supports;
- Schools;
- Respite supports; and
- Vocational training services.

Our values are to:

- 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 picture of something positive in the future)

Our vision is:

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

Our mission:

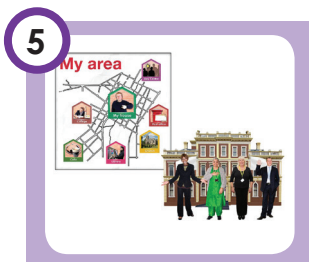
(The aim)

Our mission is to:

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.

St. Michael's House has six high-level goals

We have six goals in this plan. We present each in turn followed by their objectives and measures of success.





Goal 1:

Give people the services and supports they need.

We aim to give a voice to the people who use our services and those who are important to them. We do this by giving them support options and they can decide¹ what they want.

This means planning with the person and their family what goals and necessary supports would be useful for them; and what each individual says is most important to them.

This is called a 'personal planning system'.

We make it clear how the person using our services can take part in deciding what services or supports they want, and what we can and cannot provide within available resources. This makes sure we deliver the required services and supports that we have agreed as part of the 'personal planning system'.

The supports we provide to an individual or their family or both, will be specifically linked to meeting their needs and personal goals.

Objectives

Personal planning

By the end of 2021, we will have put in place the 2016 St. Michael's House personal planning system for children, young people and adults who use our services.

Staff training

By 2019, we will provide staff training that supports the 'personal planning' process.

¹ The Assisted Decision-Making (Capacity) Act 2015 provides a statutory framework for individuals to make legally-binding agreements to be assisted and supported in making decisions about their welfare and their property and affairs. This assistance and support is particularly needed where the person lacks, or may lack, the capacity to make the decision unaided.

Day support

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.

Human rights

By 2020, we will review and put in place a new, revised policy to promote and protect human rights across the organisation.

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.

Safeguarding and training

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

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.

Transition training

By 2020, we will set up a separate team to support people and help them to manage changes of services or transitions at key points in their lives. An example of a transition might be when a person moves from school to day adult services.

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'.

Measures of success

We will measure our success by:

- The percentage of people with up-to-date personal plans in place;
- The percentage of service users and families who are satisfied with our services - we will use surveys and other tools to measure this; and
- The numbers of children and young people with a child and family support plan.



Goal 2:

Make best use of resources.

We aim to make the best use of allocated resources. To do this we will make sure to keep updating our services and to customise and reshape them as necessary.

This will allow us to provide supports tailored to meet the needs of each individual.

Objectives

School leavers

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

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.

Large day services

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

Mainstream employment

By 2020, 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.

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.

Children and 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.

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.

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.

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.

Individual residential facilities

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

Measures of success

We will measure our success by:

- The numbers of people in employment;
- The numbers of people that we move from group to individual accommodation each year; and
- The percentage of service users and families who are satisfied with our services - we will use surveys and other tools to measure this.



Goal 3:

Provide measurable standards of service, excellence and innovation.

We aim for St. Michael's House to provide measurable standards of service, excellence and innovation. This will make sure that we provide each person who uses our services with good quality, safe services that meet their needs.

It will also make sure that, at a minimum, our services and supports will always comply with the regulations, and will also allow us to work towards achieving standards of excellence.

We will measure our standards by evaluating the outcomes of activities and supports. We will listen to the people who use our service and our staff to learn what has worked to improve services, supports and outcomes for people.

Objectives

Positive Behaviour Support Policy

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

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.

Increase team by 50%

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.

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.

Accredited improvements

By 2021, we will achieve voluntary accreditation with an internationally recognised quality improvement framework. This means that St. Michael's House can regulate itself in line with a quality system. This system has yet to be decided.

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.

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).

Health promotion strategy

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

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.

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').

Research

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

Measures of success

We will measure our success by:

- The results we achieve from an internationally recognised quality improvement framework;
- The level of compliance achieved with the Health Act 2013;
- The periodic service review scores of positive behaviour support plans - these type of reviews help to assess the quality of a service and maintain quality improvements over time. 'Periodic Service Reviews' will measure the positive behaviour support plans which help to support behavioural change in a child or adult with a learning disability and;
- The Measurement of Process of Care (MPOC20) scores.
This is information that parents give to St. Michael's House on how family-centred the health services are that they and their child or children receive.



Goal 4:

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

We will make sure that individuals, families, employees and volunteers are skilled, competent and committed.

For this goal, we aim to strengthen the skills and competencies of individuals

who use our services and of their families. We will provide more resources by creating a group of managed volunteers. They will provide new and different community-based opportunities for people who use our services.

We will support families. We recognise that they are the experts about the needs and supports of their child. We will support our employees professionally and educationally to help families become skilled, competent and strong ('resilient').

Objectives

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.

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.

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.

Assistive technology

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

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.

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.

Measures of success

We will measure our success by the increase in numbers of:

- People supported in family-based respite projects;
- Staff trained in key working; and
- People who attend QQI programmes.



Goal 5:

Build strategic alliances to bridge gaps.

We will develop strategic alliances to bridge resource and competency gaps.

We will identify where St. Michael's House has resource gaps and bridge those gaps through alliances with the wider community. We will identify other

agencies we can ally with that have better capacity or competencies than we do to meet the needs of our service users. We will do this within allocated resources.

A key part of this partnership model will be working together to seek out and review funding for projects and programmes.

Objectives

New premises

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

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.

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.

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.

SAGE

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

Identify community and strategic partners

By 2017, we will identify possible community and other useful partners to help us develop our services. Identifying these partners will take time and involve using an Asset Based Community Development mapping approach (ABCD). ABCD is concerned with how best to link small assets like St. Michael's House to the larger community.

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.

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.

Measures of success

We will measure our success by the:

- Percentage increase in OTC income generation; and
- Numbers of new strategic partners that we link up with each year.



Goal 6:

Have strong governance structures.

We will make sure that our governance structures - the policies, guidelines and standards that define management principles and decision making, such as Health and Safety and Financial policies are:

- Integrated;
- Responsive;
- Robust;
- Sustainable; and
- Efficient.

Achieving this goal will make sure we have a solid foundation to succeed with the previous five goals. This will include improving and putting in place effective and efficient:

- Governance structures;
- Systems;
- Supporting functions; and
- Clear accountabilities.

It will also include improvements to:

- Human resources;
- Finance;
- Quality and safety;
- Communications and fundraising;
- Information technology functions; and
- Our culture of learning and development.

Objectives

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.

Communications strategy

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

Performance Management and Development System

By 2018, we will put in place the nationally agreed 'Performance Management and Development System' 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).

Develop workforce

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

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.

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.

Financial sustainability

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.

Finance strategy

By 2017, we will develop a finance strategy to develop new services in line with HSE National and local priorities and service user needs.

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.

Information and Communication Technology (ICT)

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

Premises and housing maintenance

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

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.

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.

Measures of success

We will measure our success by assessing:

- The outcomes of the Executive Governance Structures Framework we have put in place;
- The numbers of volunteers we have recruited;
- The percentage of performance management reviews of other work carried out by employees;
- The percentage of agency staff we use; and
- The percentage reduction in absenteeism.

Contact information

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NOTES



This is a Plain English summary version of the strategic five-year plan.

The full document can be downloaded: **www.smh.ie**

An Easy to Read version is also available.

Thank you to Ann-Marie Reid and Joe Carolan from St. Michael's House Work Options for selecting the pictures to match our six goals.



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