

Strategic Plan 2017- 2019

Ordinary lives in ordinary places

Our Vision

Stewarts pro-actively facilitates and supports the person, through stakeholder engaged decision making, to live the life of their choice with dignity and respect as an equal and valued citizen in the community

Values

Inclusion

We will promote a culture of inclusion in everything we do

Dignity & Respect

We will foster and uphold a culture of dignity and respect, which is honest, compassionate, transparent and accountable

Commitment & Learning

We will foster learning, innovation & creativity

Person Centeredness

We will put the person at the centre of everything we do

Goals

Develop a person-centered approach that supports living in the community for all Service Users

Continue to develop staff to support Service Users in achieving their personal goals

Foster open and clear communications with Service Users, families, staff and other stakeholders



Goal 1

Develop a person-centered approach that supports living in the community for all Service Users

WHAT ARE WE GOING TO DO?

- Continue to develop individual support plans with families, Service Users and advocates in line with delivery of PATH outcomes. This includes development of Contracts of Care and Critical Support Plans with re-evaluation of support for changes/transitions.
- Annual targets for moving persons to the community (2017 – 2023: Transition 25 people per year).
- Develop networks and relationships with the HSE, NGO's, local authority, primary care, housing associations etc., to support community living needs of Service Users.
- Develop models for various supports for Service Users with different needs, complexities and time scales.
- While de-congregation is progressing, measureable actions will be implemented on campus to reduce institutional practice.
- Provide and develop training, education and skills to build capacity and support the person to be as independent as he/she can.
- Ensure that Service Users are supported as citizens to receive Services in the community.
- Foster a culture that supports the achievement of the best possible outcomes for Service Users.
- Maintain and support natural supports at home (from child, school, adult to aging).
- Support the individual to receive care and supports in the community or at home for which they are eligible.
- Day Services to be developed in line with New Directions.
- Provide increased Respite Services, including Respite at home.

HOW ARE WE GOING TO DO IT?

- Establish a transitions team lead by a transitions manager.
- Continuous analysis of the support needs and future requirements of Service Users.
- Continuous analysis of staff with regard to skill mix & staffing models.
- HSE funded financial plan to be prepared, delivered and communicated. In parallel, we will seek housing through other stakeholders.
- Identify, audit and quality assure every Day Service programme.
- Develop a plan and seek funding for enhanced Respite Services.

HOW ARE WE GOING TO MEASURE SUCCESS?

- Ensure the successful establishment of a transitions team.
- Identify and train Service Users for living in the community and community integration.
- Obtain appropriate accommodation in the community.
- Support Service Users moving into this accommodation through detailed individual planning.
- Evaluate the quality of life of Service Users through the life cycle of a transition.



Goal 2

Continue to develop staff to support service users in achieving their personal goals

WHAT ARE WE GOING TO DO?

- Work to improve communication, consultation and negotiation with staff.
- Develop an annual balanced workforce plan that sets out the level of staff and skills mix requirements.
- Develop management and leadership skills.
- Support and develop education and learning.
- Promote a culture of respect for each other's knowledge and skills.
- Focus on the recruitment, selection, development and retention of competent staff.
- Develop our capability through alternative ways of working.
- Support front line staff to contribute to and drive improvements in meeting the individual needs of Service Users.

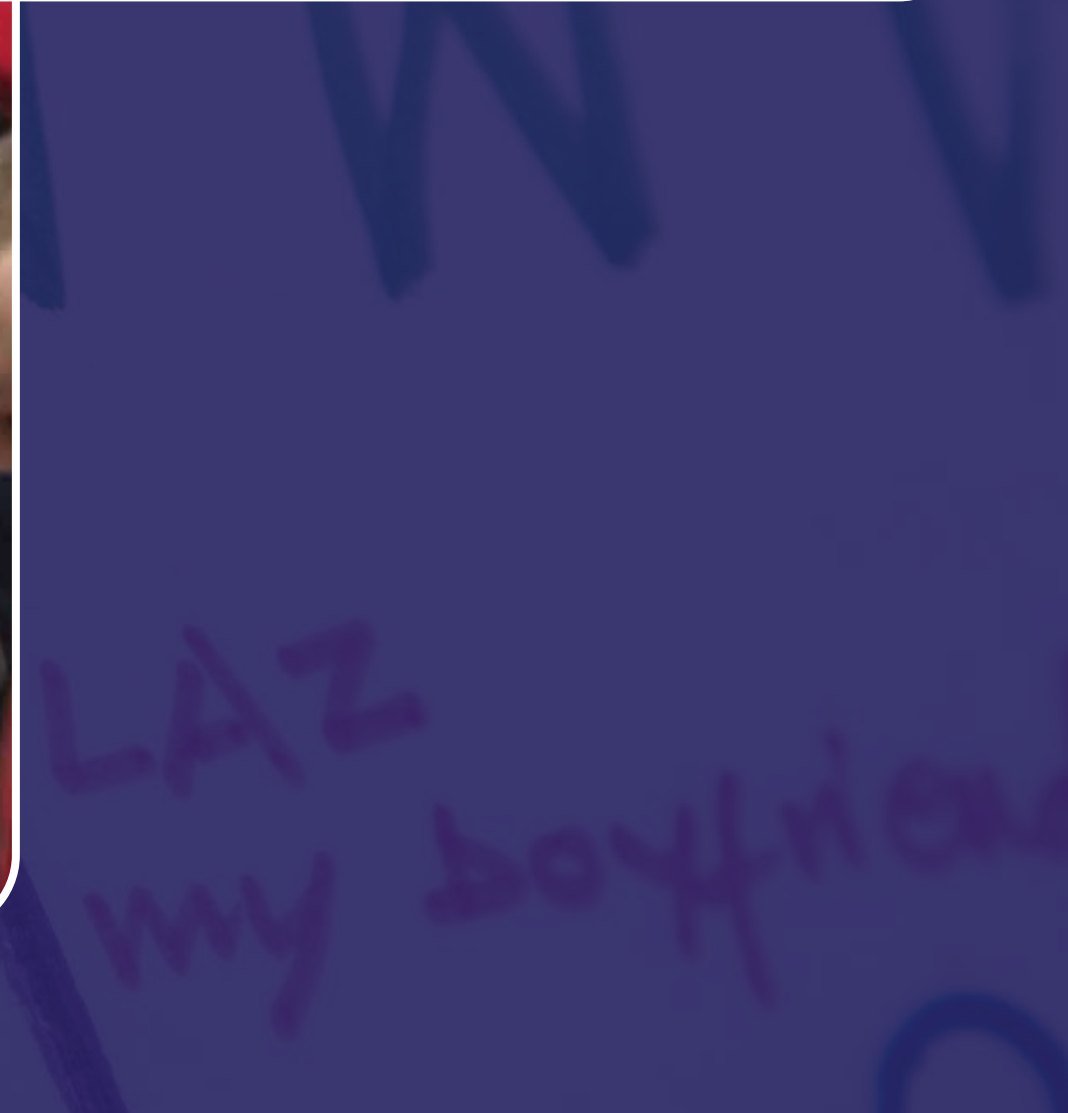


HOW ARE WE GOING TO DO IT?

- Identify staff resources required in the context of available resources to implement overall strategy aligned with the HSE Service Arrangement.
- Carry out an analysis of staff views/perceptions bi-annually.
- Develop a retention strategy.
- Develop a competency based interview process.

HOW ARE WE GOING TO MEASURE SUCCESS?

- Compliance with the HSE Service Arrangement and the delivery of an annual workforce plan.
- Conduct a bi-annual survey of all staff.
- Evaluate the delivery and effectiveness of supervision.
- Evaluate the communications between management and staff.
- Implement a staff development programme.
- Monitor compliance with Core Competency training and access to Continuous Professional Development.
- Measure if Service Users are supported to achieve their individual goals.
- Introduction of a competency based interviewing system.



Goal 3

Foster open and clear communications with Service Users, families, staff and other stakeholders

WHAT ARE WE GOING TO DO?

- Customise the communication of the Strategic Plan to each core group and develop the content for each group in a format that takes account of communication needs.
- Agree and develop a communication strategy for the organisation for all stakeholders.
- Conduct a Service User experience and family survey annually.
- Enhance our engagement with Service Users and their families and involve them in the design and delivery of services.
- Improve feedback systems and arrangements so that Service Users can readily make a comment, compliment or complaint.
- Extend the “Annual Review of the Safety and Quality of Care and Support” highlighting quality outcome indicators to include all services.
- Encourage Service Users, families and staff to highlight issues of concern in an open manner.
- Ensure that all safety incidents are effectively managed, reported, investigated and the learning from such incidents is shared and implemented.
- Strengthen governance arrangements to improve performance.
- Use the accreditation system to align all services to the organisational strategy.

HOW ARE WE GOING TO DO IT?

- Communicate the Strategic Plan to all stakeholders.
- Develop and implement an organisation communications strategy.
- Promote initiatives that enhance Service User and family input into the design of services.
- Develop a Quality Office to successfully achieve quality accreditation.

HOW ARE WE GOING TO MEASURE SUCCESS?

- Measure the impact/delivery of the communications strategy supporting the Strategic Plan.
- Develop an organisation communications strategy.
- The Annual Review to be inclusive of all services and departments.
- Monitor and measure the Comment/Compliment/Complaint process at scheduled intervals.
- Increase ‘Easy to Read’ materials available.
- Evaluation of learning from incidents.
- Successful quality accreditation.
- Achieve compliance with The Governance Code.



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