



STRATEGIC PLAN 2014 – 2018

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VISION STATEMENT

Ability West – Éirim an Iarthair dedicated to enabling people with an intellectual disability realise their dreams and ambitions which forms the Mission Statement.*

MISSION STATEMENT

Ability West will deliver on its Vision Statement by doing the following:

- Placing service users' fundamental rights at the centre of our activities and promoting those rights
- Empowering service users to live the lifestyle of their choice and to play a meaningful role in all aspects of community life
- Listening and then developing a variety of options that can be used flexibly to meet the identified needs of service users
- Developing the skills and dedication of our staff in a supportive and motivating environment
- Working in active partnership with service users, families, staff, our voluntary supporters and the broader community
- Campaigning at local, regional and national level to resource and realise our vision to achieve these aims

RÁITEAS FÍSE

Tá Éirim an Iarthair tiomanta a chur ar chumas dhaoine faoi mhíchumas intleachtúil gach atá uathu a bhaint amach maratá sa Ráiteas Misin.

RÁITEAS MISIN

Deanamh Éirim An Iarthair a Ráiteas Físe a sheachadamh mar seo a leanas.

- Ag cur cearta bunúsacha úsáideoirí seirbhíse ag croilár ár gcuid gníomhaíochtaí agus cur chun cinn na cearta sinn
- Úsáideoirí seirbhíse a chumhachtú chun conaí ar an stíl bheatha a roghnaíonn siad féin, agus ról a mbaineann brí leis a bheith acu i ngach gné de shaol an phobail
- Trí éisteach agus ansin ag forbairt roghanna éagsula ar feidir a úsáid go solúbtha chun freastal ar riachtanais aiteanta na n-úsáideoirí seirbhíse
- Ag forbairt na scileanna agus tiomantas na foirne i dtimpeallacht thacúil agus spreagúil

* hereafter referred to as Ability West

- Ag obair i gcomhpháirtíocht gníomhach le húsáideoirí seirbhíse, teaghlaigh, foirne, ár lucht tacaíochta deonach, agus leis an bpobal níos leithne
- Trí dul i mbun feachtais ag leibhéal áitúil, réigiúnach agus náisiúnta chur acmhainní agus ár bhfís a bhaint amach chun na haidhneanna seo a bhaint amach

CORE VALUES

- Rights Based Approach
- Person Centredness
- Independence
- Participation in Community Life
- Partnership
- Openness, Integrity, Accountability and Transparency

Ability West is a Company Limited by Guarantee and Registered in Ireland, No. 41317. Certified by the Revenue Commissioners as a Charity, No. 6306. Éirim an Iarthair is a Registered Business Name of Ability West. Registered Office: Blackrock House, Salthill, Galway.

INTRODUCTION BY THE CHAIRPERSON

As Chairperson of Ability West, I am pleased to introduce this five year strategic plan for the years 2014 - 2018.

This is our third strategic plan and it is the blueprint for the future of our services. Ability West, established in 1962, is today a vibrant organisation that provides services to over 520 people with intellectual disability. The success of the organisation is due to the commitment, dedication and hard work of service users, their families, staff, board members, branch members and volunteers.

We provide a variety of services and supports: training, day, residential, short breaks, access to employment work opportunities, advocacy, psychology, speech and language therapy, physiotherapy, occupational therapy, positive behaviour supports, social work and community supports such as Home Sharing and Contract Families. We are Patron of four special schools; St. Joseph's, Galway City, St. Oliver's, Tuam, St. Teresa's, Ballinasloe, and Tigh Nan Dooley, Carraroe. We provide residential, short breaks and community supports to children from these schools. We continue with the Best Buddies Programme and disability awareness training to national and secondary schools and community groups.

Since the economic downturn in 2008 we have faced serious challenges with budget cuts from the HSE and increased demand for services and supports. I would like to acknowledge the staff for continuing to provide high quality services and it is a testament to management and staff that frontline services have been maintained. We will continue with courage to face the challenges ahead and provide services in line with our Vision Statement which will enable service users to realise their dreams and ambitions.

The Board of Directors is committed to this plan and to supporting the necessary measures for its successful implementation.

I would like to acknowledge the work of the Chief Executive, Senior Management Team, Department Heads, Managers, Staff and Service User Council who developed this strategic plan.

Marie O Dowd
Chairperson

January 2014

FOREWORD BY THE CHIEF EXECUTIVE

The aim of the five year Strategic Plan 2014 - 2018 is to provide a roadmap for the services, supports and the organisational development of Ability West. This rolling five year plan will ensure that we are best placed to achieve our vision and mission in the most effective, efficient, fair, equitable and person centred manner.

Ability West services are based in 11 locations across Galway City and County, we have over 50 services, and as of December 2013, we provide services and supports to over 520 children and adults with intellectual disability.

The strategic direction and objectives included in this strategic plan are Ability West's response and our understanding from significant consultation undertaken with stakeholders, which included six consultation meeting held throughout the county, consultation with the Service User Council and with frontline, middle and senior managers. I would like to acknowledge their assistance and the assistance of the Senior Management Team and the Corporate Team for developing this plan and I thank all for their enthusiasm, dedication and energy involved in developing this plan.

This strategic plan is laid out in a different format to previous plans with four strategic priorities:

1. Services and Supports for the individual
2. Partnership with Families, Friends and the Community
3. Resource Management
4. Communication

Each of the four strategic priorities is underpinned by Objectives, Outcomes and Measures

The Health Service Executive (HSE) is the main funder of Ability West. Ability West also receives funding from the Department of Education and Skills. We also have a robust and innovative fundraising programme which yields vital funding for capital projects and we are constantly exploring new and innovative fundraising sources. This avenue of funding is extremely important and to ensure best practice in fundraising, transparency and accountability for the funds so generously donated by the public, we have signed up to the Voluntary Code of Governance for Charities.

Our volunteer programmes augment our services and provide a very valuable role in the organisation. As an organisation, we actively explore ways of working in partnership with community and voluntary groups.

In the current economic climate it is imperative that we keep our focus on the strategic direction of Ability West. By implementing this plan we will ensure that we are both efficient and effective in the utilisation of the resources available to us and that the direction and delivery of services are at all times person centred and ensure that each person is valued and has positive outcomes.

In partnership with service users and their families we will continue to provide exceptional services and supports that change lives and ensure that people with intellectual disability achieve their potential and live valued lives in their local communities.

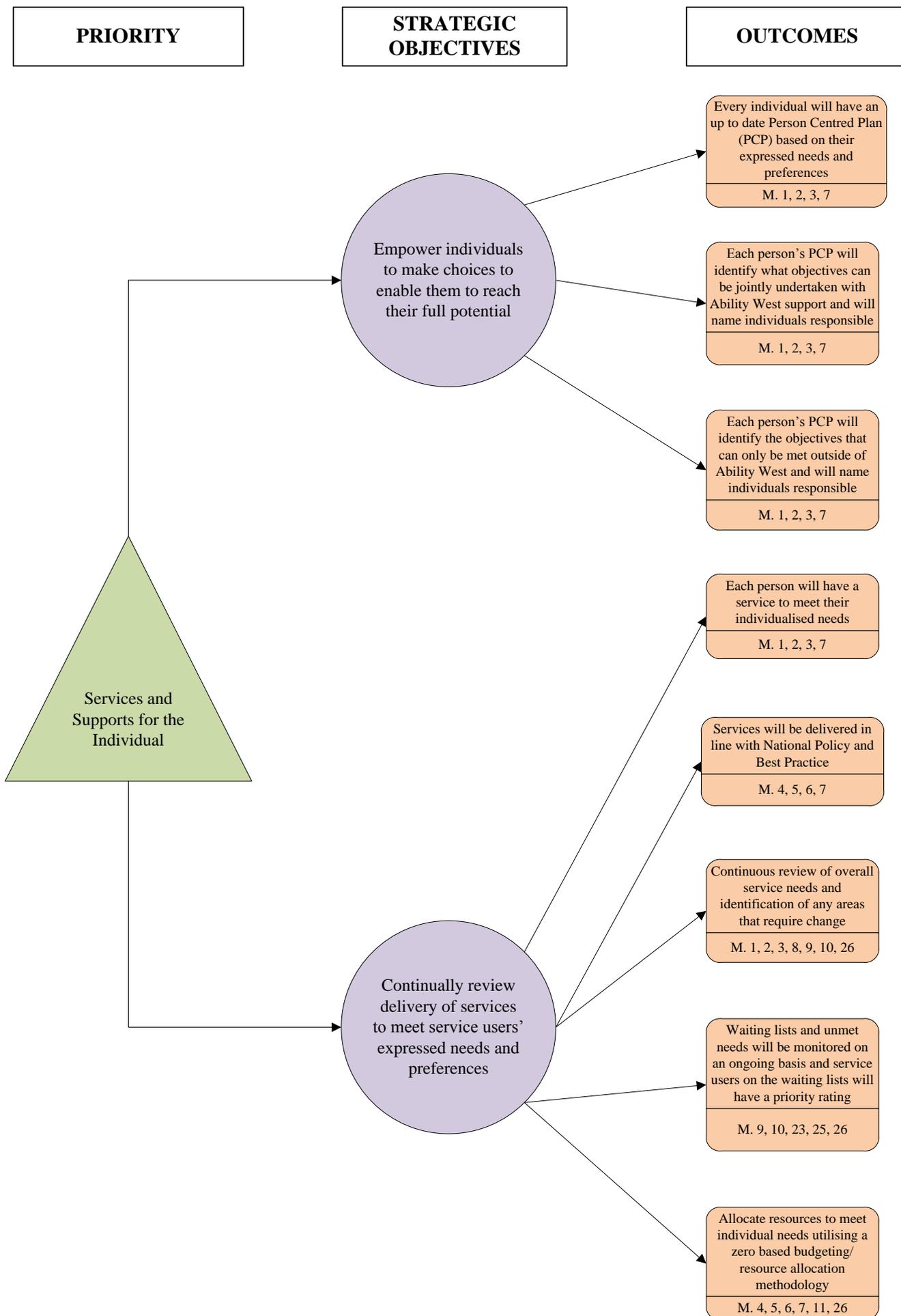
This is a rolling plan and the achievement of its strategic priorities, objectives, outcomes and measures will be monitored in a continuous way by the Corporate Team, Senior Management Team and the Board of Directors. Over the next five years there will be many opportunities and challenges. New National Policy, New Directions, Value for Money, the financial climate, compliance with the National Quality Standards in Residential and Respite Service for Adults and Children among other developments, will undoubtedly pose challenges. We need to be flexible, creative, truly person centred so that we can empower people to have control and choice in their daily lives.

I look forward to leading the implementation of Ability West's Strategic Plan 2014 - 2018 and to working closely with service users, their families, staff, board members, branch members, volunteers, statutory and non-statutory service providers, in bringing this plan to its fruition.

A handwritten signature in black ink, appearing to read 'Breda Crehan-Roche'.

Breda Crehan-Roche
Chief Executive

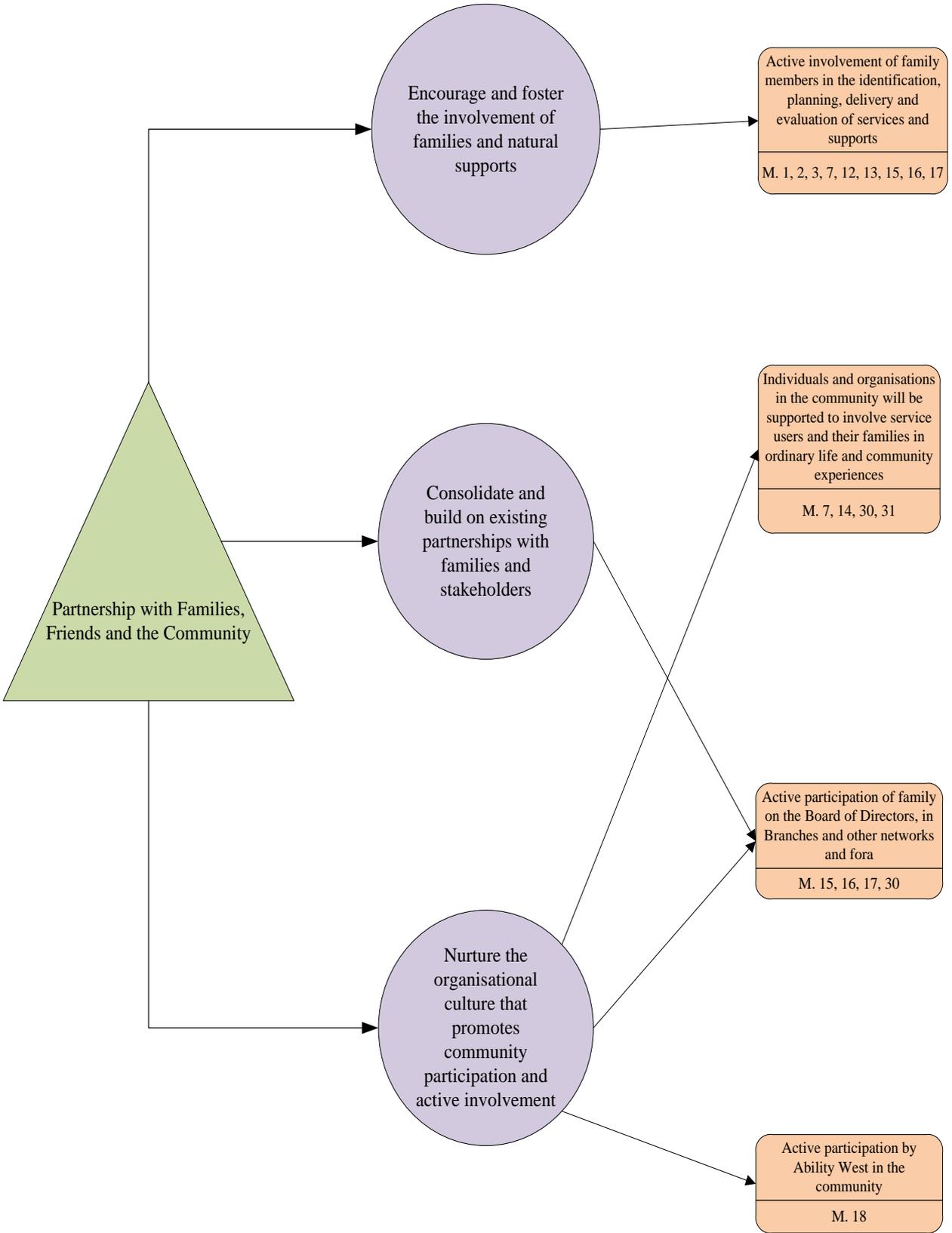
January 2014



PRIORITY

STRATEGIC OBJECTIVES

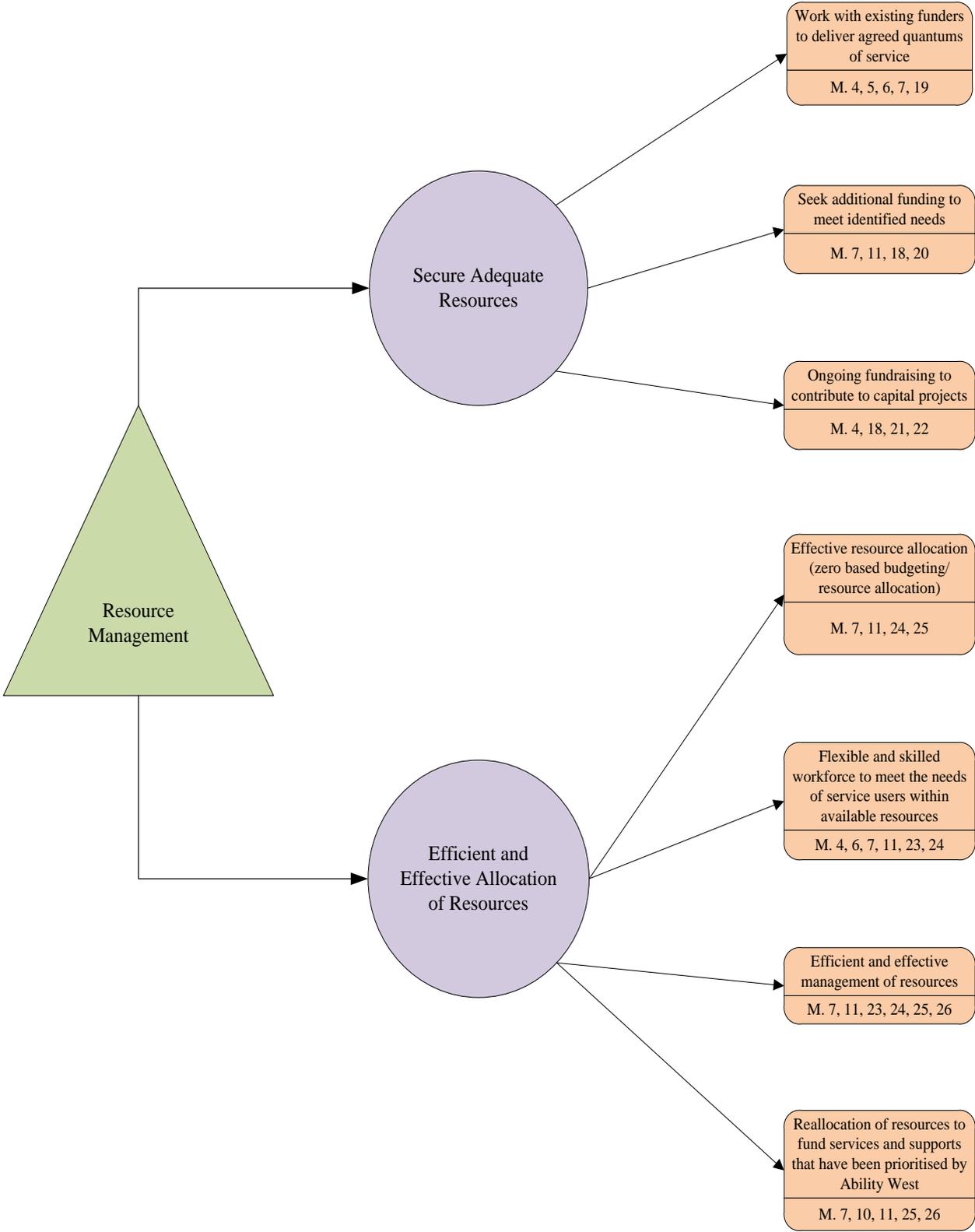
OUTCOMES

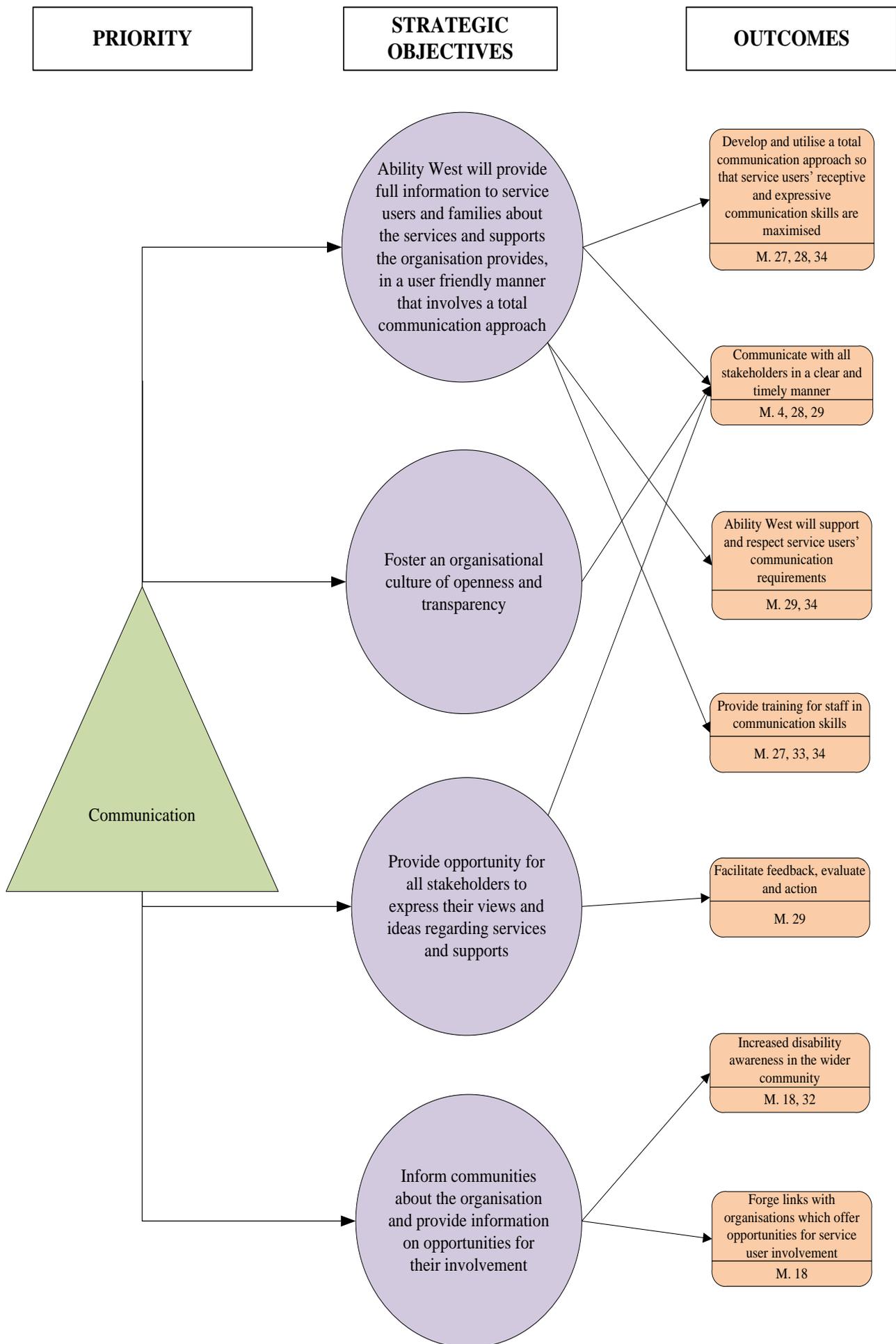


PRIORITY

STRATEGIC OBJECTIVES

OUTCOMES





Measures

M. 1	M. 2	M. 3	M. 4	M. 5
% plans in place	Quality and appropriateness of PCPs will be evaluated	% of individual goals achieved	Compliance with Legislation	Compliance with NQS
M. 6	M. 7	M. 8	M. 9	M. 10
Compliance with HSE Service Arrangement and Agreements with other funders	Compliance with Risk Management Policy and other reporting requirements	Annual Case Reviews which will inform service delivery	Evaluate recommendations of Service Planning Group	Number of Service Users whose needs have been prioritised and reviewed at least annually and recorded
M. 11	M. 12	M. 13	M. 14	M. 15
Services are delivered in a safe manner while achieving a balanced budget	% of service users with family involvement in PCP	% of service users who are supported by family supports	% of service users who are supported by natural supports other than family or staff	% of family members involved in the Board of Directors
M. 16	M. 17	M. 18	M. 19	M. 20
% of family members involved in the Branches	% of family members involved in the Family Networks	Number of organisations in the wider community with whom the organisation has established links	Annual Service Arrangements/Agreements in place with funders	Amount of additional funding secured
M. 21	M. 22	M. 23	M. 24	M. 25
Amount of money raised	Number of projects supported	Evaluation of service user needs and required training delivered to achieve same and implement appropriate skillmix	Annual financial breakeven or better	Amount of funding reallocated and number of service users benefiting
M. 26	M. 27	M. 28	M. 29	
Evaluate findings from internal and external audits, HIQA inspections, feedback from all stakeholders	Number of lámh training courses provided	Relevant documentation will meet total communication approach	Satisfaction rating from stakeholder surveys, meetings and other consultative fora, such as Service User Council, Branches, Regions and Family Networks	
M. 30	M. 31	M. 32	M. 33	M. 34
Number of volunteers	Number of people involved in Home Sharing/Contract Family Schemes	Number of disability awareness programmes delivered	Number of occasions the Speech & Language Therapy Department assisted and advised regarding service users' needs, programme implementation and staff training	Number of staff trained in communication skills