



SUNBEAM HOUSE SERVICES LIMITED

*Strategic Plan
2011 to 2016
Update and Review
September 2015*

5 Year Strategic Plan – 2011 to 2016

1. Introduction

1.1 Missions Statement

“We aim to empower people with the necessary skills to live full and satisfying lives as equal citizens of their local communities”

1.2 Our Values

Our five year Strategic Plan focuses on the six C’s as outlined below. These give a clear and easily defined set of values for all staff, clients and stakeholders to focus on and are becoming the watch words for Sunbeam House Services in delivering our Plan.

Client Centred – in all decisions and all actions;

Caring – for clients, staff, and the organisation;

Commitment – to **be** the best and to **do** the best for our clients, staff and the organisation;

Community – involvement and benefit in all we seek to achieve;

Compliance – with best practice, legislation and system requirements.

Collaboration – working with the best to be the best

Everything we do should deliver on all of the six C’s.

2. Context

2.1 Our Plan includes the agreed required outcomes from the work that has been undertaken from the Person Centred Excellence Accreditation successfully completed with CQL in early October. The strategic priorities to be included within this plan are included within the table below.

2.2 This document also takes into account the Government Policy context as outlined in the Congregated Settings Report, the National Strategy for Housing for People with a Disability; the Policy Review by the Expert Reference Group, New Directions Report and the Value For Money Report and other relevant reports. In addition it has taken cognisance of the changes in legislation that are being considered and likely to be in place over the next three years (Mental Capacity Bill and Human Rights legislation)

2.3 The Government have signalled very clearly, through Minister Lynch, that we will be moving towards individualised budgets over the next two years. This will have significant implications for the sector and SHS in the demand and provision of services. SHS has over the years developed a system of personalised services for Clients through the Personal Outcomes processes. However SHS is still dependant on having the demand for its services from a number of individuals to ensure that there are economies of scale. This will not change in the future, even with individualised budgets but we will be required to ensure that we are able to assess and fulfil the demand for relevant services. Failing to do so will lead to demise in the organisation and eventually a loss of Clients.

2.4 There is renewed urgency in Government to bring in standards and inspections of services for people with Intellectual Disability (HIQA). Sunbeam House Services welcomes this. However it does place upon the organisation an obligation to ensure that we can meet the criteria as set down by Government and to ensure that we influence, as we have done in the past, these criteria. We have already started to carry out inspections based on emerging HIQA standards but this is on a voluntary basis and has no standing within legislation.

2.5 The HSE and the Department of Health (DOH) have for many years been encouraging organisations to promote the “shared services” model of provision. There are now a number of organisations that are looking to move this agenda forward and to adopt new means of operating their back office as well as core services. In some cases this will mean outsourcing some elements within the organisation. For some organisations this has led to the consideration of how they could synergise their front line operations by combining with other organisations in the provision of services. What is clear is that the sector will continue to face significant cuts in the funding for at least the next two to three years (in line with the IMF expectations). The HSE and DOH are now being more explicit in what “shared

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services” represents, i.e. combinations of organisations achieving savings in back office operations and more flexible and efficient front line services. It will also mean fewer providers nationally.

- 2.6 The HSE have introduced tendering for services in the Intellectual Disability sector in the North East Region. These tenders have resulted in a move of services from Voluntary providers to the private sector. This means of procuring services is less likely to be concerned with quality (as demonstrating quality systems in place will be a tender criteria) and more about the cost of services. It is clear that tendering is the way forward for the HSE as they have held regional briefing sessions with providers to outline how they will be handled and their expectations in terms of submissions. Tendering is crude and costly for the providers of services but it ensures that costs are driven down, especially where there are a significant number of providers within an area
- 2.7 There is now increased competition for all elements of the provision of services within the sector. Competition exists for staff and for clients. This competition will only grow further as the private providers expand their operations. The ethos of private providers is to make profit by providing services as efficiently and cost effectively as they can. Private providers are not required to follow any statutory requirements at this stage; they will in the long term be subject to inspections and standards. They have a freedom to pay and recruit staff at salary levels well below the current agreed and required Consolidated Scales that we and many in the Section 38 and Section 39 sector have to comply with. As a result of these “freedoms”, private providers can offer lower cost services than the traditional provider. In addition, at a time when property is significantly cheaper to buy and rent, setting up new services on a lower cost model is no longer a barrier for the private sector. The cost of ‘legacy’ property, which is inefficient and costly to repair and maintain, is in fact a disadvantage to existing providers. The private sector also comes with a business model which uses marketing and profiling of organisations to ‘push’ their product. Our sector still has to adopt many of these means of promoting themselves and their services.
- 2.8 As mentioned above there is going to be a significant increase in inspections and standards that will apply to front line services. In addition there is likely to be a significant requirement placed on many “voluntary” organisations to improve their governance structures and ensure that there is more accountability within organisations across their Board and Management structures. Sunbeam House Services is less impacted by this issue as we have been strengthening our Governance structures over the last few years. However it will place a strain on many smaller organisations and may in fact threaten their survival. This places an opportunity to assist other organisations in this area by providing readymade structures for them to participate in while still maintaining their identity.
- 2.9 There are likely to be a further three to four years of cuts to funding for the Health Sector. The Government have already indicated that they are seeking €1 billion in cuts from the HSE this coming year with similar cuts forecast for the next three years. This brings with it the struggle to maintain existing services. It requires all organisations to review and ensure that they are operating as efficiently as they can, to examine new means of service provision, and to review whether they should be providing services in certain areas. Cuts also offer the potential to redefine organisational structure and to bring in new means of operation and new technologies to support what we do. It is clear that all organisations will be addressing these issues and looking to implement new management and frontline service structures to ensure that the Clients who receive support from Sunbeam House Services continue to receive these supports
- 2.10 As outlined above all organisations will be examining their operations and looking to streamline them as far as possible to ensure that the value for money achieved is as high as possible. There are requirements for new technology and undoubtedly there will be new market opportunities that will arise as a result of these changes. Unless we are agile and structured to take advantage of the current and future opportunities we will eventually see a reduction in the services we provide, the staff we employ and the importance of the organisation as the major regional provider for Wicklow.
- 2.11 Based on all of the above context and with the support of the Board of Directors and the Senior Management Team the key areas for strategic development are set out below with the key strategic objectives and their implications for the organisations. Progress against each of the planned elements is set out in the table. This table was devised to show what is expected, by whom and by when. It will be used for all future reports unless the Board require a different format.

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3. Strategic Priorities

The following are the strategic priorities:

- SP1- Governance and Organisational Structure
- SP2- Quality Services
- SP3- Staffing
- SP4- Partnerships
- SP5- Family and Friends involvement
- SP6- Responsible expansion and growth.

3.2 Sunbeam House Services Commitment under our quality framework “*Person Centred Excellence*” falls under the following headings:

- CQL1- People and Funding are connected to outcomes, supports not programmes.
- CQL2- People have authority to direct supports and services.
- CQL3- People and families play meaningful roles
- CQL4- Assessment of needs is fair and accurate
- CQL5- Emerging practises in individual budgets

The actions to achieve these commitments are included in the following table.

STRATEGIC PRIORITY 1: GOVERNANCE AND ORGANISATION STRUCTURE**ENSURE THE HIGHEST CODE OF GOVERNANCE WITHIN SUNBEAM HOUSE SERVICES AND PROVIDE STRONG ORGANISATIONAL LEADERSHIP AT ALL LEVELS OF MANAGEMENT**

STRATEGY	WHO	OPERATIONAL ELEMENT	ORIGINAL COMPLETION DATE FROM OCT 2011	REVISED COMPLETION DATE	PROGRESS TO DATE
1.1 Restructure and renew Board Membership and practices	Chairman of Board; Managing Director;	Additional members appointed to the Board New Handbook written	Q1 - 2012 Q1 - 2012	Achieved, Q1 - 2012 Q4 - 2012	<ul style="list-style-type: none">• Final Board member appointment on 15 March 2012.• Update of Directors Handbook to be completed• Board restructure almost complete in line with Governance requirements and reflecting HIQA regulations.
1.2 Restructure Management throughout Sunbeam House including Practices	Managing Director	Revised structures at senior and client services manager levels	Q4 - 2012	Achieved, Q3 - 2012	<ul style="list-style-type: none">• Review over time required• Following restructure of CSM and SSM the following reviews have taken place:• Introduction of assistant CSMs where appropriate• Introduction of local admin assistants where necessary and appropriate.• Realignment of CSM's area of responsibility to reflect "best fit" eg fewer or greater locations. Reassigning areas of responsibility based on experience, skills etc.• Management responsibilities changing as a result of de-congregation initiatives etc• At Senior management Level,• Comprehensive Policy Review and UpdateUpdate

1.3 Review Mission Statement	Chairman of Board;	Consultation process with relevant stakeholders	Q2 - 2013	Q2 - 2013	<ul style="list-style-type: none"> • Mission statement changes being considered in line with proposed merger proposal.
1.4 National Federation Alignment	Senior Development Manager	Involvement with NatFed. Projects include Next Steps, costing models, etc	Q4 - 2014	Q2 - 2015	<ul style="list-style-type: none"> • Aligned with National Federation Strategic plan • Next Steps case study “iplanit” in pilot phase. • Next Steps project continues to be the link in aligning SHS and other organisations Strategic Plan with NatFed. <p>Examples being:</p> <ol style="list-style-type: none"> 1. SHS presentation at Next Steps Conference. 2. SHS service users invited to join Next Steps group. 3. SHS SDL team presentation to next steps group on study visits.

STRATEGIC PRIORITY 2: QUALITY SERVICES

TO CONTINUE THE DEVELOPMENT OF AFFORDABLE AND HIGH QUALITY SERVICES ACROSS ALL ELEMENTS OF SUNBEAM HOUSE SERVICES

STRATEGY	WHO	OPERATIONAL ELEMENT	ORIGINAL COMPLETION DATE FROM OCT 2011	REVISED COMPLETION DATE	PROGRESS TO DATE
2.1 Enhance service user forum. (CQL Commitment)	Quality Compliance and Training Manager	Include a service user with high support needs. That all service users/advocates will know how to feed into this forum Accessible communication policy (KISS) Representation on decision making forum.	Q4 - 2012	Q4 - 2012 Q1 - 2013 Q4 - 2013 Achieved, Q2 – 2012 Q2- 2016	<ul style="list-style-type: none"> • Canvasing high support locations. • Suggestion boxes being rolled to all locations • Working Group established • Service User forum well established and a structure in place whereby the SUF meet with the Senior Management Team periodically to feedback concerns suggestion and general information. • Service User Forum facilitated by external advocate to establish and maintain autonomy. • SUF working with HR on recruitment
2.2 Ensure compliance with statutory and non-statutory bodies	2.2.1 Infrastructure Manager – Buildings and infrastructure 2.2.2 Finance Manager – Finance 2.2.3 HR Manager – HR 2.2.4 QCT Manager – Services	HIQA working group established. Mock HIQA audits. HIQA training. CQL timelines to be firmed up	Q2 – 2012 Q2 – 2012 Q2 – 2012 Q4 - 2012	Achieved, Q2 – 2012 Q4 – 2012 Q2 - 2013 Q4 - 2012 Q2 -2016 Q3 – 2015	<ul style="list-style-type: none"> • HIQA Training provided to Management Teams, Board of Directors • Internal HIQA Audits. • HIQA Update on compliance • Residential service locations registered with HIQA nearing completion • Establishment of an Information Governance Office post to ensure that SHS meets its legal

					<p>commitments under Freedom of Information and Data Protection.</p> <ul style="list-style-type: none"> • Review and update of documentation in line with compliance and legislative requirements
<p>2.3 Dismantle the Challenging Behaviour Label (CQL Commitment)</p>	<p>Senior Services Manager [REDACTED]</p>	<p>Change how SHS responds to crisis and people who challenge their supports. Revisit Positive Intervention framework. Use full range of information on CID to understand the challenges people face. Individual Success stories. More people in main stream supports</p>	<p>Q1 - 2012</p>	<p>Q4 - 2014</p>	<ul style="list-style-type: none"> • Clients attending “Challenging Behaviour Units” now have an opportunity to attend services outside CB labelled locations • Challenging behaviour is no longer a term used in SHS. • The process of dismantling “Challenging Behaviour” specific locations is well under way. • Those with challenges in their lives that present in the form of responsive behaviours have now the opportunity to attend a wider spectrum of supports and services across the organisation.
<p>2.4 Budgets linked to priorities (CQL Commitment)</p>	<p>Financial/General Manager</p>	<p>Categorise Priorities, when CSM’s are examining location service plans. Focus on Priorities, Allocate part of location budget to achieve priorities & update regularly. Priorities achieved Unbundle existing budgets</p>	<p>Q4 - 2012</p>	<p>Q4 – 2013 Q3 - 2016</p>	<ul style="list-style-type: none"> • Started to look at how budgets are set and how we can individualise cost; • Work undertaken on a cost analysis process that allows us identify cost per client across all services.
<p>2.5 Establish Circle of Support at pre-planning stage (CQL Commitment)</p>	<p>Senior Service Manager – [REDACTED]</p>	<p>Volunteer Recruitment Identify a typical “Circle of Support” Not exclusively paid staff</p>	<p>Q4 - 2012</p>	<p>Q4 - 2014</p>	<ul style="list-style-type: none"> • Have started attending open days to promote Sunbeam House Services. • Service Users take the lead in this process supported by staff.

<p>2.6 Fair and accurate assessment of Clients' needs (CQL Commitment)</p>	<p>Senior Services Manager - [REDACTED]</p>	<p>Establish a structure of communication with "feeder schools". Use of SHS marketing material. Information campaign targets at schools. Adopt an approved pre-planning assessment tool (inclusive of emergency referral)</p>	<p>Q1 - 2013</p>	<p>Q2 – 2013</p> <p>Q1 - 2015</p>	<ul style="list-style-type: none"> • Service Users have been involved in determining how our disability awareness material has been developed and in the delivery of the sessions to external agencies. • SU Capacity building achieved can be used to work with feeder schools. • Work has started on training in two methods of resource allocation for preplanning admissions. • More work required on social elements of Referrals policy. • Referrals looking at resource allocation and assessment models. • Referrals Committee and referrals policy updated. • The Referrals committee have developed a needs assessment tool to identify individual needs and priorities that can be linked to funding.
<p>2.7 Publicity for organisation (CQL Commitment)</p>	<p>Senior Services Manager - [REDACTED]</p>	<p>Promotional material to be further developed. Social media to be further developed PR/Marketing person to be appointed</p>	<p>Q4 – 2012</p>	<p>Q4 – 2015</p> <p>Q2 – 2013</p> <p>Q1 2013</p> <p>Q4 – 2015</p> <p>Q4 – 2015</p> <p>Q1 - 2015</p>	<ul style="list-style-type: none"> • Web site redeveloped • Sunbeam Media developing video a & printed material • Social media – twitter now up and running. • Redesign of Website nearing completion • Sunbeamlink Communication Hub to be launched in mid October 2015. • Elearning site established and in use for Induction • H&S training

					<ul style="list-style-type: none"> • Policy sign-off
2.8 Develop Practices in Individual Budgets (CQL Commitment)	Financial/General Manager	Individualised Budgetary System	Q1 - 2013	Q2 - 2016	<ul style="list-style-type: none"> • Started process of reviewing models and implementing a new individualised costing system. • Study visits planned to establish system requirements and coping strategies for the change. • Collaboration with other organisations • (CLTNZ, Kare, Onondaga)
2.9 Funding application process to reflect the individual needs & priorities. Priorities to be costed as part of individualised funding (CQL Commitment)	Financial/General Manager	Additional funding achieved. Demonstrate value for money	Q4 -2013	Q1 - 2014	<ul style="list-style-type: none"> • Applications to the HSE for funding is now linked closely to the individual’s specific needs rather than a fixed sum based on the category of intellectual disability.
2.10 Capacity building to support “person directed” services. (CQL Commitment)	Quality Compliance and Training Manager	Operational tasks for this strategy to be worked out	Q4 -2013	Q3 – 2014 Q2 – 2015 Q3 – 2016 Q2 – 2015	<ul style="list-style-type: none"> • Self-Directed Living (SDL) supports established. • Alignment of Individualised supports with SDL as a means of advancing SDL throughout SHS. • Plans being considered to ensure that SDL becomes the way the organisation delivers supports. • Supported Decision making is another initiative being development to steer services in the direction of “person directed supports”

				Q1 – 2015 Q1 - 2015	<ul style="list-style-type: none"> • All sheltered workshops now closed. • Day activities based on people’s needs and wants eg employment, volunteering, interest groups, leisure, retirement activities.
2.11 Identify and enhance quality services by examining which activities are core to delivery of supports and services.	Senior Development Manager	Continue to identify which elements of SHS are core to its ethos and which can be undertaken in a different manner. List these and make decisions regarding outsourcing some areas and enhancing others	New	Q2 -2016	<ul style="list-style-type: none"> • Initial assessment of Core/noncore activities by ODT • Need to revisit this list in line with new initiative, particularly mergers.

STRATGIC PRIORITY 3: STAFFING

TO ENSURE THAT SUNBEAM HOUSE SERVICES HAS AN EXPERIENCED, EDUCATED, WELL-TRAINED AND MOTIVATED STAFF TEAM WITH APPROPRIATE MANAGEMENT AND DELIVERY STRUCTURES

STRATEGY	WHO	OPERATIONAL ELEMENT	ORIGINAL COMPLETION DATE	REVISED COMPLETION DATE	PROGRESS TO DATE
3.1 Establish staff forum. (CQL Commitment)	Human Resources Manager	Establish terms of reference for staff forum. Election/appointment of staff forum members.	Q2 - 2012	Q2 - 2012 (achieved) Q3 – 2012 Q1 - 2016	<ul style="list-style-type: none"> • Terms of Reference completed • All nominations received • Members elected • Staff forum needs to be reenergised. • One possibility is that it is linked to the Leadership Groups
3.2 Restructure front line services (HR elements)	Human Resources Manager	Renegotiate “red circled” contracts. Develop alternative pay scales relevant to new activities. Greater consistency in contracts. More flexibility from staff. More predictability in services. Restructure staff Evaluation/Appraisal. Create single keyworker structure.	Q4 - 2012	Q2 – 2014 Q1 - 2015	<ul style="list-style-type: none"> • Some progress made through CSM restructuring and some location specific changes such as Vevay Crescent, Dunavon. • Significant advancement in de-congregation of SHS congregated settings: • Hall Lodge de-congregated to: • Beeches • Vale Lodge • Rosanna de-congregated to Seaview Greystones. • Refurbishment of Vevay Close apartments to improve quality of life of tenants and ensure compliance with statutory requirements.
3.3 Become one of the top 50 companies to work for in Ireland	Human Resources Manager	Setup <i>Great Place To Work</i> Team. Implement GPTW structure. Act on GPTW findings. Prepare for 2013 survey.	Q4 - 2016	Q4 – 2014 Q3 - 2015	<ul style="list-style-type: none"> • GPTW team established • GPTW surveys undertaken • Culture audit submitted • Findings being considered. • Internal Staff Survey taking over from GPTW

STRATEGIC PRIORITY 4: PARTNERSHIPS

SEEK APPROPRIATE STRATEGIC PARTNERSHIPS TO ENABLE THE DELIVERY OF ALL KEY PRIORITIES

STRATEGY	WHO	OPERATIONAL ELEMENT	ORIGINAL COMPLETION DATE	REVISED COMPLETION DATE	PROGRESS TO DATE
4.1 To develop relevant strategic partnerships	Senior Development Manager	Continue to identify potential partnerships in the business and social sectors in order to establish partnerships.	On going	On going	CQL Takeda Elevon Kare CLT New Zealand National Advocacy Platform Bray Town Council Bray Partnership HSE HIQA (stakeholder) Oracle Onondaga Community living (USA)

STRATGIC PRIORITY 5: FAMILY AND FRIENDS INVOLVEMENT

DEVELOP A STRATEGIC PARTNERSHIP WITH FAMILIES AND FRIENDS TO ENABLE GREATER POLICY AND NETWORK ADVANTAGE FOR CLIENTS

STRATEGY	WHO	OPERATIONAL ELEMENT	ORIGINAL COMPLETION DATE	REVISED COMPLETION DATE	PROGRESS TO DATE
5.1 Establish Family & Friends Forum (CQL Commitment)	Volunteer Co-ordinator [REDACTED]	Meeting to inform and launch Family and Friends Forum Families are included in decision making at all levels.	Q4 - 2012	Q3 - 2012 (Achieved) Q4 - 2014 Q2 - 2015	<ul style="list-style-type: none">• Initial meeting held in July• Survey completed and analysis being undertaken• Committee formation taking place• Family and Friends Forum well established and operating autonomously within the guidelines of the terms of reference.• Member of F&F form now sits on SHS board as outlined in original terms of reference.• A member of the SMT has been appointed as a link person to the Family and Friends Forum.

STRATGIC PRIORITY 6: RESPONSIBLE EXPANSION AND GROWTH

ENSURE THAT SUNBEAM HOUSE SERVICES ADOPTS PROCESSES AND BUSINESS SYSTEMS THAT LEAD TO RESPONSIBLE EXPANSION AND GROWTH DESPITE SIGNIFICANT FUNDING CUTBACKS

STRATEGY	WHO	OPERATIONAL ELEMENT	ORIGINAL COMPLETION DATE	REVISED COMPLETION DATE	PROGRESS TO DATE
6.1 Bring at least one new organization into the group.	Senior Development Manager	Improve efficiency and consolidate market position Expanded Group.	On going	On-going	<ul style="list-style-type: none">• Proposed merger with KARE and SCA in an advanced state.• Steering committee established.• Decision to go/not go will be made during Oct 2015• SHS personnel working with SCA.• Kare and SHS staff working together in areas such as; Operations, HR, ICT Housing etc.• Visits to Kare/SHS taken place at board and SMT level.
6.2 Outreach and brokerage services to be developed	Senior Development Manager	Research and development of new organisation and potential new structure	New proposal	Q4 - 2013	New proposal needed