

St. Margaret's Network

Independence, Autonomy, Self-direction

5-YEAR STRATEGIC FRAMEWORK

The Foundation for the Future

2021 - 2025

Independence | Autonomy | Self-Direction



VISION

A society where all people can fully exercise their rights as equal citizens and live a life of their own choosing.

Introduction

Writing the introduction to this Strategy is something I am honoured to do on behalf of the network of individuals we support who have journeyed or are journeying from institutional living to living in their own home, and also those who have moved to their own home from other living arrangements as we work in partnership with them and the significant and important people in their lives. I am also proud to do so on behalf of St. Margaret's Team who are committed to providing the services and supports for each person to live a good life of their choosing.

At St. Margaret's Donnybrook, part of the Religious Sisters of Charity Health & Social Care, we started our first service reconfiguration from a residential medical model to an individualised rights-based service of support and choice, and commenced our Decongregation that supported the women at Donnybrook to move to their own homes.

By the middle of 2019 the last of the women at Donnybrook made the extraordinary transition to independent living. During this time we also worked with individuals who took the momentous step, with great support from their family and friends, to move from their family home to their own home. Every day I continue to be humbled by their joy, enthusiasm and satisfaction, in the lives they now live.

In 2019 St Margaret's also transitioned & reconfigured to become St. Margaret's IRL-IASD CLG, and now St. Margaret's Network, an independent not-for-profit limited company and a registered charity. This transition and change was significantly supported by the Religious Sisters of Charity and the Health Services Executive.

Today, at St. Margaret's Network we work in partnership with each individual and the significant people in their life. We work in collaboration with and are supported by the HSE, Local Authorities, Approved Housing Bodies and other sectoral partners, advocating for and



working with each individual to achieve their rights as equal citizens.

Our Team continues to be driven by the same fundamental belief that inspired us supporting people achieve their life dreams - this continues to be at the heart of everything we do today.

As a rights-based service, we recognise that the funding for services belongs to each individual and their service is planned to meet their needs. The fundamental belief that guides our work is the right of each person to self-direct their life with their will, preference and choices defining how we work with and support them in having a good life of their choosing, at home, at the heart of family, friends and community. We continually seek to enable, empower and inspire each person to achieve their dreams and goals. Their service will flexibly respond to their changing choice and needs throughout their life.

This five-year strategy offers a framework to lead us forward in the development of services to support more people move to their own home and live self-directed lives.

Breda O'Neill
Chief Executive

Who we are and what we do

St. Margaret's Network is a not-for-profit limited company, established in 2019, working with the HSE and sectoral partners, providing quality, rights-based services, supporting people to live a good life at home in their community.

As a registered charity, St. Margaret's Network is governed by a Board of Directors who assure good corporate governance in all aspect of its business and service and ensures service delivery is aligned with our Strategic Framework.

The change journey from institutional to individualised

St Margaret's Donnybrook was a residential institution, and it embraced the HSE Strategy for Community Inclusion" in 2012, starting with conversations with residents about Home.

At the outset of the change journey, we reflected on the life of the people at St. Margaret's Centre Donnybrook and how doing nothing would

mean they continued to have little or no choice or control in their lives; in essence, left to wait out their lives in this institution. People would continue to be deprived of their human rights including their citizenship and rights to exercise their will, preference and choice in their life.

As Management, with the support of the Board, we looked to find innovative ways and challenged ourselves to be resilient and imaginative in reconfiguring from within and using available resources. The Religious Sisters of Charity, through the Board provided financial and other resources to support the change and move. Thorough open and on-going communication with residents, families, leadership & staff and the board about the challenges and barriers there was an enormous commitment finding solutions.

St. Margaret's Donnybrook developed a Strategy and Plan to align with the HSE National Decongregation Strategy, and restructure the service for the residents to have greater autonomy and control while waiting to move to their own home – moving towards the dream of living an ordinary life in their own home

St Margaret's Pathway was a result of an in-depth consultation and listening process with the residents which established a central goal and commitment

'To support you, one step at a time, one day at a time, as you need.'

St Margaret's Pathway continues to be effective today, having at its core the values of our Mission that assures each person's will, preference and choices are central in their everyday lives and to the way their staff team engage and work with them.



¹UNCRPD – United Nations Convention on the Rights of Persons with Disabilities 2006 (signed by the Irish Government 2007 & ratified in 2018)



MISSION

To support people who use our service making choices in their lives, developing valued roles and relationships, and engaging with their community.

Partnering with the HSE

'Strategy for Community Inclusion'

St. Margaret's Network works in partnership with the HSE at local and national level, implementing the HSE National Strategy – 'Time to Move on from Congregated Settings – A Strategy for Community Inclusion'. In doing so, St. Margaret's continues to support people to live in their own home at the heart of their community with a continuum of support throughout their life, according to their support needs.

In line with our Vision, St. Margaret's works with and supports individuals with disabilities to exercise their rights and choice as a member of their community living in their own home, whether moving from their family home, from a service owned residence or from a residential congregated setting,

St. Margaret's also works with people who require varying levels of supports who are living at home with their family and/or in other settings to develop in their life and broaden their lifestyle choices to achieve the good things of life - 'The Universal Good Life'.



Ordinary Lives Program



An individualised programme is designed with the person who uses the service, engaging with them and, according to their choice, with their family, to identify and specifically describe the exact support the individual requires and wants in their life.

The programme is founded in John O'Brien's Five Valued Experiences- Community Presence/ Relationships/Valued Social Roles/Promoting Choice/Supporting Contribution translated into the universal good life -love, family, friendship, participation, respect, dignity & privacy underpinned by their fundamental right to be determiners of their own lives and, with

the right and appropriate supports, can do so.
- UN Convention on the Rights of People with Disabilities 2007-2018

Individualised supports are a personal, social service which includes a range of assistance and interventions required to enable the individual to live a fully inclusive life in the community. An individualised service requires the provision of a flexible range of supports that are tailored to the person's needs and are primarily determined by them. This provision enables people with disabilities to live as full citizens instead of having to fit into standardised models and structures.

Our values

PARTNERSHIP

Building relationships and ways of working together with openness, honesty and integrity.

RIGHTS

Supporting individual choice and preferences through a rights based approach.



INCLUSION

Ensuring participation in a diverse society that respects peoples' values, beliefs, culture and lifestyles.

ACCOUNTABILITY

Inspiring a move to action that ensures opportunities, valued roles and choices for a better life.

How we work



The intentional work of supporting individuals moving to their own home

Home is the anchor providing a sense of belonging, inclusion and control. This intentional work supporting each individual to move to their own home requires work with a wide range of stakeholders and sectoral partners, always focussing on the individual's voice, needs and choice as central.

Our Housing Pathway engages a range of stakeholders in supporting the individual to access their housing as a right - determining their needs, engaging, planning, and assuring effective implementation of the pathway to support them own their own home with sustainable supports and services to have a good life of their choosing.



Engagement Model

An Individualised service is identified through the engagement with the person, their family/significant people in their life/circle of support.

The Individual – Your Service, Your Rights, Your Choice



A framework not a plan...

Engaged



This Framework provides an overview of the strategic direction we propose to follow over the five years, 2021 – 2025. An accompanying Service Plan will be produced each year, detailing the actions we intend to take to deliver on the Mission, Goals and Strategic Aims.

St. Margaret's Service Plan will be linked to the HSE Service Level Arrangements, delivering on our commitment to individualised rights-based services, developing individualised bespoke services, and having high quality teams to work with and support individuals in their lives.

This Strategic Framework is realistic and ambitious yet necessary to meet the expectations of individuals, their families/circles of support, our staff team, the HSE and other service partners.

We **engaged** with each individual using the service, their families/personal friends and St Margaret's staff.

We **listened** to what they had to say.

We **valued** their input in helping us shape & **build** a service that embodies their individual right where they choose their lifestyle as they lived their **lives** at home and in their communities...

To build the foundations for the future...

we were committed to listening, learning and taking action

Over the course of fourteen months, August 2019 – October 2020, we engaged all stakeholders in two phases of research and insight gathering.

Phase I - The Foundation Blocks

In autumn 2019 a series of listening 'pulse' sessions were carried out with an independent facilitator. These sessions included separate listening sessions with; people who use the service, their families and St Margaret's staff. The three listening 'pulse' sessions provided qualitative insight into the real experience of the service.

This Phase underpinned the development of St Margaret's Mission and Values.

This word cloud represents the most common words expressed in the course of the listening sessions and they offer a snapshot of the deeper meaningful conversations that happened.



Phase II - A Shared Vision

Further research with all stakeholders occurred during July and August 2020. The insights from the Quantitative Research Survey supported a transparent assessment of the challenges and opportunities which underpinned the development of the Goals and Strategic Aims.

We have summarised the most frequently expressed responses and critical to the delivery of the new 5-year strategy is the commitment and dedication of the Executive Management Team and the staff team.

Overview of frequently expressed responses:

Individuals and their families/personal friends expressed 'feeling supported' by St Margaret's. They valued the 'real-time' flow of information and wanted to see a continual strengthening of the communication and engagement procedures and processes.

Developing the culture and feeling of 'belonging' and 'contributing' to the Mission is important to us (management and staff feedback).

There is a united view that the fast growing service must be underpinned with a 360 degree staff training and review programme that will strengthen the service offering through talent development.

All stakeholders pointed to the advantages of technology and digital communication platforms to support a highly responsive individualised service - 'embrace digital transformation to support the fast growing individualised service and service delivery'.

The current financial model sustains the operation and delivery of individualised services. A future focus on accessing grants and philanthropic funding is necessary to engage in research and other projects that will enhance and further develop individualised rights based services

Placing Service excellence at the heart

of everything we do...

At St. Margaret's Network, we understand difference. With a profound awareness of who makes up our network and why we are together, we celebrate each person's individuality and success and provide unwavering support to them.

Board members and staff, as part of our network, together with individuals with lived experience who have told their stories personally at local and national conferences and sharing days. Together we aim to educate communities, to raise awareness and to create an inclusive society that supports people with disabilities to live good lives as fully respected and valued members of their community and society.

St. Margaret's Network aims to start the journey of discovery with each individual to get to know their abilities and capabilities and to hear them

express their dreams, aspirations and to support them achieve their goals.

Putting "individual" at the centre of everything is what we do. By listening, hearing and following the individual we are guided in how we enable and empower them along their pathway and on their journey. Getting to know each individual through mutual equality and respect is first and foremost about relationships, empathy, partnership and connection.

Through this relationship and engagement, we developed Our Pathway together, through the focus on "You Said-We Do" that mapped out one clear goal:

'To support you one step at a time, one day at a time, as you need.'

Through The Pathway we make a commitment -

- To listen to you and ensure your rights, choice and preferences are central in everything in your life, and that your supports enable and empower you in your changing lifestyle choices.
- To engage people who have the interest, enthusiasm and commitment to get to know you and to support, enable and empower you in the ways that you want and need in your life.
- To support you to live in your own home and your community.
- To make sure you are supported to self-advocate and/or have independent advocacy so that your voice is always heard in all aspects of your lifestyle choices.
- To secure your funding for your lifestyle choices and needs throughout your life.



A relationship of shared experience is at the heart of service excellence - By working with and being part your life, we at St. Margaret's Network get to experience your achievements with you; you get to see how valuable the right support is, and that often, a little help can support you towards your achievements. Together we get to see, recognise and celebrate the successful person you are and to experience the joy of your achievements with you. We all learn and come to realise that having the right supports is really important in finding solutions to the challenges we encounter.

Through our innovative framework of supported self-directed living, advocacy, discovery, and strong engagement, and our commitment to putting excellence at the heart of everything we do by supporting you to choose the best solutions to meet the changing challenges and obstacles, that is life, St. Margaret's Network is here for one reason; and that reason is you.

At St. Margaret's Network we continue our commitment to working individually and inclusively with you and the signification people in your life - family and friends - and engaging with the HSE and other sectoral partners as we meet the challenges of accessibility and inclusion. This commitment together with continuing to be a flexible, responsive, learning, and innovative network, supporting strong ties with family, friends, colleagues and community, creates the foundation of service excellence.

Our Pathway



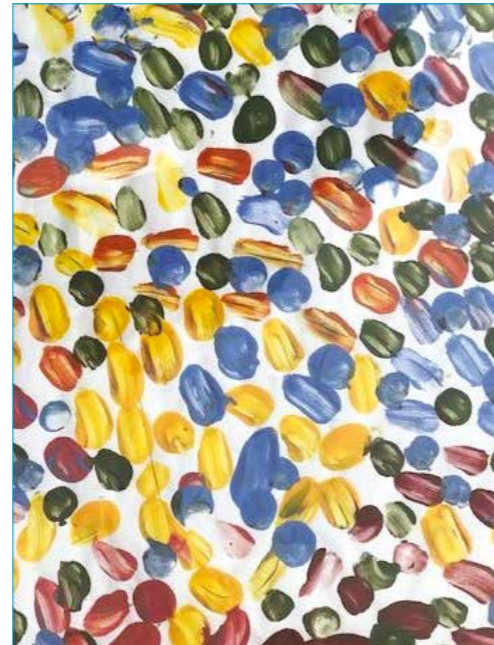
St. Margaret's Network is here to support you achieving a good life of your choosing.

The way we work with you is determined by you and we support you gain the confidence to share your journey with us and we can celebrate your milestone achievements with you, on the way to fulfilling your expressed goals and lifestyle choices.



Setting a course for the future

GOAL ONE



To ensure the necessary resources are available to deliver current and future rights based services for people supported by St. Margaret's.

To achieve this Goal St. Margaret's will:

- ▶ Deliver a trusted and individualised service, within available financial resources, that supports people live their lives in their own home and community.
- ▶ Strengthen and align the Business, Communications, Human Resources and Service priorities to flexibly respond to the current and future service needs.
- ▶ Review and seek opportunities for other income and resources to support St Margaret's vision of a society where all people can fully exercise their rights as equal citizens and live a life of their own choosing.
- ▶ Engage, influence and respond to the changing external environment in the sector.

Strategic Actions to achieve the aims of GOAL ONE in the first two years of the Strategy

- A** *Review* and develop the Organisation Structure to deliver on current and future service priorities.
- B** *Complete* Service Reviews through feedback from people using the service, their families, staff and other stakeholders; to be assured that we are delivering on our Mission.
- C** *Review* the current staff recruitment and on-boarding to support staff retention.
- D** *Identify* staff development priorities incorporating on-line and in-person training to continually grow the expertise of staff and teams.
- E** *Establish* key success criteria to define and measure progress towards the goals of people using the service and to evaluate staff-team performance.
- F** *Allocate* resources and expertise to respond to opportunities in the external environment.
- G** *Strengthen* relationships with partners and external stakeholders to support the development of rights based services.

Setting a course for the future

GOAL TWO



We will continuously develop the People, Processes and Systems to deliver individualised quality services.

To achieve this Goal St. Margaret's will:

- Support staff by building their competencies through a relationship based learning framework to deliver quality individualised services to meet the needs of each person using the service.
- Develop staff and teams through training, mentoring and guidance to be flexible, responsive, creative and innovative in the way they support individuals in their lives.
- Strengthen and expand our communications through digital platforms and face-to-face contact with all stakeholders to deliver our Mission.
- Ensure our internal systems and processes in place are updated in compliance with regulatory requirements and support effective service delivery.

Strategic Actions to achieve the aims of GOAL TWO in the first two years of the Strategy

- A** *Strengthen* our Relationship Based Learning Framework and Individualised Competency Based Programmes & Training to develop and enhance learning, knowledge and skills of staff and people using the service and their families
- B** *Commission* a Forum to share ideas to positively impact and change the way individuals are supported by the Service
- C** *Provide* opportunities for lifelong learning
- D** *Prepare* an 'Integrated Internal and External Communications Strategy and Plan' to deliver on our Mission, Vision and Goals
- E** *Have a continual engagement* with those who are important in each individual's life, including their families and friends
- F** *Complete* annual reviews of operational systems and processes to ensure efficient and effective use of resources and delivery of quality services

Delivering on our Strategy

OUR EXECUTIVE MANAGEMENT TEAM



OUR PERSON SUPPORT TEAM



OUR PERSON SUPPORT LEADERSHIP



OUR DISCOVERY TEAM



OUR ADMINISTRATION TEAM





St. Margaret's Network

Independence, Autonomy, Self-direction

10 Priory Hall, Priory Office Park, Stillorgan Road, Blackrock, Co Dublin, A94K735
Tel: +353 (0)1 217 5400 | Email: info@irl-iasd.ie | www.stmargaretsnetwork.ie