

St. Hilda's Services



5 Year Strategic Plan : 2024 – 2028

Care, Dignity, Inclusion, Independence and Respect for Every Person.

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St. Hilda's Services provides services and supports to individuals with an intellectual disability. St. Hilda's has developed the following Strategic Plan priorities to drive our operation –

Mission Statement

St. Hilda's Services are committed to the delivery of a quality individual service or supports within the person's own community achieving the greatest possible health and social gain.

Our Person Centred Philosophy emphasises the dignity of each individual and affirms –

- All children and adults have the right to be supported to live the life they choose.
- An environment that encourages and supports staff.
- Individuals are supported to make decisions that effect their life.
- The promotion of person centeredness by ensuring that we listen to and are responsive to the individuals we support.
- Meaningful relationships and establish meaningful roles in their community for those we support.
- All who use our Services are supported to have the same rights, responsibilities and opportunities as every citizen.

Vision

To be a high quality support service responsive to the individual we support and their families.

Values

Care, Dignity, Inclusion, Independence and Respect for everyone delivered with openness and integrity and inclusive of families and their needs.

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Learning : Review of Strategic Plan 2019 – 2023

Despite a very difficult worldwide context in terms of Covid-19, St. Hilda's Services did make significant progress on targets set out in our previous plan.

Strategy	Completed	No Longer Relevant	New Strategy
Governance & Finance	100%		
Employee Well-Being & Development	90%		10%
Service Delivery & Supports	60%	20%	20%
Information Sharing & Engagement with Families & Stakeholders	90%		10%
Quality, Innovation & Standards	100%		

These priorities were reviewed annually and the plan was ambitious and visionary and set out considerable objectives for the Management Team.

The Board philosophy is that the needs should not be defined by finances. The document should set the focus for the services that is needed. This vision has set in context for how the executive works over the period to deliver services that address the lived experience of individuals / families.

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Legislation

Range of legislation & related regulations which St. Hilda's Services must adhere to –

The most significant includes (but not limited to) –

- The Health Act 2004, 2007.
- Annual Service Agreement with the Health Service Executive (SLA).
- The United Nations Convention on the Rights of People with Disabilities (UNCRPD).
- Disability Act 2005.
- The Equality Acts 1998-2015.
- The Charities Act 2009.
- The Companies Act 2014.
- Childcare Act 2006.
- Childrens First Act 2015.
- The Assisted Decision-Making (Capacity) Act 2015.
- Safety, Health and Welfare at Work Act 2005.
- Data Protection Act 2018.
- Housing (Regulation of Approved Housing Bodies) Act 2019

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Regulation

The regulators that St. Hilda's Services engage with regularly, and to whom the Services must demonstrate compliance with are (but not limited to) –

- Health Information & Quality Authority (HIQA)
- Data Protection Commissioner (GDPR Regulations)
- Charities Regulator
- Professional Registration –
 - Medical
 - Nursing
 - CORU
- Health & Safety Authority (HAS)
- TUSLA
- National Safeguarding Office
- Approved Housing Bodies Regulatory Authority

Five Year Objectives 'Strategic Priorities'

- (1) Governance & Sustainability
- (2) Human Resources
- (3) Service Delivery & Supports
- (4) Information Sharing & Engagement with Families & Stakeholders IT, Digital
- (5) Communications & Services
- (6) Quality, Innovation & Standards

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Strategic Priority 1

Governance & Sustainability

To achieve the highest levels of Governance & Compliance that ensures good practice, organisational accountability and transparency, with a commitment to continuous quality improvement and innovation.

Objective –

- ✚ Work with the Compliance Unit (HSE) and their external auditors to achieve high standards of Governance and Financial Control.
- ✚ Achieve compliance with requirements of our Service Arrangements with H.S.E.
- ✚ Implement Guidelines for Charitable Organisations on Fundraising from the Principals issued by the Charities Regulators Office (C.R.O).
- ✚ Address energy savings across the service in line with climate change requirements.
- ✚ To agree and implement a Capital Plan supported by Fundraising and HSE for future needs of Services.
- ✚ To be a sustainable model financially in order to support the services in the Midlands to individuals and families.

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REVIEW OF OUTPUTS

REVIEW OUTPUTS 2024

- ✚ To be a sustainable model financially in order to support services – Ongoing.
- ✚ Achieve compliance with requirements of service arrangements with H.S.E. - Ongoing

REVIEW OUTPUTS 2025

- ✚ Complete Mazars External Audit – Tracker in place in areas on non-compliance. Proceeds in place for Board Review. May 2025 Board appointed Internal Audit.
- ✚ Achieve compliance with requirements of our Service Arrangements with H.S.E. - Completed in May 2025, appointment of Internal Audit.
- ✚ 2025-2026 Focus on Community Home and Day Service Building.
- ✚ Community Home / Day Service – Hybrid Model.
- ✚ To be a sustainable model financially in order to support services – Ongoing.

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Strategic Priority 2

Human Resources

To build a staff compliment that has the required skills, knowledge and attributes to ensure competent and responsive service provision.

Objective –

- ✚ To develop and enhance staff skills and capacity to support additional specialist needs including intellectual disability with a priority on autism.
- ✚ To move to an online system to manage HR and Employee Requirements - Timesheets.
- ✚ Develop and streamline training and develop organisation capacity to deliver more training in-house.
- ✚ To promote positive employee engagement within the changing environment through transparent information approach to employee updates.
- ✚ To develop Management Training throughout the organisation to enhance leadership across services.
- ✚ Examine Career Progression opportunities within St. Hilda's that take account of CORU.
- ✚ Pursue the pay parity issue on behalf of our employees so that grades are properly aligned to public pay increases.

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REVIEW OF OUTPUTS

REVIEW OUTPUTS 2024

- ✚ To develop and enhance staff skills and capacity to support additional specialist needs including intellectual disability with a priority on autism – In Progress, the service is developing proactive videos to demonstrate how to interact / communicate. HSELand have added staff training in Autism – Completed December 2024.
- ✚ Develop and streamline training and develop organisation capacity to deliver more training in-house. Focus on PETMA, 2 staff identified to facilitate within the organisation. Completed December 2024.

REVIEW OUTPUTS 2025

- ✚ To move to an online system to manage HR and Employee Requirements – Timesheets – In progress, pilot began in January 2025.
- ✚ To promote positive employee engagement within the changing environment through transparent information approach to employee updates – ongoing and issue regularly.
- ✚ Develop Management Training to enhance leadership across services – in progress, commenced with 2 managers for 2025.
- ✚ Pursue the pay parity issue on behalf of our employees so that grades are properly aligned to public pay increases – Agreed Public Sector – WRC in March 2025. Payment implemented in August pay run.

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Strategic Priority 3

Service Delivery & Supports

To provide meaningful supports and services to individuals in consultation with families that add value to the person's life, promoting health and happiness.

Day Objectives –

- ✚ Support the access to education and training / employment for individuals.
- ✚ Support individuals to be included in their community with meaningful roles.
- ✚ Work with Day Opportunities Office (HSE) in aligning with and adopting the requirements of standards in New Directions.
- ✚ To develop service in Ferbane at integrated site within community.
- ✚ To implement a process of discovering and person centred planning that is relevant and effective and digital through use of online tools.
- ✚ To review the process of measuring effectiveness of person centred planning.
- ✚ To support person centred planning by ensuring training in Social Role Valorisation / PCP Process for staff to support the understanding of staff of a good life and community connections.
- ✚ To prepare service for Supporting Individuals with Autism.
- ✚ To review how the Service supports its older service users within natural community supports and respond to the changing needs.
- ✚ To plan for new school leavers over next 5 years with appropriate models of support that meet needs of individuals, with particular focus on leavers from school and implement new services accordingly.
- ✚ To develop the Clinical Services of the organisation in particular Behaviour Supports.

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REVIEW OF OUTPUTS

REVIEW OUTPUTS 2024

- ✚ Support the access to education and training / employment for individuals – Implemented through PCP, captured in Multi Me Pilot 2024.
- ✚ Work with Day Opportunities Office (HSE) in aligning with and adopting the requirements of standards in New Directions – Participated in November 2024 in Pilot Day Service Monitoring. C.E.O. on Steering Group at National Level 2024.
- ✚ To develop service in Ferbane at integrated site within community – In place, with Offaly County Council. 5 year plan in place 2024.
- ✚ To implement a process of discovering and person centred planning that is relevant and effective and digital through use of online tools – Organisation has invested in Multi Me tools, pilot completed 2024.
- ✚ To develop the Clinical Services of the organisation in particular Behaviour Supports - Introduction of Clinical Meetings for Behaviour Supports introduced to review learning and next steps October 2024. Video Resources being developed.

REVIEW OUTPUTS 2025

- ✚ Support individuals to be included in their community with meaningful roles – focused on above for 2025, evidenced in Multi Me.
- ✚ To review how the Service supports its older service users within natural community supports and respond to the changing needs – Future planning in place to examine changing needs.

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Strategic Priority 3

Service Delivery & Supports

To provide meaningful supports and services to individuals in consultation with families that add value to the person's life, promoting health and happiness.

Respite Objectives –

- ✚ Move all Respite to a funded 7 day provision.
- ✚ To offer alternative Short breaks model, through Leisure Buddies which are funded.
- ✚ To establish a funded provision for regular children's camps – Easter, Summer & Christmas.
- ✚ To pilot sessional services for children with autism / challenging behaviour that is effective.

Residential Objectives –

- ✚ To ensure each individual that requires a residential placement is on DSMAT System with HSE.
- ✚ To prioritise the development of Residential Services for individuals with complex needs, progress the new community home for Midlands.
- ✚ The development of a Residential Service for aging individuals.
- ✚ Listen to and actively engage with service users and families.

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REVIEW OF OUTPUTS

REVIEW OUTPUTS 2024

Respite

- ✚ To offer alternative Short breaks model, through Leisure Buddies which are funded – Implemented 2024.

REVIEW OUTPUTS 2025

Respite

- ✚ To pilot sessional services for children with autism / challenging behaviour that is effective – Monday club established May 2025.

Residential

- ✚ To ensure each individual that requires a residential placement is on DSMAT System with HSE – ongoing with HSE West, commenced May 2025.
- ✚ To prioritise the development of Residential Services for individuals with complex needs - CAS funding approved in October 2025.

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Strategic Priority 4

Information Sharing & Engagement with Families & Stakeholders

To build external relations that add value to the individuals we support and their families.

Objective –

- ✚ To participate and share ideas and expertise as members of the National Federation of Voluntary Bodies (NFVB), Inclusion Ireland and the Disability Federation of Ireland (DFI).
- ✚ To promote the inclusion of individuals we support in mainstream supporting organisations.
- ✚ To develop positive links with our local voluntary groups and advocacy groups.
- ✚ To work with statutory agencies to maximise the entitlements of those who use our supports / services.
- ✚ To be pro-active in our participation in local committees / groups that contribute to public debate on issues that affect our service.
- ✚ Keep families and individuals informed of changes to policy and any area that may affect the life of a family member.

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REVIEW OF OUTPUTS

REVIEW OUTPUTS 2024

- ✚ To participate and share ideas and expertise as members of the National Federation of Voluntary Bodies (NFVB), Inclusion Ireland and the Disability Federation of Ireland (DFI). – The organisation participates in Quality Committee, HR committee, and Health and Safety Committee, completed December 2024.

REVIEW OUTPUTS 2025

- ✚ To promote the inclusion of individuals we support in mainstream supporting organisations – ongoing with day service provision.
- ✚ Keep families and individuals informed of changes to policy and any area that may affect the life of a family member – circulations from Inclusion Ireland, surveys issued.

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Strategic Priority 5 **Communication & Services**

To promote and pursue best practice and to meet quality assurance requirements.

Objective –

- ✚ Develop IT infrastructure for Employees and for good operations of Rosters.
- ✚ Pilot and develop an online Advocacy Communication Tool for service users to plan their everyday goals and actions.
- ✚ Update and resource the Website as an effective tool.

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REVIEW OF OUTPUTS

REVIEW OUTPUTS 2024

- ✚ Pilot and develop an online Advocacy Communication Tool for service users to plan their everyday goals and actions - Multi Me Pilot Programme completed in 2024.

REVIEW OUTPUTS 2025

- ✚ Develop IT infrastructure for Employees and for good operations of Rosters - In place at 4 pilot locations. Roll out projected January 2026.
- ✚ Develop an online Advocacy Communication Tool for service users to plan their everyday goals and actions - Multi Me Programme, roll out January 2025.

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Strategic Priority 6

Quality, Innovation & Standards

To promote and pursue best practice and to meet quality assurance requirements.

Objective –

- ✚ Develop the Clinical Behaviour Support Team as a function to support services.
- ✚ Develop our understanding of Autism to be an effective interaction for families.
- ✚ Review Day Service Provision to see how it can grow and expand to meet School Leavers in the future. This includes opening a further service in Athlone.
- ✚ Address how the service meets the employment needs of individuals.
- ✚ Review the energy usage and efficiencies in each location and put in place a plan to address.
- ✚ Create a Board of Directors Section on the Website where documentation can be uploaded for easy access.

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REVIEW OF OUTPUTS

REVIEW OUTPUTS 2024

- ✦ Develop the Clinical Behaviour Support Team as a function to support services - New Children's specific Behaviour Therapist in place – completed September 2024.

REVIEW OUTPUTS 2025

- ✦ Review Day Service Provision to see how it can grow and expand to meet School Leavers in the future. This includes opening a further service in Athlone – Planned capacity through new build, planning approved, projected opening April 2026.