



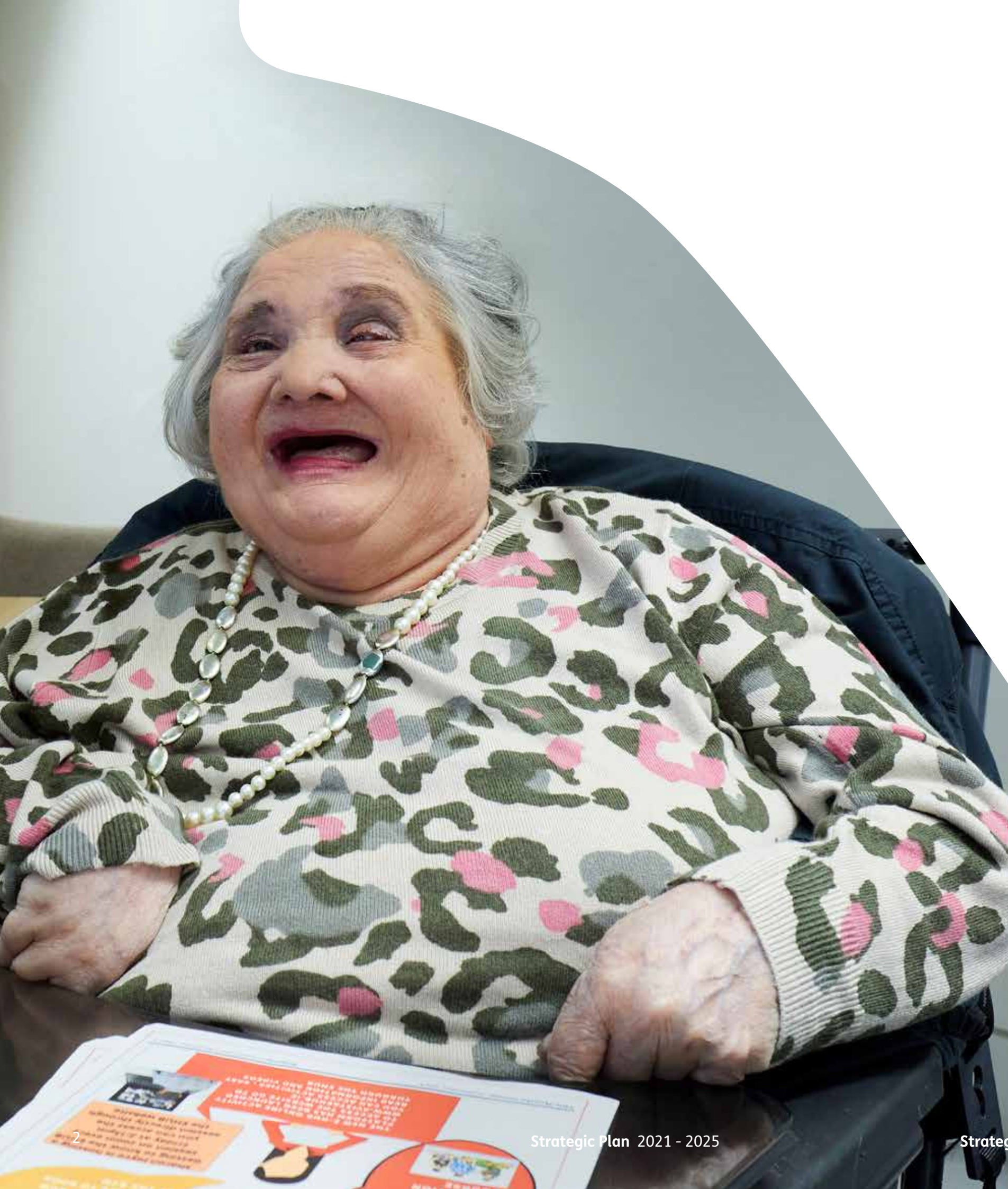
Avista

Strategic Plan
2021 - 2025



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CATHERINE

Catherine uses assistive technology to conduct interviews with people that come to visit her and put together her own newsletter focused on the latest news and events going on at her residence. She also hosts her own online news programme to stay in contact with her neighbours and share the results of her interviews to a wider audience thanks to supports accessed through Avista.

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See more about

Strategic Goal 2
We will develop and improve services and supports that we provide to children and adults who use our services.

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Introduction by the CEO

I am delighted to formally communicate our strategy for 2021 to 2025. Since taking on the role of CEO in 2018 it has been a primary objective of mine and the Board to work with you all on the future and development of the Daughters' of Charity Disability Support Services, building on the achievements of the Service strategy 2012 to 2016.



During 2019, we undertook an extensive consultation process to develop our new strategy. We asked our stakeholders what was working well, and what we needed to change or do to improve the lives of the people that we support. The consultation process included workshops, surveys and interviews with families, staff and external stakeholders including the Department of Health, HIQA and the HSE.

From this consultation process we developed a mission, vision and goals that we need to achieve to enable people we serve to live their best lives. A draft strategy was presented to our Board and ratified in February 2020. At the heart of this final strategy and each of the 6 high level goals and 42 objectives, is that all services plans are built on the principles set out in the United Nations Convention on the Rights of Person s with Disabilities(UNCRPD). Progressing the rights of individuals as set

out under the UNCRPD will be a central test of the success of delivering on this strategy. While we were ready to launch our new strategy in March 2020, the COVID-19 pandemic has demanded huge focus and time to ensure safety in service delivery.

Since March our work and resources have been focused on seeking to minimise the risk of the impact of COVID-19 on the people we support, their families and our staff. A key element of our successful response to responding to the pandemic was how teams across the Service adapted and used technology innovatively to engage with individuals we support and colleagues. Notwithstanding the above, I recognise that the need for the Service to deliver a robust and fit for purpose ICT system is an urgent priority with the strategy to enable the successful implementation of objectives and bring enhanced efficiency and capacity in how we work.

I am humbled as CEO to see how our staff have responded in this very challenging year. You have worked creatively and tirelessly to reconfigure how we provide supports. You have also actively started work on some of the goals set out in our new strategy.

While COVID19 continues, we are learning to live alongside it safely and we have put comprehensive systems in place to do this. This now gives us the opportunity to communicate our mission, vision and goals for the next five years.

The Daughters of Charity Disability Support Services has a strong history and reputation of providing quality responsive services to individuals with support needs. We have always been firmly committed to developing the potential of each person we support. But we need to constantly challenge ourselves to design and deliver support in line with individual preferences and needs, national strategy and best practise. This new strategy provides the organisation with a clear vision and direction to do this.

6 At the heart of this final strategy and each of the 6 high level goals and 42 objectives.

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Avista refers to a broad sweep of the landscape ahead. The sense of new horizons. It speaks to the Daughter's vision and how their approach has always been forward looking and progressive – never standing still.

A key decision made was to refresh the name and brand identity to reflect the organisational direction. Feedback from our consultation with stakeholders was that the use of the word 'disability' is not how we view the individuals we support. The new name selected is Avista. Avista refers to a broad sweep of the landscape ahead. The sense of new horizons. It speaks to the Daughter's vision and how their approach has always been forward-looking and progressive – never standing still. It implies looking ahead to the future with a sense of optimism and momentum from a strong vantage point.

Our core values, which are based on the rich history of our organisation will continue to act as a strong foundation in everything we do and will act as our bridge from the old to the new.

Our new strategy sets out our mission and vision, the goals that we will achieve and our enduring values that will continue to underpin the services and supports that we provide for the people that we serve. I am confident that collectively we will implement this strategy to support individuals to live their best lives.

Natalya Jackson

Introduction by the Chair

On behalf of the Board, I am delighted to be at a point when we are ready as a Service to move forward and introduce the Daughters of Charity Disability Service Strategy 2021- 2025. While we had hoped to do this in early 2020, the COVID 19 pandemic meant the focus of the Service and all involved has had to be in responding to the challenges and serious risks that COVID 19 poses to the individuals we support, their families and our staff.



The commencement of the roll out of the vaccine marks a turning point in our strategy to dealing with COVID 19. We have much work still ahead to progress with inoculation. However in this moment, hope triumphs over adversity, and with hope comes one day closer to everyone being able to live life once more on their terms.

COVID 19 continues to test every one of us in every facet of our lives, in how we can go forward; what we will do, how we will respond. To all of our staff, I want to thank you for your positive response to the COVID 19 pandemic across the service, which has been both courageous and inspiring. The resilience you as individuals, and as teams, have shown over the 12 months has been immense. As a Board it has been reassuring, that through your commitment, creativity, and expertise the Service has not only continued provision of quality and safe supports in 2020, but developed them

further in the midst of a pandemic. These attributes as an organisational team will stand you well in delivering on the Service's new strategy.

This Strategic Plan is a result of many months of hard work and commitment by the CEO, Natalya Jackson, the strategy development team. It has involved many sessions with stakeholders, listening to their concerns, opinions and suggestions. The six goals and 42 objectives within the strategy create a challenging, but achievable vision for the Service. It was presented to us as a Board in February 2020 and fully endorsed. It is built on and embraces into the future the strong enduring values of the organisation. These values have and will, continue to guide the organisation, and all who work within it. Values are so much more than a name, they represent the culture of who we are, and how we do what we do. They guide us on the hard days, and deliver the good days. Working to

these values we will continue to provide and develop leading edge supports that allow individuals to imagine and live their best life.

It was also decided to change the name of the Service, a timely move that both I and the Board fully endorsed. The Board were involved in the selection process for the new name, and signed off on the final chosen name of Avista. **Avista** means forward looking and building for the future, which compliments the history and ethos of the Daughters of Charity, never standing still, always looking forward and being progressive. In addition we also feel that it respects and builds on the rich history and heritage of the Service. This is important and it comes at a time when the Daughters of Charity are preparing to hand over trusteeship and ownership of the Disability Support Services to the existing independent Board in the coming months. As I noted previously we do this with immense pride in our association with the achievements of the service to date, and with every confidence that the teams

in place across the service, led by Natalya will grow and develop into the future.

When you read the detail within this strategy it is clear that we have set ourselves a positive challenge. In embarking on the journey of implementing the new strategy across the next 5 years, I think the Quote from St. Francis of Assisi is appropriate:

“Start by doing what is necessary, then what’s possible, and suddenly you are doing the impossible.”

On behalf of the Board Members, I would like to thank everyone who was involved and contributed to the hugely important task of producing the Strategic Plan 2021 – 2025 which will provide the map for the Service in the next part of its journey ahead.

Sr Goretti Butler



Our vision and mission to help build an inclusive society through advocacy and quality supports, applies equally to our adult and children's services.



GERALDINE

Geraldine had a goal to have her own vehicle to allow her freely access the community. She has achieved this goal, and now she is enjoying the freedom and opportunities that come with having her own vehicle to access community events and social gatherings that are important to her. Having her own car will also facilitate her plans to enrol classes at her local community centre in the near future and set her on a path to truly embrace valued roles and active citizenship within her local community.

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See more about

Strategic Goal 3
We will lead the way in improving the lives of the people we support, through innovation, building and sharing of evidence based practice and research.

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Our changing environment

In order to develop our new strategic plan, we consulted with our many stakeholders – including the people we serve, their families, staff, the HSE, the Department of Health and HIQA.

We asked them what was working well, what needed to change or improve and what success would look like for the people we serve. Based on this consultation, we did an environmental analysis with managers and clinicians to identify the opportunities and challenges in the environment we work in and what we need to do as an organisation to meet the needs of the people we serve. Table 1 set out a summary of the consultation and analysis that we undertook:

TABLE 1

Our external environment	Our internal environment
<p>Opportunities and challenges</p> <ul style="list-style-type: none"> → UN Convention on the Rights of People with Disabilities 2018 → Transforming Lives reform programme → New Directions Report - Day Services, 2012 → Time to Move on from Congregated Settings a Strategy for Community Inclusion, 2011 → Progressing Disability Services for Children and Young People → Slaintecare Implementation Strategy 2018 → National Disability Inclusion Strategy (NDIS) 2017-2021¹ → HIQA National Standards for Residential Services for Children and Adults with Disabilities, 2013 → Health Information and Quality Authority (HIQA) / new national standards for adult safeguarding (HIQA/Mental Health Commission) → HSE Safeguarding Vulnerable Persons at Risk of Abuse Policy, 2014 → Department of Health Disability Regulations 	<p>What do we do well? What needs to improve?</p> <ul style="list-style-type: none"> - Range and variety of children and adult services across multiple locations - Strong commitment to values - Person centred culture - Skilled committed caring trained staff - Willing to accept challenges and change - Need to provide more respite services - Need to provide meaningful activities for the people we serve - Strong regulatory environment – can create risk averse culture - Staffing vacancies and shortages e.g. multidisciplinary teams, therapy posts - Staff turnover and the impact this has on continuity of care - Inequities in funding/staffing in some areas – impact on capacity to meet need and waiting lists e.g. for therapy services - Families want more information to help them prepare for the future

TABLE 1 (continued)

Our external environment	Our internal environment
<p>Opportunities and challenges</p> <ul style="list-style-type: none"> → Value for money and policy review of disability services in Ireland, 2012 → HSE ‘Effective participation in decision making – planning for ordinary lives in ordinary places’, 2018 → National Disability Authority - draft outcomes for disability services 2016 → Vision for Change 2006 → Assisted Decision Making (Capacity) Act 2015 → Disability Act 2005 → Equal Status Acts 2000-2015 → Public Sector Equality and Human Rights Duty, Irish Human Rights and Equality Act 2014. → Employment Equality Acts 1998-2015 → HSE People Strategy 2019-2024 → Public Service Stability Agreement 2018-2020 → Partnerships with other public bodies and private sector service providers → Annual HSE Service plan → Funding cuts and the need for more investment → Individualised funding models and personalised budgets → HSE Disability Capital Plan → Alternative funding streams → Funding for school leavers → Housing/rental market access → Changing profile and needs of people we serve e.g ageing population, transitioning from children to adult services, people living with elderly parents, children/young people with complex high support needs, ASD/ behaviours of concern → New family support models → Needs and expectations of families → Community inclusion and openness → Lack of capacity/funding for MDT support for school leavers → Access to and availability of specialist services e.g. dementia → Waiting lists for services → Demand for more respite services → Recruitment and retention challenges → Shortages in staffing e.g. therapy posts 	<p>What do we do well? What needs to improve?</p> <ul style="list-style-type: none"> - Build on existing wellbeing and learning and development programmes - Need to focus more on continuous learning and education - Good governance & management - Strong compliance across all services - HIQA compliant - Need for robust communications function/ channels and better communications with families and staff - Lack of fit for purpose ICT systems – to capture all service data - Need for investment in ICT - Need to promote what we do and the services we provide - We need to promote and share what we do well and act as influencers - Need to promote and expand our areas of expertise – e.g. ASD/behaviour of concern, complex high dependency needs, dementia - Need to build on our advocacy model and lead in a human rights based approach - Willingness to proactively implement change e.g. Assisted Decision making (Capacity) Act 2015, national policies - Need to value and expand our volunteer base - Build better research capacity and share and influence practice - Opportunity to be seen as a leader/ provider of excellence nationally in our specialist services

1. NDIS priorities: Equality and choice, joined up policies and public services, education, employment, health and well-being, person-centred disability services, living in the community, transport and accessible places



SHIRLEY

Shirley Daly has been supported in her journey to meaningful employment through supports provided by Avista Training, Enterprise, and Employment (TEES) Services. She was supported by TEES to research jobs, apply for positions, secure banking services and prepare for her job interview. Shirley has been a long serving member of staff in Dunnes since 1997.

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See more about

Strategic Goal 4
We will develop specialist services in line with national policy and in collaboration with key stakeholders.

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Our Vision and Mission

During the development of this plan, we asked our stakeholders what future success would look like for the people that we support, and what we need to do and what we need to change to achieve this. Based on this consultation we have identified our new vision and our mission which will provide purpose and direction to what we need to do to ensure that the people we support can live their best lives.



Our vision for the future is as follows:

OUR VISION:

People living their best lives as active citizens in an inclusive society.

Our mission describes our purpose and what we will do to achieve our vision:

OUR MISSION:

Working together with people to live their best lives through the delivery of quality services.

Our core values

We will remain true to our core values, which are based on the rich history of our organisation. These values will continue to underpin what we do well, what we will improve on, and what we need to do to achieve our vision for the people we support.

These values are:

SERVICE	Holistic approach characterised by quality and compassion
RESPECT	A high regard for the dignity of each person.
EXCELLENCE	Developing and maintaining the highest standards in our service.
COLLABORATION	Mutual support for the total development of each person.
JUSTICE	Advocating for the rights of the people we support.
CREATIVITY	Being innovative, imaginative and resourceful.



...provides a wide range of supports services to over 3,000 individuals with intellectual disabilities, individual's with complex support needs, and their families.

Working to these values and this mission, the DOCDSS currently provides a wide range of supports services to over 3,000 individuals with intellectual disabilities, individual's with complex support needs, and their families.

Our continuum of services include residential and home based respite, home sharing respite, family supports, individualised supports, day supports and range of residential and community based supported living to children and adults.

Within the above continuum of supports the DOCDSS has developed leading-edge expertise in the development and delivery of supports in number of specialist areas including:

autism; working positively with behaviours of significant concern; end of life supports, mental health and ID; and supporting individual's with dementia live their best lives.





AIDEN

Aiden is supported by Avista through supports developed in partnership to support him living his best life. He is a fully independent individual that lives in his own home, and supports himself through meaningful employment. He gets the additional supports he needs through a brief weekly chat to see how Avista can continue assisting in ways that best meets his needs.

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See more about

Strategic Goal 6
We will develop and improve services and supports that we provide to children and adults who use our services.

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Our Goals

Based on the extensive consultation undertaken to develop this plan, we have set six goals that we will achieve from 2021 to 2025 in order to fulfil our mission and vision.

These are:

GOAL 1:

The people we support will be at the core of our planning and delivery of quality services.

GOAL 2:

We will develop and improve services and supports that we provide to children and adults who use our services.

GOAL 3:

We will lead the way in improving the lives of the people we support, through innovation, building and sharing of evidence based practice and research.

GOAL 4:

We will develop specialist services in line with national policy and in collaboration with key stakeholders.

GOAL 5:

We will proactively influence national policies and strategies and lead change in our sector.

GOAL 6:

We will develop our organisation to support the delivery of our service goals and ensure the delivery of quality services.

GOAL 1:

The people we support will be at the core of our planning and delivery of quality services.

OBJECTIVES:

1.1

Determine the needs of the people we support through a robust and actionable individual preference and needs assessment (IPNA).

1.2

Improve integration of care for the people we support through a review of access to existing and planned services and a review of community integration day service programmes for residents living on campus.

1.3

Proactively comply with the UN Convention on the Rights of Persons with a Disability 2018, and lead the development of a human rights based approach.

1.4

Strengthen our advocacy framework to promote the rights of the people we support and ensure that their wishes are incorporated into the planning and delivery of services

1.5

Work with stakeholders to develop residential services and existing/ alternative respite services and improve future residential/support services (based on projected needs) for:

- people with changing needs within our services
- people who live at home
- adults living in the community
- children and adults in crisis

1.6

Develop a more streamlined approach to the provision of medical supports for the people we support, in collaboration with other organisations.

Measures of Success

- Percentage of the people we support with an IPNA measured annually
- Development of a tool to capture the needs of those we support
- Improved access to community services by year 4
- Improved advocacy, measured through consultation with people we support and their families
- Achievement of the NDA's nine disability outcomes
- Measurable improved access to appropriate residential/respite services
- Recognised as a leader in promoting a human rights based approach

GOAL 2:

We will develop and improve services and supports that we provide to children and adults who use our services.

OBJECTIVES:

Children and Young Persons' services

2.1

Work in partnership with the HSE and other stakeholders to implement Progressing Disability Services for Children and Young People (PDSCYP) by securing sufficient resources and developing systems and services to meet the needs of children across our services.

2.2

Identify and work in partnership with stakeholders to develop services to eliminate service gaps in PDSCYP e.g. mental health, dietetics.

2.3

Scope and develop a proposed model for a specialist interdisciplinary high support service with the HSE.

2.4

Work in partnership with the HSE and other stakeholders to support children with complex needs by developing specialist supports under the PDSCYP model.

2.5

Develop a strategy for young adults across our services.

Adult Services

2.6

Ensure that the New Directions Policy and standards are implemented in adult day services, with measurable evidence based outcomes.

2.7

Progress the seamless and supported transition of people from campus based to community-based settings, in line with Time to Move on from Congregated Settings and Sláintecare, including developing a transition plan for campus based residents.

2.8

Develop a strategy across our services for older persons.

2.9

Develop and implement a repurposing strategy for campus based facilities to meet the needs of the people we support across our services, including a review of existing campus facilities.

2.10

Develop and implement progression plans for the people we support across all our services.

Measures of Success

- Reconfiguration of services into 3 PCDS networks in Dublin North West by end of year 2
- Specialist PCDS teams in place
- Transition plans developed for campus based residents by end of year 2
- Approval for high support inter-disciplinary support service in 18 months; service established
- Compliance and achievement of outcomes under 'New Directions, Time to move on from Decongregated Settings' and other national strategies
- Strategy and transitions plans in place for the people that we support

GOAL 3:

We will lead the way in improving the lives of the people we support, through innovation, building and sharing of evidence based practice and research.

OBJECTIVES:

- 3.1**
Complete a review of existing services to identify gaps based on the current and future needs of the people that we support.
- 3.2**
Develop a strong partnership based research programme in collaboration with external and internal stakeholders (including DOCTRID, universities, families, people that we support, staff).
- 3.3**
Identify and source other funding streams in order to develop key service initiatives.
- 3.4**
Develop and foster a culture of research and inquiry within our services.
- 3.5**
Continue our expertise in supporting people with intellectual disabilities and sharing best practice.



Measures of Success

- Number of consultation fora held annually
- Number of research projects progressed annually
- Partnerships in place to expand and share research and education that will inform national policy.

GOAL 4:

We will develop specialist services in line with national policy, in collaboration with key stakeholders.

OBJECTIVES:

- 4.1**
Develop a strategy for palliative care in alignment with national strategies.
- 4.2**
Continue the development and roll-out of a dementia strategy across our services.
- 4.3**
Continue the development of a National Memory Clinic in partnership with Trinity College Dublin and Tallaght University Hospital.
- 4.4**
Roll out a falls prevention strategy across our services.
- 4.5**
Develop a strategy to support people who present with complex needs relating to ASD and behaviours of concern.
- 4.6**
Enhance and develop an outreach epilepsy clinic, through continued partnership with neurology services.
- 4.7**
Secure funding to develop additional high dependency specialist accommodation to support individuals with significant needs, and address environmental challenges.

Measures of Success:

- New agreed nationally recognised specialist services
- Robust data set that captures information on numbers of people with/at risk of developing dementia across services and percentage of at risk people screened annually
- A pathway in place for people who require dementia services
- A pathway in place for people who require palliative care services, and partnerships developed with local community hospice teams
- Number of people who have accessed palliative care services
- Falls prevention policy developed
- A robust data set that captures information on the number of falls/risk of falls and reduction in serious falls related injuries
- Robust data set that captures information on complex needs relating to ASD or behaviours of concern
- An identified care pathway for people who have complex needs relating to ASD or behaviours of concern
- Expansion of current outreach epilepsy services to more people, including day attendees and increased number of attendees

GOAL 5:

We will proactively influence national policies and strategies, and lead change in our sector and in society.

OBJECTIVES:

5.1

Provide sectoral leadership and influence the development of national policies and strategies in collaboration with external stakeholders.

5.2

Work together with stakeholders to progress the implementation of national policies including:

- Time to Move on from Congregated settings
- New Directions
- Value for Money
- Progressing Disability Services for Children and Young People
- Assisted Decision Making (Capacity) Act 2015
- Slaintecare

5.3

Ensure that the people we support will be active citizens who have access to employment and education opportunities.

5.4

Drive the implementation of the Assisted Decision Making (Capacity) Act 2015 to ensure that the people we support have the right of autonomy and self-determination, and are legally recognised decision makers, including the development of education initiatives for staff, families and those we support.



Measures of Success:

- Targets met under national policies and strategies including Progressing Children's Disability Services; New Directions, Time to Move on from Congregated Settings.
- Pilot projects in place to strategically influence national strategy and sectoral change.
- Evidence based measurements of improvement in peoples' lives.
- Recognised leaders in our sector, advocating for service provision and equality.
- People having greater control (assisted decision making (capacity) legislation), choice and flexibility over their lives (individualised activity based funding) and decision making authority.

GOAL 6:

We will develop our organisation to support the delivery of our service goals and ensure the delivery of quality services.

OBJECTIVES:

6.1

Develop and implement a people strategy that will ensure that we are an employer of choice, through extensive consultation with staff and other stakeholders.

6.2

Build and foster a person centred performance culture on "being the best to achieve the best".

6.3

Continue to promote, enhance and value our volunteer base across our services, and the expansion of corporate volunteers.

6.4

Develop and implement an inclusive communications and engagement strategy and platform that will clearly articulate to internal and external stakeholders all that we do.

6.5

Develop and operate a governance and compliance framework in order to ensure continuous improvement in quality, safety and risk.

6.6

Deliver a fit for purpose ICT management system that supports the effective and efficient use of service data and the assessment, planning, delivery and monitoring of quality services.

6.7

Ensure that robust financial management systems and arrangements are in place to plan and deliver services, address changing needs of the people we support, and achieve value for money

6.8

Collaborate with local authorities in implementing the National Housing Strategy for People with Disabilities and appropriately support the strategy of Marillac Housing.

6.9

Drive the role of Mission Integration in the organisation to ensure that the mission, values and ethos of the trustees continues to be integrated in our services.

6.10

Develop and resource an implementation and change plan to support the roll out of our new strategy.

Measures of Success:

- An engaged, well trained workforce, measured through surveys and other HR data
- Communications and engagement framework and platform in place in year 1
- Continuing compliance with HIQA standards and proactive quality standards of care
- Increased numbers of individual and corporate volunteers
- Financial stability, budgetary compliance annually
- Compliance with Charities Governance Code
- Compliance with national key performance indicators
- Our values continue to be the core of everything we do and stand for

**We would like to
acknowledge the efforts
of the stakeholders,
staff, managers,
and individuals that
gave their time in the
process that helped
develop the 2021-2025
Strategic Plan.**



Avista

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