



MOOREHAVEN STRATEGIC PLAN 2023 - 2028

MooreHaven Centre (Tipperary) DAC ● Registered Charity Number (RCN): 20012304
The MooreHaven Centre CLG ● Registered Charity Number (RCN): 20078645

Prepared by 2into3
June 2023



Vision

MooreHaven's Service Users living their fullest lives in an inclusive community.

Mission

We provide quality services and support those using our services to develop to their full potential.

Values

*We consistently provide **quality** services and work to achieve the **highest standards**.*

*We foster a culture of **respect and kindness** in everything we do.*

*We develop the **abilities and talents** of each person and support them to make **informed choices**.*

*We promote and support each person's right to **dignity**.*

*We seek to be a vibrant participant in, and contributor to, our **communities**.*

*We act with **integrity and transparency** and seek to **inform and communicate** well at all times.*

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Since its foundation in 1981, MooreHaven has grown to a position where, in 2023, it provides services to over 120 service users and their families through the work and commitment of over 80 staff. All connected with our service have worked to improve the lives of our service users and I want to remember and acknowledge the work of countless people in many roles – internal and external - over the many years since 1981 in making MooreHaven what it is today.



It's a cliché - but of course true - that, if you sit on your laurels or think you've everything done, you're going backwards. It was in this context that MooreHaven's Board and Senior Leadership Team commissioned this strategic review. Its purpose was to assess MooreHaven's current position and plans and to set, or reset, the best way forward to ensure we continue to deliver an ever-improving and continuously-developing service.

The surprise would have been if the review had come up with something all of us together had never considered. Instead, its great value is the level of consultation and input which has been achieved and the framing of our continued development and improvement under four clear strategic pillars – delivering quality services to our service users and their families; supporting and developing our people in their work and careers; maintaining the highest standards of governance and operational, financial and risk management; and communicating well.

I think I speak for everybody involved and connected with MooreHaven when I say we all want to make the service better and then better again. A key part of doing so will be taking our Strategic Plan and committing to the hard work which will deliver on the goals set out. Among other things, the projected growth in demand for our Day and Residential services in the years ahead, and the need to improve the breadth and quality of those services, indicate the scale of the work to be done.

I want to thank everybody who participated in the strategic review process. To both those who did and those who haven't so far, the strategy will evolve as we move forward and your views and suggestions will be welcome at any time. Finally, I want to acknowledge the work of Fiona Barry and Alison McGearty of 2into3 Consultants for the level of participation they achieved and for bringing the review together in this clear report.

Denis Kennedy

CHAIRMAN

INTRODUCTION

A plan for strategic development is crucial to ensure the sustainability, growth and continued success of an organisation. For MooreHaven, this strategy provides an opportunity to reflect on over 40 years of existence, but more importantly growth and development and so is an opportunity to reflect on the organisation's future ambitions and set out a map for the key activities for the organisation.

In September 2022, MooreHaven engaged 2into3 to facilitate the development of a five-year strategy, and work commenced on the development of the strategy, **engaging with over 200 people (service users and their families, staff and board members)** to deliver this ambitious five-year strategy.

OVERVIEW OF STRATEGIC DEVELOPMENT PROCESS AND CONSULTATIONS

The strategic planning process which was undertaken is visualised in Figure 1 below. A **Strategy Coordination Group** was established¹ to oversee the strategic planning and consultation process. This committee met for the first time on 10th October and identified the goal of a collaborative process that would bring all stakeholders on board with the future direction.



Figure 1 Visualisation of strategic development process undertaken by MooreHaven and zinto3.

- A **comprehensive PESTLE** (Political, Economic, Sociological, Technological, Legal, Environmental) analysis and review of internal documents was conducted and are referenced throughout this document.
- On 11th November 2022 a broad selection of **MooreHaven's key stakeholders** were invited to participate in a virtual workshop. The workshop had 19 people in attendance including **staff, board and family members**. At the session, participants were asked to consider the Vision, Mission and Values of MooreHaven.
- On 23rd November an in-person focus group with **family members** took place to get their input into the values of MooreHaven and their views on the strengths, weaknesses, opportunities and threats facing the organisation. There were 22 people in attendance.
- On 24th November two in-person **service user** focus groups took place. These focus groups asked service users to identify the values that were important to them and establish what was important for consideration over the course of this strategy. One focus group took place in Tipperary Day Service with approximately 50 service users and 15 staff in attendance. The second took place in Cashel Day Service and had 12 service users and 3 staff in attendance.
- On 9th December MooreHaven **staff members, board members and family members** participated in a virtual workshop to reflect on the challenges and

¹ Member of Strategy Coordination Group were Denis Kennedy, Chairman; James Quilligan, General Manager; Eddie Kennedy, Chair of Strategy Committee; William Bloom, Chair of Family and Relatives Association; Louise Ryan, Financial Controller; Josephine Norris, Integrated Services Manager.

opportunities facing MooreHaven to work towards its mission. This was attended by 12 people, some of whom had been in attendance at the first virtual workshop.

- On 3rd January 2023 an **in-person staff** session took place to have staff input into the values, identify the strengths, weaknesses, opportunities and threats facing MooreHaven and to identify actions that were needed for the staff team through the course of this strategy. This was attended by approximately 55 staff members across residential and day services.
- In January **surveys were circulated to family members**. A total of 58 responses were received and another 10 responses were received to state that, as they had been at the in-person workshop, they had not completed the survey.
- On the 8th February an in-person workshop focused on goals was held. **All staff who line manage** in MooreHaven were in attendance, a total of 13 people.
- The **Strategy Coordination Group** worked on the final wording on Vision, Mission and Values and on the strategic priorities and goals on 8th March 2023 and it was approved to take forward to the Board of Directors for sign off.
- The **Board** signed off on the strategic review outputs on March 15th 2023 and a final draft of this report was presented to all stakeholders - service users, families and staff – during April 2023.
- Throughout the process, additional consultations took place as required with relevant personnel.

The key strategic themes were identified throughout the process. In addition, operational suggestions were made by service users, family members and staff and these were passed directly to MooreHaven's Senior Leadership Team. At each stage, the responses from each workshop, focus group and survey were merged to ensure the identification of key themes.

CONTEXT TO THE DEVELOPMENT OF MOOREHAVEN'S STRATEGIC PLAN

MOOREHAVEN "TODAY"

Through the process the issue of the name "The MooreHaven Centre" and how people differentiate the specific services within the organisation arose for discussion. It was recognised that many people identify The MooreHaven Centre as the service in Tipperary Town and the organisation has developed significantly since the opening of this specific service. To address this issue, in January 2023, the decision was made to refer to the entire organisation as "MooreHaven" and refer to specific services by their location i.e., Tipperary Day Service, Cashel Day Service, Residential Service etc. The Tipperary Day Service was the first service and it opened in 1981.

The Tipperary Day Service is based in the heart of Tipperary Town and the Cashel Day Service is based in Cashel Town Shopping Centre. Between the two services they currently support the needs of approximately 120 people. There are 19 residential placements across four homes which, for the purpose of HIQA registration and inspection, are registered as one facility.

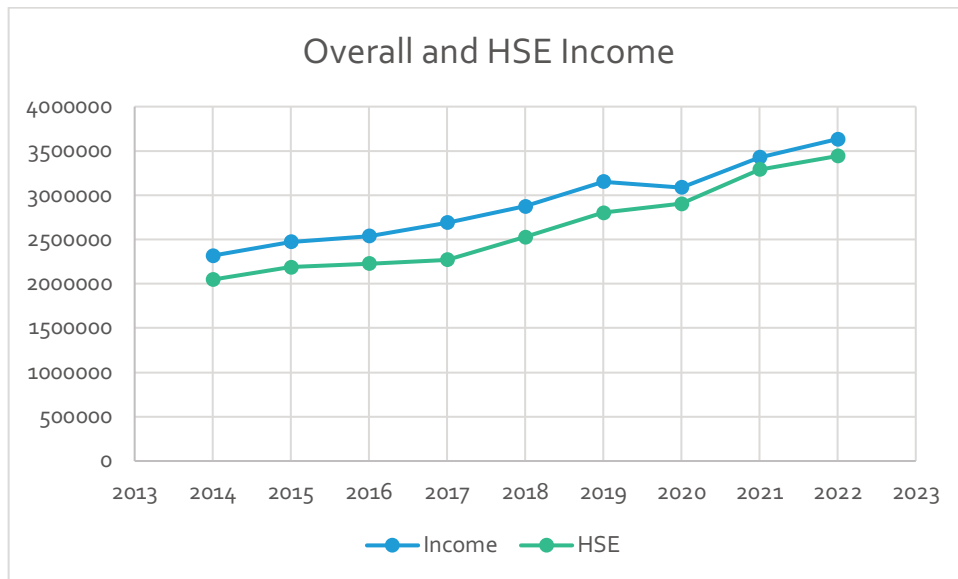
MooreHaven's operating company is MooreHaven Centre (Tipperary) DAC, which is registered with the Charities Regulatory Authority. In 2011 the holding company, The MooreHaven Centre CLG, was incorporated. The operating company and the holding company are run by the same voluntary Board of Directors.

The holding company was set up to provide a mechanism to establish a Register of Members who have control over the running of the services through their voting rights at the AGM. An annual membership fee is paid by members and this is the only transaction of the holding company. There are currently 58 members. Anyone can apply to become a member of the holding company but must be nominated and seconded by an existing member and then approved by the Board as a member.

MOOREHAVEN'S PERFORMANCE

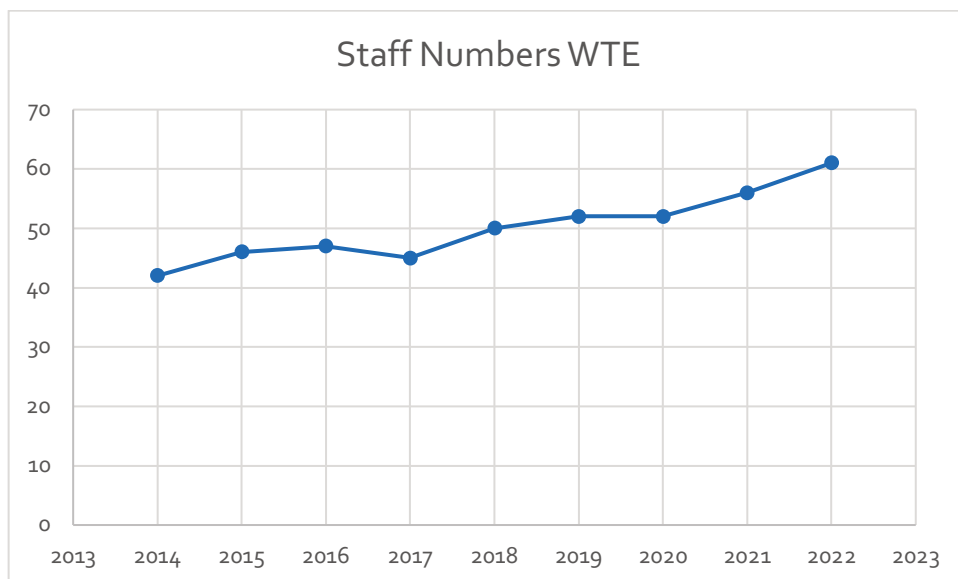
LOOKING BACK

There has been a steady increase in MooreHaven's operations and income since 2014, with overall income increasing in line with HSE funding:



The main source of funding is the HSE, with minimal alternative sources of income.

As the services have developed, so have staff numbers increased:

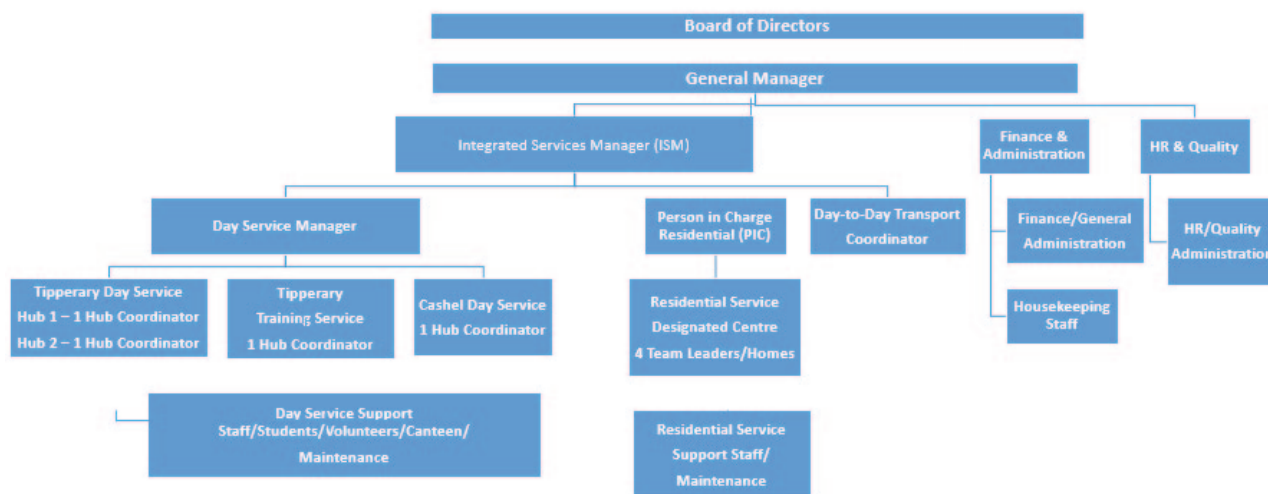


In 2022, there were 61 whole time equivalent (WTE) staff members with 85 individuals employed. The staff figures include WTE based on:

1. 31 hours per week for day service direct staff
2. 37/39 hours per week for admin staff
3. 39 hours per week for residential staff.

The inconsistency in staff hours and contracts was one of the personnel issues identified through the process which resulted in strategic actions focused on the staff team.

The current organisation chart is as follows:



LOOKING FORWARD

An analysis of future need for day services and residential placements was conducted².

Currently the Tipperary Day Service is at capacity and Cashel Day Service potentially can accept another 8–10-day service placements. It is estimated that there will be an additional 118 **day service placements** required by 2028. The additional placement requirements have been projected as follows:

	Tipperary Day Service	Tipperary Training Service	Cashel	Total
2023/24	5	10	8	23
2024/25	5	10	5	20
2025/26	10	10	5	25
2026/27	10	10	5	25
2027/28	10	10	5	25
Total new placements required	40	50	28	118

² 5–10-year plan on day service and residential need, MooreHaven internal document

In line with HSE New Directions policy guidelines of a maximum of 25 people in each day service this statistic indicates that an additional 5 day services will be required by 2028. If this is not achieved, MooreHaven will need to stop taking new entrants to its day services.

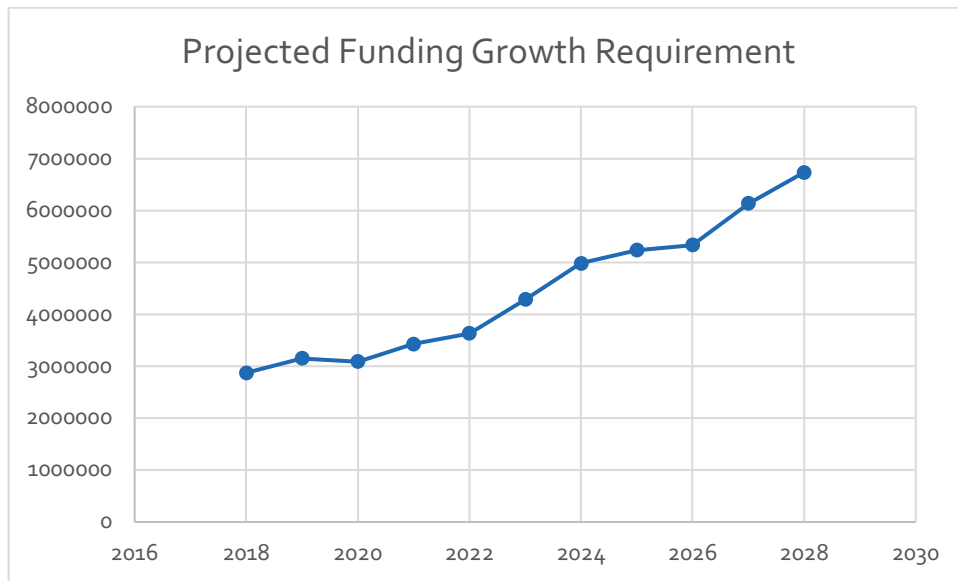
This analysis also audited the residential needs of current service users and identified 21 individuals who would be likely to require a **residential placement** by 2033. This identified a need to add one residential house by 2025, an additional two by 2027 and another two by 2033. This requirement would only seek to respond to current service users and does not take into account other HSE requirements or referrals.

There is also an identified significant need (from up to 50 families as at April 2023) for a meaningful **respite service**. Negotiations with the government and HSE on respite have been ongoing since 2019 and are now well-progressed. MooreHaven expects to have the requisite capital and operating funding confirmed by mid-2023.

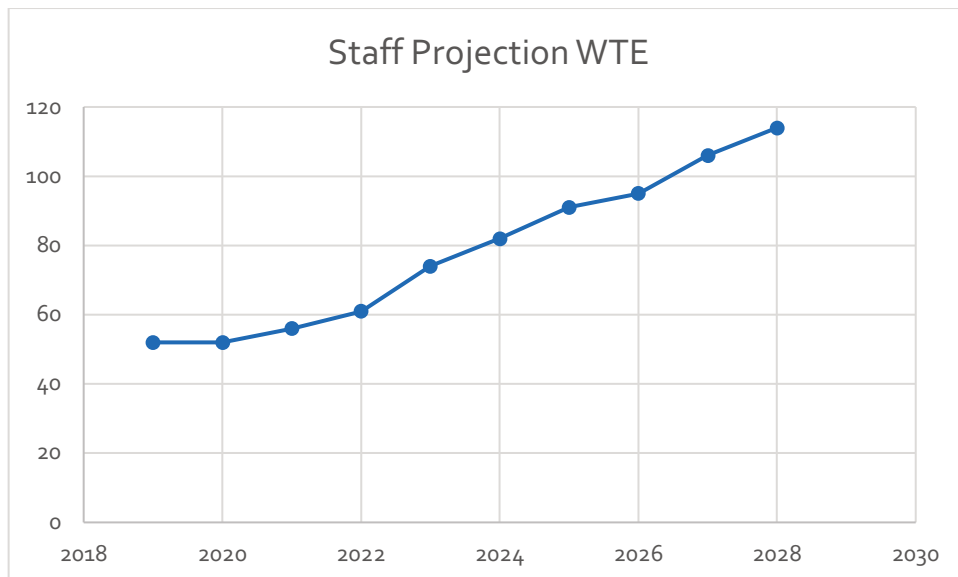
To address the foregoing day, residential and respite service needs, the following developments are envisaged:

2023	A new respite facility A new training hub
2023/2024	A new residential facility
2025	Two new day hubs
2026	One additional day hub
2027/2028	One additional day hub Two additional residential facilities
2028 - 2033	Two additional residential facilities

These developments will result in the following funding requirement by 2028:



These service developments will result in significant staff team growth:



This projection identifies a potential doubling of staff numbers through this strategic cycle. In addition, this level of growth will result in a review of the organisational chart, including additional hub coordinators and team leaders. This financial and personnel growth will impact the systems and structure of the organisation and so is a key consideration in the strategy development.

EXTERNAL SCAN

In considering MooreHaven’s strategic priorities it is crucial to understand the wider environment in which the organisation operates.

POLICY CONTEXT

From a policy perspective, the most important for the disability sector is the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD)³. This has supported the move from the way disability is viewed from a medical model lens towards a rights-based approach where services for people with disabilities focus on the person's ability and they are supported to make their own decisions. This impacts attitudes and beliefs about those with disabilities and people supported by MooreHaven can use the UNCRPD to provide opportunities in a variety of ways.

As a HSE-funded organisation, MooreHaven must consider key government policy developments across health and social care and particularly ensure its services are aligned with Sláintecare⁴ and New Directions⁵ which is the HSE's approach to supporting adults with disabilities who use day services. MooreHaven's residential services are subject to inspection by HIQA and need to meet the standards set out for the provision of residential care settings.

New Directions is the HSE's approach to supporting adults who use day services, and HSE-funded day services are required to implement this policy. The policy proposes that "day services" should take the form of individualised outcome-focused support (a Person-Centred-Plan for each service user). For MooreHaven, the implementation of this policy and the requirement for all staff working in day services to complete the New Directions eLearning module will be central through the course of this strategy.

One of the most significant developments for the disability sector was the March 2023 change in government department responsibility from the Department of Health to the Department of Children, Equality, Disability, Integration and Youth⁶. Despite this move of Department responsibility, over 90% of people with disabilities are supported through general community health and social services which remain under the Department of Health⁷. In addition, MooreHaven continues to be funded through the HSE Community Healthcare Organisation structure (under the Department of Health) rather than the funding moving to the department with responsibility for disability. The link between these two government departments, and MooreHaven's relationship with both departments, will be critical going forward to ensure effective integration and cohesion is achieved.

³ <https://social.desa.un.org/issues/disability/crpd/convention-on-the-rights-of-persons-with-disabilities-crpd>

⁴ Sláintecare Implementation & Action Plan 2021-2023.

⁵ <https://www.hse.ie/eng/services/list/4/disability/newdirections/>

⁶ The Transfer of Specialist Community-Based Disability Services from Department of Health to Department of Children, Equality, Disability, Integration and Youth, Disability Federation of Ireland, 2022.

⁷ ¹ Department of Health (2021). Disability Capacity Review to 2032- A Review of Social Care Demand and Capacity Requirements to 2032

In 2023, the Decision Support Service⁸, established under legislation⁹ will add an additional level of support to the service users in MooreHaven.

SOCIO ECONOMIC

The Disability Capacity Review to 2032¹⁰ identified significant levels of unmet need for services. Results of the 2022 census demonstrate, whilst there has been a significant increase in Ireland's population¹¹ between 2016 and 2022, County Tipperary experienced one of the lowest increases. Even with this lower than national average increase, any population increase will undoubtedly lead to an increase in demand for services, particularly in light of the fact that, for example, one in five people in Tipperary Town has a disability compared with 14.8% nationally¹².

The foregoing data would indicate a higher level of disability within MooreHaven's catchment area as reflected in the projected growth in demand for MooreHaven's services as outlined above.

These results do not include the significant increase in migration as a result of the Ukrainian conflict and so the numbers may in fact be higher, resulting in increased competition for services, housing and employment.

The government's employment strategy for people with disabilities will be renewed in 2024¹³. Tipperary Town itself has significant challenges in terms of employment opportunities as identified by the Tipperary Town Revitalisation Task Force Report published in 2022¹⁴. This report identified that nearly 40% of men and 26% of women were unemployed in 2016 in the Tipperary East Urban Election District. This substantially exceeded the national figure of 13.7% for males and 12% for females¹⁵. The report identifies key strategic priorities and high priority actions relating to employment through which there may be an opportunity for MooreHaven to capitalise.

⁸ <https://www.decisionsupportservice.ie/>

⁹ Assisted Decision-Making (Capacity) (Amendment) Act 2022

¹⁰ Disability Capacity Review to 2032; A review of Disability Social Care Demand and Capacity Requirements up to 2032, Dept of Health 2021.

¹¹ www.cso.ie

¹² Our Town Profile, Key Economic and Social Indicators.

¹³ Comprehensive Employment Strategy for People with Disabilities 2015 – 2024, Gov of Ireland.

¹⁴ Tipperary Town Revitalisation Task Force, Strategy and Action Plan to 2035.

¹⁵ <https://www.cso.ie/unemployment>.

A critical issue for MooreHaven is the ongoing inequality of pay between section 39 staff and equivalent staff working for section 38 organisations and the HSE which has a significant impact on the ability of section 39 organisations (of which MooreHaven is one) to recruit and retain staff.

Economic uncertainties due to global events are likely to have a significant impact on rising costs for MooreHaven through the course of this strategic cycle.

KEY THEMES THROUGH CONSULTATION PROCESS

SWOT

Throughout each of the in-person sessions and in the second virtual workshop, stakeholders were asked to identify the strengths, weaknesses, opportunities and threats of MooreHaven services and the organisation. The areas identified were merged together and identified the following:

Above all **staff** were identified as MooreHaven's greatest strength. Staff were described as "energetic", "kind", "positive" and "skilled". With service expansion, the opportunities for career progression and development were seen as a positive. There are a number of workforce issues that have an impact on staff morale and staff retention, including terms and conditions of employment and pay parity with statutory employers.

The **facilities** were identified as a strength, however the need to ensure facilities are fully accessible and future proofed for elderly service users was also identified. Ensuring the buildings and the bathroom facilities are all wheelchair accessible was highlighted as important for service users. Increased demand for services in the years ahead will result in additional facilities being added throughout the course of this strategic cycle.

The range and variety of **activities** was viewed in a positive light, though many suggestions were also received in relation to improvements that could be made in timetables and additional activities. A need to respond to aging service users in terms of activities and reduced timetables was identified. The activities suggested were passed to the Senior Leadership Team.

The level of **community support** for the organisation and service users was seen by many as significant, yet stakeholders also identified the need to raise the profile of MooreHaven further. The fact that MooreHaven may be perceived as being smaller than it is, is due to many people only being aware of the Tipperary Day Service. It was felt by some that raising the profile of MooreHaven through website and social media development would support this.

Transport is seen as a strength by those who receive the service, a weakness by those who do not, and a concern to those who worry if the provision of transport will continue. Transport is not funded and only about 20% of the cost incurred by MooreHaven is recovered through service user and family payments. The geographical spread of those in need of services is a major contributor to transport costs and the opening of services in different locations was suggested as a way to alleviate the cost. Overall, the provision of transport is seen as an absolute need and current strength but uncertainty (at least for some families) regarding its availability or continuing availability is also a significant concern.

Communication with and between all stakeholders (services users, families and relatives, carers, staff, board, community, funders, other stakeholders, supporters) was highlighted as hugely important and an area in which improvements can be made. While communication mechanisms and processes are in place and used regularly – email, letter, staff meetings, annual general meetings, meetings of the Family & Relatives Association, etc. – it’s clear that not all are as effective as they should be. There is an opportunity to improve the existing communication lines, and introduce new ones, to improve the overall flow and exchange of information.

HSE New Directions policy and the move towards a deeper level of **service user involvement** within the service and with their Person-Centred Plan was clearly established as a very positive development, particularly by service users and staff. Not all family members and relatives identified New Directions as a positive step.

The narrow representation of **families and relatives** was identified by all stakeholder groups. It would be a positive to engage with a larger cohort of families rather than the small group who currently attend Family & Relatives Association meetings. At the service user and staff sessions, it was noted that there were concerns in relation to some family members making direct approaches to staff and the potential that this has an impact on other service users.

The diversity of the **Board** (under several headings – family/non-family, skills, experience etc.) and succession planning to ensure a continuing strong Board membership were highlighted as important goals for MooreHaven.

Ongoing **compliance** with all governance, risk, legislation and policy frameworks was identified as an ongoing challenge and that the workload connected to this will continue to grow as the organisation develops and expands.

SERVICE USERS

The service users engaged in an interactive session where they identified how they wanted to be treated in MooreHaven (values) and also what they wished to keep and what they would like to change (strengths and weaknesses).

The service is viewed in a positive light with a strong level of satisfaction noted from service users at the focus groups. Qualitative feedback was received through the focus groups with such feedback as:

“MooreHaven gets me out of bed in the morning”¹⁶

And to the question “what one thing would you change?” many responses were “nothing”.

The service user sessions identified areas for development focused on activities and particularly on access to work placements in the community and employment opportunities.

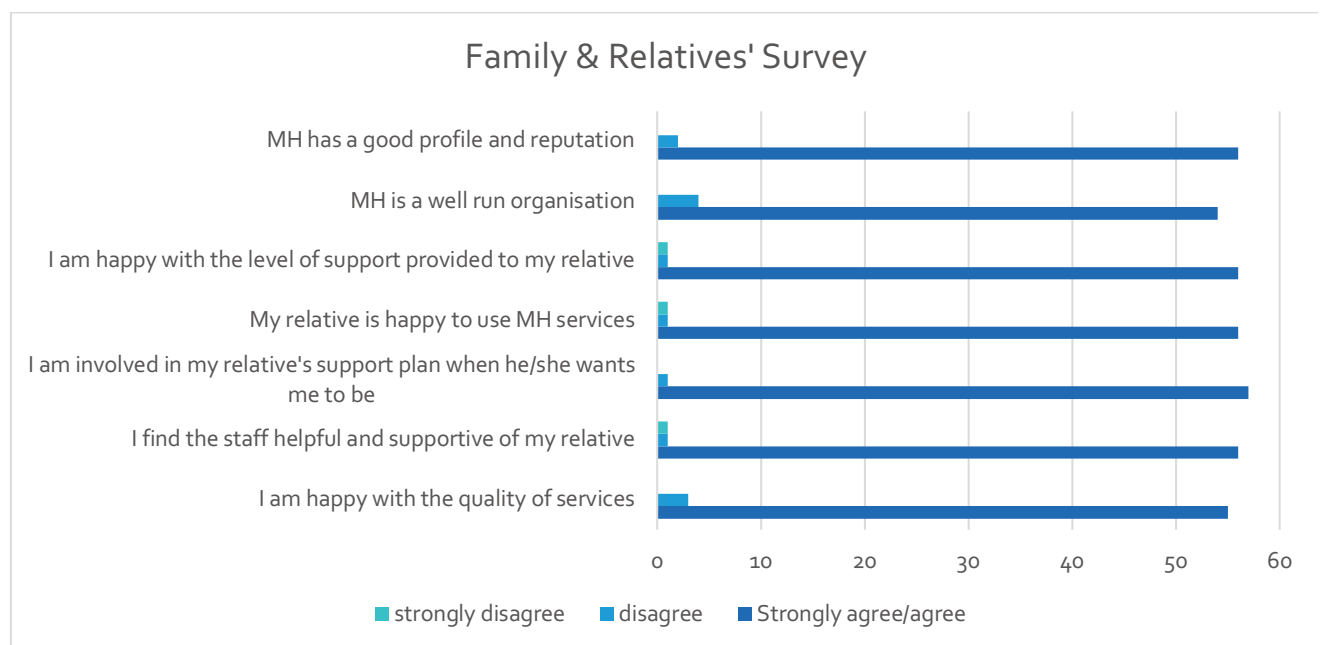
¹⁶ Quote from a service user.

Service users described being “very happy in the service” and the staff being “kind and caring”.

FAMILY AND RELATIVES

Family members and relatives at the in-person workshop identified the need to engage with a wider number of family members and relatives.

Family and relatives’ perception of MooreHaven was overall positive based on the responses to the family survey:

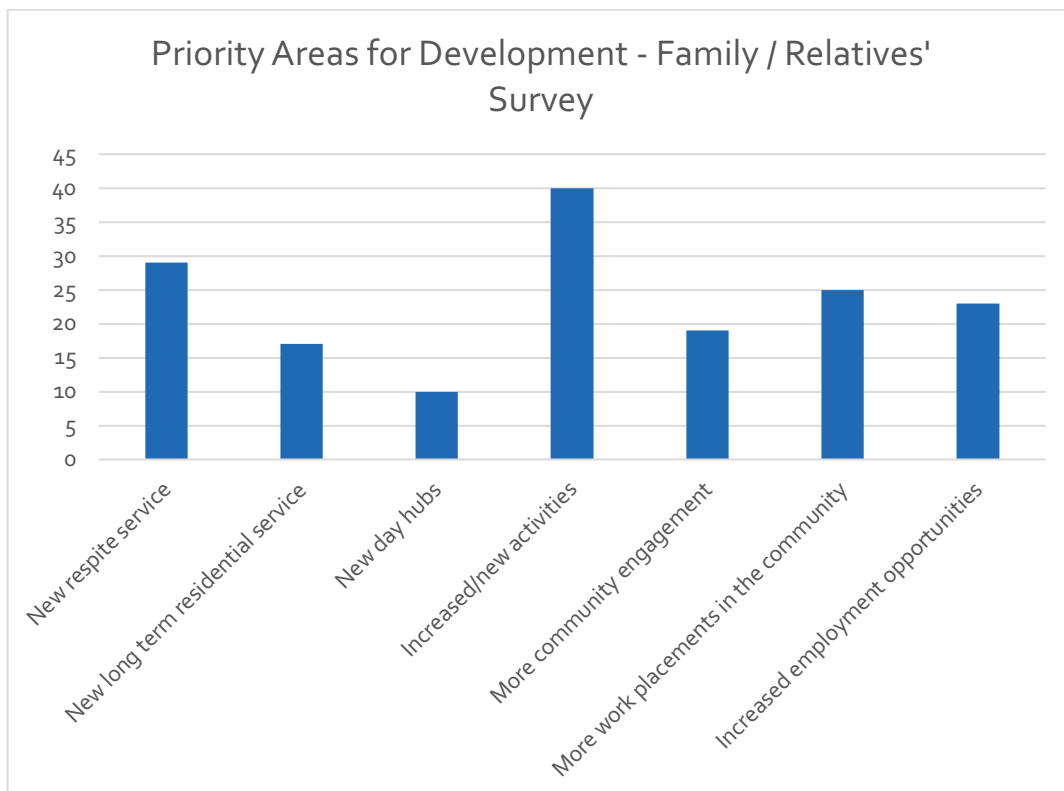


Based on the 58 family responses to the survey, the foregoing indicates a 96% favourable view on these key aspects of MooreHaven’s services. There were many positive comments which can be summed up by the following quote:

“Quite honestly I cannot think of any aspect that requires a change of practice only to say how wonderful and how life saving the services of MooreHaven have been to (my family member) who has been a service user for 30 or so years now”¹⁷

The survey also identified the key areas that family members and relatives wanted MooreHaven to focus on in the course of this strategy:

¹⁷ Quote from a family member.



The suggestions made in the surveys for increased and new activities were passed for consideration at an operational level. The survey and in person workshop responses mirrored the priority areas for development identified at other stakeholder sessions.

STAFF MEMBERS

Staff retention, pay parity and resources were identified as key concerns at the **staff** workshop. It was stated that staff felt undervalued¹⁸ and that staff morale was low, but when asked to elaborate it was demonstrated that this was not the overarching sense of all present, but rather an existence of specific issues relating primarily to terms and conditions.

Concerns were expressed that a small number of parents entered the Tipperary Centre without an appointment and also made representations on behalf of their relative seeking individual arrangements which caused difficulties for staff in managing other service users' expectations. The opportunity to develop clear lines of engagement and ensure these lines are respected was identified.

Communication style and approach for the organisation was identified as an area that could be improved. In addition, a consistent approach to support and career progression across the whole organisation was identified as an opportunity. The need for staff to have opportunities to be consulted with but also to build as a team across the different sites was identified.

¹⁸ Staff feedback provided to Senior Leadership Team.

Staff identified that this session was the first opportunity they have had to contribute to a strategic plan:

“Strategic planning is a great opportunity for staff to be heard and brainstorm with a view to action plans being put in place.”

“Doing this session today will give us a plan for clearer direction”¹⁹

KEY THEMES / SWOT SUMMARY

There were consistent strategic themes through each of the workshops, focus groups and surveys:

Additional services (day, residential, respite)

Additional activities

Service User input to service delivery

Family & Carer input to personalised plans

Integration in community

Access to work experience and employment

Access to education and training

Transport

Workforce retention and development

Communication with all stakeholders

Strong and transparent governance structures

Organisation capacity to expand

¹⁹ Quotes from staff members.

These themes identified four strategic priorities that MooreHaven would focus on for the next five years. These priorities are:

Responsive Service Delivery

Supporting and Developing Our People

Structure and Governance Underpin Delivery

Strong Identity and Effective and Transparent Communication

MOOREHAVEN'S STRATEGY

This strategic plan identifies the direction of MooreHaven for the next 5 years. The new Vision, Mission and Values, and MooreHaven's strategic priorities and related goals, have been developed as a result of multiple stakeholder consultations and engagements in 2022 and early 2023 with over 200 individuals.

VISION, MISSION, VALUES

Vision

MooreHaven's Service Users living their fullest lives in an inclusive community.

Mission

We provide quality services and support those using our services to develop to their full potential.

Values

*We consistently provide **quality** services and work to achieve the **highest standards**.*

*We foster a culture of **respect and kindness** in everything we do.*

*We develop the **abilities and talents** of each person and support them to make **informed choices**.*

*We promote and support each person's right to **dignity**.*

*We seek to be a vibrant participant in, and contributor to, our **communities**.*

*We act with **integrity and transparency** and seek to **inform and communicate** well at all times.*

STRATEGIES, GOALS, ACTIONS

From the extensive consultations with all stakeholders, the consistent themes identified 4 key strategic priority areas, namely:

Responsive Service Delivery: to expand and develop services to respond to emerging need.

Supporting and Developing Our People: to be an employer of choice by supporting and developing our people in their work and careers.

Structure and Governance Underpin Delivery: to underpin service delivery with the right organisation structure, processes and systems and through exemplary governance.

Strong Identity and Effective and Transparent Communication: to hear and value the voice of all stakeholders and communicate in an effective, transparent and accountable manner.

Under each of these strategic pillars, a set of high-level goals were developed, alongside strategic actions that would be required to achieve these goals. These are set out in the following pages.

STRATEGIC PRIORITY 1: RESPONSIVE SERVICE DELIVERY

We will expand and develop our services to respond to emerging need		
Goal	Strategic Actions	Associated actions
1.1 Our service delivery is responsive to adults across life stages with different abilities and in different locations.	<p>Day Service</p> <p>We will open new day hubs in accordance with level and location of need.</p> <p>We will monitor the programmes and activities offered to ensure they are fit for purpose.</p>	<ul style="list-style-type: none"> • 1 training hub in Tipperary Town by end 2023. • The Courthouse hub open in 2025. • The Racecourse hub open in 2025. • One additional hub in 2026. • Have an external evaluation of programmes and activities to ensure they are responsive to the needs of service users and are high quality with focused outcomes. • Ongoing review of PCP for each service user with formal review every 6 months.
	<p>Residential Service</p> <p>We will open additional residential spaces in response to emerging need.</p>	<ul style="list-style-type: none"> • Open a 3-bed residential service in 2023/2024. • Complete an audit of Service User's potential future housing requirement to develop a residential service plan. • Secure additional properties to respond to the assessed need.
	<p>Respite Service A meaningful respite service by end 2023.</p>	<ul style="list-style-type: none"> • Purchase property for respite in Tipperary. • Secure HSE funding for respite.
	<p>Multi-Disciplinary Supports</p> <p>We will ensure all service users have access to multi-disciplinary supports to respond to their needs.</p>	<ul style="list-style-type: none"> • Review all service users' multi-disciplinary support needs. • Develop a plan for multi-disciplinary support access according to identified need. • Develop a streamlined system for easy access to multi-disciplinary supports.
1.2 Our service users are supported to access social, educational and training opportunities and engage in their community.	<p>Strategic partnerships are developed with the local community, businesses and corporates to maximise opportunities.</p>	<ul style="list-style-type: none"> • Community Officer supports and develops community engagement. • Increase communication and engagement with local communities. • Service users are supported to participate in community activities.
	<p>Develop strong links with educational providers.</p>	<ul style="list-style-type: none"> • FETCH courses are mapped and identified.

STRATEGIC PRIORITY 1: RESPONSIVE SERVICE DELIVERY

GOALS	STRATEGIC ACTIONS	ASSOCIATED ACTIONS
1.3 Our service users are supported to access work experience and employment.	Develop strategic business and corporate partnerships for employment opportunities.	<ul style="list-style-type: none"> Develop link with Business in the Community (organisation).
	MooreHaven develops Service User skills and experience which are transferable to employment or other opportunities in the wider community.	<ul style="list-style-type: none"> Link in with CE, TUS and other relevant schemes.
1.4 Our service delivery has an ethos of continuous improvement.	MooreHaven has a plan for future proofing our buildings and facilities for our service users.	<ul style="list-style-type: none"> An audit of all facilities to develop a building maintenance schedule for the course of this strategy is completed. Continue to advocate for residential facilities to be staffed for 24 hours to respond to older service users' needs and choice to stay at home.
	Develop health and wellbeing guidelines that take into consideration nutrition and physical activity in addition to other aspects.	<ul style="list-style-type: none"> Identify and introduce quality standards in health and wellbeing in similar services.
	Maintain, evaluate and improve standards across all services in the organisation. (HIQA, New Directions, other).	<ul style="list-style-type: none"> Monitor the requirement for Quality and Risk role for the organisation.

STRATEGIC PRIORITY 2: SUPPORTING AND DEVELOPING OUR PEOPLE

We are an employer of choice for our staff and support and develop our people in their work and careers.		
Goals	Strategic Actions	Associated actions
2.1 All staff are aligned to the organisation's vision mission and values.	The values of the organisation are used in supervision to underpin behaviours and ethos.	<ul style="list-style-type: none"> The Vision, Mission and Values are displayed in a prominent location in every service. There is an annual team day with alignment to strategy. Planning days and team meetings are consistent across the organisation and include a focus on Vision, Mission, Values.
	The Vision, Mission and Values are incorporated into all policies and procedures.	
2.2 The leadership team are aligned and work effectively as a team to support all staff within the organisation.	All staff who line manage people are confident and supported to do so effectively.	<ul style="list-style-type: none"> All staff who line manage are trained in the provision of supervision and implement a consistent approach. Workshops and training are delivered internally to develop line manager's confidence in managing personnel issues.
	<p>We continue to develop our leadership team and prepare our future leaders.</p> <p>(Note: the leadership team includes all who line manage; senior team are General Manager, HR, Financial Controller and, Integrated Services Manager)</p>	<ul style="list-style-type: none"> The senior team have all attended leadership and/or management training and there is a plan for all other line managers to attend through the life of this strategy. The full leadership team meet quarterly. The senior team receive training / facilitation to ensure they take a consistent approach and work together to lead the organisation. One staff member each year attends University of Limerick – Social Care Leadership course to develop skills as PICs.
2.3 All staff have a clear career progression plan and are provided with the support to follow this.	Training and development plan is in place for every staff member in the organisation.	<ul style="list-style-type: none"> Training plan and skills matrix for all in the organisation is developed. HSELAND is used for all training modules.
	Develop strategic alliances with healthcare trainers and colleges to facilitate placements to deliver future recruits.	<ul style="list-style-type: none"> Local operational actions

STRATEGIC PRIORITY 2: SUPPORTING AND DEVELOPING OUR PEOPLE

GOALS	STRATEGIC ACTIONS	ASSOCIATED ACTIONS
<p>2.4 All staff receive consistent supervision, performance appraisal and access to training and development.</p>	<p>A consistent supervision and performance appraisal system in in place for all staff.</p>	<ul style="list-style-type: none"> Local operational actions
	<p>We will continue to pursue the issue of pay parity for our staff through National Federation of Voluntary Service Providers. (FEDVOL).</p>	<ul style="list-style-type: none"> Local operational actions

STRATEGIC PRIORITY 3: STRUCTURE AND GOVERNANCE UNDERPIN DELIVERY

Our organisation is designed to ensure our strategy is effectively implemented through the right structure, processes, systems, governance.		
Goals	Strategic Actions	Associated actions
3.1 The organisational structure is adequately resourced to deliver this strategy and support future development.	Job titles, job descriptions and place of work are appropriate to the position and are equitable across the organisation.	<ul style="list-style-type: none"> The organisation structure and reporting relationships are communicated to all staff and available on the website. Additional administration roles identified to support growth as the organisation expands.
	Our technology and IT systems are used to maximise efficiencies and security.	<ul style="list-style-type: none"> ViClarity is used for maintenance, audits, incidents, complaints, attendance, fire drills. Increase the use of TMS for Residential clocking and all holiday tracking. Review of all hardware to plan for obsolete equipment. Introduce One-Drive & SharePoint for all staff members together with Training on its use, password security and GDPR. PCP online system is identified and introduced.
3.2 Impeccable Governance, financial, risk and operational management and oversight in line with the organisational obligations as a registered charity and an Approved Housing Body, in line with all funders' requirements.	Compliance with Charities Regulator (Charities Governance Code).	<ul style="list-style-type: none"> Local operational actions
	Compliance with all relevant legislative and policy requirements (including CRO).	<ul style="list-style-type: none"> Local operational actions
	Compliance with the HSE compliance unit (Annual Compliance Statement).	<ul style="list-style-type: none"> Local operational actions
	Compliance with the Approved Housing Bodies Regulatory Authority.	<ul style="list-style-type: none"> Local operational actions
	New Directions policy is fully implemented across MooreHaven.	<ul style="list-style-type: none"> Local operational actions

STRATEGIC PRIORITY 3: STRUCTURE AND GOVERNANCE UNDERPIN DELIVERY

GOALS	STRATEGIC ACTIONS	ASSOCIATED ACTIONS
3.3 A diverse, skilled and representative Board oversees MooreHaven.	The Board is supported by a strong sub-committee framework with staff representation.	<ul style="list-style-type: none"> • Annual Board review, skills and diversity audit. • A Board succession plan is developed. • Decision on the maximum number of family members to minimise potential conflicts of interest on decision making. • The risk management framework is overseen at Board level.
	The Board oversees the implementation of MooreHaven strategy as an agenda item.	
3.4 Achieve the highest level of participation and support of MooreHaven.	Expand the membership of The MooreHaven Centre CLG.	<ul style="list-style-type: none"> • Local operational actions

STRATEGIC PRIORITY 4: STRONG IDENTITY AND EFFECTIVE AND TRANSPARENT COMMUNICATION

The voice of all stakeholders is heard and valued and we communicate in an effective, transparent and accountable manner. Our service users are our most important stakeholder.		
Goal	Strategic Actions	Associated actions
4.1 We have a strong community profile in every area we have our services.	MooreHaven brand is clearly identified.	<ul style="list-style-type: none"> • Change name to MooreHaven. • Rebranding of all materials based on name change to MooreHaven. • Increase online presence - more technology to be used to promote MooreHaven across social media. • Website development
	A communications strategy is developed identifying all audiences and our means and frequency of engaging with them.	<ul style="list-style-type: none"> • The communications strategy takes consideration of all communication abilities. • All methods of communication will be available in Easi Read format. • Monitor the requirement for marketing & communications support.
4.2 Grow and strengthen service user's involvement across the organisation.	The advocacy group presents to the SLT team twice a year and to the Board once a year.	<ul style="list-style-type: none"> • Local operational actions
	Service Users are part of the induction process.	<ul style="list-style-type: none"> • Induction for new service users and staff to be delivered by service user representatives, supported by staff.
	Service Users are included in operational planning days.	<ul style="list-style-type: none"> • Local operational actions
	We include those who our service users want to be involved in their PCP.	<ul style="list-style-type: none"> • Local operational actions
4.3 Families are communicated with effectively and know who to liaise with should they need to do so.	Family and Relatives Association (FRA) Directors engage with the FRA prior to each Board meeting to represent their views at Board.	<ul style="list-style-type: none"> • Continued engagement
	Communication routes are clearly established with MooreHaven so that family members know who to contact in relation to specific issues.	<ul style="list-style-type: none"> • Develop online portal through developed website for queries.

STRATEGIC PRIORITY 4: STRONG IDENTITY AND EFFECTIVE AND TRANSPARENT COMMUNICATION

GOALS	STRATEGIC ACTIONS	ASSOCIATED ACTIONS
<p>4.4 Staff are kept informed of all developments.</p>	<p>Links between day and residential services are improved.</p>	<ul style="list-style-type: none"> • Staff induction includes overview of all services.
	<p>There is a clear schedule of communication for staff: e.g., weekly meeting, video message, team meeting schedule, annual org event.</p>	<ul style="list-style-type: none"> • Local operational actions
	<p>All staff are clear and follow the reporting line arrangements in place.</p>	<ul style="list-style-type: none"> • Local operational actions