

STRATEGY 2024 - 2028

BROTHERS OF CHARITY SERVICES IRELAND



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Triest Press is an award winning Social Enterprise operating in two locations in County Roscommon whose main purpose is to provide meaning employment for people with intellectual disabilities.



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LETTER FROM OUR CHAIRMAN - BROTHER ALFRED

On behalf of the Board of Brothers of Charity Services Ireland (BOCSI) I am delighted to launch the BOCSI Strategy for the period 2024 to 2028. The Strategy is the result of an extended period of consultation with the various stakeholders over many sessions, a task which was coordinated by the CEO, Michael Hennessy and the members of the Senior Leadership Team. The Board has agreed to develop a separate Children's Services Strategy.

The six goals, and the associated objectives within the Strategy, create a challenging, but achievable, vision for the Services into the future. The Brothers are delighted that the goals are deeply rooted in the ethos, vision and values of the organisation and they wish the Board, and all who will be involved in implementing the Strategy over the next five years, every success and blessing. In particular, the Brothers wish and pray that the ethos which has served us so well will be successfully carried forward.

The Brothers are profoundly indebted to the many members of staff both past and present for the massive contribution they have made to the establishment and achievement of the various goals of the services for more than half a century. Rooted in the ethos, the development, in particular, of person-centred services, which stressed quality of life issues, personal choice and the opportunity to live in local communities, laid firm foundations for the style of supports provided today.

From the mid-1980s the Brothers, in response to the changing circumstances and their own ageing profile, began the process of handing on the 'light' and the responsibility for the Services to their lay colleagues. By the beginning of the new millennium, the Services were ably led by Ms Winifred O'Hanrahan and a Senior Management Team with a firm allegiance to the ethos and values of the organisation and to Regional structures. In 2007, a further stage in the succession process was initiated with the incorporation of the Services at the Regional and National levels. This new structure of Regional Boards facilitated far greater participation in the governance of the Services and gave access to a wider range of expertise while maintaining the allegiance to the ethos and values. We express our sincere thanks to all those who served on the Regional Boards between 2007 and 2017.

In 2017, in response to changing circumstances a further major restructure was undertaken which led to the incorporation of Brothers of Charity Services Ireland (BOCSI) as a single National entity. The CEO during this period, Ms Johanna Cooney and her Senior Management Team, played a major role in the restructure process resulting in the central administration being strengthened while Regional structures, the person-centred focus, local and national advocacy structures and the local community based provision were maintained. This restructure together with ongoing innovation and the promotion of allegiance to the ethos and values further contributed to the way forward for the Services.

As we approach the final stages of our succession planning, the Board and the Brothers will continue to work closely in fidelity to the ethos and values that have characterised the succession process to date. In addition, respecting the expressed wish of people supported, the organisation will be choosing a new name as it goes forward.

Finally, on behalf of the Board I wish to thank everyone who was involved in and contributed to the vitally important task of producing the Strategy for BOCSI for the period 2024-2028 which outlines the way forward for the Services on the next stage of our journey to be an inclusive, progressive organisation committed to the people we support and their right to lead full and valued lives as equal citizens.

Go mbeannai Dia an obair
Br Alfred Hassett



We are delighted to announce our five year Strategic Plan 2024 – 2028.

Consultations were held across the organisation, with the people we support, their families, staff and advocacy groups. Following a significant amount of engagement which generated extensive feedback, we believe the strategy we have developed will broadly incorporate the suggestions and actions you shared with us.

Managing through COVID was one of the biggest challenges in the history of our organisation. The successful navigation of this very challenging time was primarily driven by the hard work and dedication of our staff who continued to demonstrate and live the ethos the Brothers gifted to us, and which embodies our commitment to the people we support.

The passage of time has dictated that the Brothers must hand on the mantle of guiding the organisation to us, the next generation. This is a significant change and we thank the Brothers for all they have done for the organisation, the people we support and our staff over the years.

Many things, however, are not changing. We will remain a distinct organisation dedicated to supporting people with a disability to claim their rights as equal and valued citizens. The values of respect for the individual, high standards of service, valuing our staff, innovation and partnership will continue unchanged.

Our five-year strategy is a good opportunity to restate who we are, what we believe in and what our values are. The strategy sets out our strategic goals for the next five years, and includes a commitment to finding a new name for the organisation.

Finally, I would like to take this opportunity to acknowledge the significant amount of work that has gone into developing Strategy 2024-2028, and we thank everyone from across the organisation for your enthusiasm, your input and your support. We look forward to implementing this strategy, shaped by you, and sharing this journey with you all.

CEO - Michael Hennessy



WELCOME FROM OUR CHIEF EXECUTIVE

OUR MISSION

We are an inclusive, progressive organisation committed to the people we support and their right to lead full and valued lives as equal citizens. Inspired by the ethos of the Brothers of Charity we promote the values of dignity and respect for each person and we recognise the right of each person to fully participate in the cultural, spiritual and religious heritage to which they belong.

OUR VISION

Working together we seek to create supports and to shape communities where the people we support are valued and equal citizens.

OUR ETHOS



RIGHTS

We view our role as supporting people to claim their rightful place as equal and valued citizens.



DIGNITY

We believe in the intrinsic value of each person and aim to further the dignity of all associated with our services.



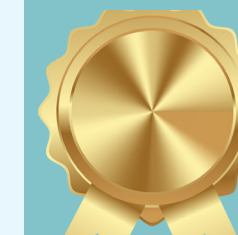
RELATIONSHIPS

We want everyone associated with our services to enjoy dignifying relationships and a sense of community.



LEARNING

We are a learning organisation, always open to evolving ideas in service provision.



EXPERTISE

We value expertise in service provision and everyone we support has a right to a high standard of service.



AUTONOMY

We seek to empower the people we support to make decisions and to live the life of their choosing. We also support the maximum level of local autonomy and decision-making in our organisation.



PARTNERSHIPS

We work in partnership with statutory bodies and aim to be fully accountable for the services we provide.



BOC ETHOS & PASTORAL CARE

In line with the Brothers of Charity ethos, we value all the people we support and all who work with us. We support their right to fully participate in the cultural, spiritual and religious heritage to which they belong.

OUR STRATEGIC GOALS



GOAL 1 **Respect people's rights as valued and equal citizens.**

Our Commitment

In line with the ethos of the Brothers of Charity, we will deliver services that empower the people we support to claim their rightful place in society as equal and valued citizens, in which their cultural, spiritual and religious heritage is fully respected.

How we will deliver this

- 1(a) We will remain focused at all times on the delivery of supports, in line with our ethos and on a not for profit basis to people with intellectual disability.
- 1(b) We recognise that the people we support have valued roles in society themselves and we will work with them to identify and deliver supports in line with their wishes.
- 1(c) We will achieve and maintain CQL accreditation in all regions by the end of this plan to ensure we are consistently delivering a quality service and seek to implement agreed actions in our Quality Action Plans. We will seek QQI accreditation for our RT Training Programs.
- 1(d) We will, in order to uphold peoples rights, ensure there is a robust functioning human rights committee in each region and respond to recommendations from the committee.
- 1(e) We will ensure people's rights to involvement in their services by maintaining a panel of interviewers among people we support in each region. They will participate regularly in interviewing potential new staff.
- 1(f) We will respond to the clear request from the people we support for a new name for the organisation. The Board will implement this change in consultation with the people we support and with our staff.
- 1(g) The Board/Management team will meet formally with advocates four times a year and we will seek to nominate a person supported to the Board of Directors.
- 1(h) We will continually advocate for the people we support to have access to the full range of mainstream health services.



GOAL 1

Respect people's rights as valued and equal citizens.

Our Commitment

In line with the ethos of the Brothers of Charity, we will deliver services that empower the people we support to claim their rightful place in society as equal and valued citizens, in which their cultural, spiritual and religious heritage is fully respected.

What you will see:

- CQL Accreditation in all Regions.
- Regular meetings of Board/Management team with Advocacy Council.
- A person supported nominated to the Board of Directors.
- Implementation of a new service name.
- A structure in place to facilitate Human Rights Committees to provide reports to the Board.
- Active person supported interview panels in all regions.



STRATEGIC GOAL 1 IN PRACTICE

1(b) - We recognise that the people we support have valued roles in society themselves and we will work with them to identify and deliver supports in line with their wishes.

"My name is Lisa, I attend a day service hub 5 minutes from my town centre. I get my own shopping or go for lunch. I get the bus to and from my home. My grandparents live in the same village as me (which is nice for them... and me!). I picked my own cookery course and another course on Biodiversity. I sit on many research committees that raise awareness of the support needs for people like me. I am non-verbal and I like to write poetry as it helps me to express my feelings."



Lisa's Story

GOAL 2 Deliver Community-Based and Person-Centred services.

Our Commitment >>

We will develop community based services and community alliances to maximise the opportunities for people we support to exercise their rights and responsibilities in society.

How we will deliver this:

2(a) In line with the National Strategy we will decongregate existing settings and seek to have these repurposed to align with our ethos.

2(b) We will continue to develop all new services in community locations unless the specific specialist needs of a person we support dictate otherwise and we will locate day services in shared community spaces where possible.

2(c) We will enhance links with local sporting, cultural, educational, artistic, statutory and community organisations.

2(d) We will implement campaigns to raise our profile in the communities in which we operate to facilitate the people we support in building their community connections.

2(e) We will provide supports in smaller settings to allow for the most tailored services possible personalised to the needs of the people we support.

2(f) We will support people in work placements and facilitate involvement in social enterprises.

2(g) We will work to engage with statutory authorities on the benefits of smaller service settings.



GOAL 2 Deliver Community-Based and Person-Centred services.

Our Commitment <<<<<<

We will develop community based services and community alliances to maximise the opportunities for people we support to exercise their rights and responsibilities in society.

What you will see:

- Personalised service with the vast majority of new developments in community settings and accountability for exceptions.
- Significant number of residents in identified congregated settings to have the opportunity for community living by 2028.
- Smaller settings for day and residential services.
- A higher local profile and partnerships with community organisations.



STRATEGIC GOAL 2 IN PRACTICE

2(b) - We will continue to develop all new services in community locations unless the specific specialist needs of a person we support dictate otherwise and we will locate day services in shared community spaces where possible.

"My name is Anna and I live in my own home in the community. I am pictured here in my favourite room in my house, my relaxation room, which I decorated with a hand painted wall mural. My day service support staff come to my home where I am supported to do some of my favourite activities, the Lámh Choir, history projects on buildings and having lunch in my favourite cafés."



Anna's
Story

GOAL 3 Deliver services that reflect emerging and changing needs.

Our Commitment

We will develop models of service to meet the emerging and changing needs of people we support. We will fulfil our responsibility to people without a service by advocating for and/or planning for those services.

How we will deliver this:

- 3(a) We will develop models of day/residential/respite provision to highlight and address the emerging needs of people with significant support needs incorporating the built environment, staffing mix, multidisciplinary inputs, technology and resourcing.
- 3(b) We will adapt our services to meet the age related needs of people we support.
- 3(c) We will commission specific demographic research on the level of emerging autism-related support needs of people with an intellectual disability, research the best practice models for responding to these needs in residential/respite/day multidisciplinary services and seek to implement these models.
- 3(d) We will identify specific areas of unmet need among people we support and their families and work with statutory bodies to advocate for their needs.
- 3(e) We will work with statutory bodies to develop regional plans including revised models of service to address unmet needs. In particular, we will advocate for services to be delivered on a planned basis rather than an emergency basis.



GOAL 3 **Deliver services that reflect emerging and changing needs.**

Our Commitment >>

We will develop community-based services and community alliances to maximise the opportunities for people we support to exercise their rights and responsibilities in society.

What you will see:

- A model of residential / respite service provision will be developed.
- A completed piece of research on the needs of people with intellectual disability and autism.
- A review of International best practice in service provision.
- Regional Development plans in place.



STRATEGIC GOAL 3 IN PRACTICE

3(a). We will develop models of day/residential/respite provision to meet the emerging needs of people with significant support needs incorporating the built environment, staffing mix, multidisciplinary inputs, technology and resourcing.

"My name is Seamus Phelan and I have attended Day Services since October 1997. In 2021 I moved to my own apartment in Waterford City. The apartment is not far from my family home and because I moved here I can still do all the things in my own community that I used to do while living at home. I do my own shopping, cooking, cleaning and will wash and iron my clothes.

My service has always encouraged and promoted me to be as independent as possible by role playing social situations with me, by providing skills training and by enrolling me in cookery and literacy classes. I really enjoy the freedom I feel now, I make my own rules and don't have to follow anyone else's. I can speak out for myself and have been recently voted the chairperson of our advocacy. I have a part time job with Tesco in Waterford City, I have had this job for 20 years. In my service I also am part of the interview panel. Overall the move into my new house has been great and I am very happy living here."



Seamus's Story

GOAL 4 Be the employer of choice in our sector.

Our Commitment

We will invest in and support our staff to ensure BOCSI is seen as the employer of choice in order to recruit and retain the best people.



How we will deliver this:

- 4(a) Our staff induction programme will embed the strong ethos and culture of the organisation.
- 4(b) We will review our recruitment process to ensure it is efficient and competitive.
- 4(c) Attractive career development paths with appropriate training will be made available to our staff to support progression.
- 4(d) We will identify challenges and suggestions from the recent and future staff surveys and develop/implement plans to address the required improvement.
- 4(e) We will support Leadership development/training for staff and deliver specific Training Programs for Managers and staff focused on staff health and wellbeing.
- 4(f) We will develop a mix of high and low support services to offer more variety of experience to our staff.
- 4(g) We will promote the employment benefits of Brothers of Charity Services Ireland.
- 4(h) We will create better communication and transparency with staff through the medium of technology with particular focus on how staff groups can contribute to delivering strategy.

GOAL 4 Be the employer of choice in our sector.

Our Commitment

We will invest in and support our staff to ensure BOCSI is seen as the employer of choice in order to recruit and retain the best people.

What you will see:

- The findings of the 2023 staff survey will be communicated and acted upon.
- A staff survey will be conducted in 2026.
- An internal communications plan will be implemented across our services.
- Staff health and wellbeing measures will be agreed and benchmarked.



STRATEGIC GOAL 4 IN PRACTICE

4(a). Our staff induction programme will embed the strong ethos and culture of the organisation.

"My name is Helen O'Regan. I am an advocate for the Limerick Region. I am involved in interviewing staff. It is very important that people supported have an input into who is recruited.

The involvement of advocates in interviews ensures that new staff are aware of the valued role advocates hold within the Brothers of Charity Services from their very first engagement with the organisation."



Helen's Story

GOAL 5 Enhance our structures to support Service Delivery.

Our Commitment

We will enhance our infrastructure to support the delivery of our services in accordance with our ethos into the future.

How we will deliver this:

- 5(a) We will continue to operate a devolved regional structure with the maximum level of local autonomy combined with a performance management framework focused on delivering the strategy.
- 5(b) We will advocate for the restoration of capital funding of disability services by the statutory authorities.
- 5(c) We will develop a corporate strategy to secure sources of capital funding.
- 5(d) We will support the housing needs of the people we support through relationships with housing bodies and local authorities.
- 5(e) We will review and improve our systems and processes to increase efficiency via technology so our resources are directed in the manner most beneficial to the people we support.
- 5(f) We will enhance our clinical governance structures.



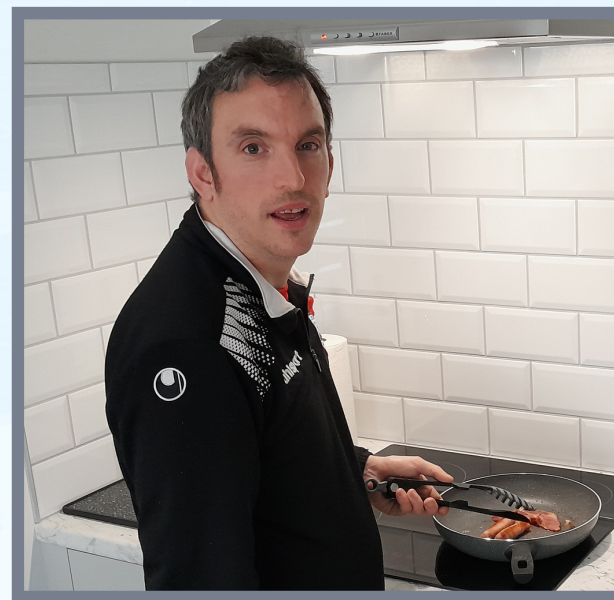
GOAL 5 Enhance our structures to support Service Delivery.

Our Commitment >>

We will enhance our infrastructure to support the delivery of our services in accordance with our ethos into the future.

What you will see:

- A Corporate capital funding strategy established.
- Reduced impact of paperwork on frontline services.
- Centralised administration services, where advantageous.
- A national clinical governance structure.



STRATEGIC GOAL 5 IN PRACTICE

5(d) We will support the housing needs of the people we support through relationships with housing bodies and local authorities.

"Hi, my name is Shane from Fáilte Community Services and I recently moved into my new apartment in Knocknacarra. This is an area in Galway City that I always want to live in as it's close to my family and with a bus stop nearby I can easily meet all my friends and access places I want to go. I love to cook and enjoy practising in the new kitchen."



GOAL 6 **Protect the environment for future generations.**

Our Commitment >>

We will deliver on our responsibilities to future generations by ensuring that our services support a sustainable environment in accordance with the Climate Action Plan.



How we will deliver this:

- 6(a) We will launch the Climate Action Plan.
- 6(b) We will focus more intensely on the reduction of the carbon footprint of our transport fleet by switching to non-renewable vehicles.
- 6(c) We will reduce the carbon footprint of our building stock with new compliant acquisitions.
- 6(d) We will work towards sustainability and biodiversity including investigating the use of solar and wind energy.
- 6(e) We will maximise recycling, reduction and re-use of materials in all of our facilities to minimise waste.
- 6(f) We will support and develop green teams and internal communications to encourage behavioural change around sustainability.
- 6(g) We will embed our Climate Action Plan progress via our Risk Committee to the Board.

GOAL 6 **Protect the environment for future generations.**

Our Commitment

We will deliver on our responsibilities to future generations by ensuring that our services support a sustainable environment in accordance with the Climate Action Plan.

What you will see:

- More non-renewable vehicles in our fleet.
- More energy efficient buildings.
- Involvement in community based environmental initiatives.
- Green Bins and waste monitoring.
- Active Green Teams and Energy Efficiency team.



STRATEGIC GOAL 6 IN PRACTICE

6(e) We will support and develop green teams and internal communications to encourage behavioural change around sustainability.

"Hi my name is Triona and I work in the SUAS office in BOCSI in Ballinasloe and play an integral part in our recycling efforts in the office. I make sure that the recyclable materials like shredded paper is placed into the blue recycling bin each week and I encourage all staff to keep the SUAS office environmentally friendly."



**Triona's
Story**