

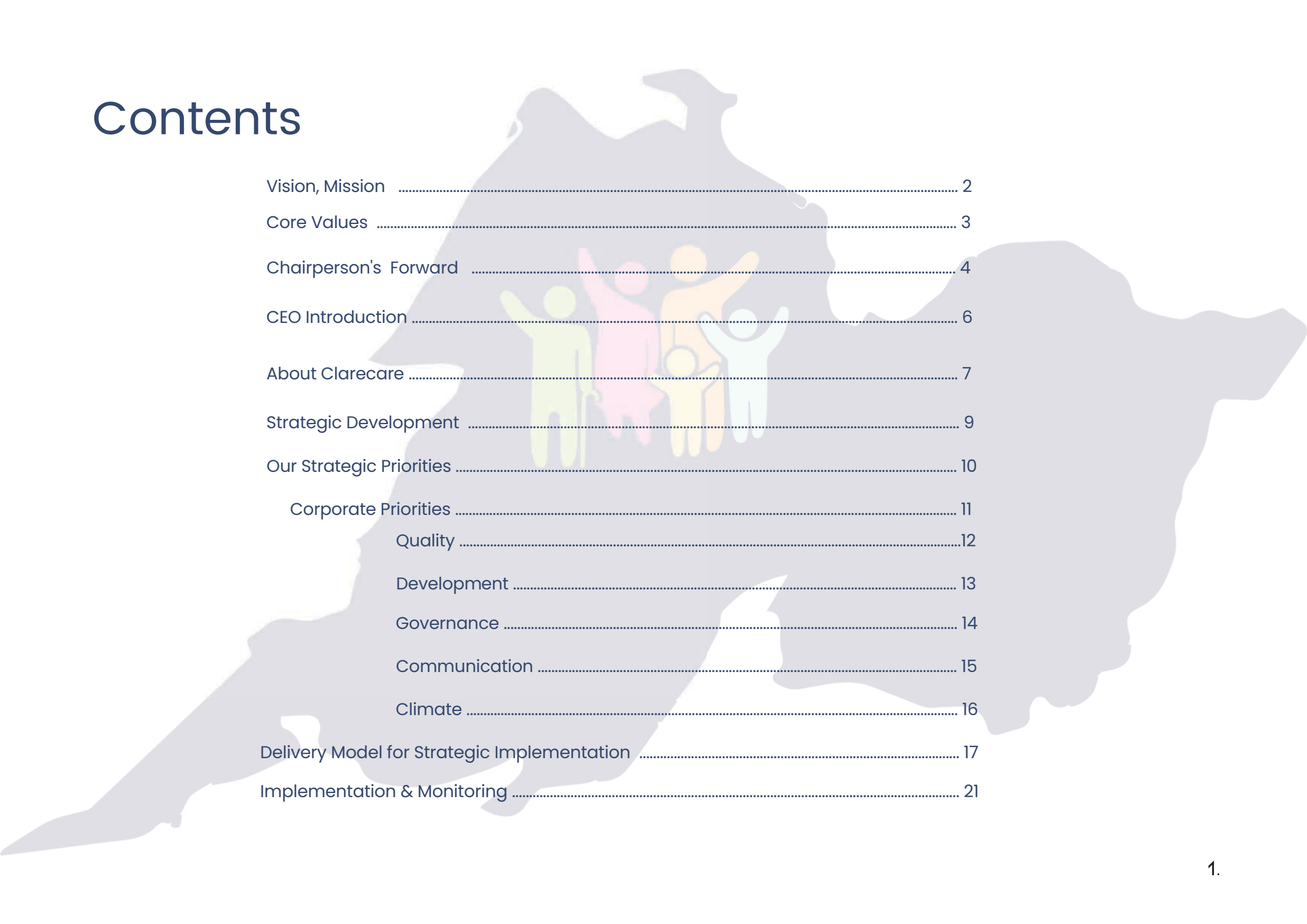


Clarecare
Together We Care

Strategic Plan
2022 - 2027



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Our Vision

Our vision is to be the trusted quality care provider within our communities by supporting individuals and families to reach their full potential.

Our Mission

Our mission is to provide person-centred services to individuals and families within our communities.

Our Core Values



Collaborate

We achieve more when we collaborate and work together



Accountability

We are responsible for our words, our actions and our results



Respect

We treat people with dignity and professionalism



Empathy

We understand and share the feelings of others



Trust

We act with positive intent and authenticity

Welcome

From the Chairperson of Clarecare Board



I welcome the publication of Clarecare's strategic plan, covering the period 2022-2027. This document provides a clear framework for the direction and development of Clarecare for the next five years. We undertook development work on this strategy throughout 2021. Its completion coincided with the ongoing Covid-19 pandemic. The world as we had come to know it has changed utterly and it may never return to what it was. This has some positives and negatives, some further challenges but also opportunities for Clarecare. We write our new Mission, Vision, Values and Strategy Statement with that very much to the forefront of our thinking.

Looking forward, our vision for the next five years is to be the trusted quality care provider within our communities by supporting individuals and families to reach their full potential within our growing catchment area working closely with our health and academic partners.

The strategy statement for the period 2022-2027 sets out five strategic goals that provide a clear path for Clarecare to achieve its mission and realise its vision. What sets this strategy apart from those which we have developed previously is the significant and strong emphasis on being a leader in the provision of a quality and safe services, strengthening the organisation governance and being a leader in climate conscious care.



We would not exist unless we comply with all the legal and regulatory requirements of a registered charity, a company limited by guarantee, an employer and Service that works with vulnerable adults. This requires considerable work and ensuring we have the strongest standard of compliance is another challenge we face in the next few years. We strive to be effective in what we do and also strive to be efficient as we want to ensure “value for money “ in the use of our funds. Throughout the lifetime of this strategy, we will continuously review our structure, objectives, our procedures and policies and at all times as we do this work we will ensure that those we provide a service to are at the fore of all we do.

Key Milestones in our organisational development are planned within this strategic plan, one is the Re-development of Bushypark Addiction Centre and the second is the development of our site in Shannon Town Centre. The building Treatment works at Bushypark will commence in 2022 and it is envisaged that the 18-bed state of the art facility will be open to the public from 2024. This is a very strategic development in the history of our organisation and means that there will be an increase in capacity to service the growing demand within our catchment area.

Finally, since our establishment in 1968, the achievement of our ambitious strategic objectives would not be possible without the dedicated support of our stakeholders', HSE, Tusla, Clare County Council, Probation service and the Department of Social Protection, Academic partners, Board members, members of the public who demonstrate invaluable kindness and generosity and our wonderful volunteers and staff. It is my pleasure to thank them most sincerely for their ongoing commitment and dedication to their work and to ensuring the best experience for individuals and families we support.

Introduction

From the CEO



For almost fifty-four years, Clarecare has provided high quality services to those in need in our local community and it is from these strong foundations that we plan to grow. The scale of the healthcare challenges facing us are unprecedented. It is essential that Clarecare plays an important role in responding to these diverse challenges and growing demand. We passionately believe that everyone living in our community should be able to access high quality, excellent and person-centred care when they need it. Based on our values, we believe that our services should be delivered in the most appropriate and effective way to respond to the needs of the individual and their family. Our response to these challenges is set out in this five-year strategic plan. This plan, 2022 - 2027, is ambitious and progressive and strives to deliver upon our core vision to be the trusted quality care provider within our communities by supporting individuals and families to reach their full potential.

To develop this ambitious strategic plan, we listened to many voices and undertook a comprehensive consultative process with our service users, staff, our Board of Directors, our Management team, our Volunteers and our external Partners, Funders and Stakeholders whilst aligning nationally with clinical strategy programmes in the delivery of new models of integrated care. This strategy outlines our plans to build capacity, to reconfigure and integrate our services and workforce based on best practice, evidence-based models of care and anticipated future needs. There are also a number of critical implementation considerations that need to be deliberated and decided upon to ensure effective delivery of our strategy. We acknowledge that there will be challenges and risks as we adapt and align existing funding models and strive to ensure that we have capacity both in workforce and facilities, to meet service needs and support areas of growth. This strategy places an emphasis on strong healthcare, corporate and financial governance, compliance, legislation, regulation, inspection and internal and external audit functions ensuring efficiency and accountability, so that those depending upon and supporting Clarecare can be assured of the highest quality standards and transparency in all that we do.

About Clarecare

Who are we?

Clarecare is the largest Clare based, not for profit agency providing a wide range of support services for people in County Clare.

History

Clarecare was established in 1968 as Clare Social Services Council (CSSC) as a structure to coordinate the local services for the elderly, the CSSC met with an enthusiastic response from the voluntary sector. The CSSC began as a parish-based organisation with twenty-three affiliated organisations, the first staff member was employed in 1969 and the first Managing Director started in 1973. The initial emphasis of CSSC was the provision of services for older persons, by the end of the 1970s, CSSC had extended into services for children and families as more service needs were identified. Clare Social Services Council was renamed Clarecare in 1987.

Legal Status

Clarecare became a company limited by guarantee in 2003. The registered office is Clarecare CLG, Harmony Row, Ennis. Registered in Ireland no. 350248. Charity no. CHY 6677.



Bushypark



345

Community based treatment supports

67

Admissions in 2020

469

Bushypark's addiction hotline

100

Families supported via virtual platforms online

Homecare, Older Persons & Daycare



320

Part-time healthcare assistants / home support staff

214

New referrals in 2020 for older persons

16,313

Hot meals provided to the older people of Clare

275,026

Homecare hours

5,175

Contacts with older people including home visits, phone calls and visits

700

Homecare Clients across Clare

Family Support



205

Children & young people one-to-one support

180

Tailored support programs for 113 parents and 382 for children

238

Children participated in seasonal activities

206

Calls dealt with by parent support help line

Consultative Approach

Strategic Development

We developed this strategy in consultation with our Board Members, service users, staff, volunteers, and key stakeholders and thank them wholeheartedly for their invaluable contributions.

The consultation process involved:

- Board, Senior Manager and Staff focus group sessions.
- An online Stakeholder questionnaire.
- Individual and group interviews with both staff and service users.

Feedback was generally positive, with respondents providing key information included in this Strategic Plan.



Our Strategic Goals

We have identified 5 Strategic Goals that provide a clear path for Clarecare to achieve our mission and realise our vision.



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Corporate Priorities that underpin our Strategy

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1. Quality

Be a leader in providing quality and safe services. As a provider of safe and quality care services we will deliver our vision and extend a legacy of a caring organisation that encourages a caring community. Make a difference to service users and families and build upon our reputation for excellence.

ACTION

Person Centered

Measure client experience and use feedback to deliver improvement in-line with national standards.

Client Care

Review our models of care and explore how we use resources to meet the needs of our clients in-line with government health policy.

Models of Care

Create models of care that integrate across our services.

Partnerships

Build upon existing health care and social partnerships to create standard pathway of care, clear communication and equitable access to care for all.

Innovation and Impact

Create an environment that enables the highest quality of care across all services enabled by an innovative technology infrastructure.

IMPACT

Efficient Resource Allocation

Ability to deliver integrated care to our client base in the correct environment and in-line with funding sources.

Effective Service Provision

Develop IT Systems and Capital infrastructure to allow staff deliver care which satisfies client requirements.

Flexible Attitude

Respond to care needs within a community setting through flexible delivery methods.

Collaborative Culture

Co-design client services with stakeholders and staff input and knowledge.

International Best Practice

International action research to support our organisation and service provision delivery.

High Quality & Safe Services

2. Development

Commit to developing and continually improving our clinical and corporate infrastructure and process. Development is at the core of our culture, where we have the systems to support our teams to deliver effective care to our service users. Our development philosophy will also extend to our engagement with our stakeholders, using practices that deliver impact

ACTION

Clinical Enhancement

Align Clarecare services within an overall national clinical care policy.

Service Development

Develop client services to align with changing needs and ongoing stakeholders ambitions.

Future Proof

Use the knowledge of national and international best practice to secure a sustainable organisation.

Social Enterprise Model

Continuously develop a business model that brings additional social value to society.

Governance, Risk Management and Compliance (GRC)

Commit to ensure that GRC co-exist to deliver organisation objectives.

IMPACT

Quality of Service

A quality reporting structure will be managed and monitored to reflect existing and emerging compliance requirements.

Relevance of Service

Clarecare management and staff will work with clients and stakeholders to align services to deliver appropriate care in the community.

Open Innovation

Staff, clients, stakeholders, suppliers and research associates will be encouraged to contribute to Clarecare as a forward thinking organisation

Sustainable Business Model

Continuous professional development, value creation and financial administration will be designed for a sustainable organisation.

Trust

Purposeful engagement with clients, stakeholders and other third party individuals and organisations will maintain and enhance the trust and professional image of Clarecare.

Delivering with Efficiency

3. Governance

Ensure strong clinical and corporate governance to deliver high quality, safe care and demonstrate effective stewardship of public funds. Governance of our clinical operations and corporate responsibilities guide the management of our resources to deliver effective and efficient impact.

ACTION

Financial Management

Maintain and enhance strategic investment of resources from within and outside Clarecare.

Management Structure & Systems

Maintain and enhance the professional standards of people and processes within Clarecare.

Continuous Professional Development

Human Resource Management will design ongoing professional development programs for various skills across the organisation.

Board of Management

The Board of Management will maintain integrity through strong governance and ongoing management principles.

Innovation and Impact

Develop ongoing engagement with National and International research entities.

IMPACT

Working with Values and Value

Clarecare financial systems will maintain financial integrity while also aligning with the values of care.

People and Purpose

Create a Climate of Lifelong Learning to build capacity and develop the skills knowledge of all staff and volunteers.

Culture and Career Prospects

Develop a learning culture and environment which is forward focused on the development of the organisation and the individuals within it.

Professional Structure to Scale and Stay Relevant

The organisational structure will stay relevant to policy and professional practice.

Designing for tomorrow, delivering for Today

The board and management of the organisation will maintain a balance of delivery and design for the future.

Delivering with Trust

4. Communication

Embrace a system-wide perspective, working closely with partners, service users and staff to help meet growing demand. We use a Partnership and Collaborative approach to developing systems that satisfy our service users and the ongoing development of staff and volunteers to connect with a variety of stakeholder requirements.

ACTION

Communication Strategy

Our communication will be transparent, open and constructive in collaboration with our stakeholders.

Practice & Policy

We will develop an appropriate communication strategy to tell our story, raise our profile and connect with existing and potential future service users.

Engagement

We engage with people through services that encourage and empower service users to stay comfortable and in control of their own caring environment.

Digital Communication

We will develop and maximise the use of digital communications.

Advocacy

We will advocate on behalf of our service users, at a local and national level.

IMPACT

Capacity Building

A designated communication officer will hold responsibility for consistent, clear communications from Clarecare both internally and externally.

Profile & Awareness

We will develop awareness around the work of the organisation.

Confidence

Communicate with staff as key stakeholders in the delivery of professional and practical care services.

Connected

Our communication and connection interests and activities will centre on the care of citizens in our communities.

Representation

Combine digital and physical best practice across all departments of the organisation.

5. Climate

Clarecare is a climate conscious organisation therefore, climate conscious decision making is an integral part of our management principles and practice.

ACTION

Climate Awareness & Education

We will create a climate conscious culture throughout the organisation together with appropriate education support.

Bottom-Up Approach to Action

Our operational systems will connect with climate aware initiatives to develop climate aware individuals.

Circularity and Reuse

Reuse and recycling systems will be designed and delivered across the Clarecare organisation and associated supply chain.

Client Communication

Our communication strategy will accommodate relevant climate considerations and content.

Partnering with Policy

We will actively engage with practical policy initiatives to embed climate conscious decision making across the organisation.

IMPACT

Information, Impact and Innovation

Our climate conscious systems will be designed to create impact, which will be measured as one of our key performance indicators.

Staff to sustainable services

As a social enterprise we will deliver our services within a people, planet and profit business model.

Working with reuse and reduce

Our operations and associated supply sources will be encouraged to operate a reuse and reduce model where appropriate.

Engaging with a learning environment

We will continue to operate and develop an open experiential learning environment, where all experience is valued.

Designing our systems to sit with policy initiatives

Our systems will stay relevant and updated to deliver in line with climate policy objectives.

Working with People and The Planet

Delivery Model For Strategic Implementation



Our
People



Our
System



Our
Funding

Our People

Working in partnership with staff & volunteers we aim to foster compassion, connection and add value to support safer, better healthcare. Our objective is to enhance our values-driven approach by having a continual focus on improving the service user experience. In recognition that our staff & volunteers are central to our service and delivering our vision, we will focus on empowerment, innovation and collaboration so that together we can provide quality safe care. By promoting a culture that prioritises staff support and development, we will ensure that our teams are equipped to confidently deliver, problem solve and innovate safer, better healthcare.

Our focus is to raise awareness of our profile, explain the work of our organisation, support our fundraising activities, manage internal and external communication processes and celebrate the stories of our service users and staff.





Our Systems

To promote effective governance, we adapt management information and controls to cover all aspects of clinical and corporate governance. We will effectively manage this by implementing an integrated quality & risk management system enabling us to continuously improve quality. Bringing ICT to the frontline will support decision making and service user outcomes.

We will use data to constantly assess our performance and systematically identify potential benefits of technology for clinical processes, quality & patient safety. Data and information sharing are essential aspects of a robust & effective infrastructure. This is managed in accordance with regulations and best practice guidelines.

We are committed to improving healthcare through education, research & training and will continue our work in partnership with academic institutions. We will integrate learning with practice developments & facilitate collaboration to share our research findings.

Our Funding

We aim to support our strategy and prepare for future implications of National Health Strategies by maximising our existing resources & identifying our new sources of income. As part of our commitment to being an efficient, effective and modern service we will conduct on-going service reviews that may lead to increased demands on available funds.

Our financial strategy defines the resources required to support, maintain and enhance services in line with strategic goals. Our financial capacity depends on the level of state, private income and fundraised money available.

We aim to operate a sustainable model of fundraising retaining current donors and attracting new ones





How will we know we are successful?

Implementation & Monitoring

This strategy is a result of in-depth consultation, feedback, analysis and discussion with our staff, our Board of Directors, our Management Team, our Volunteers and our External Partners, Funders and Stakeholders. This strategy is a framework to guide us through the period of 2022-2027 and will enable us to achieve our vision and goals as outlined.

This strategic plan is just the first step in delivering upon our objectives, and the implementation process will be ongoing and always evolving to meet changing realities and needs as we strive to provide the best in-person centred care for our service users and their families, staff, volunteers, partners and supporters. We will review and monitor the strategic implementation plans regularly, and adapt and be flexible as required to ensure that our plans remain relevant, on track and fit for purpose.

We will also ensure successful implementation of our strategic goals by aligning our resources, structures, initiatives and practices to enable delivery.

The next step in achieving our organisational strategy will be to develop an in-depth implementation plan which will map out in greater detail what short term medium and long term actions are required to delivery upon our five strategic objectives by 2027.



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