



**St. Paul's Child and Family Care Centre**  
**STRATEGIC PLAN 2023 - 2026**

Working in partnership with



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# Foreword

For the past 52 years, St. Paul's Child and Family Care Centre (CFCC) has sought to provide the highest standard of supports to the people that access our services.

Over time the service has evolved in line with the changing needs and models of support. The focus of St. Paul's CFCC is to provide person and family-centred supports to children with a diagnosis of autism and intellectual disability.

In 2022, we set about developing a Strategic Plan, which is informed by consultation with children (where possible), their families, staff, service committees and steering groups. This plan aims to give us a roadmap on how we can

develop as a service.

The challenges that we face together are significant, but the hope is that this strategy can form a vision for a path forward over the coming years. We are excited to see how the service can evolve positively and look forward to working with you to ensure this plan delivers for all.



Niamh Salter  
*Director of Service*



Dr Carol Cassidy  
*Medical Director*



# Introduction

This document represents St. Paul's Child and Family Care Centres Strategic Plan for 2023 – 2026. It has been shaped and informed by feedback received from planning committees, staff, the Board, service users and their families.

We are a small service which employs 37 staff across a wide

range of roles and grades including care assistants, child care workers, nurses, persons In charge, managers, clinical staff, administration and maintenance.

We have considered our Vision, Mission and Values to help inform the goals that we aim to achieve in the coming years (2023 – 2026)



## Vision Statement

A service which strives to improve the quality of life of the children that access it and their families in an inclusive way.

## Mission Statement

Deliver an effective, efficient, safe, person centred, equitable service, in line with best practice standards.

## Values

Person Centeredness • Excellence • Protection • Rights

# Regulation and Legislation

As a children's disability service a range of legislation and related regulations apply to the running of St. Paul's CFCC. Below we have listed the regulation and legislation that we engage with regularly, and to whom we must demonstrate compliance with

- ▶ Health Information and Quality Authority (HIQA) & The Health Act 2004, 2007
- ▶ Annual Service Agreements with the Health Service Executive (HSE)
- ▶ Data Protection Act 2018 & Data Protection Commissioner (GDPR regulations)
- ▶ Charity Regulator, The Charities Act 2009, The Companies Act 2018, 2020
- ▶ Health and Safety Authority, Safety, Health and Welfare at Work Act 2005
- ▶ Tusla, The Children's First Act 2015, National Safeguarding Office
- ▶ The United Nations Convention on the Rights of People with Disabilities (UNCRPD), The Equality Acts 1998 – 2015
- ▶ The Assisted Decision-Making (Capacity) Act 2015
- ▶ The Disabilities Act 2005
- ▶ Professional Registration – medical, nursing, CORU professions
- ▶ National Incident Management System (NIMS)
- ▶ All Employment Legislation and Acts

# Our Strategic Goals

We have three key goals to achieve our Vision



# Goal 1



## **We will develop and improve services and supports that we provide to children and their families**

The first and primary goal of the service over the lifetime of this strategy is to build on the person centred work that takes place in St. Paul's CFCC.

### **Objectives**

- 1** | Open a new afterschool model of care for children in the CHO9 area. St. Paul's CFCC has completed a refurbishment project with the support of the HSE in its main building in Beaumont. This provides an ideal space where an afterschool model of service could be facilitated. A business proposal has been submitted to the HSE for funding. The initial business proposal will see the opening of the first section to service a max capacity of 28 children. Part 2 of this service development could further expand the number of children that can access this service
- 2** | Continue to provide summer camp options from St. Paul's CFCC main building. This is in line with the HSE Corporate Plan 2021 – 2024, under Objective 5. Ref "Expanding centre-based and alternative respite services (e.g. home-sharing and summer camps)". Similarly, following the running of our 2022 summer camp feedback from parents highlighted the benefits of this support and their interest in this continuing.
- 3** | Proactively enable a culture of person centeredness within our health and social care services that continually improve quality of care, practice and experience. As stated in the HSE Corporate Strategic Plan 2021 – 2024 the focus relating to persons with a disability (Objective 5) is to "Work to reimagine disability services, to be the most responsive, person-centred model achievable with greater flexibility and choice for the service user".
- 4** | St Paul's CFCC is committed to completing a review of the complement of clinical supports offered to children and families accessing St Paul's Special School.

## How we will know we achieved this

- 1** | Open and begin running the afterschool model of care Part 1 in 2023. Review the model and gain feedback from all key stakeholders. Submit business proposal to the HSE to expand this service to incorporate part 2 of this project in 2024. The target for St. Paul's CFCC would see this service being fully operational by quarter 1 2026.
- 2** | St. Paul's CFCC will review resource availability and submit a business proposal for the running of a summer camp on an annual basis. This proposal will build on the momentum already established in the running of St. Paul's CFCC summer camp 2021 and 2022. It will take into consideration all feedback provided by families who access this service in 2021 and 2022 to further improve this service.
- 3** | St. Paul's CFCC will commit to invest in the area of person-centred practice. This will involve agreeing a formal pathway for an all-staff training approach to ensure up to date knowledge and the incorporation of a person-centred approach across the service.
- 4** | During 2023, a review of the clinical team structure will be undertaken. This review will include seeking feedback from key stakeholders, ie current clinical team, parents and school staff. A literature review will also be used to support and inform evidence base for any recommendations resulting from this review.

# Goal 2



## **We will lead the way in improving the lives of the people we support, through the building of quality improvement and compliance**

St. Paul's CFCC is committed to enhance its structures and process to improve the delivery of quality and person- centred safe services.

### **Objectives**

- 1** | Continue to be compliant and fully implement all HIQA standards and associated regulations.
- 2** | Streamline systems and information to ensure efficient and effective use across the range of regulatory requirements.
- 3** | Parent support and training will be tailored in line with feedback received from 2022 feedback regarding clinical supports. Ensuring parents have choice and accessibility.
- 4** | Review respite service provision to include the ability to support children that have difficult sleep patterns. This objective is about meeting the changing needs of the service users who look to access respite supports. It is also a key quality improvement goal as highlighted in the HSE Corporate Strategic Plan 2021 – 2024, “reform of the disability sector is necessary to address the scale of unmet need that exists now and to improve service responsiveness and outcomes for people with disabilities”.

## How we will know we achieved this

- 1** | Continue to achieve high compliance rates with HIQA during all inspections. This will be evident in all published inspection reports. We will similarly strive to take a focus on the target areas of safeguarding, rights, governance and quality improvement in line with HIQA priorities over the lifespan of this strategy.
- 2** | Contract an external data protection officer to complete a service audit relating to all data processed and shared by the service. Improve systems relating to data protection and ensure the safe and effective maintenance of same.
- 3** | Obtain and review feedback regarding clinical supports on an annual basis going forward for all children accessing St. Paul's Special School.
- 4** | Full review and implementation of live night supports within the residential (overnight) respite setting. This will be implemented by quarter 2 2023. We will have capacity to support a number of children with poor sleeping pattern per week in each Designated Centre. This will enhance supports that can be offered within our residential respite model and extend this service to families that are in great need.

# Goal 3



## Valuing and investing in staff

St. Paul's CFCC are invested in creating a positive, supportive and healthy working environment for all staff in the service. Staff well-being is a priority for management. We are interested in and committed to partnering with people who work in our services to achieve measurably better and safer care in a targeted way.

## Objectives

- 1** | Implement new initiative staff support/reflective sessions.
- 2** | Support care staff with the registration process in 2023 for CORU. The register for Social Care Workers will open on the 30 November 2023. This will begin a 2 year transition period for existing practitioners to apply to register with CORU. On the 30th November 2025, the title 'Social Care Worker' will become a legally protected title in Ireland.
- 3** | Make connections between all key stakeholders supporting each child and creating forums for collaboration and engagement.

## How we will know we achieved this

- 1** | Following engagement with all care staff in the service we will roll out this new targeted training per designated centre. It will be delivered by our clinical team and aims to provide staff with a safe space to develop reflective practice, problem solve and review specific issues that may arise when supporting children in a care setting. Feedback will be sought following the initial roll out and the aim is to provide this on an ongoing basis.
- 2** | Staff training will be facilitated in relation to CORU registration in quarter 1 2023. The service will support staff through this process of registration and ongoing compliance. Continuous Professional Development (CPD) will be a key component thereafter for maintaining registration. Although regulatory emphasis lies with an individual registrant to engage in CPD, employers also play a pivotal role in providing structures and supports which promote engagement in ongoing professional development. Ultimately, CPD should be of benefit to service users by enhancing service provision and individual professional practice.
- 3** | Develop external clinical peer support systems for St. Paul's CFCC clinical team. Facilitating meetings with clinicians working in similar disciplines to ensure sharing of information and discussion on emerging new research and changes in practice.





