

# Promoting Inclusion Enabling Independence

*Action on  
Disability*

**Enable Ireland**  
**STRATEGIC PLAN 2009-2011**

## **Vision**

A dynamic organisation –  
recognised for leading  
service excellence

## **Mission Statement**

Enable Ireland's mission is to work in partnership with those who use our services to achieve maximum independence, choice and inclusion in their communities.

# Strategic Plan 2009–2011

## Promoting Inclusion – Enabling Independence

### Foreword – Chairperson

The Enable Ireland Strategic Plan 2009–2011 was adopted by the Board in February 2009. It sets out the strategic priorities and plans for Enable Ireland over the next three years. Building on the previous work of the organisation, it will focus all our efforts around a number of core priorities designed to improve the lives of service users. It takes us further along the path towards realising our mission of enabling those who use our services to achieve independence, choice and inclusion in their communities.

Evidence of this plan’s success will be reflected through improvements in service users’ quality of life.

We have prepared this plan following a thorough consultation process with service users, parents and staff, and taking full account of the current economic challenges for Irish society, and anticipated reductions in services budgets. Within these limitations we will endeavour to maintain the quality of our service delivery.

I would like to thank all those people who gave generously of their time and helped to ensure that this plan reflects the needs and wishes of services users.

Developed together, it will also be implemented together and we all have a role to play in its success.

I look forward to working towards the achievement of Enable Ireland’s Strategic Plan 2009–2011.



Donal Cashman  
Chairman

## Introduction – CEO

The human realities that frame this plan are a growing demand for disability services, an urgent need for supported living among adult service users and an increasing complexity in disabilities diagnosed. It is imperative that, in the lifetime of this plan, every decision we make and every resource we allocate delivers a positive outcome for service users. The strategic goals we have set will provide the priorities and direction to do that.

We have engaged in extensive consultation in developing this plan. The themes that emerged from these efforts were a demand for more essential services; provision of better, more timely information; support for children and adults to achieve inclusion in their local communities; and working in closer partnership with stakeholders and funders.

Today's generation of parents and people with disabilities are well informed of their rights and entitlements. They are aware of their potential and are vocal in seeking services and supports in helping them to achieve that potential. A parent of a child with a disability is not content to have anyone put a limit on their child's hopes and dreams. The adoption of a rights-based approach to disability in Irish society brings with it empowerment and dignity, but rights are nothing if you are not given the opportunity to exercise them. Society needs to respond to this growing sense of empowerment with appropriate opportunities to exercise those same rights. We commit ourselves to working as an organisation to remove barriers and create realities within communities for people with disabilities to realise these rights.

This plan maps out the road ahead to achieve this. The strategic goals outlined are goals shared by Enable Ireland service users and staff. These goals have been informed by the results we achieved during the life of our previous strategic plan. The services and support demanded by service users all require resources at what is a challenging time for the economy. We will work tirelessly on behalf of service users in securing services and in advocating a rights-based approach to disability



service provision. We will look for value for money initiatives and will work smarter to achieve more with less. We will prioritise expenditure on services. Our focus on continuous improvement and a results orientation in the implementation of this plan is critical.

The Strategic Plan 2009–2011 is supported by three operational plans detailing specific and measurable objectives and strategies for Children’s Services, Adult Services and Corporate Services. These plans will help us, as an organisation, reach our potential and, in turn, support service users in reaching theirs. Over the next three years we will ensure that these plans are continuously reviewed and will adjust our objectives in response to developments and opportunities in light of the challenging economic climate and financial pressures that impact on all services.

We will continue to work in partnership with our main funder – the Health Service Executive – as well as our other partners, seeking value for money in our operations, identifying service user needs and fulfilling those needs together.

We have placed service users at the heart of this plan’s development and our commitment to them is to continue to listen, work together and deliver excellent services.

I look forward to working with service users, parents, the Board, management and staff to promoting inclusion and enabling independence together.

Fionnuala O’Donovan  
Chief Executive

Promoting  
Inclusion,  
Enabling  
Independence

# Core Values

The core values of Enable Ireland underpin the way in which we deliver services, interact with people and are held accountable. These values inform all our actions and ensure we achieve the highest standards in everything we do.

## Our core values commit us to:

### The Social Model of Disability

Enable Ireland focuses on all aspects of an individual's life, particularly in the context of the community and society. We promote the idea that society and the environment must recognise and accommodate individual needs.

### A Rights-Based Approach

Enable Ireland recognises that all citizens have equal rights.

### Person-Centredness

Enable Ireland recognises that all individuals have unique and diverse strengths, needs and preferences. We embrace and promote this diversity, and always respect privacy and confidentiality. We are committed to the continued development, deployment and promotion of person-centred services and activities.

### Independence

Enable Ireland supports the rights of individuals to self-determination regarding life choices.

### Equality

Enable Ireland promotes fairness, in line with equality of opportunity, equal access and legal rights.

### Integrity

Enable Ireland is honest, trustworthy and impartial and will stand by its values.

### Equity

Enable Ireland will ensure that all stakeholders are treated in an objective manner which is just and fair.

### Quality

Enable Ireland is committed to excellence in everything it does.

### Transparency

Everything Enable Ireland does is visible, clear and easy to understand.

### Accountability

Enable Ireland is responsible to its stakeholders and to the State for its actions and decisions.

See Appendix 1 for further detail on core values.

## Core Services

We offer a variety of supports and service to child and adult service users and their families. Our core services are determined by the Service Level Agreements we have in place with the HSE, and may vary from region to region.

### Core Children's Services

- Person Centred Planning
- Psychology
- Early Years Services
- Hydrotherapy
- Postural Management
- Physiotherapy
- Speech and Language Therapy
- Assistive Technology
- Nutrition Advice
- Transport
- Orthotics
- Occupational Therapy
- Social Work
- Family Supports
- Educational Support
- Respite
- Support in School
- Summer Camps

### Core Adult Services

- Person-Centred Planning
- Personal Assistance
- Life Skills
- Assistive Technology
- Community Development
- Independent Living
- Training
- Advocacy Development
- Supported Employment Service
- Personal Development

# Corporate Governance

Enable Ireland is dedicated to ensuring a sound Corporate Governance structure which provides a basis from which we can deliver services consistently and in line with our core values.

The Board of Directors will continue to take a leadership role in the development and achievement of strategic objectives. Enable Ireland recognises the importance of sustainable long-term commitment, transparency, cooperation, and integrity to stakeholders.

Over the next three years, Enable Ireland will build on the standard and quality of the services and commitments provided to both internal and external stakeholders.

Enable Ireland's commitment to our core values is demonstrated through our adoption of the European Foundation of Quality Management (EFQM) Excellence Model. The adoption of the model supports the development of an environment where continuous learning, review and a strong emphasis on setting measurable results are integral to the way we govern.

## Structure

Enable Ireland Disability Services Ltd is a company limited by guarantee with charitable status. A non-executive Board of Directors is appointed in accordance with the organisation's Memorandum and Articles of Association and company law. The Memorandum and Articles of Association outline the rules by which Enable Ireland is governed and managed by the Board of Directors. The primary focus of the Board of Enable Ireland is effective and efficient governance in compliance with statutory and legal obligations.

The term Corporate Governance refers to the system by which companies are directed and controlled. The Enable Ireland Board of Directors is committed to high standards, transparency and accountability in the manner in which the organisation is governed. The Board provides leadership and oversight to the organisation and is supported by the Chief Executive Officer and Senior Management Team. This leadership is reflected through initiation and support of a wide variety of capital and service development programmes. The Board of Enable

## Enable Ireland – taking responsibility

Ireland ensures the highest standards of legislative compliance in all its activities. Responsibility for interpretation of policy and the performance of executive functions rests with the Executive. In Enable Ireland this is administered through national and regional forums which include National Services, Director of Services, the National Managers', and Children's and Adults Services forums, and Retail and Fundraising management structures.

### Risk Management

Risk is an inherent component of every organisation. The Board of Directors, the Chief Executive Officer and the Senior Management Team through the governance structure seek to manage the risks of the organisation. Enable Ireland plans to finalise a Risk Management framework through which it will conduct a review of current risk management and the policies, procedures and controls in place to manage risks.

Enable Ireland is committed to implementing policies and objectives specifically focused on:

- Ensuring a safe environment for service users
- Providing a healthy and safe working environment
- Applying equality and fairness in the organisation's capacity as a direct and indirect employer, service provider, supplier and consumer
- Advocating diversity
- Optimising use of energy and available resources
- Ensuring service users and employees respect their environmental, social, community and health & safety responsibilities.



*Action on  
Disability*

# Background Context

Many of the goals outlined in the Enable Ireland Strategic Plan 2006–2008 have been achieved. Others will be continued in this plan.

Over the life of the Strategic Plan 2006–2008 we have seen significant growth in our services. During this time we have undertaken a number of capital developments which, when fully completed, will greatly enhance the quality of services that we provide. Our commitment to delivering person and family centred services has been further underpinned by the development of a number of policies, namely: Pathways of Service Delivery for Children and Families, Models of Teamworking policy and Person Centred Services policy. These policies were developed in close consultation with our stakeholders and will provide the foundation of our service planning and delivery into the future.

We will continue to work with our statutory partners regarding the implementation of legislation. During the life of the last plan we supported the roll out of Part 2 of the Disability Act 2005 to children aged 0-5 years responding to the establishment of the assessment of need process. We will build upon this work by preparing for the roll out of the EPSEN Act 2004 and the Disability Act 2005 to older children and teenagers.

As the Health Service Executive (HSE) works to establish the Primary Care Team model, Enable Ireland is committed to ensuring that the

needs of service users are promoted and are kept at the forefront in a time of organisational change and development.

The recently enacted Charities Act will also bring considerable legislative changes for the sector. The Charities Act reforms the law relating to charities in order to ensure greater accountability and to protect against abuse of charitable status and fraud. It is designed to enhance public trust and confidence in charities and will increase the transparency and public accountability required of the Charities sector. As a limited company, Enable Ireland is already meeting many of the requirements of this new legislation and is well positioned to comply with the additional measures included in the Act through the implementation of the voluntary Fundraising Codes of Good Practice.

Within the EFQM quality framework we will continue to look towards continuous improvement of our services in line with best practice. We will build upon the successful achievement of our North East Service which received the Excellence Ireland Quality Assurance (EIQA) award “Recognised for Excellence – Level 4” in 2007. Enable Ireland plans to submit a national application for this award by 2011. Our continuous improvement will be guided by the publication of National Standards for Disability Services by the Health Information & Quality Authority (HIQA).



## *Action on Disability*

The current economic environment will pose a significant challenge to all service providers in the disability sector. The governance requirements, set by the HSE through Service Level Agreements, challenge us to achieve the highest possible standards in service delivery. Enable Ireland is committed to working in partnership with the HSE and other statutory and non statutory organisations to achieve the best outcomes for service users through the most efficient use of resources available. As a voluntary organisation, we will continue to require fundraising income from individual and corporate donors and from our retail network through continuous expansion to support our capital development projects and other pilot initiatives. We will continue to manage our fundraising income to support these aims.

The changing profile of Ireland's population will also influence the way in which we deliver our services.

Improvements in prenatal and neonatal care have resulted in a significant rise in the number of children born prematurely surviving to adulthood. However studies indicate that this group can face a higher risk of lifelong disability of a complex nature. In an increasingly culturally diverse society Enable Ireland is committed to adapting our services to meet the changing needs of service users through a person centred approach.

With transition to adulthood, supported living becomes a higher priority. We will promote and advance the need for supported living services for service users and their families/carers. This initiative draws on the findings of the Living Options report and subsequent consultation with service users.

Technology has significantly changed the way we live and work. It features in all aspects of our lives, from early years through school to work and leisure activities. It plays an increasing role in enhancing independence, inclusion and quality of life for people with disabilities. We are committed to keeping pace with future technological developments so that we can support service users to access the world around them.

From small beginnings Enable Ireland has grown into a leading national organisation providing services to people with disabilities. Over the life of this plan we will continue to support those people who use our services to achieve maximum independence and quality of life. We will work in partnership with our funders, partner organisations and stakeholders to plan and improve new and existing services in a way that will best respond to the needs of service users in the future. We will play an active role in the development of policies and legislation for people with disabilities. We will support services users to ensure that their voices are heard by society.

# Consultation with stakeholders

The development of the Strategic Plan 2009–2011 involved a comprehensive consultation process using a collaborative approach between staff, service users and families.

A national working group was set up in January 2008. The group designed and developed a framework for a wide consultation process with all stakeholders, through questionnaires, focus groups and meetings. In total, over 4,000 questionnaires were sent to staff, service users and parents and 12 focus groups were conducted to help gather the views of our stakeholders.

See Appendix 4 for further details on our consultation process.

*Action on  
Disability*



# Strategic Priorities

We have five strategic priorities that we will work to achieve during the life of this plan. These priorities reflect the expectations and the rights of service users and are relevant across all the parts of our organisation.

As an organisation we will seek to:

- 1. Enhance quality of living for service users through a person centred approach**
- 2. Support service users in achieving inclusion and independence within their communities**
- 3. Provide timely, accurate and accessible information to service users and other stakeholders**
- 4. Work in partnership with all stakeholders**
- 5. Support service delivery through continuous improvement**

Within these five strategic priorities there are a number of specific goals that we will work towards:

## 1. Enhance quality of living for service users through a person centred approach

Every child or adult who comes into an Enable Ireland service has a specific and unique set of needs. We will identify these needs together with the service user and their families and deliver an individual service plan to satisfy them. Key services such as clinical and educational services, assistive technology and postural management are essential to enhancing quality of life for service users. To achieve this we have prioritised a number of actions.

### **We will:**

---

- Provide services tailored specifically to each individual to enhance their independence
- Provide and support as much essential therapy, educational support, family support and respite/holiday services as we can to service users and their families
- Continue to highlight the need for supported living services for those adult service users identified in the Living Options report through prioritisation and negotiation of the most urgent needs with Local Health Officers
- Use a key worker system in all our services to support service users and their families
- Seek to develop existing services and create new services to meet the needs of service users through a multi-agency approach and in line with available funding

## 2. Support service users in achieving inclusion and independence within their communities

We will strive to provide services within a mainstream setting, support service users within their communities and promote a more inclusive and accessible society.

### **We will:**

---

- Support service users in achieving their own personal development goals. In the spirit of partnership we will work with other agencies and organisations to make this possible
- Support service users through the transitions in their lives and within their communities ensuring the best possible experience
- Work with service users, parents, communities and other key individuals to ensure that they lead the lives that they want to
- Support service users as they seek mainstream education and employment opportunities

## 3. Provide timely, accurate and accessible information to our stakeholders

We will listen to stakeholders and we will endeavour to provide information that is relevant to them through a variety of means. To make our services easier to use, we make a commitment to service users and families to keep them informed of service changes and provide information on their rights and entitlements. We will assist service users and their families in making contact with other disability organisations and external bodies.

### **We will:**

---

- Communicate in an open and clear manner to service users and their families
- Provide relevant information in a manner and means suitable to all service users
- Promote an understanding of rights and entitlements among service users

## 4. Work in closer partnership with all our stakeholders

We will work together with service users and their families on what is important to them. This also means working in partnership with other organisations on their behalf and working together with our funders to achieve our common goals.

### **We will:**

---

- Put service users and their families' needs at the centre of their service plans
- Work as a team with service users and their families
- Engage children and young people more fully in decision making
- Support and empower service users to advocate on the issues that matter to them

Promoting  
Inclusion,  
Enabling  
Independence

## 5. Support service delivery through continuous improvement

Underpinning our service delivery are a number of national departments with specific functions. These departments: – Finance, Human Resources, IT, Training & Quality, Research, Communications, Retail & Fundraising – will continue to provide support and guidance to frontline services.

Pending the extent of financial constraints imposed on the organization from the combined sources of statutory, retail and fundraising income,

### **We will:**

---

- Provide an integrated service, delivered in a professional manner to all service users
- Demonstrate value for money in our service delivery ensuring financial viability
- Be accountable for our planning, decision making and use of resources
- Develop modern, well resourced services supported by funds raised by the Retail & Fundraising department
- Measure and benchmark results on an annual basis

# Conclusion

This plan requires commitment, professionalism and dedication from every member of staff and from all who support Enable Ireland. We will continue to focus on achieving excellence in everything we do, individually, in our teams and collectively as an organisation. Our success in meeting our targets and addressing our priorities will be evident from the real and lasting change we deliver to people with disabilities.

*Action on  
Disability*

# APPENDIX 1: CORE VALUES

## Social Model of Disability

### What does it mean?

Enable Ireland uses a holistic approach, which focuses on all aspects of an individual's life, particularly in the context of the community and society. We promote the idea that society and the environment must recognise and accommodate individual needs.

### How will Enable Ireland show this?

- Our actions will take into account all aspects of an individual's life and will be based on dignity and respect.
- Our activities will be focused on supporting and facilitating service users to access and be included in their community and society.
- We will work in partnership with stakeholders and the wider community to support and develop services and activities that achieve mutually beneficial outcomes.

## Rights-Based Approach

### What does it mean?

Enable Ireland promotes a rights-based approach in recognising that all citizens have equal rights.

### How will Enable Ireland show this?

- We will actively promote equal access and opportunities to participate in education, employment, family life, local communities and society.
- We will ensure our compliance with all relevant legislation.

## Person-Centredness

### What does it mean?

Enable Ireland recognises that all individuals have unique and diverse strengths, needs and preferences. We embrace and promote this diversity, and always respect privacy and confidentiality. We are committed to the continued development, deployment and promotion of person-centred services and activities.

### How will Enable Ireland show this?

- We will support individuals to identify strengths, needs and preferences by using a range of flexible planning frameworks.
- We will ensure that individuals are at the centre of all decisions that affect them.
- We will direct our resources and activities at supporting what really matters to individuals.

## Independence

### What does it mean?

Enable Ireland supports the rights of individuals to self-determination in relation to matters of personal life choice.

### How will Enable Ireland show this?

- We will facilitate people to make informed decisions and choices through the provision of knowledge, skills and information.
- We will support and empower people to achieve their goals and aspirations.

## Equality

### What does it mean?

In the context of diverse needs, Enable Ireland ensures that all people are treated consistently, in line with equal opportunity and fair access. Enable Ireland recognises that individual stakeholders should have equality of access to allow for their development. Everyone should have the opportunity to fulfil their potential.

### How will Enable Ireland show this?

- We will treat all people with dignity and respect.
- We will engage with all stakeholders in a clear, timely and equitable manner.
- We will deploy a systematic approach to all stakeholder transaction relating to access and opportunity.
- We will actively promote equal opportunities for all stakeholders while acknowledging the value of diversity.

## Integrity

### What does it mean?

Enable Ireland is honest, trustworthy and will stand by its values.

### How will Enable Ireland show this?

- We will take action, make decisions and evaluate outcomes based on our core values.
- We will encourage honesty and openness to support reflective practice and improve services.
- We will be impartial and support and encourage a culture of trust for all.
- We will value the benefit of learning gained from listening to all our stakeholders.

## Equity

Enable Ireland will ensure that all stakeholders are treated in an objective manner which is just and fair.

### Enable Ireland recognises that:

- All individual stakeholders must be treated in an equitable and transparent manner.
- Every individual should have a fair opportunity to attain their full potential.

### How will Enable Ireland show this?

- We will deploy a systematic approach to all stakeholder transactions directed to supporting the needs of the stakeholder within available resources.
- We will make informed and considered decisions relating to all stakeholders based on the most comprehensive and up to date information.
- We will involve stakeholders in all planning and decision making which affects them directly.

Promoting  
Inclusion,  
Enabling  
Independence

# APPENDIX 1: CORE VALUES

## Quality

### What does it mean?

Enable Ireland is committed to excellence in everything it does.

### How will Enable Ireland show this?

- We will promote a culture of continuous improvement and regularly monitor and review all activities.
- We will use research findings to ensure that our activities are in line with best practice.
- We will comply with national standards for disability services and ensure standards are met and, where possible, exceeded.
- We will use the EFQM excellence framework in all our operations.

## Transparency

### What does it mean?

Everything Enable Ireland does is visible, clear and easy to understand.

### How will Enable Ireland show this?

- All our policies and procedures will be available and accessible.
- All our decision-making processes will be clear and open.
- Our communication systems will recognise the importance of open and timely communication with all stakeholders.

## Accountability

### What does it mean?

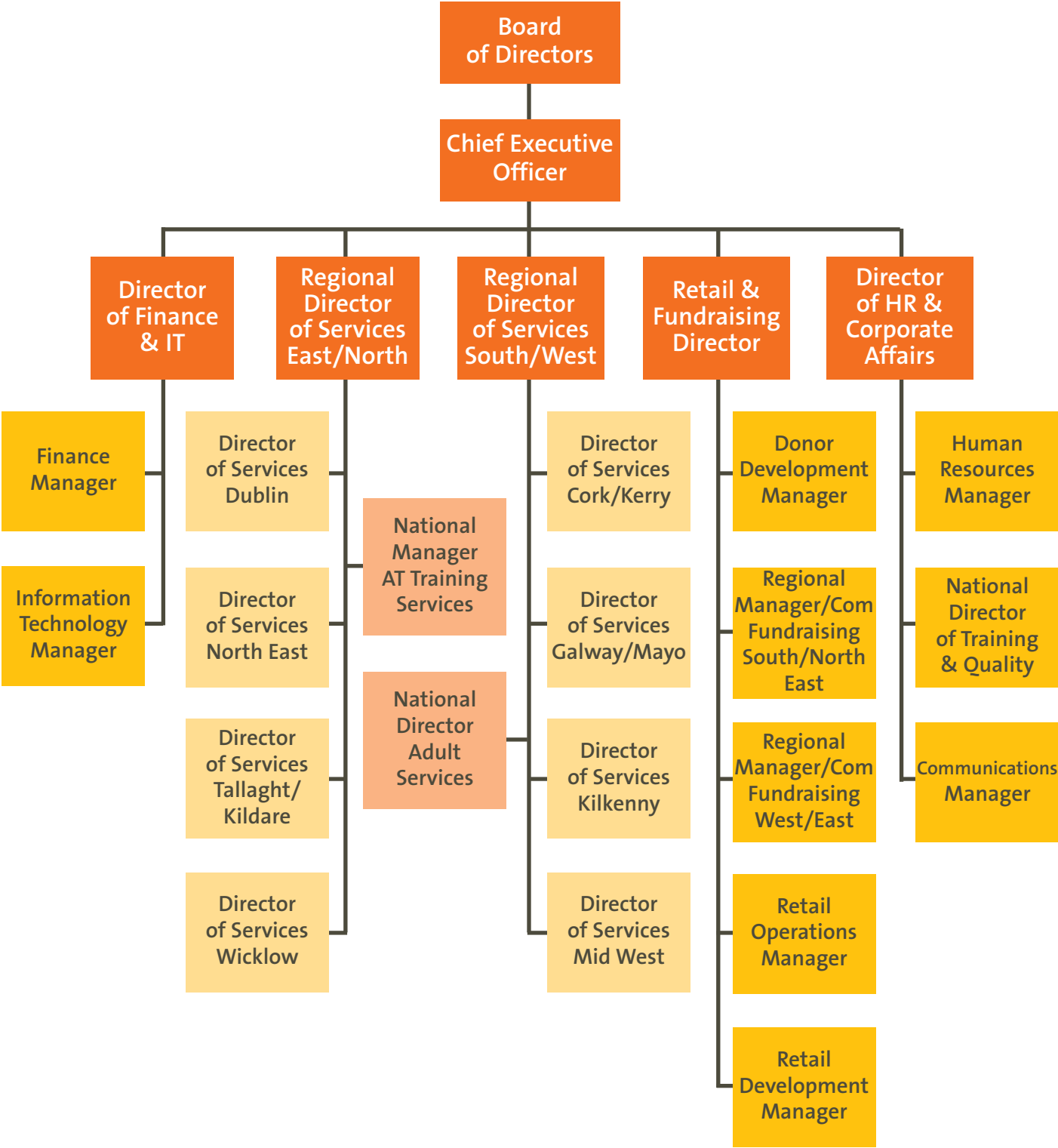
Enable Ireland is responsible to the State and to its stakeholders for its actions and decisions.

### How will Enable Ireland show this?

- We will advocate for and represent the views of stakeholders.
- We will use all resources to achieve the best outcomes for our stakeholders and provide value for money.
- We will monitor and review all aspects of our performance.
- We will ensure that systems are in place to enable us to report on all our activities.

*Action on  
Disability*

# APPENDIX 2: ORGANISATIONAL CHART



# APPENDIX 3: HISTORY

Enable Ireland was founded in 1948 as Cerebral Palsy Ireland by Dr. Robert Collis – a paediatrician in the National Children’s Hospital and Rotunda Hospital in Dublin. Dr. Collis used a £100 donation from the Marrowbone Fund to establish an assessment clinic for children with disability. In 1951, a clinical service commenced in Bray, Co. Wicklow and a similar service began in Cork in 1954.

The National Association for Cerebral Palsy was founded in 1951 and worked in partnership with the State (through County Councils, Regional Health Boards, and the Department of Education) to provide a range of services for children with physical disabilities and their families.

Historically, Enable Ireland has evolved from a voluntary base. A branch network was established during the 1980’s. Parents, friends and families of children requiring services set up branches throughout Ireland to meet the need for local assessment and treatment. These volunteers fulfilled demanding roles as advocates and fundraisers. They provided the impetus for the substantial growth of Enable Ireland. Partnerships with families have grown into strong working relationships and provide a crucial framework to plan, fund and deliver services.

By the 1980’s, Enable Ireland had established an innovative fundraising strategy. A chain of profitable retail shops was set up to supplement running costs and build a capital fund to augment State subventions. The profits generated have enhanced Enable Ireland’s capacity to work in partnership with the State in the expansion of services and facilities.

Child, adult and family support services are now provided on the explicit mandate of the State, specifically from the Health Service Executive and a number of government departments.

# APPENDIX 4: CONSULTATION PROCESS

Promoting  
Inclusion,  
Enabling  
Independence

## Context

The development of the new Strategic Plan 2009–2011 involved a comprehensive consultation process using a collaborative approach between staff, service users and families.

A national working group was set up in January 2008 with the overall purpose of incorporating stakeholders' views in the development of the Strategic Plan 2009–2011. There was broad representation from Enable Ireland on the working group taking into account geographical location, professional discipline, regional/local teams and area of expertise. The group developed an extensive consultation process using both national questionnaires and focus groups.

The questionnaires and focus groups included input from the following stakeholder groups:

- Parents/Guardians of children 0–18 years of age
- Children 12–18 years of age
- Adult service users
- Parents/Carers of adult service users
- Staff

## Key Consultation Outcomes

- The national questionnaire asked stakeholders to rank draft results and priorities for Children's, Adults and Corporate Services for the Strategic Plan 2009-2011. The analysis of completed questionnaires helped to identify key points and assist in the format of focus groups.
- 4275 questionnaires were posted to service users and staff, 1236 of which were returned representing a total questionnaire response rate of 28.9%
- The second phase of the consultation process involved focus groups and helped to ascertain more in-depth feedback and identify emerging themes and priorities for the Strategic Plan 2009-2011. The subsequent focus group report provided Children's, Adults and Corporate Services with a comprehensive picture of stakeholders' views, in the development and prioritisation of the Strategic Plan 2009–2011.
- There were 12 Focus Groups – which included staff, adult service users and children who access our services and a cross section of their parents and carers.

# APPENDIX 5: GLOSSARY OF TERMS

## **Assistive Technology**

Any item or piece of equipment which enhances the capabilities of individuals with disabilities to live independently.

## **Children's Charter**

The Children's Charter is a guide to the quality of our service delivery to service users.

## **Corporate Governance**

The set of processes, customs, policies, laws and institutions affecting the way a corporation is directed, administered or controlled.

## **Early Intervention**

The process of providing specialist support for infants and young children who have developmental delay or disabilities, their families and communities to promote the child's development and inclusion.

## **EFQM Excellence Model**

A framework which supports the quest for improvement by recognising that it is a continuous process. It helps to identify the organisation's goals and gives guidance on how to achieve them.

## **EPSEN Act 2004**

Legislates for the provision of education plans for students with special educational needs (SEN). Under the Act, children with SEN will be educated "in an inclusive environment with children who do not have SEN", unless this should be inconsistent either with the best interest of the child, or with the effective provision for the other children.

## **HIQA**

### **(Health, Information and Quality Authority)**

Established in May 2007 as part of the government's health reform programme, HIQA is an independent authority, reporting to the Minister for Health. Its aim is to drive quality, safety, accountability and the best use of resources in health and social care services.

## **Interdisciplinary**

A model of team working which provides a formal structure for interaction and communication among team members and encourages them to share information. Service users are assessed separately by discipline and each team member is responsible for developing the goals relating to their professional discipline as well as contributing to the joint service plan. Parents and family members are usually part of the team.

## **Local Health Officer(s) (LHO)**

The entry point to community, health and personal social services. As Enable Ireland provides a range of services to children and families and adult service users, prescribed by local Service Level Agreements (SLA) with the HSE, we work in partnership with all the appropriate LHOs in the communities in which we work. Each Enable Ireland area may come under one or more LHO.

## **Multidisciplinary**

A model of team working where members of different disciplines assess or work with service users independently and then share the information with each other.

## Personal Assistant Model of Service

Enables a person with a disability to live the life of their choosing by providing support to carry out tasks that a person may not be able to do independently in line with his or her needs and wishes. This model involves the service user and Enable Ireland drawing up a contract of agreement outlining roles and responsibilities for both parties and the service to be provided.

## Person-Centredness

Guarantees that the expressed needs, choices and valued outcomes of individual service users are at the centre of service delivery, planning and evaluation.

## Person-Centred Planning

A system in which the service user is central to the direction of his or her own service. The process brings together key people in a person's life who support him or her in defining a vision for the future, setting goals and implementing realistic life plans.

## Postural Management

A Postural Management programme is a planned approach encompassing all activities which impact on a person's posture and function. This is achieved by supporting the body in a straight and comfortable position, both by day and night in order to enhance the person's well being, independence and participation in everyday life.

Programmes are tailored specifically and may include special seating, night-time support, standing supports, medical and surgical interventions, orthotics, active exercise, and individual therapy sessions.

## Service Level Agreement

A contract between Enable Ireland and the HSE. This contract specifies in detail, the level of service to be delivered during its term.

## Service User

An individual, parent, guardian or family member who receives services from Enable Ireland.

## Stakeholder

A person or group with a direct interest, involvement or investment in Enable Ireland; for example, service users, staff, parents, volunteers, funders and donors.

## Transdisciplinary

A team which crosses disciplinary boundaries so that all team members teach and learn the basic terminology and intervention procedures of the other disciplines represented on the team. Parents and families are always full members of the team and, in many situations, take a lead role. The team jointly assesses the individual and draws up an integrated service plan. Often one team member is delegated to carry out the entire plan with the individual and his/her family.

Promoting  
Inclusion,  
Enabling  
Independence

Action on Disability

## ACKNOWLEDGEMENTS

Enable Ireland's Strategic Plan 2009–2011 Promoting Inclusion – Enabling Independence is the result of the hard work and dedication of stakeholders involved in all committees and sub-groups. It would not have been possible without the service users, parents and staff who gave of their time to participate in the consultation process through questionnaire feedback or focus group involvement.

# Enable Ireland

### Head Office

32F Rosemount Park Drive  
Rosemount Business Park  
Ballycoolin Road,  
Dublin 11, Ireland

Telephone 353 (0) 1 872 7155

Fax 353 (0) 1 866 5222

Email [info@enableireland.ie](mailto:info@enableireland.ie)

*Action on  
Disability*