

Action on Disability

Enable Ireland

Strategic Plan 2006–2008



Contents

Foreword	1	Strategic Goals	24
Introduction	3	Children's Services	26
Background	4	Adult Services	30
Executive Summary	6	National High Tech Assistive Technology Training Service	34
Governance	12	Postural Management Services	38
Core Values	15	Research	41
Enable Ireland – Current Position	22	Human Resources	44
		Information Technology	48
		Communications	50
		Retail & Fundraising	53
		Conclusion	56
		Appendix 1	57
		Appendix 2	58
		Glossary	59
		Acknowledgements	

FOREWORD

“A dynamic organisation – recognised for leading service excellence.”

The *Enable Ireland Strategic Plan 2006–2008* is a blueprint for the future of the organisation. It is also a proud acknowledgement of the enormous strides which we have made over the past 58 years in taking action on disability. This plan will direct the work of Enable Ireland for the next three years.

The development of Enable Ireland, from a voluntary initiative in 1948 to the vibrant national organisation which it is today, is a significant achievement. This has been brought about through the hard work and dedication of service users, staff, volunteers, fundraisers and all stakeholders. We recognise their accomplishments and we embrace the challenges ahead, reflecting the changing environment and the evolving expectations of our service users.

We adopt this innovative *Enable Ireland Strategic Plan 2006–2008* with enthusiasm.

Donal Cashman, *Chairman*

MISSION STATEMENT

“Enable Ireland’s mission is to enable those who use our services to achieve maximum independence, choice and inclusion in their communities. We will do this by offering a range of services and supports of the highest quality, in line with the needs and wishes of the service users and in active partnership with them.”

INTRODUCTION

The *Enable Ireland Strategic Plan 2006–2008* builds on the foundations of the *Enable Ireland Development Plan 2002–2005* and the *Health Strategy 2001 (Quality & Fairness)*. Our vision and values underpin all aspects of the work we do and highlight our commitment to excellence.

The *Enable Ireland Strategic Plan 2006–2008* maps our way forward for the next three years. The plan takes into consideration the enormous challenges we face and the fundamental changes and advances in the health and disability sectors.

Enable Ireland is a person-centred organisation. New quality initiatives in service delivery, including interdisciplinary and transdisciplinary styles of work, will be the hallmark of our services for people with disabilities. We are committed to the principles and practices of a partnership approach, recognising the benefits to be gained from sharing knowledge, skills and experience. Our work will be measured by key performance indicators, using the European Foundation for Quality Management (EFQM) Excellence Model. This will ensure that our vision and core values are implemented to the fullest extent possible.

Development of the *Enable Ireland Strategic Plan 2006–2008* brought together the talents and commitment of staff from each area of the organisation, working as the National Strategic Team, representing the needs and aspirations of service users, staff and stakeholders throughout the country.

I appreciate the foresight, energy and time that the National Strategic Team contributed to planning the future direction of Enable Ireland.

I look forward to leading the implementation of the *Enable Ireland Strategic Plan 2006–2008* and working closely with all our stakeholders to bring it to fruition.

Fionnuala O'Donovan, *Chief Executive*

BACKGROUND TO ENABLE IRELAND

Enable Ireland was founded in 1948 as Cerebral Palsy Ireland. The founder, Dr. Robert Collis, was a paediatrician in the National Children's Hospital and Rotunda Hospital in Dublin. He used a £100 donation from the Marrowbone Fund to establish an assessment clinic for children with disability. The first clinics were held weekly in the Children's Hospital. Initially, assessment and treatment services were provided on a voluntary basis. In 1951, a clinical service commenced in Bray, Co Wicklow. A similar service began in Cork in 1954.

Founded in 1951, the National Association for Cerebral Palsy 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.

The *Enable Ireland Strategic Plan 2006–2008*, building on the *Enable Ireland Development Plan 2002–2005*, will shape our response to the needs of service users at a time of far-reaching statutory and social change.



Action on Disability

EXECUTIVE SUMMARY

“Enable Ireland’s mission is to enable those who use our services to achieve maximum independence, choice and inclusion in their communities. We will do this by offering a range of services and supports of the highest quality, in line with the needs and wishes of the service users and in active partnership with them.”

Enable Ireland was founded in 1948 as Cerebral Palsy Ireland. From small beginnings, it has evolved into the vibrant national organisation that it is today, through the hard work and dedication of all our stakeholders.

The *Enable Ireland Strategic Plan 2006–2008* is a blueprint for the future. It is designed to direct our actions for the next three years. Enable Ireland’s vision and values underpin all aspects of its work. They highlight our commitment to excellence. The plan will shape our response to people’s needs at a time of far-reaching statutory, economic and social change.

Enable Ireland Disability Services Ltd. is a company limited by guarantee and with charitable status. The organisation has an annual operating budget of €37m, employs 573 whole time equivalent staff and delivers services to 3,500 service users through a combination of centre-based and outreach services.

The Board of Enable Ireland is committed to directing the organisation in a manner that ensures service users receive person-centred, effective, efficient and safe services. The admissions policy aims to achieve transparency and fairness. New quality initiatives reflect our commitment to delivering services according to international best practice.

Action on Disability

The Board promotes strong financial governance, ensuring accurate, transparent and timely financial reporting to management and stakeholders. The governance of Enable Ireland combines a voluntary ethos and partnership values with adherence to professional standards and legislative compliance.

With its roots in voluntary action, Enable Ireland has fulfilled challenging roles as advocate and fundraiser. Partnerships with families have grown into robust working relationships that provide a valuable framework from which to plan, fund and deliver services.

We place central importance on our partnerships with service users, their families, volunteers and supporters as well as a growing range of external bodies.

Most services are now provided on the explicit mandate of the State. We are committed to entering service level agreements with our statutory funders. This will provide a transparent framework for all future service delivery. Centre-based services are complemented by outreach, home-based and community services, often delivered in partnership with mainstream providers.

Enable Ireland is adopting a pro-active approach to policy development and the expansion of services based on identified needs. It sees this plan as a flexible tool to better meet goals, promote excellence and meet statutory regulations and standards.

CORE VALUES

The core values of Enable Ireland underpin the way in which we engage with all our stakeholders. They are key to ensuring that 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 in the context of community and society. We assert that society 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 needs, that activities must accommodate this diversity and that privacy and confidentiality are always respected.

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.

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 the State and to its stakeholders for its actions and decisions.

STRATEGIC GOALS 2006–2008

The way forward for the next three years will be guided by nine strategic goals. These are linked to objectives and results defined in the *Enable Ireland Strategic Plan 2006–2008* which connect Enable Ireland activities to concerted action on disability.

Children's Services

Enable Ireland will deliver high quality services to children and families using person-centred approaches and in line with evidence-based best practice.

Enable Ireland has established expertise in delivering services to children with physical disability or developmental delay. These services include therapy, family supports, respite, pre-school and school support, assistive technology and postural management. A range of services for children with diverse needs will be promoted, using various professional team approaches.

Adult Services

Through a person-centred approach, Enable Ireland will provide access to a wide range of support services in line with evidence-based best practice.

Enable Ireland offers a range of services to adults with significant physical disability. These supports range from training to employment, personal assistance, respite and advocacy. Adult services are moving towards individualised support models to facilitate people to direct their own service and achieve their full potential.

High Tech Assistive Technology

Through our National High Tech Assistive Technology (AT) Training Service, Enable Ireland will continue to develop and deliver high quality training programmes to all stakeholders in order to facilitate opportunities for service users to access and participate in their local communities.

Access to technology for people with disabilities is crucial to enhancing independence across all aspects of life. Use of technology by service users is actively promoted. We provide High Tech Assistive Technology training and assessment supports to enable individuals use computers, communication devices and electronic aids to daily living.

Postural Management

Enable Ireland will continue to develop and deliver high quality technical support, training and information on Postural Management to all stakeholders to assist service users to access and participate in their local communities.

Postural Management Services provide clinical, engineering and technical expertise to customise aids to meet individual needs. These services provide clinical, engineering and technical expertise to customise wheelchair seating and other positioning aids to meet individual needs.

Research

Enable Ireland will undertake a systematic review of research within Enable Ireland and make recommendations on the future structure, function and role of research within the organisation.

Enable Ireland is committed to service development built on evidence-based best practice. Learning gained from the range of research activities undertaken must be shared to influence future service development. A review of such activities will inform research directions and the potential for expansion of research capacity.

Human Resources

Enable Ireland will recruit and retain a motivated and proficient staff within a supportive working environment.

Enable Ireland will maintain and build on the positive employee relations fostered over many years. A key strategic dimension will be the introduction of a Performance Management System to support our activities through effective and sustainable work practices.

Information Technology

Enable Ireland will develop and implement a national IT strategy that will enhance the quality of service delivery and provide a support model to internal and external stakeholders.

Information Technology will play a critical role in all aspects of our services, including communications, service delivery and internal systems efficiency. A national strategic approach to IT use within Enable Ireland working in partnership with providers will be developed.

Communications

Enable Ireland will adopt a comprehensive communications strategy which will enhance the organisation's reputation, raise its profile, fulfil its corporate advocacy role and disseminate up-to-date information among all stakeholders.

Delivery of highest quality services relies on strong internal and external communications. Effective communication will be enhanced to ensure the implementation of strategic priorities.

Retail & Fundraising

Enable Ireland will continue to generate income through our retail and fundraising activities in order to provide capital resources and to enhance the services we deliver.

The Retail & Fundraising Division generates additional income critical to service enhancement. We will continuously ensure that all fundraising activities emphasise a positive view of Enable Ireland activities, core values and respect for stakeholders' rights.

Enable Ireland Strategic Plan 2006–2008 sets the organisational direction for the next three years and will be reviewed annually. Service delivery and support activities will be driven by a quality agenda, adopted through the European Foundation for Quality Management (EFQM) framework. The *Enable Ireland Strategic Plan 2006–2008* reflects our commitment to working in partnership with people with disabilities to ensure that each individual using our services achieves optimum independence, choice and inclusion, whether at home, work or in society.

GOVERNANCE

Enable Ireland Disability Services Ltd. is a company limited by guarantee and with charitable status. The Board of Directors of Enable Ireland discharge their legal responsibilities in accordance with the Memorandum and Articles of Association. These were updated in 2005 to reflect current organisational objectives. The Directors ensure that Enable Ireland is effectively and efficiently governed and operating in full compliance with statutory responsibilities. The voluntary Board of Directors comprises non-executive directors (including service users, parents and members) whose skills and expertise are key to the organisation's national work. The Board of Directors meets a minimum of five times each year and is supported by sub-committees. The Chief Executive and Senior Management Team attend meetings at the Board's request.

The Board is committed to governing in a manner that ensures service users receive person-centred, effective, efficient and safe services. Enable Ireland's admission policies aim to achieve equity, fairness and transparency with regard to the provision of all services. Enable Ireland has recently reviewed its duty of care obligations to service users under current legislation. The review findings will guide a significant work programme during the implementation of the *Enable Ireland Strategic Plan 2006–2008*.

The governance of Enable Ireland combines voluntary ethos and partnership values with adherence to national professional standards and legislative compliance. Organisational policies are approved at Board level. Enable Ireland publishes an Annual Report and files certified audited annual accounts with the Companies Office. The Board oversees a strong financial governance approach aimed at ensuring secure internal controls and accurate, transparent and timely financial reporting to management and stakeholders. Networking with relevant companies and organisations is promoted where possible. The Senior Management Team is responsible to the Board of Directors to ensure all funds received are used effectively and achieve value for money.

AN EFFECTIVE ORGANISATION

An organisation's success rests with its staff. Staff provide the expertise and talent to deliver services and support activities. Staff recruitment, development and retention will be a strategic priority. We are committed to providing a work environment that is energised and enriching. Staff will be empowered to achieve agreed strategic objectives. Enable Ireland will use its resources to provide the facilities, equipment and skills to ensure staff best meet the challenges of dynamic growth.

Enable Ireland will ensure that all its activities operate within the EFQM excellence model framework. A culture of continuous quality improvement is being developed. During the lifetime of this plan, Enable Ireland will implement a Performance Management System for all employees based on regular monitoring and review and identified needs of clients.

[See Appendix 1: Enable Ireland's Organisational Chart]
[See Appendix 2: Enable Ireland Map]

WORKING IN PARTNERSHIP

Stakeholders

Strong stakeholder partnerships with service users, families, volunteers and supporters are a priority for Enable Ireland. New stakeholder structures have already been implemented at local level. These will continue to grow during the life of the plan. Such structures allow people to engage at different levels from information sharing to participation in national policy development. Local structures are organised through Parent Groups, Carer Groups, Friends/Fundraising and Adult Service User Groups, and facilitated by Enable Ireland local services.

Each locally elected stakeholder forum will have the opportunity for broader national contributions through a National Stakeholder Forum. This Forum will facilitate information sharing and policy development and will elect representatives to act as Directors of the Board. National stakeholder structures will be implemented over the next three years.

Partners

Enable Ireland has external partnerships to support service development and delivery. These include:

- **Health Service Executive**
- **Government Departments**
(including Health & Children;
Education & Science;
Enterprise, Trade & Employment;
Justice, Equality & Law Reform;
Social & Family Affairs)
- **statutory and voluntary agencies**
- **advocacy groups**
- **corporate supporters**
- **individual donors.**

Patronage

Enable Ireland is the patron of two schools at Sandymount and Bray where pupils may use locally available Enable Ireland therapeutic and support services. In addition, the organisation works in partnership with the School of the Divine Child on the Enable Ireland Cork campus.

Patronage responsibility is exercised through leadership of Boards of Management at Bray and Sandymount and through financial subventions as and when required. Taking account of the changes and expectations in primary and second level education provision, the Board of Enable Ireland has commissioned a review of school patronage, scheduled for completion in 2006.

CORE VALUES

CORE VALUES STATEMENT

Our mission is to enable those who use our services to achieve maximum independence, choice and inclusion in their communities.

Equality

Integrity

Independence

**Rights-Based
Approach**

**Person-
Centredness**

**Social Model
of Disability**

Accountability

Quality

Transparency

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**
- **A Rights-Based Approach**
- **Person-Centredness**
- **Independence**
- **Equality**
- **Integrity**
- **Quality**
- **Transparency**
- **Accountability**

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?

Person-centredness recognises that people are individuals with diverse needs and preferences and that activities are organised and delivered in a way that accommodates this diversity.

How will Enable Ireland show this?

- We will place people at the centre of all decision-making that affects them.
- We will ask individuals what supports they require and identify their priority needs by using person-centred planning and personal development plans.
- All our resources and activities will be directed at supporting what really matters to stakeholders.
- We will recognise and embrace diversity.

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.

How will Enable Ireland show this?

- Enable Ireland engages and is seen to engage with all stakeholders in a fair and equitable manner.
- We will take into account and consider all available information and knowledge pertaining to all situations and then act accordingly.
- We will apply systems and processes to our activities in a consistent and fair manner, within available resources, directed at supporting the needs of the individual.
- We will organise, develop and locate activities in ways that take account of individual needs.
- We will treat people with dignity, respect and honesty, offering equal opportunities for personal and professional growth and development.
- We are an equal opportunities employer.

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 value the benefit of learning gained from listening to all our stakeholders.

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 & 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.

ENABLE IRELAND – CURRENT POSITION

Many goals outlined in the *Enable Ireland Development Plan 2002–2005* have been achieved. Others continue as work in progress. In particular, partnerships with stakeholders have been strengthened through the National Stakeholder Strategy.

Centre-based services have been complemented by growth in outreach, home-based services and services in community settings, often in partnership with mainstream providers. We support service users to access mainstream services in various locations and ensure full compliance with all relevant legislation and standards. Service level agreements with our statutory funders will provide a transparent framework for all service delivery in the future.

During the life of the *Enable Ireland Development Plan 2002–2005*, Enable Ireland has invested in the development of support infrastructure in such areas as Human Resources, Finance, Information Technology, Communications and Training. While this has increased service management effectiveness, substantial ongoing investment will be required.

While financial resources continue to fall short of identified needs, our statutory funding base has considerably improved over the lifetime of the *Enable Ireland Development Plan 2002–2005*. Significant progress was made in the development and refurbishment of the organisation's property portfolio. The physical infrastructure has been continually improved and upgraded, in line with our commitment to deliver high quality services.

Action on Disability

Enable Ireland will continue to develop its services, embracing identified strategic targets. Challenging goals have been set for each and every dimension of service. When achieved, these will transform the service delivery environment. Linked to this, appropriate facilities and equipment will be provided in as many locations as resources allow.

In setting the strategic goals for our organisation, Enable Ireland is aware of the profound changes occurring in the external environment. The passage of significant new legislation underlines policy directions that emphasise rights rather than traditional charitable models. We increasingly operate in an atmosphere of externally directed standards, quality systems, value for money initiatives and competition from external providers. We must reflect these realities in both our thinking and practice.

While there are challenges in the areas of funding, resources, social awareness, levels of disability and professional capacity, there are also significant opportunities. Enable Ireland builds on solid and tested values. We represent a vision of social inclusion and met needs. Enable Ireland is prepared and able to network and co-operate to advance an agenda around excellence and innovation. We have as much to offer mainstream society as to gain from it – person-centredness, transfer of best international practice, adaptive technologies and service excellence.

STRATEGIC GOALS 2006–2008

**Children's
Services**

**Adult
Services**

**National
High Tech AT
Training Service**

**Postural
Management
Services**

Research

**Human
Resources**

**Information
Technology**

Communications

**Retail &
Fundraising**

STRATEGIC GOALS

The way forward for the next three years will be guided by nine strategic goals. These are linked to objectives and results defined in the *Enable Ireland Strategic Plan 2006–2008* which connect Enable Ireland activities to concerted action on disability.

The *Enable Ireland Strategic Plan 2006–2008* reflects our commitment to working in partnership with people with disabilities to ensure that each individual using our services achieves optimum independence, choice and inclusion, whether at home, work or in society.

Children's Services

STRATEGIC GOAL 2006–2008

Enable Ireland will deliver high quality services to children and families using person-centred approaches and in line with evidence-based best practice

Introduction

Enable Ireland, in partnership with statutory agencies, provides a range of services for a diverse group of children with disability and developmental delay. These include:

- assessment
- therapy
- family support
- education

Services are provided from 15 service locations throughout Ireland to over 3,000 children and their families. Services are provided in centres, homes, schools or local community facilities. Local services work in partnership with all stakeholders (families, schools, other agencies and local communities) to provide high quality services to children.

Context

Enable Ireland has a strong record in service provision to children with physical disability and developmental delay. A person-centred planning approach is the basis of our service model. Excellent models of family support, residential, respite provision, pre-school and school support, summer activities and parent support exist throughout Enable Ireland. Services are provided in line with evidence-based best practice using team-based approaches, moving from multidisciplinary to interdisciplinary and transdisciplinary models of working.

Decades of experience have resulted in significant expertise in seating and postural management, assistive technology and other therapeutic interventions. In some locations, expanded children's services now include learning disability, autism and developmental co-ordination difficulties.

Children with disabilities and their families have a range of developmental needs during different childhood stages. In the early years of a child's life, the emphasis is on developing learning skills, achieving physical milestones and forming relationships. Enable Ireland has significant expertise in the development and delivery of early intervention services to 1,136 children. Early intervention partnership approaches

were recognised in 2004 in receiving a Public Service Excellence Award for Early Intervention Service Development with the Health Service Executive North East (formerly NEHB).

As children mature, their life experiences and expectations broaden. Individual and family needs change. While service interventions remain important, the focus broadens to facilitate and support children to achieve social and emotional independence in education and community settings. Currently 1,953 children and adolescents benefit from these services.

We have unique experience and expertise, working in partnership with young children and adolescents, to facilitate development of independence and self-advocacy skills. We actively support transition to adult education, training, employment and social opportunities.

In response to identified needs, Enable Ireland is in a strong position to deliver a range of specialist and generic services, locally and through partnership, for children with disability and developmental delay.

STRATEGIC GOAL 2006–2008

Enable Ireland will deliver high quality services to children and families using person-centred approaches and in line with evidence-based best practice

OBJECTIVE 1

We will deliver all our services within a team-based ethos and approach

RESULTS

- All services to children will be delivered within a team-based approach and will work towards an interdisciplinary and transdisciplinary model of service provision.
- All teams will have appropriate structures in place to support team co-ordination, monitor performance and develop effective team working.

OBJECTIVE 2

All who use our services will receive a co-ordinated service based on a person-centred planning approach

RESULTS

- All children and their families/parents/guardians will have a person-centred plan, developed in partnership with them, that clearly identifies goals for the future with mechanisms for monitoring and review.
- All families/parents/guardians will have a clearly identified point of contact to ensure effective service delivery and co-ordination.

OBJECTIVE 3

We will deliver all our services using a partnership approach with children and families and we will ensure access to all relevant information

RESULTS

- All families/parents/guardians will have the opportunity to participate in local stakeholder groups if they so wish e.g. parent groups, county forum and National Stakeholder Forum.
- All families/parents/guardians will receive information on the service and on the Enable Ireland Children's Service model and will be offered their service in line with this approach.

STRATEGIC GOAL 2006–2008

Enable Ireland will deliver high quality services to children and families using person-centred approaches and in line with evidence-based best practice

OBJECTIVE 4

All our services will promote and support integration into the local community

RESULTS

- All services will focus on the needs of the whole family and will include support for siblings and parents.
- All children and families will be supported in their choice of social opportunities and integration. This will include access to mainstream facilities within the local community, including local education, sport, leisure and recreation settings.
- All schools and pre-schools with whom we work will receive support in promoting disability awareness.

OBJECTIVE 5

All our services will have access to support and training in relation to specialist skills

RESULTS

- All children and their families will have access to local skilled advice and assessment of their AT needs as identified in their person-centred plan.
- All children and their families will be facilitated to make an informed choice about AT appropriate to their needs.
- All staff and service users who require training and information in the basic principles of postural management and related mobility will be facilitated to receive it.

OBJECTIVE 6

All our services will adhere to best practice and relevant legislation/statutory standards

RESULTS

- We will ensure that we fulfil our duty of care obligations under current legislation to all children and their families/parents/guardians.
- We will develop a Client Charter.

Adult Services

STRATEGIC GOAL 2006–2008

Through a person-centred approach, Enable Ireland will provide access to a wide range of support services in line with evidence-based best practice

Introduction

Enable Ireland provides a range of services for 277 adults with significant physical disability in 10 locations throughout Ireland. These services vary from region to region, depending on need and resources. They involve a range of programmes based on a person-centred planning model. Supports cover:

- training
- employment
- personal assistance
- residential
- respite
- advocacy

All services are moving towards an individualised support model to facilitate people to direct their own service, meet their needs and assist achievement of full potential.

Context

Enable Ireland's Adult Services began as a response to the needs of a small number of school leavers in Dublin and Cork. These services have grown and expanded nationally over time to meet the needs of all adult service users. In recent years, personal assistant services have been developed in Meath and Galway, directly responding to people's need to live the life of their choice in their own communities. Services in Dublin, Cork and Limerick have received commendation under the National Accreditation Committee system. All Adult Services work in partnership with the local Health Service Executive.

To address the diverse needs of service users, Enable Ireland has concentrated on a number of key areas for development. While some services may be sourced outside the organisation, Enable Ireland sees its primary responsibility as support to individuals to access quality services relevant to their needs.

We currently employ a range of skilled professionals, including trainers, personal assistants and support staff in a wide range of areas. They are the resource through which we fulfil our mission to enable our adults to achieve independence, social inclusion and choice.

STRATEGIC GOAL 2006–2008

Through a person-centred approach, Enable Ireland will provide access to a wide range of support services in line with evidence-based best practice

OBJECTIVE 1

We will deliver all our services within a team-based ethos and approach

RESULTS

- Each service user will have the opportunity to have a person-centred plan, reviewed, at a minimum, annually.
- All service users will have access to training for independent/supported living.
- In line with the principles of person-centred planning, all service users will be supported in their choice to access mainstream and community activities including supported employment and work experience opportunities, education, sports and leisure opportunities.
- All service users will have a named contact person to facilitate effective co-ordination and service delivery.
- All service users will be facilitated to access a range of therapy and other support services, identified in their person-centred plan.
- Every service will advocate and support access to a personal assistant model of service.
- Every service will advocate and support access to respite services.

OBJECTIVE 2

All our services will adhere to best practice and relevant legislation/statutory standards

RESULTS

- Full compliance with National Accreditation Committee Standards or equivalent.
- All service users will be supported to access information, including up-to-date developments in AT.
- We will ensure that we fulfil our duty of care obligations under current legislation to all service users.
- We will develop a Client Charter.

STRATEGIC GOAL 2006–2008

Through a person-centred approach, Enable Ireland will provide access to a wide range of support services in line with evidence-based best practice

OBJECTIVE 3

All who use our services will be facilitated to make informed choices about accessing a range of support services in their community in line with their person-centred plan

RESULTS

- All service users will have access to a consultative Assistive Technology Forum.
- All service users can make an informed choice about AT appropriate to their needs.
- All service users will have access to local skilled advice and assessment on AT needs.
- All service users will be supported to access effective local advocacy.
- All service users will have support to access local and national stakeholder groups in Enable Ireland.

National High Tech Assistive Technology Training Service

STRATEGIC GOAL 2006–2008

Through our High Tech Assistive Technology (AT) Training Service, Enable Ireland will continue to develop and deliver high quality training programmes to all stakeholders in order to facilitate opportunities for services users to access and participate in their local communities

Introduction

Technology is developing at a rapid pace. One of the primary roles of the Enable Ireland Assistive Technology Training Service is to ensure all stakeholders have access to the most up-to-date information on emerging technologies. Assistive Technology is any item or piece of equipment which enhances the capabilities of individuals with disabilities to live independently.

High Tech Assistive Technology includes use of:

- computers
- communication devices
- electronic aids to daily living
- alternative power mobility controls

Context

Access to technology for people with disabilities is crucial to enhancing independence across all aspects of life: from the ability to attend mainstream schools and colleges to accessing employment and living independently.

Enable Ireland's National High Tech Assistive Technology Training Service has developed high quality training programmes. Both accredited and customised, these target the organisation's immediate stakeholders, adult service users, staff, families, personal assistants, as well as partners in mainstream settings – teachers, employers, funders, other service providers.

We work closely with the third level education sector, particularly Dublin Institute of Technology, to research and develop innovative AT solutions with potential wider application. We view our partnership with the corporate sector, and Microsoft in particular, as central to our goal of extending AT knowledge and skills beyond Enable Ireland into the wider community.

Through the experience of our SEAT Project (Supported Employment and Assistive Technology), we recognise the importance of forging close links with mainstream agencies such as FÁS and community employment groups. In this way, we optimise supports and opportunities for people with disabilities to source appropriate, fulfilling and long-term employment.

STRATEGIC GOAL 2006–2008

Through our High Tech Assistive Technology (AT) Training Service, Enable Ireland will continue to develop and deliver high quality training programmes to all stakeholders in order to facilitate opportunities for services users to access and participate in their local communities

OBJECTIVE 1

We will develop and deliver High Tech AT Training

RESULTS

- All service users will make an informed choice about AT appropriate to their needs.
- All relevant staff and service users will have access to customised AT training to meet local needs.

OBJECTIVE 2

We will develop information resources to support integration of AT into the wider community

RESULTS

- We will increase access to information on AT to the third level education sector.
- All AT course graduates and members of Eastern and Western Regional AT Working Groups will have access to a remote network i.e. online mailing list.
- All staff, service users and partners will have access to up-to-date information on developments in AT.

OBJECTIVE 3

All who use our service will have access to high quality assessment services in AT

RESULTS

- All service users will have access to local skilled advice and assessment from trained Enable Ireland staff.
- All service users who have AT requirements will have their needs met through the person-centred planning process.
- All staff will have access to accreditation as AT assessors.

STRATEGIC GOAL 2006–2008

Through our High Tech Assistive Technology (AT) Training Service, Enable Ireland will continue to develop and deliver high quality training programmes to all stakeholders in order to facilitate opportunities for services users to access and participate in their local communities

OBJECTIVE 4

We will enhance our partnerships with all stakeholders and will increase the number of strategic partnerships over the life of the Strategic Plan 2006–2008

RESULTS

- All adult service users will have access to an AT consultative forum.
- All partnerships will be managed effectively to maximise shared objectives.

Postural Management Services

STRATEGIC GOAL 2006–2008

Enable Ireland will continue to develop and deliver high quality assessment, technical support, training and information on Postural Management to all stakeholders to assist service users to access and participate in their local communities

Introduction

Postural Management Services, established in the Eastern Region in 2000, provide clinical, engineering and technical expertise to customise wheelchair seating and other positioning aids to meet individual service user needs. The Eastern Regional Postural Management Service (ERPM) is registered with the Irish Medicines Board as a manufacturer of custom-made devices.

These services are fundamental to the successful inclusion of people with disabilities in society. They form an integral part of the person-centred services Enable Ireland offers to service users. Evidence indicates that 24 hour postural management positioning programmes enhance a person's postural and functional ability.

Context

Services are currently provided in the Eastern Region from the ERPM Department in Sandymount and through outreach services at Enable Ireland centres in Dublin, Wicklow Kildare and Kerry. Services may be provided elsewhere by special arrangement with local HSE community services.

The service is involved in the development of a number of policies, including postural care pathways and the implementation of EC (Medical Devices) Regulations in Enable Ireland. The provision of training is a key role of the service. ERPM has established a comprehensive staff training programme including courses on assessment, equipment and night positioning. Training is also being provided to adult service users in Dublin on topics such as safety and issues regarding powered mobility.

The service has also developed a range of external partnerships across its area of expertise. These include the WaSSP (Wheelchair and Special Seating Partnership) project with the HSE East Coast Area, providing assessment and technical support to a targeted group of people. Research, in collaboration with third level institutions, Trinity College Dublin and Dublin Institute of Technology, includes a study on computer modelling of wheelchair crash testing.

STRATEGIC GOAL 2006–2008

Enable Ireland will continue to develop and deliver high quality assessment, technical support, training and information on Postural Management to all stakeholders to assist service users to access and participate in their local communities

OBJECTIVE 1

We will further develop training and support services throughout Enable Ireland

RESULTS

- All staff and service users who require training and information in the basic principles of postural management and related mobility will be facilitated to receive it.
- All service users with postural management needs will have them addressed, as identified in their person-centred plan.

OBJECTIVE 2

We will provide clinical, engineering and technical support to ensure that Postural Management needs of service users are met

RESULTS

- Each local service will have access to regional, clinical and technical support, delivered in a team-based context, as required.
- A standard regional 24 hour postural management assessment tool kit will be developed.
- All products manufactured by Enable Ireland will be in compliance with relevant legislation and standards.

OBJECTIVE 3

We will ensure access to information on latest advances in Postural Management

RESULTS

- All service users and staff will have access to up-to-date information on Postural Management, positioning and mobility equipment.

Research

STRATEGIC GOAL 2006–2008

Enable Ireland will undertake a systematic review of research within the organisation and make recommendations on the future structure, function and role of research within Enable Ireland

Introduction

Research is a systematic approach to investigation with the aim of increasing knowledge. Staff and service users throughout the organisation have participated in a range of research projects. It is vital that all research findings are captured and disseminated to share the learning and influence the future development of quality person-centred services.

Context

Enable Ireland has a tradition of promoting and supporting research. It is committed to the development of services built on evidence-based best practice.

In 1999, a Research Officer post was established to manage and develop the Southern Ireland Cerebral Palsy Register. Since then, the research function has developed with active involvement in both national and international research projects. This includes the *Surveillance of Cerebral Palsy in Europe* (SCPE) and the international quality of life study SPARCLE (*Study of Participation of Children with Cerebral Palsy Living in Europe*).

In 2003, a Research Ethics Committee, with external and internal representation, was established to review, support and co-ordinate applications to undertake research within the organisation where service users and staff are involved.

STRATEGIC GOAL 2006–2008

Enable Ireland will undertake a systematic review of research within the organisation and make recommendations on the future structure, function and role of research within Enable Ireland

OBJECTIVE 1

We will achieve broad stakeholder agreement on the structure and function of research within Enable Ireland

RESULTS

- We will develop a framework for research activity in consultation with our stakeholders.

OBJECTIVE 2

We will increase awareness among staff and service users of the relevance of research for best practice and for delivery and development of quality services

RESULTS

- We will ensure that all staff and service users are aware of the relevance of research for best practice and for delivery and development of quality services.
- We will participate in relevant pilot projects that support research opportunities into innovative service developments and approaches.
- All research findings will be appropriately disseminated.

OBJECTIVE 3

We will establish the profile of Enable Ireland as a leader in service provision that is built on evidence-based best practice

RESULTS

- We will develop the profile of Enable Ireland as a leader in the field of research on all aspects of disability, nationally and internationally.
- All research undertaken by Enable Ireland will be published.
- Enable Ireland will become a lead agency in the establishment and management of a National Cerebral Palsy Register.

Human Resources

STRATEGIC GOAL 2006–2008

Enable Ireland will recruit, maintain and retain a motivated and proficient staff within a supportive working environment

Introduction

The Human Resources function provides critical support and advice to management and staff. The attraction, retention and development of high calibre people are central to the success of Enable Ireland. In order to ensure timely recruitment and retention of appropriately skilled staff, all recruitment and selection is managed at local level.

Action on Disability

Context

Over the last three years, the Human Resources function has evolved and developed within Enable Ireland. This has been influenced by new and amended legislation and by the substantial increase in staff numbers during that time. As a direct result, the development, implementation and review of organisational policies are supported by Human Resources, in partnership with staff and managers in Enable Ireland.

Enable Ireland will maintain and build on the positive employee relations climate that exists. This will be achieved by developing and implementing policies and procedures in line with evidence-based best practice and the emerging needs of Enable Ireland.

Central to this is the introduction of a Performance Management System. In addition to managing individual performance, this will be instrumental in identifying training needs to meet service and personal development requirements.

STRATEGIC GOAL 2006–2008

Enable Ireland will recruit, maintain and retain a motivated and proficient staff within a supportive working environment

OBJECTIVE 1

We will develop a national recruitment and retention strategy

RESULTS

- We will ensure that all posts are filled and achieve the balance of skills appropriate to the needs of each service area or activity.
- We will ensure a maximum of 10% staff turnover annually.
- All new staff will be satisfied with the recruitment process.
- We will comply with all employment legislation, and will meet quotas for employment of people with disabilities within the organisation.

OBJECTIVE 2

We will provide training and development opportunities which meet the professional and personal development needs of staff in line with Enable Ireland's strategy

RESULTS

- Each staff member will have the opportunity to identify their training needs in line with the organisation's objectives.
- All staff will be satisfied with Enable Ireland's training and development programme.
- Each staff member will have a personal development plan.

OBJECTIVE 3

We will develop an individual performance management system to support Enable Ireland's activities through effective and sustainable work practices

RESULTS

- Each staff member will have an individual performance review and will achieve all individual objectives, which are aligned to Enable Ireland's strategy.

STRATEGIC GOAL 2006–2008

Enable Ireland will recruit, maintain and retain a motivated and proficient staff within a supportive working environment

OBJECTIVE 4

We will develop the infrastructure and culture to promote positive employee relations, allowing Enable Ireland to become a model employer

RESULTS

- We will cultivate a proactive approach to employee relations through the implementation of policies and procedures in line with best practice.
- We will pursue opportunities to independently verify our status as an employer of choice.

Information Technology

STRATEGIC GOAL 2006–2008

Enable Ireland will develop and implement a national IT strategy that will enhance the quality of service delivery and provide a support model to internal and external stakeholders

Introduction

Information Technology (IT) is the technology required for information processing. In particular, it encompasses the use of computers and computer software to:

- convert
- store
- protect
- process
- transmit
- retrieve information from anywhere, anytime

The role of the IT function is to maximise the use of information technology in service delivery and to support internal processes and systems.

Context

Information Technology plays a critical role in all aspects of our services. This includes the ability to communicate effectively and efficiently and the security of data that we use. There has been some progress in the investment and upgrade of hardware in the organisation. Further work has commenced to develop a national approach to the use of IT by Enable Ireland. An essential element of this is the development of a national communications infrastructure to link together all areas of the organisation.

STRATEGIC GOAL 2006–2008

Enable Ireland will develop and implement a national IT strategy that will enhance the quality of service delivery and provide a support model to internal and external stakeholders

OBJECTIVE 1

We will develop and implement a National IT Strategy for Enable Ireland

RESULTS

- A national communications infrastructure will be established.
- A national IT strategy will be developed in consultation with all stakeholders.
- An implementation programme will be developed and prioritised, to be activated as resources allow.

OBJECTIVE 2

We will develop a comprehensive support structure for our staff and our service users

RESULTS

- A technical support process will be established to resolve all IT issues in a timely manner.
- Online resources to services users will be further developed.

Communications

STRATEGIC GOAL 2006–2008

Enable Ireland will adopt a communications strategy which will enhance the organisation's reputation, raise its profile, fulfil its corporate advocacy role and disseminate up-to-date information among all stakeholders

Introduction

The Communications function within Enable Ireland aims to:

- source and disseminate up-to-date and accessible information externally and internally
- protect and enhance the reputation of Enable Ireland
- work as an effective and skilled advocate for people with disabilities

Communication initiatives are organised centrally, regionally and locally. Enable Ireland is committed to communicating in a timely and effective manner, incorporating the values of the organisation and respecting the rights of service users and their families.

Context

Corporate communications activities centre on the organisation's literature. They include:

- production of an annual report
- bi-annual national newsletter
- development of the Enable Ireland website www.enableireland.ie
- regular updates to Enable Ireland donors.

'Action Week on Disability', initiated in 2004, links all Enable Ireland stakeholders, services and support activities to raise awareness of important aspects of service provision and corporate advocacy. The theme of 'Action Week on Disability' – *Enabled & Equal* – encapsulates the mission and purpose of the organisation.

Enable Ireland's delivery of the highest quality service is, in part, reliant on strong communication internally and externally. Good communication systems to disseminate information and share knowledge and expertise will continue to be enhanced as part of the implementation of Enable Ireland's strategy.

STRATEGIC GOAL 2006–2008

Enable Ireland will adopt a communications strategy which will enhance the organisation's reputation, raise its profile, fulfil its corporate advocacy role and disseminate up-to-date information among all stakeholders

OBJECTIVE 1

We will promote effective communication across all stakeholders

RESULTS

- We will source and disseminate up-to-date, relevant and accessible information externally and internally.
- We will create opportunities to increase the level of information-sharing among Enable Ireland stakeholders.

OBJECTIVE 2

We will enhance our public profile and reputation

RESULTS

- We will secure a high level of public awareness and confidence in the work of Enable Ireland.
- We will increase the willingness of society to engage with disability issues in line with Enable Ireland's mission statement.

OBJECTIVE 3

We will advocate for and empower persons with disabilities in exercising their rights

RESULTS

- We will develop our competence to fulfil our role as a corporate advocate for people with disabilities.

Retail & Fundraising

STRATEGIC GOAL 2006–2008

Enable Ireland will continue to generate income through our retail and fundraising activities in order to provide capital resources and enhance the services we deliver

Introduction

The Retail & Fundraising Division of Enable Ireland is the channel through which additional income is generated from non-statutory sources for the enhancement of services. Funds generated are applied to Enable Ireland capital development projects. They provide the organisation with a valuable source of independently generated income.

Enable Ireland is committed to fundraising approaches consistent with the organisation's values and respecting the rights of the service users and their families. This is implemented in fundraising activities which:

- consistently emphasise a positive view of the activities of Enable Ireland
- reflect the core values of Enable Ireland
- respect the rights to privacy of stakeholders

Context

Enable Ireland has relied on voluntary fundraising activities to build its nationwide network of facilities. Over the six decades since the organisation was founded, thousands of volunteers have given time and money to support development efforts. Through new stakeholder partnerships in each service location, volunteers can also participate in Friends & Fundraising Groups.

Fundraising for Enable Ireland's development has grown significantly. It is currently organised through:

A network of retail outlets selling donated goods to the general public. This network (founded in 1987 in Capel Street, Dublin) has grown to 19 shops with yearly profits in excess of €1 million. Generous donations of clothing and mixed goods from the general public provide the basis for income generation. This activity relies on hundreds of volunteers throughout the country without whom this high level of turnover could not be sustained, and

A fundraising team which combines nationwide awareness and fundraising campaign effort with local fundraising initiatives and outreach to communities in which Enable Ireland services are based. Initiatives on behalf of Enable Ireland range from national partnerships (e.g. nominated Charity of the Year) to community-based events.

STRATEGIC GOAL 2006–2008

Enable Ireland will continue to generate income through our retail and fundraising activities in order to provide capital resources and enhance the services we deliver

OBJECTIVE 1

We will increase the income we generate from all fundraising activities

RESULTS

- Retail and fundraising activities will generate net profit which will increase each year in real terms.
- All donors will be satisfied with the use of their donations.

OBJECTIVE 2

We will improve our fundraising effectiveness in line with professional standards and approaches

RESULTS

- We will improve our Major Gift private fundraising capacity and increase the number of high value donations.
- Full compliance with best practice fundraising systems and procedures in respect of the stewardship of donations.

OBJECTIVE 3

Through innovation in our retailing activities, we will increase customer satisfaction and improve profit margins

RESULTS

- We will implement new product and service offerings through our retail network.
- We will control the cost of retail operations to achieve higher margins on retail turnover.
- Each Enable Ireland retail outlet will offer value for money.

CONCLUSION

The *Enable Ireland Strategic Plan 2006–2008* sets the direction for our organisation over the next three years. The plan is underpinned by our mission and core values. The Board is committed to governing the organisation in a manner that ensures that service users receive person-centred, effective, efficient and safe services.

All Children's and Adult Services will be delivered through a person-centred approach in line with evidence-based practice. Our support services will be enhanced by maximising resources available to Enable Ireland to ensure the delivery of the highest quality services for our stakeholders. The delivery of these services and support activities will be driven by a quality agenda, adopted through the European Foundation for Quality Management (EFQM) framework.

Enable Ireland is committed to delivering the nine strategic goals, set out in this plan, throughout the organisation. The implementation of the *Enable Ireland Strategic Plan 2006–2008* will be supported through the EFQM and Performance Management processes. A working group will be established to oversee the implementation of the plan. Progress will be monitored on a continuous basis throughout the life of the plan. The group will report annually to the Board of Directors.

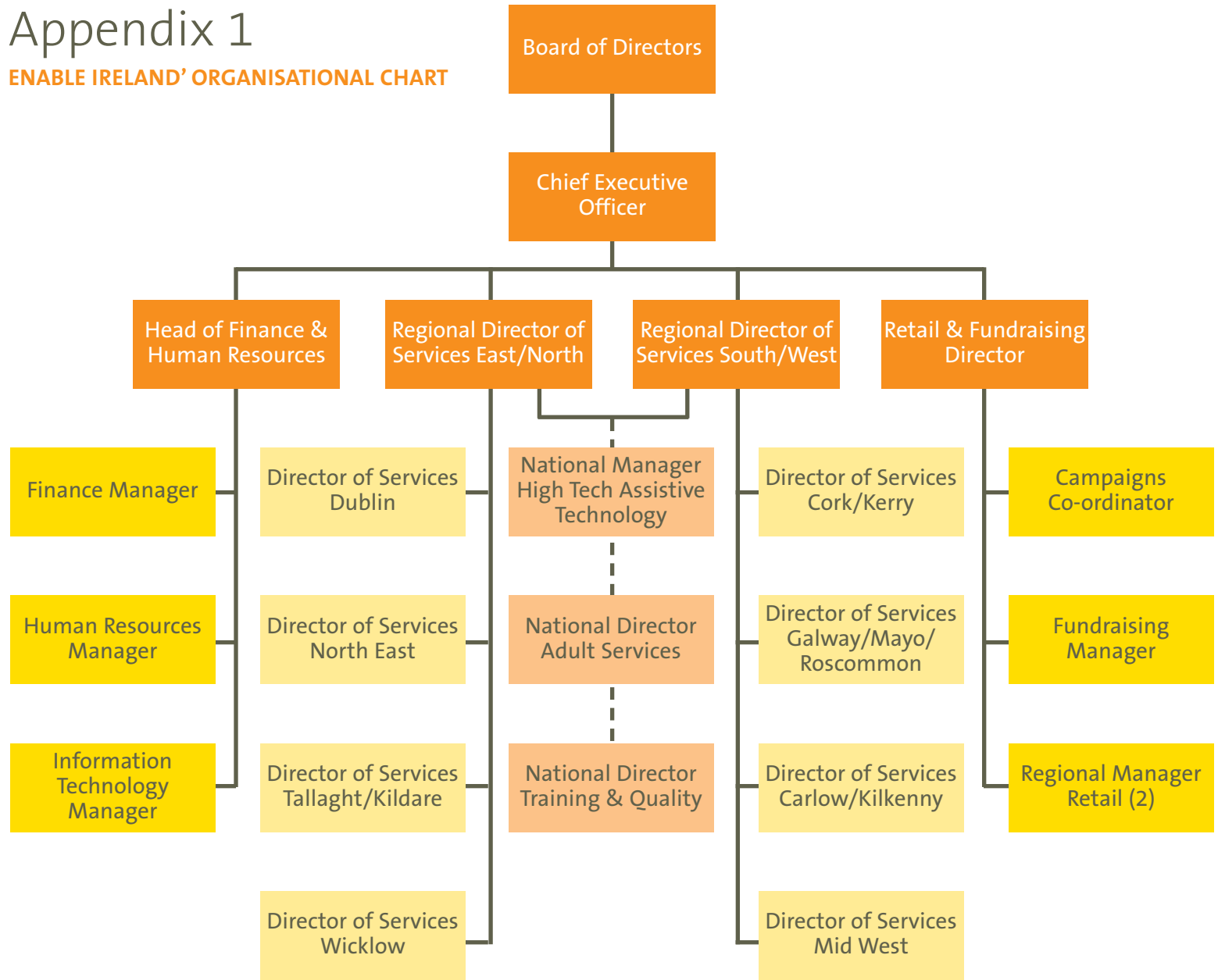
The implementation and monitoring review process will be assisted by the other initiatives cited above.

An implementation plan will be outlined separately. All Enable Ireland employees will participate in this implementation through continued commitment to quality work.

This strategy reflects our commitment to working in partnership with people with disabilities and statutory funders to ensure that each individual who uses our services is enabled to achieve optimum independence, choice and inclusion at home, at work and in society.


Appendix 1


ENABLE IRELAND' ORGANISATIONAL CHART





Appendix 2


ENABLE IRELAND MAP

 HSE Southern Region –
Cork, Kerry, Waterford, Carlow,
Kilkenny, Wexford, South Tipperary

 HSE Western Region –
Galway, Mayo, Roscommon, Clare,
Limerick, North Tipperary, Donegal,
Sligo, Leitrim

 HSE Dublin/North-East Region –
Dublin (North of Liffey), Louth,
Meath, Cavan, Monaghan

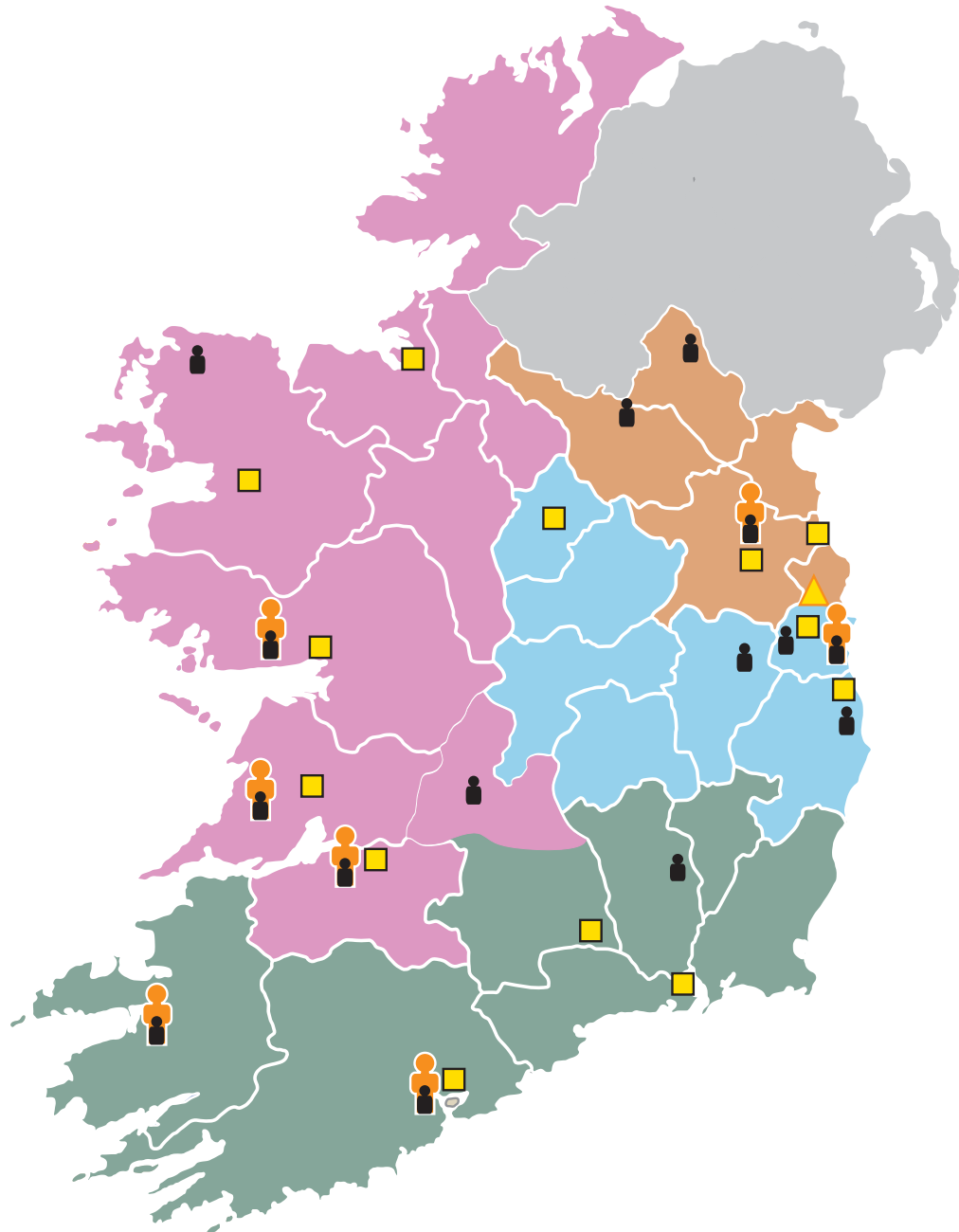
 HSE Dublin/Leinster Region –
Dublin (South of Liffey), Wicklow,
Kildare, Laois, Offaly, Longford
Westmeath

 Adult and Children’s Services

 Children’s Services

 Retail Location

 Head Office



Glossary

Advocacy

A process of representing an individual or group cause in order to effect social, political and economic change. Enable Ireland has a number of local advocacy groups in place as well as a National Service User Council with direct representation on the Board of Directors. These consultative groups make a contribution to the development of services as well as reviewing and acting on a range of issues directly affecting the lives of people with disability.

Assistive Technology

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

Assistive Technology Forum

A representative group of AT users, included and informed about developments in AT and providing an opportunity for users to feed back issues of importance in relation to their experiences of AT.

Client Charter

The client charter is a guide to the quality of our service delivery to our clients.

Early Intervention

“Early Intervention is the process of providing specialist support for infants and young children who have developmental delay or disabilities, their families and communities to promote the children’s development and inclusion” (Australian Early Intervention Association)

EFQM Excellence Model

The EFQM Excellence Model is a non-prescriptive framework which recognises that there are many approaches to achieving sustainable excellence in all aspects of performance. It helps to identify the organisation’s goals and gives guidance on how to achieve them. It also supports the quest for improvement by recognising that it is a continuous process.

Holistic

In the context of service delivery, a holistic approach is one focused on the individual service user’s overall or total life needs and priorities. Responses are planned in an integrated way, with the aim of helping to enhance the person’s whole quality of life.

Integrated Holistic Model

The Integrated Holistic Model, developed in Enable Ireland Children’s Services, enables each child and family to experience and access a holistic, unified continuum of service delivery where the service user is central to the process and an integral part of the team.

Interdisciplinary

The interdisciplinary model of team working 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.

Multidisciplinary

The multidisciplinary model refers to a team or collaborative process where members of different disciplines assess or treat clients independently and then share the information with each other.

National Accreditation Committee

A statutory body established in 2000 to monitor and evaluate performance of training services for people with disabilities against set standards. This system involves both self assessment and on-site monitoring visits by registered assessors to ensure service standards are met and delivered.

Personal Assistant Model of Service

A personal assistant 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

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.

Performance Management

Performance Management is designed to allow an organisation to meet its strategic and organisational plans through the alignment of organisational objectives to individual and team objectives. It aims to help employees demonstrate continuous improvement and excellence in their jobs by providing ongoing feedback and focusing on performance and development needs in relation to the organisation's goals and objectives.

Postural Management

Postural Management is the management of a person's posture at all times and in all environments. Where traditional approaches tended to focus on treatment and active exercise, Postural Management focuses on positioning in lying, sitting and standing.

Reflective Practice

Reflective practice involves viewing actions, feelings, interpretations and judgments from the perspective of an external observer. It promotes learning to develop understanding and critical thinking skills.

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, volunteers, funders and donors.

Transdisciplinary

A transdisciplinary team 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.

Acknowledgments

Enable Ireland acknowledges the contribution made by all stakeholders to the compilation of the *Enable Ireland Strategic Plan 2006–2008* and, in particular, to the members of the National Strategic Team convened in January 2005 to prepare this document.

National Strategic Team

Fionnuala O'Donovan	CEO (Chair)
Theresa Compagno	Regional Director of Services South/West
John O'Sullivan	Regional Director of Services East/North
Finbar McCann	Head of Finance & Human Resources
Dorothy Barry	Retail & Fundraising Director
Pat Beirne	Director of Services Cork/Kerry
Anna Meegan	Director of Services Tallaght/Kildare
Mary Fox	Director of Services North East
Siobhan Long	National Manager High Tech Assistive Technology
Fidelma Murphy	National Director Adult Services
Terry Datson	National Director Training & Quality
Gerry Fallon	Human Resources Manager
Sinead McGovern	Campaigns Co-ordinator
Jacqui Duns	Team Facilitator
Aideen Nolan	Secretariat

Action on Disability

Enable Ireland

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

Charity No: 4908

www.enableireland.ie