



STRATEGIC PLAN 2023-2028

Setting our Future Ambition

Clann Mór Residential & Respite CLG

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Strategy Introduction

A message from the Board Chair, Mary Cuffe

On behalf of Clann Mór Residential & Respite CLG I am pleased to introduce our five-Year Strategic Plan 2023-2028. Our company was formed in 1982 and has grown organically since encompassing nine residential houses along with our respite centre.

As we celebrated 40 years in business in 2022, it was the ideal time to look forward. We have a very competent Board of Directors. Our service provision is in the process of growing and there are exciting ambitions for the next five years which we hope to realize pending funding being available.

The challenges going forward are to meet the ever-increasing governance and compliance obligations; staff recruitment and remuneration; a significant funding challenge as a Section 39 organisation; and an ageing service user population & increasing demand for service.

I want to acknowledge and thank all who were involved and worked so hard to prepare this plan. We are confident that we

have the basis of a very competent plan for the next 5 years.
Please contact the Board secretary secretary@clanmor.ie if you require further information about our strategy.

Mary Cuffe

Chairperson



Introduction to Clann Mór

Who we are.

Clann Mór is an **independent charity** that supports **adults age 18+ who** have a **primary** diagnosis of a **mild to moderate intellectual disability**. Some may also have a **secondary disability** including mental health or mobility (physical, general health or genetic syndromes).

Clann Mór is **social care led**, providing primarily community-based respite and residential care for adults with a mild to moderate intellectual disability.

Clann Mór provides **full life care** for its residents with mild to moderate intellectual disability as long as they are **physically able** to live in Clann Mór accommodation and in accordance with the **skill set of our staff**. It does not provide services for adults whose primary diagnosis is a physical disability, sensory disability and/or who require nurse led care.

Our ethos

We believe people with intellectual disabilities.

- Should be treated with dignity, respect, and kindness.
- Have the right to equal treatment, freedom from discrimination, and have social and economic rights in all areas of education, health care, employment, and transport.
- Should be included in all aspects of their life, how they want to live their life, making and achieving their own goals.
- Should be encouraged to develop their strengths and abilities so they can live an independent and fulfilling life in accordance with their capabilities.
- Should participate to their full potential within society and their communities, from voting, religious affiliation, sports, hobbies, social interactions etc.

Strategic Plan Ambition and Process

Clann Mór currently supports nine community based residential homes and one dedicated respite home. Approximately 16,000 bed nights are made available each year. Our residential properties allow our residents to live in their own home in a supported manner. Clann Mór has 60 staff in total. This includes frontline care staff who work with our residents and respite users, maintenance staff, administration staff, and management.

In 2022, the board of Clann Mór decided to progress a strategic plan for our organisation to set out our ambition over the next five years. We recognised that Clann Mór has experienced significant organic growth in service provision in the last few years. We wanted to take a step back and focus our future strategy to deliver maximum impact.

An independent facilitator worked with the Clann Mór board and a strategic planning subcommittee was established to lead the process. The planning approach involved all board members and our management team. We consulted with key stakeholders to understand their perspectives on Clann Mór and its services. The stakeholder groups included residents, respite users, their families, staff, as well as external stakeholders including the media and local politicians. Meetings were held with Board members and the independent facilitator to review learnings and decide on the strategic direction of Clann Mór.

This document outlines our strategic plan covering 2023-2028. A summary is outlined overleaf.

Clann Mór Strategic Plan Summary 2023-2028

Vision	Creating an environment for adults with mild-moderate intellectual disabilities to have an excellent quality of life.				
Purpose	Enabling our residents and respite users to live full & meaningful lives where they are valued, active & contributing members of their chosen communities.				
Values	Kindness We are generous, helpful, considerate and act with the interests of each person we engage with. Kindness underpins who we are, how we act and what we do.	Respect We treat everyone the way we would like to be treated. We honour dignity, autonomy, and the value of each person. We accept people for who they are. We are considerate of each other's values, points of view and feelings.	Empowerment We empower everyone we engage with to live the best versions of themselves. We encourage everyone to find their hidden talents and support them to make decisions for themselves. This requires committed staff and a person centred ethos.	Integrity We operate to the highest standards of quality and safety. We do the right thing and are fair in our approach to decision making. This requires us to be courageous and sometimes to make hard decisions.	Transparency We are open, honest and accountable in everything we do including our operations, our governance and how we communicate.
Mission	To support our residents and respite users achieve their full potential living in their community				
Strategic Goals	Create opportunities to develop respite and residential places in Clann Mór provided availability of funding.	Engage with Clann Mór residents, respite users and their families to improve quality of life and our service	Partner with community stakeholders, services and partner organisations to better provide for our residents	Advocate for adults with intellectual disabilities, their families and those who work in our sector	
Key Enablers	Funding Availability		Organisational Development & Resourcing		

Clann Mór Vision, Purpose, and Mission

We reviewed and defined our vision, purpose and mission based on our consultation with all stakeholders. Our core purpose largely remained the same, focusing on our residents and respite users. Our refreshed vision, purpose and mission are included below.

Vision

Creating an environment for adults with mild-moderate intellectual disabilities to have an excellent quality of life.

Purpose

Enabling our residents and respite users to live full & meaningful lives where they are valued, active & contributing members of their chosen communities.

Mission

To support our residents and respite users achieve their full potential living in their community.

As part of the strategic planning process, the Board and Management team undertook a detailed review of our mission. The ambition was to expand further on what we do and how we do it. This includes the identification of key growth areas for the future of the organisation which are highlighted in our detailed objectives.

Whilst the organisation has a strong ambition to deliver on these growth areas, securing funding will be a key enabler and a challenge to overcome for the organisation in the next five years.

What Clann Mór does?	How Clann Mór does it?
<p>We provide safe, quality respite and residential homes for adults 18+ with mild-moderate intellectual disabilities.</p>	<ul style="list-style-type: none"> • We accommodate people in a location suitable for their needs. • We comply with all HIQA regulations pertaining to our sector. • We work with the HSE to ensure adequate funding for our service. • We support fund raising initiatives to enhance our residents and respite users' quality of life. • We employ staff who are trained to the highest standards and provide follow on training to ensure continuous improvement.

We provide personalised, coordinated, person centred care and support for our residents as long as they are physically able to live in our properties.

- We coordinate the services our residents need e.g., transport, outings, personal goals, GPs, dietitians, psychology etc.
- **GROWTH AREA:** We engage with our community stakeholders and partner organisations to better provide for our residents.
- We work with the families of the residents and respite users that we serve to identify services they may need.
- We work with the families of the residents and respite users that we serve to identify their needs and areas for improvement.

We listen carefully to our residents, their families and staff suggestions and needs in order to involve them in care related decisions.

- We have a residents advocacy group, with residents from each house, to ensure resident voices are heard and the management team enact them where feasible.
- Our board meets our staff and residents regularly to listen to their needs, ideas, and suggestions.
- **GROWTH AREA:** We link in with national bodies, umbrella organisations to create better understanding of the needs of adults with intellectual disabilities.

We regularly review where we can better serve adults with intellectual disabilities in Co. Meath.

- **GROWTH AREA:** We explore opportunities to create more respite and residential places in Clann Mór.
- **GROWTH AREA:** We submit business cases to the HSE for funding to support the creation of new capacity in Clann Mór.
- **GROWTH AREA:** We engage with adults with intellectual disabilities and their families, in partnership with the HSE on their waiting list for services.

Clann Mór Values

We believe it is essential to outline our values. Values help inform our staff, management and board behaviours and inform our decision making on a day-to-day basis.

Kindness

We are generous, helpful, considerate and act with the interests of each person we engage with. Kindness underpins who we are, how we act and what we do.

Respect

We treat everyone the way we would like to be treated. We honour dignity, autonomy, and the value of each person. We accept people for who they are. We are considerate of each other's values, points of view and feelings.

Empowerment

We empower everyone we engage with to live the best versions of themselves. We encourage everyone to find their hidden talents and support them to make decisions for themselves. This requires committed staff and a person-centred ethos.

Integrity

We operate to the highest standards of quality and safety. We do the right thing and are fair in our approach to decision making. This requires us to be courageous, and sometimes to make hard decisions.

Transparency

We are open, honest, and accountable in everything we do including our operations, our governance and how we communicate.

Stakeholder Consultation

We consulted with a wide variety of stakeholders to inform the development of this strategy including, residents, respite users, family members, staff, management, board members, media, and Meath County Council. Some key insights included:

- The Clann Mór resident first ethos that provides supportive independent living in a personalised family environment is welcomed by family members. All appreciate the open, transparent engagement by the organisation.
- Family, resident, and staff members stressed the need to plan for aging residents from a housing and service requirement.
- There is a desire for expansion of resident and respite user services that improves the quality of life for residents including greater access to psychology and counselling services, continued access to speech and language and occupational therapists and the development of life skills. All recognise the need for services to be tailored to the older person.
- Families raised the desire for aging residents to remain living in Clann Mór rather than move to nursing homes when they require nurse-led care. This was a key discussion point as part of our strategic planning exercise.

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- Staff welcomed the opportunity for greater organisational development following the significant growth recently.
- This included expansion of office space for staff and dedicated residential social space. Pay and increments also need to be considered to retain staff which is an active discussion by the board vis-à-vis available funding.
- All recognised that there are opportunities to involve family members more in both fundraising and supporting residents and respite users at events.
- The media confirmed they are interested in newsworthy stories focused on Clann Mór events and resident and service user achievements.

Clann Mór Strategic Goals

We undertook a SWOT analysis to identify internal strengths and weaknesses and external opportunities and threats (see appendix). The SWOT analysis and stakeholder feedback together with our updated mission and purpose helped inform our four strategic goals for the next five years.

Goal 1: Create opportunities to develop respite and residential places in Clann Mór

- We have an ambition to acquire one new respite house so we can increase the number of places we offer adults with intellectual disabilities in County Meath in the next five years. A key enabler of this is funding and staff recruitment which could pose a challenge to this ambition.
- We will resource our two new residential houses to the best standards of care. Staff recruitment and retention will be a key enabler of this goal.
- We will research the feasibility of Clann Mór developing a nurse led residential home for adults with intellectual abilities as they age to cater for the changing needs of our resident population.

Goal 2: Engage with Clann Mór residents, respite users and their families to improve quality of life and our service.

- We will increase access to psychotherapy and counselling services to help improve our residents and respite users' wellbeing and quality of life.
- We will work in partnership with the HSE to help our residents access multidisciplinary teams including physiotherapists, speech therapists or occupational therapists to enhance their wellbeing and quality of life.
- We will review our property portfolio and develop a property transition plan to ensure our properties are fit for purpose now and in the future as our residents age. Improvements in our properties will also be subject to available funding.
- We will develop a plan with resident and respite users' families to improve engagement and involvement in Clann Mór.
- We will review our service provision to ensure suitable daytime activities for our aging resident population.

Goal 3: Partner with community stakeholders, services, and partner organisations to better provide for our residents and respite users

- We will work in partnership with Day Services to ensure services provided to our residents and respite users are aligned.
- We will develop a communications plan to engage with all our stakeholders to help increase effectiveness of our fundraising activities.
- We will build awareness of Clann Mór in Co. Meath to help increase the effectiveness of our fundraising activities.

Goal 4: Advocate for adults with intellectual disabilities, their families and those who work in our sector.

- We will work with our government bodies and local county council to develop a long-term plan and vision for housing adults with intellectual disabilities in Co. Meath.
- We will engage with our government bodies, relevant state agencies and other charity institutions to inform and influence policy around adults with intellectual disabilities and the people who work in our sector.

- We will work with other Section 39 organisations to advocate for our staff, particularly in respect to pay.

Clann Mór Enablers

Clann Mór has a Service Level Agreement (SLA) with the HSE under Section 39 of the Health Act 2004. This is reviewed bi-annually. HSE funds Clann Mór based on this SLA for the specific purpose of providing existing service provision. New elements of service provision are managed by application of Business Cases.

There have been several funding discussions between the Board and the HSE this year focussed on ensuring Clann Mór's solvency for existing service provision as well as adequate funding for new residential properties in Kells. We anticipate these conversations will need to continue in light of a challenging funding environment. Without funding, it will be impossible for us to deliver on our ambition over the next five years. This is a key enabler of the strategic plan and will determine whether we can deliver on the ambition or not.

Clann Mór has a well governed & structured Board, Management and Administrative Team. We are actively recruiting for board members to ensure the board is well resourced. The Team Leaders hold Person in Charge (PIC) roles as defined by HIQA. Whilst the organization has grown its service facing staff as it has expanded, there strategic planning process identified a gap in some administrative and management functions. It is essential these areas are reviewed and resourced accordingly if we are to achieve our strategic plan. Staff retention at all levels is also an on-going focus.

Two enablers were identified for us to be able to fulfil our ambition:

1. Secure funding, especially with respect to new properties and to ensure solvency of current services and continuous improvement of current properties.
2. Ensuring our organisation size and structure is rightsized to meet our current service provision and, in the event of expansion, to meet the growing needs of our residents and service users.

Secure Funding

We need to secure funding to meet our goals. To do this:

- We will develop business cases for submission to the HSE to secure funding for required new positions that will underpin our strategic plan activities.
- We will develop a capital plan exploring partnerships/shared options to deliver new properties for Clann Mór long term.
- We will develop an operational plan to implement the property capital plan.
- We will engage with the HSE with the aim of securing funding on a 3–5-year basis to safeguard the needs and lives of our current residents and respite users.

- We will explore other funding sources (via benefactors, sponsors, philanthropy) to supplement our HSE funding and help fund initiatives and services that enhance the wellbeing and quality of life of our residents and respite users.

We anticipate this will be a core challenge given the funding landscape in 2023. The cost of running the existing service provision have increased significantly in the last two years. Whilst the Board and Management team will continue to submit business cases in line with our ambition, there is no guarantee that funding will be available.

Organisation Development and Resourcing

To ensure our organisation is fit for purpose, we need to ensure we have the right skillsets within Clann Mór. To do this, we will:

- Review the organisational structure, resourcing, and charity model to help us achieve our 5-year plan.
- Proactively plan for board members, management and staff succession ensuring continuity of our service on a continuous basis.
- Regularly review staff conditions, pay, and career pathways to help our staff succeed in their roles and ensure required staffing levels are maintained in accordance with our funding.
- Secure funding to support organisational expansion to meet our service provision. We anticipate this will be a key challenge.

Appendix: Clann Mór SWOT

Strengths, Weaknesses, Opportunities, Threats

Clann Mór SWOT - Strengths

Organisation

- We are a well-established, well run independent organisation, working to high standards and processes as evident through HIQA assessments.
- Our ethos 'home from home', 'big family', focuses on empowering residents to live their best lives.
- We are a resilient and adaptable organisation as evidenced through meeting regulatory standards and service provided during Covid-19 pandemic.
- We have a professional expert management team, and engaged committed staff who put residents and respite users first.
- We have a strong teamwork culture.
- Our voluntary board is committed to the organisation and roles are becoming more professional as the organisation develops.
- We have good relationships with key stakeholders e.g., HIQA, HSE, national bodies and umbrella organisations, Special Olympics and groups related to resident involvement.

Services

- We provide full service, coordinated care for residents, not solely housing.
- We ensure the voice of our residents are facilitated and heard and we support our residents to find their hidden talents.
- There is good resident goodwill and trust in the management team.

Clann Mór SWOT - Weaknesses

Organisation

- We are dependent on annual HSE funding. Annual funding hinders long term planning.
- The current funding environment represents a significant challenge, especially with increasing costs to run the charity over the past two years.
- We lack a strong fundraising and sponsorship model.
- Awareness of Clann Mór is weak; it is perceived to be a branch of the HSE by families and staff.
- Staff remuneration, training, and retention.
- We lack expertise in HR, Fundraising, Property Management and Acquisition.
- There is an absence of dedicated office, meeting, and storage space for staff.
- Our properties need redevelopment to cater for the needs of our residents and respite users as they age.
- Engaging with wider family member network beyond resident guardian.
- Encouraging families and community to become more active in our activities and initiatives.
- Engaging with and strengthening relationships with wider community, schools, our elected representatives, day care services and community organisations.

Services

- We have limited psychology and counselling services.
- There is no central meeting point for residents and respite users to get together.
- We have limited education and skills development support for residents (art, fitness, health, and wellbeing).

Clann Mór SWOT - Opportunities

Organisation

- Secure longer term HSE funding and to develop a secondary source of income beyond HSE funding.
- Develop greater awareness of Clann Mór to help maximise funding opportunities.
- Invest in specialist expert staff to deliver our future ambition.
- Develop a long-term property portfolio capital and operational plan to deliver our vision for residents and respite users.
- Improve staff psychology training to support and engage with residents and respite users.
- Build on the strong relationships with residents, respite users, families and employees whilst developing stronger relationships with extended families to inform and develop our services and organisation.
- Identify and engage with other organisations locally and nationally to inform and develop our services and organisation.

Services

- Help reduce the waiting lists of people with mild to moderate intellectual disabilities who require residential or respite care in County Meath region.
- Enrich residents and respite users' quality of life through continued access to HSE multidisciplinary teams and increase access to psychology and counselling services.
- Strengthen engagement with Day Care services to ensure services are aligned to improve the wellbeing and quality of life for residents and respite users.
- Engage with government bodies, relevant state agencies, charity institutions to inform and influence policy for adults with intellectual disabilities and raise awareness of carers pay situation.

- Consider the role of technology to provide opportunities for residents and respite users to collaborate on projects.
- Consider training for family members on how to support family members with intellectual challenges.
- Survey younger resident and respite users to understand current and future needs to inform our service plans.

Clann Mór SWOT - Threats

Organisation

- Funding continuity and security.
- Security of tenure – we do not own the properties.
- Maintaining excellent standards of risk management and care in an increasing regulated environment.
- Cost of living increases.
- Local charity competing for funds in a crowded space.
- Section 39 status impacts on retaining and attracting staff. We cannot provide pay increments without permission from HSE funders due to government policies on staff increments between two distinct types of residential services.

Services

- Our two-story properties may not be fit for purpose as our residents, respite users and their parents' age.
- Covid or other transmissible diseases impact on residents and respite users.

October 2023