

Eastern Vocational Enterprises Limited

The Opportunity Network

Annual Report 2007

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CONTENTS

Mission, Vision and Core Values of EVE	2 – 3
Chairpersons Report	4
General Managers Introduction	5
Strategic Plan – Progress to Date	6
Strategic Priority 1	
Promote Advocacy & Partnership in Service Development and Delivery	7 – 8
Strategic Priority 2	
Raise Awareness of EVE’s Services	9 – 10
Strategic Priority 3	
Develop and Deliver Quality Person-Centred Services	11 – 16
Research Initiatives	17
Governance Structures	18
Finance	20 – 21
Activity Levels	22
Submissions made in 2007	23
Membership of committees	24
Conference presentations	25
Acknowledgements	25
Staff	26
Contact Details	27 – 28

EVE Limited

EVE Limited is a subsidiary of the Health Service Executive. We provide a range of person-centred community services in Dublin, Wicklow and Kildare on behalf of the Local Health Offices. There are currently 23 locations catering to the needs of 1,000 participants in training programmes, occupational services and clubhouses annually. The majority of people who come to the services experience mental health difficulties and need varying degrees of support to enable them live productively in their communities. EVE also caters for people who experience intellectual disabilities and a range of physical disabilities. EVE has also developed a unique training and day service for those who experience Aspergers Syndrome.

Mission Statement:

"EVE Limited, through the empowerment of its participants, promotes respect, independence and inclusiveness through the provision of a quality service."

Vision:

EVE Limited strives to provide services which are responsive to the varying needs of people who come to us requiring support at different times in their lives. We aim to provide a range of programmes, which can respond to those needs throughout the life cycle of the individual.

Ultimately, the success of the service will be judged by the participant. Our vision is to ensure that their evaluation reflects that fact that they have been treated with respect at all times, that they have been assisted to achieve increased levels of independence and that they have been facilitated to integrate more fully into their community. This vision will be achieved through the partnership of staff, participants and the community in the delivery of quality person-centred programmes.

Core Values:

When the participants and staff of EVE Limited were asked to identify the core values for the organisation, the following were prioritised.

Partnership:

EVE Limited is committed to supporting and enabling a culture of partnership and equality throughout the organisation.

Quality Services for Improved Quality of Life:

EVE Limited is dedicated to delivering choice and developing quality services designed to offer opportunities to its participants to improve their quality of life.

Community Integration:

EVE Limited will strive to ensure that the services available afford maximum opportunities for participants to achieve full and effective integration in their local community.

CHAIRPERSONS REPORT – Catherine Brogan – A/Chair

It is a pleasure to be able to report on a year where the organisations evaluation of our Strategic Plan 2004 -2007 showed that 95% of agreed objectives had been met. The level of success achieved happened as a result of settings goals and plans in consultation with all partners. This came at a challenging time of continuous change in Health Service Reform and highlights the commitment, drive and energy of the Management Team, staff and clients.

We are now moving into the next phase and the Strategic Planning Working Group is already producing the blue print for the next Strategic Plan for 2008 – 2013. This Plan will work towards the consolidation of achievements to date and the building on new visions and objectives for the future.

I would like to take this opportunity to thank our Management Team, staff and clients for ensuring that the services provided by EVE are of a consistently high standard, are monitored and evaluated with the aim of continuous orientation towards Recovery for all who participate.

Go raibh maith agaibh

Catherine Brogan

Acting Chairperson

EVE Limited.

GENERAL MANAGER'S INTRODUCTION

2007 marked the final stage in a three year project which we embarked upon when we launched our EVE Strategic Plan in 2004. For the organisation, this has been a very rewarding and productive three years in which the staff and participants worked consistently to achieve the objectives we set for ourselves. When we drafted our plan we challenged ourselves and posed the question "EVE 2007...Where will we be then?" and suggested our views on the progress that might be achieved (p.13). On reflection, I believe we have met and exceeded in some areas, the expectations we had of ourselves.

EVE is a service committed to working in partnership with people with disabilities. The public are now more aware of the dynamic nature of our services and recognise the integrity of our adopted partnership approach. Participants are now more involved in EVE as a community through the centre news magazines, the shared social events, the EVE website and the EVE Football league. Our staff have told us, informed through our EIQA Employee Engagement Survey, that they do feel valued as professional staff clear in their role as an enabler and advocate for the participants in our services. Staff are enthusiastic about their positions, taking pride in their work and report feeling empowered to do their job!

When the EVE community engaged in the consultation to develop the Strategic Plan 2004-2007, we shared our hopes and dreams of what EVE could achieve in the future. Our core values were agreed to be "Partnership" and "Quality Services for Improved Quality of Life". In our experience, the power of partnership lies in recognising just what can be achieved when you are willing to engage meaningfully and harness the energy that comes from the process of agreeing a shared vision. In EVE, I believe we have listened, we have learned, we have valued each others views and we have renewed our commitment to moving forward as partners in our next Strategic Plan. This mutual respect is the legacy of our Strategic Plan and I have no doubt that these are truly characteristics of a Quality Service that can improve for all their Quality of Life!

As we draw our Strategic Plan 2004-2007 to a close, I would like to acknowledge and thank all of those who encourage, supported and inspired EVE to achieve its vision, the participants, the staff, the social partners, working group members, the management team and the Board of Directors. It is fitting that each person should take satisfaction in the knowledge that our Plan provided a solid platform for our next Plan for 2008-2013 entitled "EVE Creating Contexts for Recovery" which will build on our original core values and challenge us to operationalise them in the governance of our community.

I wish to congratulate the EVE community on their great achievements over the past three years and it will be my pleasure and privilege to work with you all in realising our shared vision for the next five years.

Go raibh míle maith agaibh.

Dr. Margaret Webb

General Manager

EVE Limited

STRATEGIC PLAN 2004-2007 – How did we do?

Under the auspices of the Strategic Planning Working group EVE conducted the final evaluation of our performance against the goals we set for ourselves at corporate and local level. The results of the evaluation confirmed that the level of progress and activity was consistent throughout the third year of the plan.

Over the three years of the Strategic Plan, we recorded consistently high levels of activity in all our centres. The pattern of activity involved the completion of planned objectives and the consistent activity in the part completion of the remaining objectives. By the end of 2007 we recorded 95% activity levels which, demonstrates the inherent vibrancy of the plan.

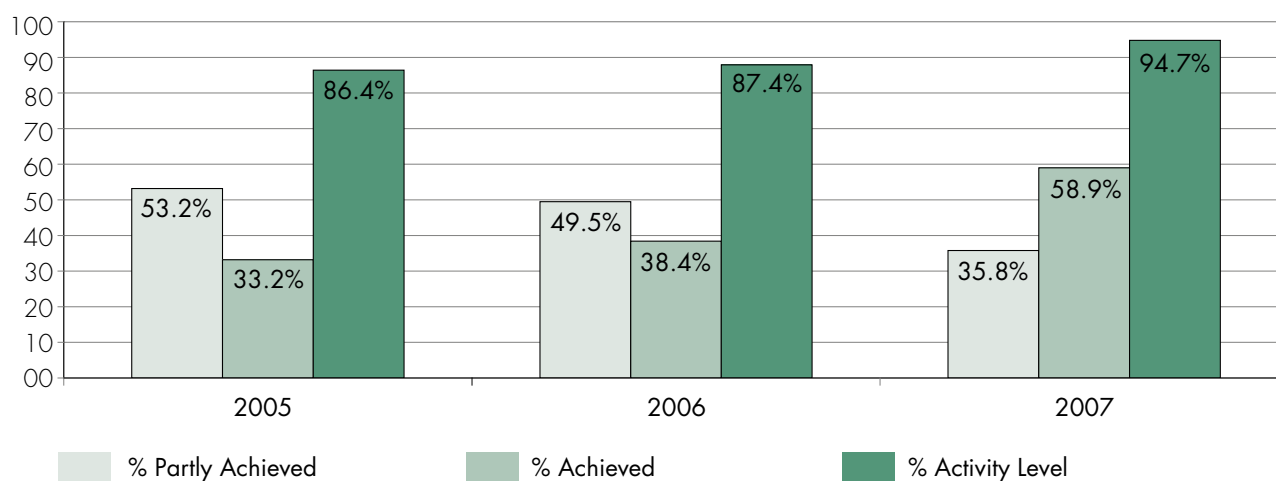
This result is also testament to the value in developing one's plans in consultation with the community. The level of co-operation, the commitment to implementation and the drive to completion was the hallmark of this plan and the achieved activity levels in respect of the agreed objectives support this view.

If we were to critique our progress, it would be to assert that we were over ambitious in setting our objectives and the time scale for implementation. In hindsight, a five year period may have been more appropriate given the scale of the tasks we set for ourselves. However, the energy and focus achieved in a three year period, in itself a catalyst for change and was in no small way, responsible for the tremendous level of activity recorded.

Learning from this experience, the Strategic Planning Working Group have agreed that the next strategic plan will be developed for a five year period, 2008-2013 and will seek to consolidate on achievements to date, complete outstanding objectives and implement the new vision and objectives agreed by the community of EVE.

Unfortunately, due to financial constraints, it was not possible to host our annual Strategic Planning event in November 2007 and as a consequence, we did not have the opportunity to canvas the views and opinions of our staff and participants on the Strategic Plan through focus groups.

% Objectives partly achieved, achieved and overall activity levels from 2006 - 2007



STRATEGIC PRIORITY 1

Promote Advocacy and Partnership in Service Development and Delivery

The current strategic plan places partnership at the centre of all our actions and activities. Throughout 2007, we utilised our working groups as the key to engaging with all stakeholders in the EVE community both internally and externally. As with so many concepts, we acknowledged that we needed to invest in developing a common understanding of “partnership” and sought to do so through a Partnership Working Group. Progress has been slow but steady and we are hopeful that we will have a policy document ready in 2008 to inform partnership within EVE.

The legacy of the current plan as it draws to a close is the investment in devolving responsibility to the staff and participants of the organisation, in crafting an understanding of what we mean by this key concept. It is our belief that we are creating solid bedrock from which we can truly develop a recovery-oriented organisation. Raising capacity, developing awareness and crafting a common view should ensure that future service developments will be based on an agreed understanding of what “partnership” truly means and not tokenism.

We have encountered some challenges along the way but each has been a valuable lesson in the change process and in truth essential in terms of organisational and personal growth.

- **Establish an EVE Participant Representative Group**

Building the capacity of the representative groups within our centres continued to be a major focus for EVE services in 2007. This has proven more challenging than originally anticipated but we have identified external supports which to assist the process. We are determined to invest in our participants to ensure that they feel prepared to take on more active roles in the governance of both their centres and the organisation in general.

- **To develop Clubhouses**

EVE currently has four Clubhouses and is the main provider of Clubhouse services nationally. We have continued as an organisation to advocate for the development of a dedicated funding streams for innovative initiatives like Clubhouse, through the EVE Clubhouse Forum and at national level through the Irish Clubhouse Coalition which we chair.

At local level, our Clubhouses continue to grow and become a valued resource in their local communities with support for members in employment, education, accessing housing, social activities and outreach services.

The success of the Clubhouse was recognised this year by the National Economic and Social Forum in their report Mental Health & Social Inclusion (NESF Report no. 36). The NESF specifically recommended the establishment of Clubhouses at national level as a vocational response to meeting the needs of people who experience mental health difficulties. In recognising the value of Clubhouse as a support to those who wish to return to the workplace, the NESF has concluded like EVE that this model indeed, has an important role to play as part of a continuum of employment and work services.

Both Suaimhneas and Phoenix Clubhouses were busy preparing for accreditation throughout the year. It is anticipated that the accreditation visits will take place early in 2008.

- **To enable partnership and promote participation at all levels in EVE**

Partnership continued to be a central theme in EVE throughout 2007 with the establishment of a dedicated Partnership Working Group. This group focussed on looking at the organisation and reviewing partnership activities at corporate and local level. This group's work is ongoing and it is anticipated that they will produce a policy statement on partnership in EVE in 2008.

Based on the activities of this group, it is envisaged that we will be better placed to ensure a partnership approach exists in the governance of EVE which we believe is necessary in the delivery of a recovery-oriented organisation.

We continued to support a variety of working groups in EVE throughout the year who focussed on Equality, Strategic Planning, the development of a Staff Handbook, Health & Safety, HACCP, the development of Key Worker protocols and the delivery of Non Core Hours Activities. During the year, we did experience some difficulties convening meetings due to staff shortages at local level, however, we sought to overcome this difficulty and move our activities along through communication by e-mail.

During 2007, we also developed partnership in a fun way with the establishment of our own EVE football league. This initiative has gone from strength to strength with increasing levels of interest being expressed from different centres and participants on a daily basis. On 4th December 2007, a number of EVE Limited centres travelled to the JJB Sports grounds in Dundalk for a football blitz and Christmas party to celebrate the success of the EVE Limited Football Initiative. This initiative has been fully supported by EVE, and the Football Association of Ireland and Dublin Bus to whom we express our sincere thanks.

SARI (Sports Against Racism Ireland) have also invited EVE Limited to participate in their Integration Sports Event in the Phoenix Park in May 2008 and September 2008. The momentum and energy of this project has been quite amazing. The agencies and Individuals involved have embraced this project, recognising that football has proven to be a tool for all in EVE Limited, to embrace a culture of wellness and develop a strong community spirit within the organisation.

STRATEGIC PRIORITY 2

Raise Awareness of EVE Limited Services

Awareness raising has been ongoing at both the local and corporate level throughout the year. At corporate level, we were delighted to be referenced in the NESF report number 36 "Mental Health and Social Inclusion" which was published in October 2007. This report has formally recommended the establishment of Clubhouses under its strategic recommendation regarding the work place and supported employment. Many of the initiatives developed by EVE Limited in relation to the development of our "Just ASK" Handbook and the Mental Health Forum Framework report are commended. We will seek to use this citation as grounds to address the ongoing funding issues that pertain to Clubhouse and hopefully will see some progress on this issue in 2008.

For the past four years EVE hosted the Mental Health Training & Employment Consultative Forum providing secretariat services and meeting room facilities. This group gathered to consider the issues outstanding in the area of mental health training and employment. Following careful consideration, EVE facilitated the writing of a report which draws together the issues and makes recommendations from the group. This report entitled, "A Framework for the Training and Employment of People with Mental Health Difficulties" has recently been distributed to a targeted audience in both the public, statutory and voluntary sector. It is anticipated that this report will prove influential and is being used as a reference resource to national groups including the HSE Day Service Review Group. Our contribution to this Forum and the subsequent report is one of the many ways in which we seek to address service delivery issues as they pertain and raise awareness of our organisation.

We continue to be active members of a range of national and local committees and for a. In particular, we remain part of the NDA Mental Health Advisory Committee and are a member of the employment sub-group where we have championed the development of a Work Place Wellness Guide. The General Manager has agreed to remain on .the committee for an extended term of two years.

At local level, centres continue to promote a greater awareness of their services by engaging with the local community stakeholders and in particular the mental health and intellectual disability services. Our focus on community integration means that awareness-raising takes place through a combination of formal visits to stakeholder groups, and general participation in community events. This all takes place with the support of the promotional material and the new EVE website.

To develop promotional material

The new corporate image developed by our Quality Assurance Department for EVE is now used in all of our promotional material. During the year we have refined the image, integrated it into our corporate identity both in print material and our website.

To establish a website for EVE

The EVE website was established and refined throughout 2007. This has proven to be a great resource to the organisation and has undoubtedly been an effective way to promote awareness of EVE's services. Over time, we

anticipate that we will develop the full potential of this information tool for the public and we hope to host an intranet for internal use in the organisation. This will facilitate local sharing of information within the community of EVE and will hopefully minimise paper distribution within the organisation.

To raise awareness through community networking activities

EVE has continued to focus on developing partnerships within communities through a range of activities which include community placements for participants, sitting on local partnership boards and community groups, engaging in community activities and using community resources. This activity has resulted in greater community engagement and awareness of the local EVE service. The availability of our 7-seater fleet of vehicles has been invaluable in achieving this level of community participation and we are indebted to the National Lottery for proving the funding to purchase this resource.

To establish a network news magazine

The development of local centre based magazines has been one of the great successes of our centres both as a training activity and a local community event. All centres have reported that they generate a fantastic buzz when they are producing the magazine and they now have a platform for participants to showcase their talents be it artistic or literary, local events and activities.

Such has been the success of the local magazine that we are now re-considering our original aspiration for an organisational network news magazine and now looking at an e-zine which could be made available on our website. This is more consistent with our concerns for developing a "green culture" in EVE, a project which we hope to tackle in 2008.

We have also seen great innovations with the introduction of televisual local news programmes in centres scripted, filmed and produced by the participants, members and staff. Thanks to Lotto funding a number centres have purchased video equipment which has enabled the development of this successful initiative.

STRATEGIC PRIORITY 3

Develop and Deliver Quality Person-Centred Services

In reviewing our progress over this past year and the life-time of the Strategic Plan, it is worth reminding ourselves of the scale of the task we had set. This involved reviewing and agreeing actions in the areas of programme development, curriculum development, accommodation, finance, personnel, and staff training and development. In particular, we committed to the goal of achieving a nationally recognised quality assurance mark for our services with Excellence Ireland Quality Association (EIQA). In 2006, we commenced the process and nominated three project areas for assessment namely, Staff Engagement, Communications and Human Resource Development. Significant progress has been made to date in particular, the completion of our Staff Engagement Survey and the completion of an independent audit of our Human Resource policies and procedures.

The results of the EIQA Staff Engagement Survey are an indicator of the status of the organisation as we draw to a close our Strategic Plan. Independently completed by EIQA, over two thirds of staff volunteered to complete the survey which demonstrated that our employees are willing to contribute their thoughts, opinions and ideas.

The overall average score for Employee engagement was exceeded the benchmark in many areas. The profile of EVE staff which emerged indicated that staff are extremely loyal, they intend to remain working for the company and are highly committed to their role. The majority of employees are focussed on achieving team objectives and are committed to seeing EVE succeed believing that their work has a direct effect on the service levels provided to EVE's participants. Enthusiasm levels and a sense of pride in their work were high with high motivational levels reported.

Empowerment and high support levels were also recorded with enablement by line managers the highest scoring enabler reported by staff in the survey. Job satisfaction was rated significantly higher than the benchmark with staff reporting that EVE is a good place to work.

These outcomes give a strong indication of the calibre of EVE staff their level of commitment, their role and their personal investment in the future of the organisation. This has been facilitated by the level of investment in building an organisational culture wherein staff are valued for their contribution, their views are sought and directly influence the strategic objectives agreed. This collaborative approach has ensured that the valuable human resource we have in our staff is recognised, acknowledged and utilised in the pursuit of our shared vision for EVE.

Whilst the survey indicated areas for development which we are addressing, it nonetheless is a solid endorsement in the value of investing in our staff who ultimately ensure that our evolving programmes are genuinely person-centred in their design and delivery.

- **To design and deliver person-centred programmes**

Accreditation of training services was deferred in 2007 by the National Accreditation Committee (NAC) and is due to re-commence in 2008. In the interim, our centres have continued to adhere to the principles enshrined in the Standards and our quality assurance protocols support this approach. Local monitoring continues under the auspices of the Rehabilitative Training and Guidance Service.

Our Vocational Training programmes have been subject to regular local monitoring by FAS and we await the introduction of the formal accreditation process to be implemented as part of the FAS Quality Standard.

Phoenix Clubhouse EVE Limited and Suaimhneas Clubhouse EVE Limited have both applied for their first accreditation visits and have been advised that the accreditation visits will take place early 2008. The ICCD accreditation process in Clubhouse utilises peer-review methodology which is consistent with our commitment to the delivery of person-centred programmes, as the accreditation team includes members with self-experience of mental health difficulties.

During 2007, the HSE launched the Adult Day Services Review. A national committee was formed representing the key stakeholders and it is anticipated that a full census of activity and consultation sessions will take place in 2008. EVE will be making its submission to the Adult Day Services Review Group when the call for contributions is made.

These programmes are fully supported by the Quality Assurance Department who have now completed their first round of annual Quality Audits in EVE centres. The department supports all locations in addressing the issues raised by the QA action plan. This style of engagement and support will provide a necessary foundation for the introduction of the quality-assured person-centred programme.

- **To Develop the Tools and Supports to Facilitate the Delivery of Person-Centred Programmes**

The introduction of the strengths Model (Rapp 2006) which we had deemed compatible with our aspiration toward best practice, was suspended due to staffing and budget constraints. The pilot project will recommence when the appropriate financial and staffing resources are available.

Pobal, operating on behalf of the Department of Justice, Equality and Law Reform invited EVE to participate in two thematic project groups in the mental health and the autistic sector under the "Enhancing Disability Scheme". Providers were invited by Pobal to establish consortia and develop project proposals.

The mental health group, made a submission proposing the introduction of "Wellness Recovery Action Plan Training" WRAP (Mary Ellen Copeland. As a consortium member we have agreed to develop and deliver a facilitated learning programme on Mental Health Recovery in three regional centres. This project is designed to promote mental health recovery and is using WRAP (Wellness Recovery Action Planning), an internationally recognised approach developed by Mary Ellen Copeland (1989 www.mentalhealthrecovery.com). Whilst this project will run on a national basis, EVE will oversee the training in the Eastern region and welcomes the opportunity to make WRAP training available in three community settings.

The autism consortia have proposed the establishment of a website to enable better access to information and services. This will greatly enhance the quality of information available to people with autism/aspergers syndrome and their advocates.

Feedback from POBAL is expected in January 2008.

- **To source the finance to resource the delivery of person-centred programmes**

Financial governance in EVE Limited is subject to the current agreed protocols of the Health Services Executive and is annually audited by the Comptroller and Auditor General. Funding is co-ordinated through the HSE's offices in Millennium Park with development funding for new initiatives sourced via the Local Health Offices. Following the establishment of the HSE, it was agreed that the current system of funding would remain in place.

In the past year, we have sought to build our relationship with Local Health Managers at both strategic and operational levels. 2007 was a challenging year for our service, however, we have endeavoured to prioritise the financing of our services through prudent management, cost containment and some re-organisation of programmes. We have also deferred engaging in new programme activities which may impose a strain on existing resources.

- **To ensure centre accommodation is appropriate to the needs of the participants and staff**

Following the review of centre accommodation, undertaken as part of the Health and Safety review in 2005, we prioritised a number of locations for attention in particular the Estuary Centre. After many years of discussion, we were advised that the HSE would support EVE in achieving a re-location to a new centre. During the year, we have engaged in dialogue with HSE and property developers and have tentatively identified a site for our new centre. We are hopeful that we can agree satisfactory terms and are working closely with the HSE to finalise details.

EVE Larine was also approved to proceed with an extension to the dining room and preparations were made for this development during the year. The builders arrived November 2007 and we envisage that all works will be completed by May 2008.

Additional space is also required in Harvest Centre, Goirtin and Plantmarket and every effort is being made to source the funding required.

- **To ensure staff are equipped with the skills required to deliver person-centres services**

The training of staff in EVE has remained a priority with over 12 development programmes available to staff of all grades during 2007. When we committed to the delivery of person-centred services we knew that we needed to support our staff with the opportunities to update their skills. Over the three years we have invested in the delivery of formal programmes, we have promoted shared learning opportunities for staff and participants and we have engaged in the development and delivery of new courses to address the training needs of our community.

As a consortium member of the Mental Health Quality Initiative (MQI), this was one of the most exciting training initiatives to date as it was designed, developed and delivered as a shared learning experience. Through the partner agencies, EVE, IAN and NLN, we focussed on drawing together shared experiences of the mental

health services from the perspective of both people with self experience of mental health difficulties and people who were working in front-line services. In 2007, we launched our three FETAC level 5 accredited mental health modules to a group of twenty students.

Students on this programme undertook modules in the area of 'Mental Health Treatment Approaches', 'Advocacy and Independence in Mental Health' and 'Recovery'. Of the original 20 students drawn from the partner MQI partner agencies, 8 from EVE, 14 achieved full FETAC certification for all three modules with 16 achieving certification for 2 modules and one student completing 1 module only. It is anticipated that an awards ceremony will be held early in 2008 when final confirmation of results is through from FETAC.

An independent evaluation of the module delivery and an innovative specific arts based evaluation of the Recovery Module confirmed that the training experience for the students was a resounding success. Following on from this it is our hope that the modules will be incorporated into the SKILL qualification for front line staff. Discussions to date are optimistic in this regard.

The development, design and delivery of the modules represent a major achievement for the consortium and a significant development in the design and delivery of a recovery-oriented training programme. From our experience of the richness of the shared training environment, we will be adopting this approach for the majority of our in-house training initiatives hereafter.

In 2007, all staff received local training on the roll-out of the new EVE Staff Handbook and an additional 59 staff availed of the opportunity to complete one or more training courses. Within the training and development programme, there are currently 12 core programmes offered, of which seven were run in 2007. During the year, 15 staff attended conferences/seminars. The total number of staff training days was 211.5 days.

- **To ensure staff supports are available to enable the delivery of person-centred services**

EVE is particularly conscious of the staff need to be supported to deliver person-centred services. In doing so, we have focussed on creating appropriate up-skilling opportunities through our training and development programme. Our Quality Assurance Department and Participant Assistant and Support Service (PASS) provide support across the organisation to ensure that the delivery of our programmes and services meets accreditation and best practice standards. And finally, we have invested our time in the implementation of "Towards 2016" (the national partnership agreement) looking at the skills mix required in the organisation to meet our delivery needs. This agenda has allowed us address issues of recruitment, minimum qualifications and in particular, the skill mix and work patterns appropriate to the needs of our organisation and our staff. The implementation of these agreements will take place over the coming years and will greatly assist us ensure that EVE can be responsive in the delivery of the person-centred service.

The following topics were pursued during the year as part of our commitment in the EVE Strategic Plan to the delivery of the person centred service.

- **Service Users on Interview Boards**

Inviting participants from EVE to participate on our staff interview boards has been a successful practice in the organisation now for nearly ten years. Since establishing our first Clubhouse in 1999, interview boards have included Clubhouse members, people with self experience of mental health difficulties.

In principle, our social partners support the expansion of this to interview boards for all staff posts in EVE providing the participants would receive appropriate interview skills training. It has long been our intention to establish a panel of service users to join interview boards for all available posts in EVE however, given the slower than anticipated progress in building capacity in our local representative groups, this has not occurred to date. We are committed to pursue this development.

- **Staff Minimum Qualifications**

Considerable progress has been made in setting minimum qualifications for staff employed within EVE. Under the terms of "Toward 2016" we are engaged in ongoing discussions regarding staff minimum qualifications and anticipate that we will achieve a final position early in 2008. This discussion has been possible because of a shared view between the management and the social partners that we are aiming to deliver services to the highest possible standards. To do so, we will continue to facilitate staff continuous professional development through our programme of internal and external training and private study opportunities. In addition, the delivery of the pilot FETAC modules in mental health to 8 EVE staff has demonstrated that we are willing to commit to developing appropriate qualifications and training programmes to address their needs.

- **Staff Handbook and Induction**

Following an extensive consultative process, the staff handbook was issued to each member of staff in the organisation. Briefing sessions took place and a Centre Managers back-up folder was also issued to ensure that all necessary source information was available at centre level.

Based on the principles contained within the HSE revised induction protocol, EVE is currently engaged in an extensive review of its induction policy, practice and implementation issues.

- **Staff Performance Management Systems**

As part of "Toward 2016", we will seek the introduction of an agreed performance management system. EVE will implement the nationally agreed HSE system consider opportunities to adopt a partnership approach with our service users in this area.

- **Policy and Procedures**

Over the period of the Strategic Plan 2004-2007, a full review of our policy and procedures took place to ensure compliance with statutory legislative requirements, accrediting bodies and funders. This review was completed and we are satisfied that our policies are accurate at this time but will continue to monitoring them in light of national changes.

In line with our commitment to ensure partnership principles within EVE's corporate governance structures we endeavoured to achieve agreement on our policies through our working groups and the community of EVE. During the year we were obliged to curtail the activities of the working groups due to resource constraints, however, we will continue to engage as fully as possible with the participants and staff in ensuring that our policies reflect the needs of all stakeholders.

RESEARCH INITIATIVES

Recovery Research Project

As part of our commitment to the delivery of a quality person-centred recovery-oriented service, EVE identified the need to invest in the development of appropriate tools to capture the processes and outcomes being achieved by individual participants in our services.

Our recovery research project entitled: 'Understanding Recovery in Context' seeks to provide mental health service users, family members/carers and mental health service providers with a practical tool to assess interpersonal, service, wider community recovery-orientation and contextual factors. It aims to make a useful contribution to the individual recovery process and increase our understanding of the recovery-orientation and recovery-context concepts.

During the year we completed the second stage of the four-stage project, using a web-based Delphi study, to reach consensus among a nominated panel of Irish and United Kingdom expert stakeholders on those environmental factors that impact, positively or negatively, upon the mental health recovery process. The results of this consensus will form the basis of a Recovery Context Inventory (RCI) which we intend to develop for use by people in recovery, for family/carers and for mental health professionals. The level and response from participants to date has been exceptional and we are greatly encouraged in our project by this level of support.

The study is being conducted by EVE Limited and supported by the Health Service Executive, The Irish Advocacy Network and the School of Psychology, University College Dublin. We have recently been successful in securing additional funding from the National Disability Authority which will assist in meeting our stage 3 costs for 2008.

Recovery Narratives Project

One of the interesting outcomes of establishing centre newsletters was the wealth of personal experience and narratives that participants were willing to share about their lives. Centres had shared anecdotally some of these stories but we felt that the power of the written word was affording people an opportunity for expression previously denied. Given the inspirational nature of many of the stories told, we decided to establish our own recovery narratives project. An invitation was issued to centres in EVE to attend a launch of the project and from that session, feedback was taken and a selection committee was established which includes participants and staff.

This project has been promoted throughout EVE as a way to celebrate and capture personal recovery experiences which we hope to develop into a Recovery Sharing Booklet/DVD to be produced in 2008. Submissions have been invited in a number of categories that relate to recovery journeys throughout one's life and can include, a personal story, a poem, a painting, a piece of art or a photograph. By broadening the manner of creative expression, we hope to encourage those who may not feel comfortable with the written word but who have a story to tell none the less.

GOVERNANCE AND FINANCE

Governance Structures

During 2007, on behalf of EVE, the General Manager reported to Jim Ryan, LHO Manager, Area 1, Lead LHO for Mental Health. We continue to deliver our services throughout Dublin, Wicklow and Kildare in our training, occupational services centres and Clubhouses and receive our monies from the HSE in Naas.

The membership of the Board of EVE is as follows: -

- Ms. Catherine Brogan, National Planning Specialist for Mental Health, Office of the CEO
- Ms. Margaret Tobin, Finance Manager, HSE Dublin Mid-Leinster
- Ms. Shira Mehlman, Director of Social Inclusion, FAS

In January 2007, Mr Joe Cahill retired of from his position as Chairperson, of the Board of EVE. His commitment and contribution to EVE was acknowledged at the Strategic Planning Day in November 2006 and we wish him well in his retirement. Ms. Catherine Brogan has agreed to hold an acting position until a new chairperson is appointed. To date, this has not occurred but is in hand.

The Board of Directors have now agreed to meet on a bi-monthly basis and are seeking to broaden the membership of the board. Discussions continue with both SIPTU and IMPACT to agree a methodology whereby a worker director can be elected to the Board of Directors. We are hopeful that this will be achieved in 2008 as the principle is agreed. Delays have been experienced in agreeing the election methodology but we are optimistic this will be resolved satisfactorily.

The Board of Directors have expressed their commitment to ensuring that both the staff and participants of EVE Limited should assume an active role at Board level and we hope that this will be achieved by the end of the Strategic Plan in 2007.

In 2005, the Board of EVE unanimously agreed to open board membership to a service user representative. Since then, discussions have taken place on how this can be facilitated in a manner that recognises the significant responsibilities and commitments associated with being a company director. In response, as part of our ongoing review of partnership initiatives in EVE, we have agreed to formally canvas views on this topic from participants, staff and the Board of Directors. Using this partnership approach we hope to inform our actions by the views of all our stakeholders to ensure that we progress this issue in a comfortable manner. As noted earlier, the development of advocacy structures, skills and competencies is taking longer than we originally anticipated. However, we believe that the investment in a solid base of effective advocacy within EVE will ultimately mean a more legitimate approach to recovery-oriented governance structures and is therefore worth the continued investment and the time.

In 2007 there were 5 meetings of the Board of Directors.

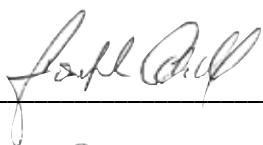
Date:	Venue:
25 th January 2007	EVE Administration
31 st May 2006	EVE Administration
27 th July 2006	EVE Administration
27 th September 2007	EVE Administration
29 th November 2007	EVE Administration


FINANCE

Eastern Vocational Enterprises Limited
INCOME AND EXPENDITURE ACCOUNT
 YEAR ENDED 31 December 2007

		2007	2006
	Note	€	€
Grant – HSE		7,549,271	6,895,841
Rehabilitative Training Funding	1	3,210,142	3,278,666
Fas Funding	2	1,904,136	1,691,807
Lottery Grant		218,583	179,930
Sales		1,588,882	1,381,355
Miscellaneous Income	3	295,994	260,335
Less Transfer To Capital Account	8	(396,173)	(164,161)
Total Income		14,370,835	13,523,773
Expenditure			
Wages And Salaries	5	7,986,080	7,331,959
Grant - Tolco Limited	1	1,689,565	1,573,084
Overhead Expenses	4	5,227,578	5,301,582
Depreciation		347,080	372,540
Amortisation	8	(347,080)	(372,540)
Total Expenditure		14,903,223	14,206,625
(Deficit)/Surplus For Year		(532,388)	(682,852)
Balance Brought Forward 1 January		1,367,020	2,049,872
Balance Carried Forward 31 December		834,632	1,367,020

The Company has no gains or losses in the financial year or the preceding financial year other than those dealt with in the income and expenditure account. The results for the year relate to continuing operations.


Director  _____

Director  _____

The statement of accounting policies and notes 1 to 16 form part of these financial statements.

Eastern Vocational Enterprises Limited
BALANCE SHEET AS AT 31 December 2007

		2007	2007	2006	2006
	Note	€	€	€	€
Fixed Assets	6		1,447,788		1,656,167
Current Assets					
Stock		126,100		143,947	
Debtors	11	719,501		635,772	
Bank		390,644		825,267	
Cash		7,227		5,069	
Grants Accrued		0		223,000	
		1,243,472		1,833,055	
Current Liabilities					
Creditors & Accruals	12	408,837		644,251	
		408,837		644,251	
Net Current Assets/(Liabilities)			834,635		1,188,804
Net Assets			834,635		2,636,592
Represented By					
Ordinary Share Capital	7		3		3
Capital Account	8		0		1,269,569
Revenue Account			834,632		1,367,020
			834,635		2,636,592

Director 

Director 

The Statement Of Accounting Policies And Notes 1 To 16 Form Part Of These Financial Statements.

ACTIVITY LEVELS

EVE Limited, at present, has 23 centres (26 services) and offers 27 programmes in its Training, Occupational Services and Clubhouse services. Approximately 865 individuals attend services provided by the EVE network. In 2007, there was a Whole-time Equivalent allocation of RT/VT/DOH training places of 297.

Over the period of 2007, the core client group within EVE continued to access our services in Dublin, Wicklow and Kildare. The network principle applies and we continue to offer the service which best meets the needs of the individual independent of geographic location.

- Referral Patterns:

Referrals into EVE Limited's services are facilitated by direct contact with the locations and through the EVE Central Advisory Group for individuals who are unsure of their requirements. The Advisory Group continued to meet individuals who wished to discuss their rehabilitation and vocational options throughout the year 2007. Members of the Advisory Group include Centre Managers, Supervisors in Charge and a Guidance Officer from the RTG services. During 2007 one additional staff completed the the Adult Guidance Theory & Practice Certificate from NUI Maynooth to support the delivery of a quality advisory service.

There were 283 new entrants to programmes as a direct referral to EVE centres during the year with 19 applications processed by the Advisory group and placed 11 into EVE services.

Referral patterns to our services have indicated a higher level of complex needs with risk assessments required. The Participant Assistant and Support Service (PASS) has commenced a review of this issue and is looking at the implications for EVE in relation to our stated core client group, our capacity to meet emerging needs, the supports required for successful placement, specific care packages, and clinical governance protocols.

SUBMISSIONS MADE IN 2007

EVE continued to be a vocal and active advocate on behalf of people with disabilities making our contributions through both local and national for a. During 2007, we were not required to make formal submissions on behalf of the organisation.

Submissions were made for additional funding with varying levels of success.

- National Lottery funding
- Dublin Bus
- Go for Life
- Equality Authority
- St. Steeven's Green Trust
- ACCESS Funding
- Department of Justice, Equality & Law Reform
- Kildare County Council
- Dublin Rural Leader
- Action South Kildare
- The Ireland Funds
- Pobal funding
- Sports Council
- Kildare Nationalist
- Capital funding-EVE Estuary
- Recovery Context Inventory Research Project

EVE, continues to represent the interests of people with mental health difficulties on the national groups in particular the NDA Mental Health Advisory Committee, from whom national submissions, reports and discussion documents issue.

MEMBERSHIP OF COMMITTEES

Throughout 2007, the staff of EVE actively participated in a variety of committees at local and national level.

- FÁS – Mental Health Employment & Training Consultative Forum
- Mental Health Quality Initiative (MQI)
- Irish Clubhouse Coalition (formerly the National Clubhouse Development Committee)
- Cneasta
- Irish Association for Supported Employment (IASE)
- Irish Association for Rehabilitation Professional (IARP)
- SWAB Consultative Forum
- Public Sector Equality Learning Network
- EQUAL I
- EQUAL II
- Supported Employment Consortia
- Local Area Partnerships
- Psychology Society of Ireland Rehabilitation Special Interest Group
- Association of Occupational Therapists in Ireland Special Interest Group

CONFERENCE PRESENTATIONS

During 2007, EVE was invited to present at the following conference

Psychology Society of Ireland Annual Conference – Kilarney

Title: Recovery-Oriented Mental Health Services-What's in it for Psychologists?

Presenter: Margaret Webb & Tom O' Brien

ACKNOWLEDGEMENTS

In drawing our Strategic Plan 2004-2007, we would like to acknowledge and thank all of those in the community of EVE who have supported us to deliver on the objectives we set for ourselves during this period. We have demonstrated that when we come together with a shared vision, we can achieve "a quality service". To each individual, each community, each voluntary group and each statutory agency who assisted us in this goal, our sincere thanks.

I would also like to commend the staff of EVE who are our greatest resource. Their contribution on a daily basis is the keystone in our service delivery model and their commitment its foundation. To each individual, our thanks.

During the year, we sadly said goodbye to participants and friends who passed on. Their contributions to the spirit of the organisation will live on.

Ar dheis Dé go raibh a anam

STAFF

Management Team

Dr. Margaret Webb	General Manager
Ms. Jackie Ryan	Finance Manager
Mr. Frank Cameron	Regional Manager
Mr. Raymond Fenton	Regional Manager
Ms. Regina Halpin	Regional Manager
Ms. Carmel D'Arcy	Quality Assurance Manager
Mr. Tom O' Brien	Principal Psychologist Pass Team Leader

Finance & Administration Department

Imelda Hartney
Fiona Osborne
Carol Kelly
Patrick Kells
Amanda Reid Madden
Betty Farrell
Judy Kavanagh
Pam McKay

Quality Assurance Department

Aoife Lawlor,	Quality Systems Co-ordinator
Roisin O' Brien,	Quality Systems Co-ordinator
Theresa Hall,	Quality Assurance Support
Louise Coonagh,	Senior Quality Systems Facilitator
Theresa Ahearne,	Quality Systems Facilitator

Participant Support Service (PASS)

Caroline Lydon,	Senior Occupational Therapist
Anna Campbell,	Senior Psychologist
Ken Murphy,	Research Assistant
Avril Carroll,	Research Assistant

Contact Details

HSE DUBLIN MID-LEINSTER

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Manager - Rose Jones

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email: newhorizon@eve.ie
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Manager - Brendan Madden

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Clubhouse

Platinum Clubhouse EVE Limited, Unit B1, Newbridge Ind. Est.,
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www.kildare.ie/platinum
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Manager - Des Word

Contact Details

HSE DUBLIN NORTH EAST

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