

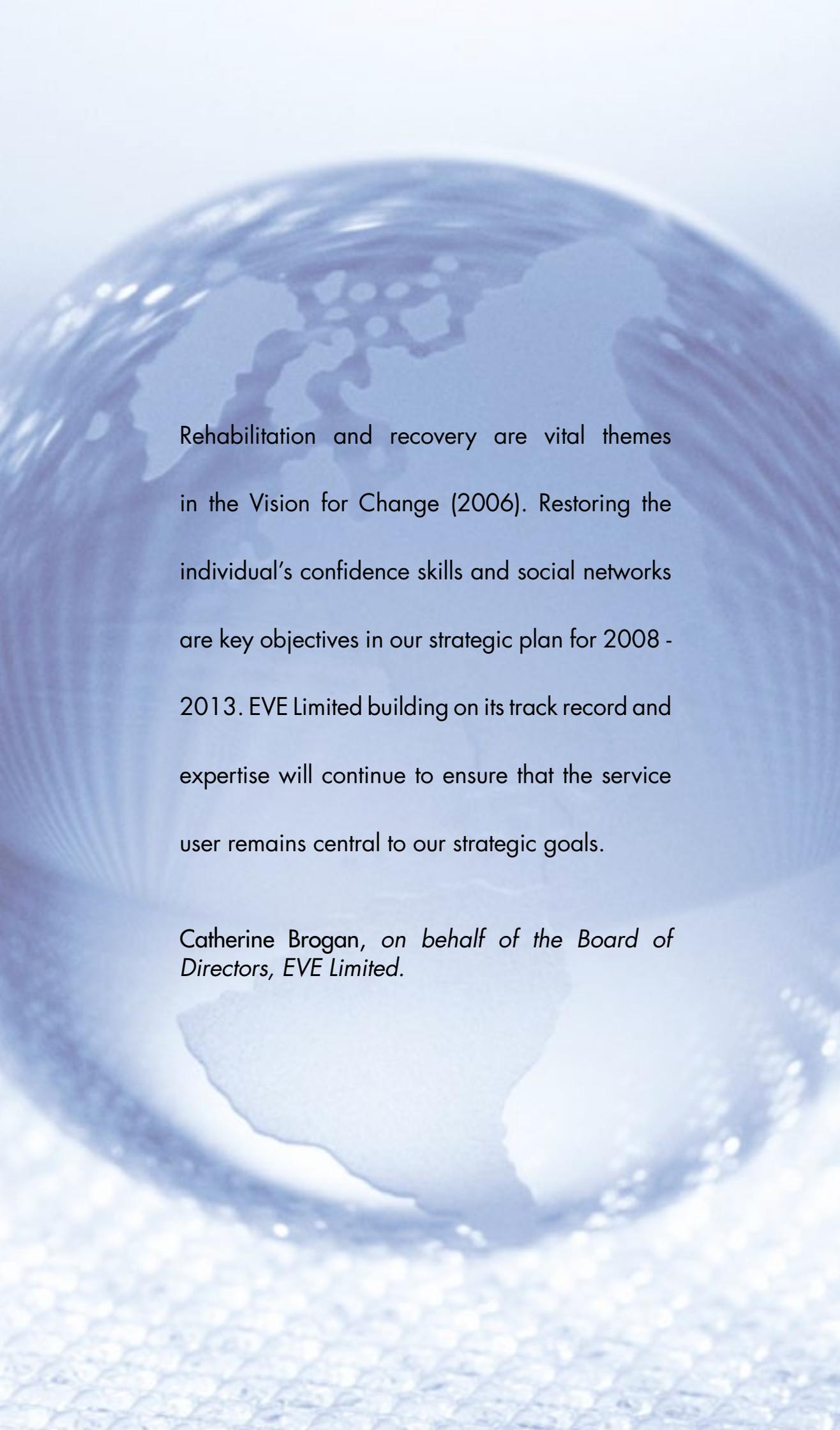


EASTERN VOCATIONAL ENTERPRISES LIMITED

EVE Limited

Strategic Plan 2008 – 2013





Rehabilitation and recovery are vital themes in the Vision for Change (2006). Restoring the individual's confidence skills and social networks are key objectives in our strategic plan for 2008 - 2013. EVE Limited building on its track record and expertise will continue to ensure that the service user remains central to our strategic goals.

Catherine Brogan, on behalf of the Board of Directors, EVE Limited.

General Managers Foreword



Dr. Margaret Webb

This is the second Strategic Plan for Eastern Vocational Enterprises Limited (EVE) and represents an exciting stage in the development of our organisation. In 2004 we set out an ambitious programme which focussed on developing a culture of partnership within EVE where each person, staff and participant felt respected and valued in our network of services. At all times we were aiming to deliver “a Quality Service” and based on our Working Group’s internal evaluation of progress to date, we can state that this goal was achieved.

Our success was possible because we agreed our agenda together in 2004 and set out exactly what needed to be done. This laid a solid foundation for EVE from which we established vital partnerships and relationships for our organisation into the future. In building on our achievements, we have developed our new plan for 2008-2013 based on an independently facilitated consultation and dialogue with people who use EVE’s services and its staff.

The community of EVE has unanimously agreed that we should focus on creating a culture of wellness in which the needs of both people who use our services and staff can be met. The bedrock of our practice will be based on recovery principles as we believe they enshrine the fundamental values and beliefs which EVE espouses. We are committed to treating each person as an individual, honouring their choices, believing them, valuing them and affording them every opportunity to live a life of active citizenship within their community. These generic principles apply to each and every one of us and reflect human values that are timeless. The pursuit of improved quality of life is our ultimate goal.

Exciting changes are also taking place at national level with the implementation of the recommendations of the Vision for Change (2006) and the roll-out of the Disability Act (2005). EVE’s strategic priorities are consistent with these national policies and have the potential to positively contribute to the development of recovery-oriented service structures within local communities.

I look forward to the next five years and the challenge of creating cultures of wellness for individuals, for our organisation and for the communities in which we work, live and learn. HOPE is one of the key words in our new Strategic Plan. I truly believe that EVE can and will provide a range of “hope-inspiring” programmes and services and has a valuable role to play in supporting each one of us on our own recovery journey and improving our quality of life.

Finally, I would like to thank everyone who contributed to the development of this our second plan, the Working Group, the participants, the staff of EVE and the Board of Directors. We all have a right to HOPE. Let us ensure that EVE creates a culture of wellness which will be our inspiration.

Dr. Margaret Webb

General Manager

2008

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Introduction

EVE is a subsidiary of the Health Service Executive (HSE). We provide a range of person-centred community services in Dublin, Wicklow and Kildare on behalf of the HSE. There are currently 23 locations catering to the needs of 1,000 participants in our training programmes, occupational services and Clubhouses annually. The majority of people who come to our services experience mental health difficulties and need varying degrees of support to enable them live productively in their communities. People also come who experience intellectual disabilities and a range of physical disabilities. We have also established and run a unique training and day service for people who experience Asperger's Syndrome.

As an organisation committed to quality, our vocational and rehabilitative training programmes are subject to the rigours of national and international accreditation systems with certification available through FETAC for those participants who choose to avail of this option. Where possible participants are encouraged and supported to avail of community-based education programmes, employment and social activities. The development of our reach support services to maximise community participation levels is a key commitment of EVE. We are currently awaiting the introduction of an accreditation process for our Occupational Services and have invested considerable energy in revising our programmes and re-focussing on activities which maximise community integration. The introduction of a quality assurance system throughout the organisation commenced during the Strategic Plan 2004-2007 and will continue. We aim to develop our programmes and services towards the standards as set out by the Excellence Ireland Quality Association (EIQA) and in accordance with best recovery-oriented practice.

In January 2006, the Department of Health and Children published the long awaited A Vision for Change, the new national policy for the delivery of mental health services. Following extensive consultation with service users, carers and service providers...

"it was agreed that a recovery approach should inform every level of service provision so service users learn to understand and cope with their mental health difficulties, build on their inherent strengths and resourcefulness, establish supportive networks, and pursue dreams and goals that are important to them and to which they are entitled as citizens" (p.5).

This position forms the bedrock for the development of mental health services for the next ten years and recognises the potential fundamental abilities of people who use our services. In EVE this is a principle which informs the delivery of all our services for all the people who choose to participate in our programmes. Regardless of labels and diagnosis, we are committed to working with the person, as a person and helping them live the life they wish to live and claim their citizenship in their community.

"Recovery refers to the lived or real life experience of people as they accept and overcome the challenge of the disability...they experience themselves as recovering a new sense of self and of purpose within and beyond the limits of the disability" (Deegan, 1988)

One of the lessons we have learnt as an organisation is to not only listen to the views of the people who use our services and our staff but also to act on their advice. EVE has since its inception, promoted the delivery of “person-centred, need-driven programming” throughout our services. This has delivered both personal and professional successes for participants and staff and informed our ethos and values as an organisation.

The development of our first Strategic Plan 2004-2007 was independently facilitated by the Irish Advocacy Network who collaborated with the community of EVE in a major consultation exercise. The Plan focussed on defining our core values of Partnership, Quality Services for Improved Quality of Life and Community Integration. This plan was monitored annually by the local services and an evaluation compiled by the working group. Year on year, the evaluation clearly demonstrated that the actions agreed were being implemented and achieved at both local and corporate level. An overall evaluation of the three years will be written at the end of 2007 but we are confident that the aims of the Plan have been substantially achieved.

Based on our positive experience of this first Plan, we once again invited the Irish Advocacy Network to facilitate a consultation exercise with the community of EVE which was held on the 19th April 2007. From this we concluded that we needed to build on our organisational strengths and look at the capacity of EVE to provide hope-inspiring services. Experience within the organisation and feedback received suggested that one of the outcomes of our existing programmes is the creation of hope through the building of self esteem. Whilst this was acknowledged, we agreed that we now need to focus on developing hope inspiring programmes, and ensure that we design focussed recovery-oriented supports from which hope can be nurtured.

Through further discussions, we agreed that the organisation needed to seriously embrace a culture of wellness which provides a supportive context if we are to cater to the needs of everyone, both our staff and our participants. If wellness is our bridge to achieving a better quality of life, then recovery principles will form the keystone/foundation.

During the next five years we will strive to create an organisation which realises our vision in every facet of its operation. This shared focus and clear intention will enable us meet the inevitable challenges together as we seek to build a recovery-oriented community though out EVE.

Deegan, P. (1988) Recovery: The lived experience of rehabilitation, *Psychosocial Rehabilitation Journal*, 11(4) 11-19

Mission

Eastern Vocational Enterprises Limited (EVE) seeks to provide a context which enables participants achieve wellbeing for themselves by promoting respect, empowerment and citizenship in the delivery of quality person-centred training, education and community services.

Vision

EVE Limited is an organisation committed to the development of cultures of wellness. We will achieve this through the delivery of hope-inspiring recovery-oriented services and environments in the pursuit of well-being.

Oriented Services

Principle I

The people who use our services determine their future and they direct their own recovery process.

Principle II

We value individual differences across the life span.

Principle III

We believe that “hope” and the ability to develop trusting relationships influences the recovery of users of services.

Principle IV

We are committed to operate from a strengths model which focuses on the person’s unique strengths and believes in their capacity to learn, grow and change.

Principle V

We believe that users of a service are able to recover more quickly when:

- Hope is encouraged, enhanced and/or maintained;
- Life roles with respect to work and meaningful activities are defined;
- Spirituality is considered;
- Culture is understood;
- Educational needs are identified;
- Socialisation needs are identified.
- They are supported to achieve their goals.

Principle VI

We believe that recovery from mental illness/distress is most effective when a holistic approach is considered; this recognises psychological, emotional, spiritual, physical and social needs.

Principle VII

We believe that community participation as defined by the user of a service is central to the delivery of a recovery-oriented service.

Principle VIII

We believe that services are most effective when delivery is within the context of the service users’ local community and cultural context.

Principle IX

We are committed to working within a collaborative framework that includes Bio-Psychosocial, Spiritual and Values-Based approaches. A Recovery approach embraces all of these.

Principle X

We believe that the involvement of a person’s family, partner and friends may enhance the recovery process. The user of a service should decide whom they wish to involve.

Recovery is...

- ...Knowing I have a tomorrow...
- ...The reawakening of hope after despair...
- ...Believing in myself...
- ...The ability to have hope...
- ...Having a job or other meaningful day time activity...

*Quotes from Participants

Wellness offers the opportunity...

- ... to view myself as a whole being...
-to take control of my life, my mental & physical health...
-to capitalise on my strengths, abilities....
-to achieve my personal aspirations...
- ...to fulfil meaningful roles in society...

*Quotes from Participants

Strategic Priorities

EVE engaged in an extensive consultation process in order to achieve a strategic consensus for the next five years. Our discussions were informed by the needs identified by the community of EVE that is the people and staff who use our services, national policy and statutory requirements. We concluded that we needed to build on the progress of the organisation to date and challenge ourselves to genuinely deliver hope-inspiring services. We believe that recovery-based practice is based upon the partnership of the people who use our services and the staff who together seek to uphold hope and maximise quality of life. Together we have agreed the following Strategic Priorities:

Strategic Priority 1

Build a culture of wellness

Strategic Priority 2

Build a recovery community

EVE's Work Programme 2008 – 2013

These strategic priorities will be reflected in drawing up and implementing EVE's Work Programme 2008-2013 under the following objectives:

1. Creating recovery-oriented programming & services
2. Creating recovery-oriented governance structures
3. Creating recovery-oriented competencies
4. Creating evaluation tools to capture recovery-oriented processes & outcomes

Objective 1 – Creating recovery-oriented programming & services

EVE is committed to the development of a range of programmes and services that will be based on recovery-oriented principles. We need to provide both the environment and supports which will facilitate each individual achieve personal wellbeing in order to build a culture of wellness. To this end, we must invest in developing existing and new services, focussing on the outcomes which can be achieved when one promotes collaboration between peers, people who use our services and staff.

To achieve this strategic priority EVE will:

1. develop Clubhouses
2. develop Advocacy programmes
3. develop Peer-Led programmes and services
4. develop our training and occupational services in accordance with evidence-based recovery-oriented principles

Objective 2 – Creating recovery-oriented governance structures

For EVE to deliver recovery-oriented programmes and services we need to proof our operational and administrative structures to ensure that the organisation enshrines recovery principles and practice at every level. This implicitly means that the voice of the person who uses our services must be heard at every level within the organisation from representation at Board level to participation in staff recruitment.

To achieve this strategic priority EVE will:

1. Implement new corporate governance structures
2. Implement new clinical governance structures
3. Implement revised human resource protocols
4. Implement a quality assurance system which includes recovery proofing of systems and services

Objective 3 – Creating recovery-oriented competencies

Building recovery-oriented competencies are essential for both the staff and participants of EVE's services if a culture of wellness is to be achieved. This requires investment in training and development to meet the needs of all. In future, both staff and people who use our services will participate in joint training initiatives in order that we create a shared learning environment where the experiences, attitudes and beliefs of each are respected.

To achieve this strategic priority EVE will:

1. Identify the skills mix required to maximise opportunities for creating cultures of wellness
2. Design, develop and deliver professional training and development programmes to nationally accredited standards for frontline workers and participants
3. Chair the Irish Clubhouse Coalition at national level to disseminate the good practice embodied in the Clubhouse model
4. Engage in active debate within the health services to identify the challenges involved and actions required for the delivery of recovery-oriented programmes and services

Objective 4 – Creating evaluation tools to capture recovery-oriented processes & outcome

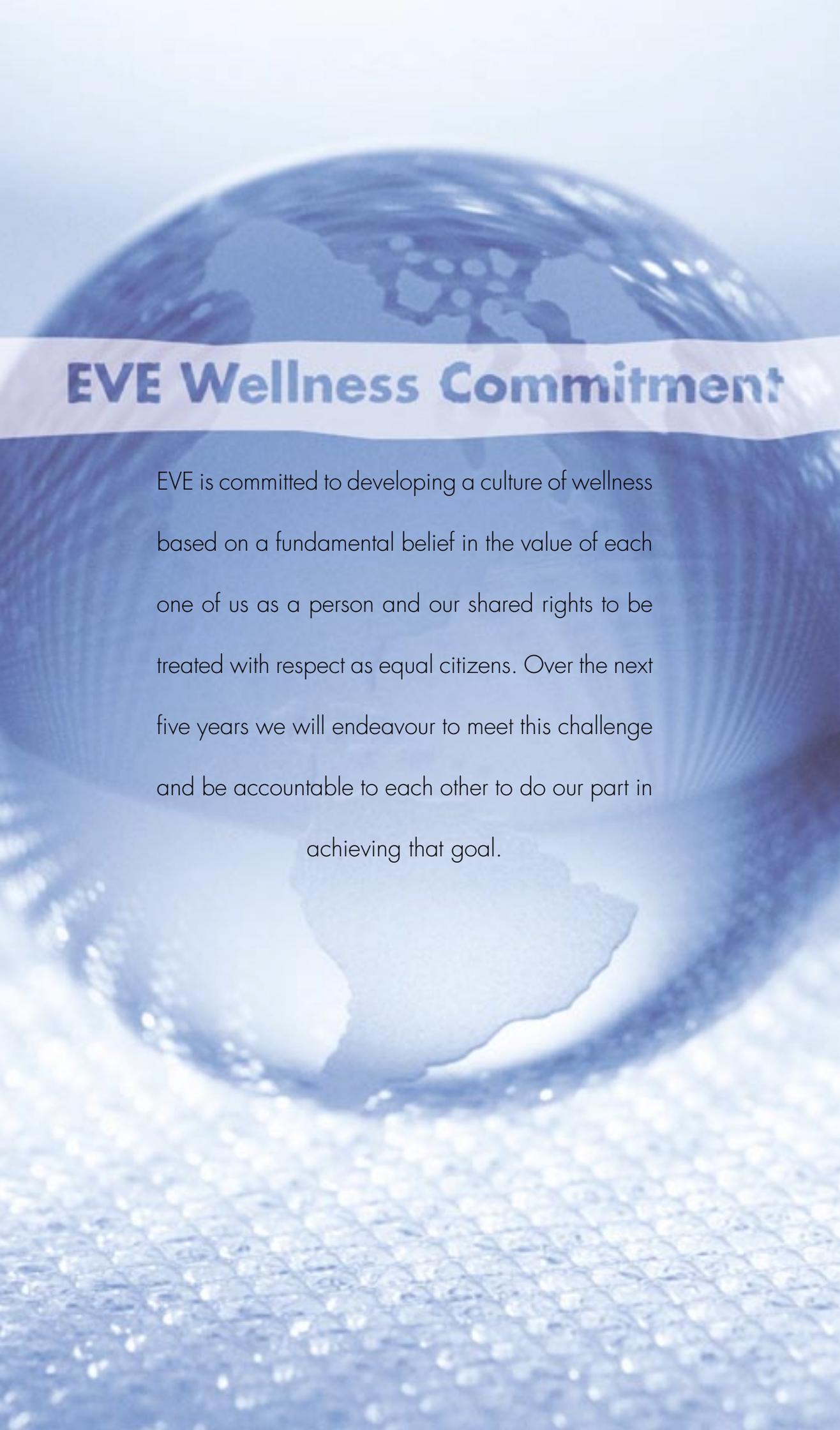
EVE is committed to developing evidence-based practice and as such needs to develop measures which capture exactly what is happening within our programmes and services and the outcomes we achieve. As this area of research is relatively new, we will need to develop our own tools and draw on some currently in use internationally.

To achieve this strategic priority EVE will:

1. Develop process measures to assess the ongoing implementation of programmes and services in accordance with recovery practice
2. Develop and implement outcome measures to assess the achievements of programmes and services in meeting participants stated goals
3. Develop the Recovery Context Inventory to assess interpersonal, service and wider community recovery-orientation and contextual factors from the perspective of the person who uses services, the family member/carer and the service provider
4. Disseminate our learning from these initiatives through inter-agency fora, publications and conference presentations

We will know we are delivering
“Hope-Inspiring Recovery-Oriented Services” when:

- Our service meets the needs of people
- We focus on the individual’s strengths and not their limitations
- We focus on a person’s unique needs and no longer focus on disability
- We are accountable to the people who use our services
- We focus on a person’s experience and not his or her diagnosis
- We provide an environment where there is respect for all
- We provide equal opportunities to support, knowledge, skills and understanding for staff and people who use our services
- We work with the person to build an effective support network
- We value the personal qualities of our staff and nurture their capacity for hope
- We provide meaningful, active citizenship for all in our local communities
- We achieve success in developing cultures of wellness for individuals, our organisation and our local communities
- We perceive that our collective quality of life has improved



EVE Wellness Commitment

EVE is committed to developing a culture of wellness based on a fundamental belief in the value of each one of us as a person and our shared rights to be treated with respect as equal citizens. Over the next five years we will endeavour to meet this challenge and be accountable to each other to do our part in achieving that goal.

EVE Description of Services Available

1. Foundation Skills Training

Foundation skills training programmes for people with disabilities are designed to equip participants with personal, social and work related skills that will enable them to progress to greater levels of independence and integration into the community. The programmes are designed to promote health and social gain for participants. Participants must be registered with the Rehabilitation Training Guidance Service of their local Health Office.

2. Vocational Training

Vocational training involves skills training to certification level for individuals with disabilities who have expressed preferences for a particular skill area. The programme incorporates a strong career planning component with the emphasis on work preparation in addition to personal development and social skills modules. Participants must be registered with FÁS.

3. Clubhouse

Clubhouse is an innovative, member-led, community-based model for people with mental health difficulties, following a strong ethos of a work ordered day. The Clubhouse offers life-long membership and support, to enable members lead a socially and economically productive life in the community. Club activities are focused around the club's work units and social and employment programmes.

4. Occupational Services

Occupational Services have a rehabilitative and development focus. The services are provided with the objective of maintaining and enhancing core capabilities and quality of life of people with disabilities. Occupational services offer individuals flexible and challenging opportunities to enhance both their personal and social development through a combination of structured occupational activities and support services, which are both centre based and community-focused.

Glossary

Biopsychosocial:	This approach suggests that a person's health or ill-health is as a result of the dynamic relationship between biological (body), psychological (mind) and social (environment) factors. It views each of these areas as important in dealing with a person's health.
Holistic Approach:	An approach where the whole person, and all aspects of their life, is considered - not just certain parts, e.g. their mental health difficulty.
Hope-Inspiring:	This relates to the way in which one people acts towards another, through words or actions, that shows a firm belief in the capacity of the other to grow and recover, even when things look bleak. This type of relationship can inspire hope for the future.
Recovery:	This term has been defined by people in a variety of ways and our understanding of this concept continues to grow. One definition is that: 'Recovery refers to the process in which people are able to live, work, learn, and participate fully in their communities. For some individuals, recovery is the ability to live a fulfilling and productive life despite a disability. For others, recovery implies the reduction or complete remission of symptoms. Science has shown that having hope plays an integral role in an individual's recovery'. (US Freedom Commission on Mental Health 2003)
Recovery-oriented:	This term typically refers to what mental health treatment and rehabilitation practitioners offer in support of a person's recovery. However, it is important to note that any person e.g. family, friend, colleague can be considered 'recovery-oriented,' if their relationship with the person supports recovery. Examples of support can include: 'standing by' the person, believing in the person's capacity to grow and develop and helping the person to access resources.
Spirituality:	Goes beyond organised religion faith and practice and relates to what brings meaning and purpose to a person's life.
Strengths Model:	A positive and structured approach to working with people who have experienced mental health difficulties. The model focuses on identifying and building on a person's existing strengths and resources, e.g. their individual talents, life experience, interests, skills and relationships. This way of working has been found to be very helpful to achieve personally meaningful goals.
Values-based practice:	Means a way of working that acknowledges, explores and applies core values. In the field of mental health and disability, these values include empowerment and choice, partnership, dignity, respect, hope, wellbeing, a focus on each person's strengths and an acceptance of uniqueness.
Wellbeing:	Having meaning in life, fulfilling potential and feeling that one's life is worthwhile.
Wellness:	Can be defined as a dynamic process of taking charge of one's health and oneself to attain optimal health and well-being (Newport, 2005).

EVE Contact Details

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