

Eastern Vocational Enterprises Limited

The Opportunity Network

Annual Report 2005

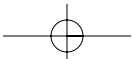
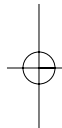
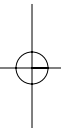


EVE Limited,
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Ref: EVE008



Version 1





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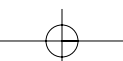
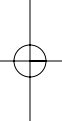
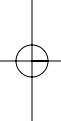
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EVE Limited

EVE Limited is a subsidiary of the Health Service Executive, providing a range of person-centred community services in HSE Dublin Mid-Leinster and Dublin North East 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. People also come who experience intellectual disabilities and a range of physical disabilities. EVE has also developed a unique training and day service for people 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 the 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 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

As Chair of the Board of EVE Limited, I am very pleased to present our company's Annual Report for 2005. As the report shows, our company continues to provide a high quality service to our clients and we remain totally committed to continuous service development and improvement, as set out in our Strategic plan 2004-2007.

New membership on our Board has expanded the level and variety of expertise available to assist myself and our Management Team in seeking to meet the highest standards of corporate governance. We are continuing to examine how the Board structure can be developed to ensure that the interests of clients, staff and stakeholders are protected at this level.

We are also continuing to adapt to the challenges presented by the ongoing process of Health Service reform. Meetings have been held with the appropriate local and national senior managers within the HSE to ensure that our company's relationships with its partners in service funding and delivery are maintained and that lines of communication are kept open with our funding partners at a time when rapid change is taking place in how Health Services are managed.

EVE Limited remains determined to ensure that, changes in Health Service management and structures notwithstanding, our company will adapt to change, as it has over the past decade, to guarantee that our core value remains the provision of a high quality, person-centred service, with an emphasis on issues such as integration and recovery.

On behalf of the Board of Directors, I would also like to take this opportunity to thank our company's Management Team, under our General Manager, Dr. Margaret Webb, for their commitment to the company's objectives during the year, their strenuous efforts to improve and develop services, their friendly and consistently humane regard for our clients, and I thank them also for their kindness and courtesy to me personally,

Go raibh maith agaibh.

Joe Cahill
Chairperson
EVE Limited

GENERAL MANAGERS INTRODUCTION

2005 was a year in which EVE Limited made significant progress, laying a solid foundation toward achieving the three strategic priorities set out in the Strategic Plan 2004-2007. In giving life to our core values, we focussed on harnessing the commitment, expertise and enthusiasm of both staff and participants in a range of partnership groups to respond to the stated objectives and agree together the actions to be taken.

This focus on partnership in EVE Limited, in the context of a "recovery-oriented" service delivery model, proved to be a vibrant force for positive change throughout the network of services. The re-constituted Board of Directors added new momentum to the activities of the organisation and assisted in focusing on the challenges facing EVE Limited in the changing context of the Health Service Executive and emerging mental health and disability policy and legislation.

With the Strategic Plan as our map, we have forged ahead with all our objectives and are honouring the shared vision. Developing our person-centred practices, refining our understanding and practice of partnership has focussed our attention on our core value of providing quality services. Assisting people improve their quality of life is critical and our programmes are growing in their capacity to be more responsive to the identified needs which emerge when using person-centred practices.

Achieving integration in local communities has been an ambition of both EVE and the people who use our services. With the establishment of our fourth Clubhouse, Conaí, this year, we have demonstrated our belief and commitment to services that are both based in and focussed on their local communities.

Whilst we have created momentum in 2005 and achieved many of our objectives, we recognise the challenges ahead if we are to succeed in achieving our vision for 2007.

I would like to commend the Community of EVE Limited for the continued enthusiasm for their plan, their belief in the capacity of people to develop and grow and their pioneering spirit in taking on the challenges that the recovery paradigm presents. The appetite for change has grown and I am confident that this vision is within our grasp.

Go neirí on bóthar libh go léir,

le meas.

Dr. Margaret Webb
General Manager
EVE Limited

REFLECTIONS ON 2005 BY STAFF, PARTICIPANTS AND SOCIAL PARTNERS

STAFF SAID

“This year saw changes from within and without, challenges were overcome and the bar was raised higher”.

PARTICIPANTS SAID

- *“I find that my job gives me great self confidence and self respect and my family are proud of me”.*
- *“I am encouraged with everything I do”.*
- *“Clubhouse is my lifeline. It has created new paths for me”.*

SOCIAL PARTNERS SAID

“Through the Partnership Forum, there have been considerable achievements made in 2005 which have benefited both the staff and the service of EVE Limited. These were achieved through the partnership approach where trust and co-operation were essential to the development of our joint objectives. We realise a lot more work needs to be done to achieve the objectives in the Strategic Plan and look forward to future collaboration through the partnership forum”.

STRATEGIC PLAN-PROGRESS TO DATE

In developing the Strategic Plan 2004-2007 for EVE Limited, the participants and staff agreed on three strategic priorities, which should be pursued by the organisation. An evaluation of our achievements to date was co-ordinated by the Strategic Planning Working Group at the end of 2005 and clearly demonstrates that we are making sure and steady progress toward achieving our goals in the lifetime of the Strategic Plan.

Our annual review day entitled **"Where we are now..."** on 30th November 2005 afforded us the opportunity to reflect on our progress to date with participants and staff, and consult on a range of issues which impact on the future development of the services. The theme of the day was "Recovery" and we were delighted to have Mike Watts, GROW, make a presentation on the implications of adopting a Recovery focus in the delivery of services. Tom O' Brien, PASS Team Leader, highlighted some of the challenges which we face as an organisation in adopting a Recovery-Oriented framework in the design, development and delivery of EVE's services. Workshops focussed on the development of a Charter of Rights and Partnership in EVE, Health and Safety and the evolution of the Participant Assistance Support Service (PASS).

Engaging with staff and participants on the day reflects our belief that EVE services must be developed through partnership. We recognise that EVE will only grow and achieve our shared goals if we listen to each other and respect each others lived experiences and expertise. This annual review day is now a firm commitment in the EVE annual calendar of events and is recognised as an integral part of the monitoring and evaluation of the Strategic Plan 2004-2007.

STRATEGIC PRIORITY 1

Promote Advocacy and Partnership in Service Development and Delivery

Overall, the participants and staff of EVE Limited have agreed that nearly one third of the three objectives set out in strategic priority one have already been achieved, over half of the remaining objectives are in hand. This reflects considerable progress in a relatively short period of time and is testament to the commitment of EVE staff to promoting advocacy and partnership in service development and delivery.

- **Establish an EVE Participant Representative Group**

Local representative groups have now been established in all EVE Limited centres. Groups, both new and old, have participated in local representative group training programmes delivered in accordance with our training handbook entitled "Speak Up". In order to facilitate the effective running of the representative groups, participants have identified a range of measures required, one of which will include the introduction of independent advocates working directly with local groups. As the centres build capacity and skills within these forums, it is envisaged that the establishment of the overall EVE Participant Representative Group will be achieved and is scheduled for implementation in 2007.

- **To Develop Clubhouses**

On 4th July 2005, we opened the doors of our fourth Clubhouse to members in Blanchardstown, Dublin. The Clubhouse has since been named "Conaí Clubhouse" by the membership and affirms EVE's commitment toward the development of this service model as part of the continuum of community-based mental health services. In collaboration with the local community mental health teams, the Clubhouse has gone from strength to strength and is quickly establishing its unique partnership ethos in the Blanchardstown area.

Our commitment to develop Clubhouses has also been demonstrated through the local strengthening of our own network of Clubhouses. In August 2004, EVE established the EVE Limited Clubhouse Forum which includes members and staff members from EVE's four Clubhouses, Platinum, Phoenix, Suaimhneas and Conaí, along with representation from the EVE Management Team. In October 2004, we launched the Strategic Plan for the Clubhouse Forum 2004-2007 which encapsulates our goal to provide Clubhouses to people who experience mental health difficulties in the community and the workforce.

The Forum allows members share their experiences, celebrate their successes and learn from the insights of members and staff members. Strategic priorities for the Clubhouse Forum include supporting the development of the Clubhouse Model as a service option both in EVE and at national level with other providers. Promotion and awareness-raising of Clubhouse as a quality-assured model programme at national level is also a priority in order to ensure a clear understanding of the potential value of this model in community mental health services.

A submission was made to the HSE for the establishment of a Development Officer role by EVE to support the development of new Clubhouses at national level. Whilst the bid was unsuccessful this year, we will continue to seek funding from other sources to facilitate the establishment of this post whose purpose is to create both a momentum and support structure to enable the expansion of this model programme.

- **To Enable Partnership and Promote Participation in EVE**

EVE Limited is striving towards enabling a culture of partnership and equality within the organisation by implementing an agreed partnership model. There have been many initiatives identified in the past year that have gone some way toward enabling a culture of partnership and equality.

One such initiative was the inception and development of a '*Charter of Rights*' for the organisation, staff members and participants. This was initiated at the Strategic Planning Day in November 2005 and proved to be an extremely lively debate and was greeted with great enthusiasm.

As a result of the recommendations made at the Strategic Planning day, the Quality Assurance Department and participants of EVE services worked together to further refine the '*Speak Up*' handbook. This was redeveloped by the participants in order to provide a training tool with which to aid them in the development and subsequent running of an effective Representative Group within their service. This was a truly beneficial exercise and provided a resourceful training manual for all concerned.

This in turn has led to discussions in relation to the establishment of a Partnership model whose goal is the development of an Organisational Working Group with a Representative Group member joining the Board of Directors. This Working Group is due to be established towards the latter end of 2006.

STRATEGIC PRIORITY 2

Raise Awareness of EVE's Services

Considerable progress has been made in the implementation of the objectives agreed in order to raise awareness of EVE's services. 45% of the stated objectives have already been achieved with one third of the remaining objectives in hand. In delivering our services, staff and participants have a shared view that very few people are aware of the variety of services provided by EVE. The development of the EVE profile will ensure that health service professionals and potential participants will become aware of the range of activities and resources available in EVE and facilitate opportunities to make informed choices regarding placement.

- **To Develop Promotional Material**

A new corporate image is being developed for EVE and will be used in all our promotional material. Standardisation of approach across the organisation is critical so that EVE can effectively promote its network of services, range of activities and the variety of positive initiatives that are underway. It is anticipated that the new corporate image will be launched in 2006.

- **To Establish a Website for EVE**

The original website designed by the participants and EVE Limited staff of EVE Limited Cuan Rogha and EVE Limited GHIS was reviewed by a specialist website developer to ensure the site met all access utility standards and EVE corporate needs. It was agreed that an up-grade was required in order that the website could become a vehicle to publicise the various activities of EVE and inform the public about the range of available services. It is also intended that the website will become an internal communication tool for both staff and participants and will engender an atmosphere of community within the various EVE locations and keep people informed of local developments, issues and initiatives.

- **To Raise Awareness Through Community Networking Activities**

Through the activities engaged by centres at local level, local awareness in individual EVE centres is improving. The re-focussing of programme specifications toward optimising community integration has ensured that both individually and collectively, centres are gaining profile within their communities. Many centres have become involved in Local Area Partnerships/community groups and are accessing mainstream social, educational and employment services. This level of activity is further complemented by the involvement of the management Team in a variety of national, statutory, voluntary and consultative groups representing the needs of participants availing of EVE's services.

Opportunities for accessing community activities have been greatly enhanced by our purchase of a fleet of 7-seater vehicles, which are shared between centres. Funded by the Lottery grant scheme, these vehicles have facilitated centres avail of their local communities and use local social, educational and employment services complementing their own service provision. The discrete nature of these vehicles has ensured that mainstreaming of activities in local communities can be achieved without stigma.

- **To Establish a “Network News Magazine”**

The first edition of the Network News magazine was launched by EVE Limited Thomas Court on the 31st August 2005 and was well received throughout the EVE network. Copies of the first issue were widely circulated within EVE centres and to all our stakeholder groups. The magazine will be produced twice a year initially as we develop our publishing skills within the Thomas Court centre. The magazine is being developed as part of an Occupational Services programme thus providing a wide variety of meaningful activities and tasks for participants. As a communication tool in the organisation, the magazine has great potential to disseminate information and current developments to participants, staff and the community who wish to know more about our services.

STRATEGIC PRIORITY 3

Develop and Deliver Quality Person-Centred Services

The task of developing and delivering a quality person-centred service is multi-faceted and requires actions across the entire spectrum of operations within the organisation. In the areas of programme development, curriculum development, accommodation, finance, personnel and staff training and development, progress to date has been steady with one quarter of required actions accomplished. The majority of actions are in progress. The remaining actions will require the full duration of the Strategic Plan to complete. Our goal is to achieve a co-ordinated and integrated approach to the delivery of the quality person-centred service working ultimately toward achieving a nationally recognised Quality Assurance Award for all locations.

- **To Design and Deliver Person-Centred Programmes**

Accreditation of EVE's services is one of the key independent measures used to evaluate the effectiveness of our programmes in meeting the needs of participants in relation to the agreed programme specification for each style of service. During 2005, the National Accreditation Committee experienced difficulties scheduling visits for our Rehabilitative Training programmes. EVE Limited Goirtin was awarded accreditation for its rehabilitative training programme in October 2005. The remaining centres due for accreditation this year have been deferred into 2006.

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Platinum Clubhouse EVE Limited completed their accreditation visit with the International Centre for Clubhouse Development (ICCD) in September and are awaiting the outcome. This is the second ICCD accreditation visit for Platinum whose current three-year accredited status with the ICCD is due to expire. The ICCD accreditation process in Clubhouse highlights EVE's commitment to the delivery of person-centred programmes, using peer-review methodology, as the accreditation team includes members with self-experience of mental health difficulties.

Whilst we await the introduction of the Draft Standard for Sheltered Occupational Services, we have continued to pilot alternative approaches to programme delivery in our Occupational Services centres. Modules in Community Placement, Leisure and Recreation and Information Technology etc. have been introduced to replace the historical exclusive focus on industrial skills activities. Participant feedback has been extremely positive and has re-affirmed our commitment toward the implementation of more holistic and varied programmes in these settings.

In preparation of an appropriate form of accreditation for the Occupational Services, we have focussed on establishing robust systems locally, which will meet the demands of any accreditation system and our own aspiration to a Quality Assurance award. In addition, we are looking at the budget structure required to support the introduction of new programme activities and will evaluate our programme effectiveness in respect of quality of life outcomes within a value for money framework.

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

Person-centred planning (PCP) should be supported with appropriate tools and resources that are accessible and easy to use for both staff and participants. In responding to this need, we have focussed on a two-prong approach, refining our current system of PCP and piloting alternative approaches within centres. It is anticipated that this process will facilitate the further development of systems which maximise opportunities for staff and participants to work together in achieving the stated needs and aspirations of the individual service user. The implementation of an effective PCP process is crucial if we are to honour our commitment to the participant in our service and design programmes to meet their needs and aspirations.

- **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 HSE. EVE is annually audited by the Comptroller and Auditor General. Funding is co-ordinated through the HSE's offices in Millennium Park, Naas, 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. Whilst service delivery has always been driven by local needs, we have reviewed the manner in which we engage at a formal level within the Local Health Offices to ensure that our service needs are understood within the context of meeting local needs. We have formally made our introductions to all Local Health Managers and centres have extended invitations to visit. In this way, we aim to establish good relationships with the Local Health Offices thus ensuring that our services are funded appropriately and seen as integral parts of comprehensive service delivery within local community settings.

- **To Ensure Centre Accommodation is Appropriate to the Needs of the Participants and Staff**

A review of centre accommodation was undertaken as part of the Health and Safety review. Centres, where significant accommodation issues prevail, were prioritised in 2005 in the context of their health and safety needs and funding sought to address the issues identified. We achieved limited success in this area due to a combination of factors, however, we will endeavour to address these issues into 2006.

A working group was established by the Board of Directors in August 2004 to review the current position of EVE Limited Estuary Centre. Significant accommodation needs have been identified and discussed over a period of many years, however, the Working Group have been tasked with presenting the options for EVE in light of the lack of progress in addressing the accommodation needs to date. An initial report from the working group was submitted to the HSE by the former Northern Area Health Board seeking capital monies but was unsuccessful. Addressing the accommodation needs of this centre continues to be a priority for EVE.

- **To Ensure Staff are Equipped with the Skills Required to Deliver Person-Centres Services**

The Schedule of Training Events for 2005 included seventeen programmes available to all grades of staff during the year. Courses covered the range of areas identified by staff and included programmes on Health and Safety, Rehabilitation Practice and Information Technology etc. This year over 120 staff availed of the opportunity to complete a range of external programmes in the areas of Training and Development. Furthermore 250 people took part in two programmes of external training (Food Hygiene and Fire Safety) where EVE participants and staff members engaged in learning together. Nine staff were successful in being awarded funding through EVE's Private Study programmes and Sponsored Study programmes. In order to deliver person-centred services, EVE recognises the importance of equipping staff with the requisite skills for the task being demanded of them and designs the schedule of training based on identified needs.

As well as the "Primary Food Hygiene" programme and the "Fire Safety Course" being offered to programme participants, an interview skills course for service users is currently being developed to respond to the training needs of those participants who join interview boards for staff recruitment. This need was identified by Clubhouse members who have been actively involved in interviewing staff for posts since the inception of the first Clubhouse, Platinum, in 1999.

EVE continues in its capacity as a consortium member of the Mental Health Quality Initiative (MQI) to work toward the development of a FETAC Level 5 accredited Certificate in "Mental Health Studies and Recovery". This programme is strategically essential for EVE to ensure staff can avail of appropriate training opportunities. Historically, mental health specific courses for front-line, non-medical workers have been unavailable and focussed at graduate level. In order to deliver Recovery-Oriented services, we are committed to ensuring that up-skilling opportunities are made available to staff and are prepared to commit to the development of courses where currently none exist.

- **To Ensure Staff Supports are Available to Enable the Delivery of Person-Centred Services**

EVE recognises that the investment in ensuring a quality service begins with staff recruitment. In seeking suitably qualified staff to deliver programmes in our services, we have worked closely with our social partners examining recruitment issues including broadening the recruitment process to allow for internal and external advertising simultaneously.

Service Users on Interview Boards

Since establishing our first Clubhouse in 1999, interview boards have included Clubhouse members, people with self experience of mental health difficulties. Currently we are designing a formal interviewing skills course in response to feedback and expressed need for formal training in this area by members. In the long term, we would anticipate that having received appropriate training, a panel of service users will be available to join interview panels for all available posts in EVE. This is currently under discussion and will be introduced in 2007. It is essential that sufficient preparation time is provided to achieve this goal as it is closely linked to the development of an EVE Participant Forum and is a strand in our overall Partnership strategy within the company.

Staffing Structures within Centres

As part of the original review of EVE which concluded in 2001, a commitment was given that all centres would eventually have a Supervisor-in-Charge grade established at Grade 5. This target was reached this year and the final five posts were established by the end of the year. All new services have and will continue to include this grade in their staffing structure.

Staff Minimum Qualifications

Discussions regarding staff minimum qualifications are ongoing with our social partners and there is a recognition by all parties that minimum qualifications are desirable in ensuring services are delivered to the highest possible standards by competent staff. Our complementary investment in continuing professional development for existing staff provides a range of up-skilling opportunities representing a commitment which fully supports staff work in a rapidly changing environment. This discussion is closely linked to national social partnership discussions which are ongoing.

Staff Handbook and Induction

Drawing on the existing expertise of staff within EVE and engaging with subject matter experts, we have developed a Staff Handbook, currently in draft form and mid-way through an organisation-wide consultation process. It is anticipated that the Staff Handbook should, in addition, include a staff induction process and induction training. This project is due for completion in 2006.

Staff Performance Management Systems

As part of the local modernisation discussions under the terms of "Sustaining Progress", the introduction of an agreed performance management system has been discussed. It is anticipated that this issue will be dealt with as part of the next Social Partnership agreement and EVE will implement the nationally agreed HSE and Civil Service system currently being rolled out on a pilot basis.

Policy and Procedures

Corporate policy and procedures are being reviewed at present and it is anticipated that a composite version of EVE's policies will be completed in 2006 as part of the preparation for the introduction of the Quality Assurance Award.

RESEARCH INITIATIVES

Recovery Research Project

One of the challenges facing EVE as a service provider is to capture the achievements of its participants in the context of our declared values and strategic priorities. Our experience suggests that much of what challenges people with disabilities, in particular people with mental health difficulties, can be attributed to the effects of stigma, poverty, alienation, chronic unemployment, political oppression, discrimination and the demoralisation and social isolation that results.

The range of programmes available in EVE focus on enabling and empowering the individual to deal with these challenges, primarily through building self-esteem and a sense of control of one's environment in the belief that this will ultimately facilitate individuals achieve improved quality of life. Organisationally, it has proven difficult to measure the qualitative outcomes achieved by the individual and whilst anecdotal evidence abounds and good news stories exist, the implementation of formal measurement tools in this area has proven challenging.

EVE has promoted a philosophy of rehabilitation grounded in a "Recovery" framework, recognising the needs of individuals to achieve improved quality of life and health and social gains from participating in our programmes. However, there is a lack of national and international consensus regarding the measurement of recovery in terms of both its process and ultimate outcome. Quantifying outcomes in relation to employment, education, levels of community integration and socialisation can be derived from existing patterns of activity. However, this information does not paint a comprehensive picture of the achievements, needs and desires of the individual on their recovery journey. It also limits the opportunity for EVE to establish an evidence base to identify effective modalities for the delivery of Recovery-Oriented services and programmes.

In the absence of measurement tools and methodologies in this area we have designed a comprehensive research study whose aim is to agree a national definition of recovery drawing on the views of the stakeholders in this process, the service user, the service provider, the families and the professionals. With a working definition of Recovery agreed, it is our intention to develop a "Recovery Context Inventory". This will provide a methodology to track the Recovery journey with the service user and examine outcomes achieved from participation in EVE's services. This research study has been designed using participatory research methodology, which will maximise all opportunities to engage the service user both as researcher and respondent. It is anticipated that the inventory will be available for use nationally in mental health services subject to final validation. The research is being supported academically by the Department of Psychology in University College Dublin.

Evaluation of the Occupational Therapy

In 2004, the IT/OT unit in St Brendan's hospital closed and 39 individuals were transferred to three Occupational Services centres in EVE. An evaluation of the impact of the transfer on the individual's quality of life was conducted over a period of a year. The primary purpose of the research was to assess the effect that the new service was having on the quality of life of individuals who had joined EVE Occupational centres having formerly attended the IT/OT unit.

The findings suggest that significant progress was made and that service users previously attending St. Brendan's OT unit are benefiting from the wide range of activities offered through EVE Limited Airdnua, EVE Limited New Century House and EVE Limited Cuan Rogha. Social skills, communication skills, recreational opportunities and general levels of confidence and self-concept improved. In conclusion, the study found that service users and carers/nurses reported that their quality of life had improved and that they were satisfied with the service that they were receiving.

Evaluation of Pilot Person Centred - Planning

As part of the refinement of our Person - Centred Planning (PCP) protocols and mindful of the National Disability Authority's discussion paper* on this topic, we engaged in an evaluation of our most recent format in EVE Limited Thomas Court. From the feedback of both staff and participants, the PCP format has been further refined for local use.

We are currently seeking to identify an international evidenced-based model consistent with our philosophy of rehabilitation and recovery, which has the capacity to address identified issues with the current model of PCP.

*Guidelines on Person - Centred Planning in the Provisional of Services for People with Disabilities in Ireland, N.D.A.

GOVERNANCE AND FINANCE

GOVERNANCE STRUCTURES

2005 saw the formal establishment of the HSE. With effect from 1st September 2005, a new reporting relationship was established for EVE Limited to Jim Ryan, LHO Manager, Area 1, Lead LHO for Mental Health. We continue to deliver our services throughout HSE Dublin Mid-Leinster and Dublin North East in our Training, Occupational Services Centres and Clubhouses and receive our monies from the HSE in Naas.

The Board of EVE Limited was also re-constituted at the beginning of 2005. The membership of the Board is as follows: -

- Mr. Joe Cahill, Chairman
- Ms. Catherine Brogan, A/Director of Mental Health & Addiction Services, HSE Dublin Mid-Leinster
- Ms. Carol Cuffe, Disability Manager, HSE Dublin Mid-Leinster
- Ms. Vanessa Shaw, Disability Manager, HSE Dublin North East
- Ms. Shira Mehlman, Director of Social Inclusion, FAS

The Board of Directors meet on a monthly basis and an additional representative is currently being sought from the National Group for Rehabilitation Psychiatry. It is anticipated that the Lead LHO, Jim Ryan, will nominate a representative to the Board. Discussions are currently underway with both SIPTU and IMPACT to agree a methodology whereby a worker director can be elected to the Board of Directors.

It has been agreed in principle that consideration be given to a participant from the proposed EVE Participant Forum to join the Board of EVE. However, concerns have been expressed by participants regarding the nature of the responsibilities involved, the frequency with which they would be required to attend board meetings and the long-term commitment for this role.

This aspiration forms part of our partnership agenda within EVE and we will continue to discuss this proposal. The Board of EVE seeks to create a real participant opportunity at board level but recognises the difficulties in assuming the legal responsibilities of directorship. When these issues have been resolved, a methodology for electing the individual will be discussed.

It is anticipated that when the proposed EVE Participant Forum is established as set out in the Strategic Plan 2004-2007, this group will make a final decision on these outstanding questions. 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.

In 2005, there were 9 meetings of the Board of Directors, 7 of which were held locally in EVE centres and included a tour of the centre and discussion with the manager, staff and participants.

Date	Venue
4 th February 2005	HSE Swords
23 rd March 2005	HSE Swords
20 th April 2005	EVE Limited Administration
14 th July 2005	EVE Limited GHIS
24 th August 2005	EVE Limited Estuary
28 th September 2005	EVE Limited Thomas Court
26 th October 2005	Conaí Clubhouse EVE Limited
23 rd November 2005	EVE Limited Harvest
12 th December 2005	EVE Limited Cuan Rogha

The Board of Directors completed training in the "Duties & Responsibilities of Directors" on 24th November 2005 and are scheduled to complete Health and Safety training early in 2006.

FINANCE

Eastern Vocational Enterprises Limited

INCOME AND EXPENDITURE ACCOUNT
YEAR ENDED 31 December 2005

	NOTE	2005 €	2004 €
INCOME			
GRANT - HSE		7,556,930	7,085,690
REHABILITATIVE TRAINING FUNDING	1	3,302,758	3,087,258
FAS FUNDING	2	1,559,652	1,188,835
LOTTERY GRANT		233,300	80,000
SALES		1,471,912	1,175,870
MISCELLANEOUS INCOME	3	280,756	343,725
LESS TRANSFER TO CAPITAL ACCOUNT	8	(813,222)	(217,599)
TOTAL INCOME		<u>13,592,086</u>	<u>12,743,779</u>
EXPENDITURE			
WAGES AND SALARIES	5	6,883,390	6,450,306
GRANT - TOLCO LIMITED	1	1,458,863	1,459,202
OVERHEAD EXPENSES	4	5,064,257	4,343,199
DEPRECIATION		383,207	321,818
AMORTISATION	8	(383,207)	(321,818)
TOTAL EXPENDITURE		<u>13,406,510</u>	<u>12,252,707</u>
(DEFICIT)/SURPLUS FOR YEAR		185,576	491,072
Balance brought forward 1 January		1,864,296	1,373,224
Balance carried forward 31 December		<u>2,049,872</u>	<u>1,864,296</u>

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 2005

	NOTE	2005 €	2005 €	2004 €	2004 €
FIXED ASSETS	6		1,656,167		1,226,155
CURRENT ASSETS					
STOCK		170,442		156,379	
DEBTORS	11	728,129		759,813	
BANK		1,104,411		1,323,743	
CASH		2,429		2,628	
GRANTS ACCRUED		223,000		0	
		<u>2,228,411</u>		<u>2,242,563</u>	
CURRENT LIABILITIES					
CREDITORS & ACCRUALS	12	356,756		556,486	
		<u>356,756</u>		<u>556,486</u>	
NET CURRENT ASSETS/(LIABILITIES)			1,871,655		1,686,077
NET ASSETS			<u>3,527,822</u>		<u>2,912,232</u>
REPRESENTED BY					
ORDINARY SHARE CAPITAL	7		3		3
CAPITAL ACCOUNT	8		1,477,947		1,047,933
REVENUE ACCOUNT			2,049,872		1,864,296
			<u>3,527,822</u>		<u>2,912,232</u>

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 and offers 27 programmes in its Training, Occupational Services and Clubhouse services. Some 1,000 individuals attend services provided by the EVE network. In 2005, there was a Whole-time Equivalent allocation of RT/VT/DoH training places of 325.

Over the period of 2005, the core client group within EVE continued to access our services in HSE Dublin Mid-Leinster and Dublin North East. The network principle applies and we continue to offer the service which best meets the needs of the individual independent of geographic location. A review of referrals throughout the year indicated that significantly more referrals required risk assessment to assist in the placement process as individuals are presenting with more challenging needs. The proposed development of the PASS team will begin to address aspects of these issues and formalise the level of support EVE can offer to prospective participants thus ensuring EVE maximises opportunities for accessing our services. Concerns have been expressed that EVE Limited is not resourced to support all of the identified areas of need and we will be conducting a formal review of the patterns of presenting issues when the PASS team is fully established. Recruitment for this service is underway currently.

- **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, 2005. Members of the Advisory Group include Centre Managers, Supervisors-in-Charge and a Guidance Officer from the RTG services. During 2005, the group completed the NUI Maynooth Adult Guidance Theory and Practice Certificate to support the delivery of a quality advisory service.

There were 160 new entrants to programmes as direct referrals to EVE centres during the year.

The Advisory group processed 55 applications and placed 39 into EVE services.

SUBMISSIONS MADE IN 2005

Submissions were made to the following groups over the course of 2005 focussing in the main on contributing our expertise in the area of mental health. Also, submissions were made for additional funding with varying levels of success.

- National Policy for Clubhouse-Establishment of Development Officer Post
- National Lottery funding
- Pobal funding-Drama Project 2005
- Action South Kildare (ASK) grant,
- Equality, Justice & Law Reform - Drama Therapy
- Sports Council
- National Respite Grant
- B&Q
- Dublin Bus
- Comhairle
- Dublin Rural Leader
- The Ireland Funds
- Kildare County Council Community Grants Scheme
- Adult Education Guidance Initiative (NCGE)
- Age & Opportunity
- Go for Life grant
- Lundbeck
- DIY Club
- Capital funding-EVE Estuary

EVE, in addition, also represented the interests of people with mental health difficulties on the national groups established to make submissions to the Department of Health & Children's Disability Review Group and the Expert Group on Mental Health.

- DoH&C Expert Group Sub-group on Enduring Mental Illness & Rehabilitation
- DoH&C – Disability Review – Mainstreaming
- DoH&C – Disability Review – Mental Health
- DoH&C – Disability Review – Training & Employment
- DoH&C – Disability Review – Severe Disabilities
- NDA Mental Health Advisory Committee
- NDA Best Practice Guide – Consultative Committee
- Mental Health Employment and Training Consultative Forum
- Mental Health Quality Initiative
- National Clubhouse Development Committee (NCDC)

MEMBERSHIP OF COMMITTEES

Throughout 2005, the staff of EVE actively participated in a variety of committees at local and national level.

- DoH&C Expert Group Sub-group on Enduring Mental Illness & Rehabilitation
- DoH&C – Disability Review – Mainstreaming
- DoH&C – Disability Review – Mental Health
- DoH&C – Disability Review – Training & Employment
- DoH&C – Disability Review – Severe Disabilities
- Mental Health Employment & Training Consultative Forum
- Mental Health Quality Initiative (MQI)
- National Clubhouse Development Committee (NCDC)
- Cneasta
- Irish Association for Supported Employment
- HSE Dublin Mid-Leinster(S.W.A.B.) Consultative Forum
- EQUAL I - Equal at Work
- EQUAL II - Equal ASSIST
- Supported Employment Consortia
- Local Area Partnerships
- Local Mental Health Association

ACKNOWLEDGEMENTS

EVE would like to acknowledge the support of individuals, communities, voluntary groups, statutory groups and all those who endeavoured to promote the core values of the organisation. In particular, we wish to acknowledge the commitment and dedication of the staff of EVE who demonstrate on a daily basis their belief in the vision of this organisation to the delivery of a quality person-centred service.

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

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

Quality Assurance Department

- Brenda Burke, Programme Development Manager
- Dearbhaill O' Mahony Programme Development Manager
- Aoife Lawlor, Senior Quality Systems Facilitator
- Louise Coonagh, Quality Systems Facilitator

Participant Assistant Support Service (PASS)

- Staff being recruited at present

CONTACT DETAILS

HSE DUBLIN MID-LEINSTER

Occupational Services

EVE Limited The Bureau, Lower Ground Floor, Dr. Steevens' Hospital, Dublin 8.
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EVE Limited Cherryfield, Whitehall Square, Quarry Drive, Walkinstown, Dublin 12.
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Manager - Kathryn Coughlan

EVE Limited Cuan Rogha, Unit G5, Chapelizod Ind. Est., Dublin 20
Tel: 626 6044 Fax: 626 6096
email: chapelizodind@eircom.net
Manager - Rose Jones

EVE Limited Harvest Centre, Dublin Road, Kildare Town, Co. Kildare.
Tel: 045 522 537 Fax: 045 522 032
email: harvestcentre@eircom.net
Manager - Edel Murphy

HSE Print & Design EVE Limited, Unit 13, Westlink Industrial Estate, Kylemore Road, Dublin 10.
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Manager - Harry Stammers

EVE Limited Larine, The Square, Maynooth, Co. Kildare.
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Manager - Alice Dodrill

Training

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Manager - Linda Taylor

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Manager - Brendan Madden

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Manager - John Faassen

Clubhouse

Platinum Clubhouse EVE Limited, Unit B1, Newbridge Ind. Est., Newbridge, Co. Kildare.
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www.kildare.ie/platinum
Manager - Carmel Doyle

Phoenix Clubhouse EVE Limited, Unit E3, Station Road Business Park, Clondalkin, Dublin 22.
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Manager - Des Word

CONTACT DETAILS

HSE DUBLIN NORTH EAST

Occupational Services

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Manager - Roisin O'Brien

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Manager - John Sweeney

Training

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Manager - John Sweeney

Clubhouse

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Manager - Sharon Sheridan

Suaimhneas Clubhouse EVE Limited, Unit 103, Newtown Industrial Estate, Coolock, Dublin 17.

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Manager - Claire Brennan

