



# ADAPT TO GROW

Strategic Plan 2018 – 2023



**ChildVision**  
National Education Centre for Blind Children

**This strategy sets out how we want to grow using existing resources, bring in new ones, develop our campus buildings, cultivate networks and relationships across the sector, provide more services across Ireland and build on our own people's skills through further high quality professional training and accreditation.**

Creating this strategy has given us an opportunity to take a critical look at ourselves as an organisation, to see how we operate, how we manage people and activities and how we organise ourselves. We know we can change, that we can do better.

By choosing to call the Strategy *Adapt To Grow* we are recognising that we already do a lot of things well and that what we are setting out to do is to adapt our organisation to the new realities facing it, while preserving and deepening our unique strengths.

### **In a sentence our strategy is:**

To **fully** meet our remit as a national provider of assessment, habilitation, education, therapies, reading services, social care and respite for children and young adults with a visual impairment, some of whom have multiple disabilities, with accredited professionals in **appropriate** settings, delivering **timely, measurable outcomes** and improving the lives of these young people.

# OUR VISION

**To provide a supportive and inclusive learning community where disability does not create a barrier to the fulfilment of aspiration or ambition.**

This strategy is built on our core values of **compassion**, **reflection** and **innovation** and is designed to sustain an enduring culture of **dignity**.

# OUR VALUES



## **Person-Centred Inclusion**

Delivering a person-centred, inclusive service that embraces diversity and encourages participation.



## **Professionalism**

Professional and critical practice.



## **Transparency and Accountability**

Transparent and accountable decision making made in consultation with stakeholders.



## **Safety and Integrity**

Integrity of care and utmost safety are the pillars of all our interactions with our young people.



## **Valuing Uniqueness**

Valuing the unique attributes of each child and young person.

# Our Strategic Objectives



To deliver the best possible service in a prompt and attentive manner.



To support friendships and relationships within a person-centred ethos and campus.



To improve the outcomes for young people with a visual impairment and multiple disabilities.



To focus on the growth, sustainability and innovation of our service delivery.



To engage, develop and value our people.

## Deliver the best possible service in a prompt and attentive manner

By 2023, we wish to reduce waiting list times for all VI and MDVI assessments. To do this we will introduce a second clinical team to increase the number of assessments. This second team will also work closely with our National Network Services to collaborate with local primary care teams and work on streamlining the waiting list appointment scheduling system.

During the lifetime of this strategy, we will also expand on our service provision in Cork to curb the existing need for expansion but also looking ahead to future need.

National Network Services have embarked on a nationwide programme of relationship building and, with other professionals, exploring the possibilities of collaboration and partnership. This will play a vital role in improving the flow of referrals and assessments through our service.

## Support Friendships and Relationships in a Person-Centred Ethos

From board level, and permeating every aspect of our organisation, we believe that to be able to support the personal growth of our young people, the way we run our organisation must continue to be *honest, transparent, compassionate and accountable*. That is how we can show our young people that our commitment to person-centred planning is our commitment to putting their wishes and hopes ahead of organisational concerns.

## Improve the Outcomes for Young People with Visual Impairment and Multiple Disabilities

Through expanding our clinical team, we need to focus on the flow of young people to assessment and reduce waiting times significantly, improving their access to appropriate and better education programmes at the earliest age possible.

Our newly structured National Network team will work to form new alliances with other service providers around the country to ensure our service provision reaches all who need it in good time.

A comprehensive CPD programme and education goal settings will set targets for our already highly skilled staff to ensure that we are looking forward to the new challenges ahead with the changing complexities presented by our young children at preschool.

By listening better to what our young people tell us about their service and by responding effectively and with sensitivity to what we hear, we will adapt our social care, respite, educational, family support and therapeutic responses in ways that prove everyday listening is key to everything we do.

## Focus on Sustainability, Growth and Innovation of our Service Delivery

We need to examine our services and look at how we can continue to deliver world-class education and care programmes that are innovative and sustainable while meeting the future needs and demands of a growing population of children with MDVI.

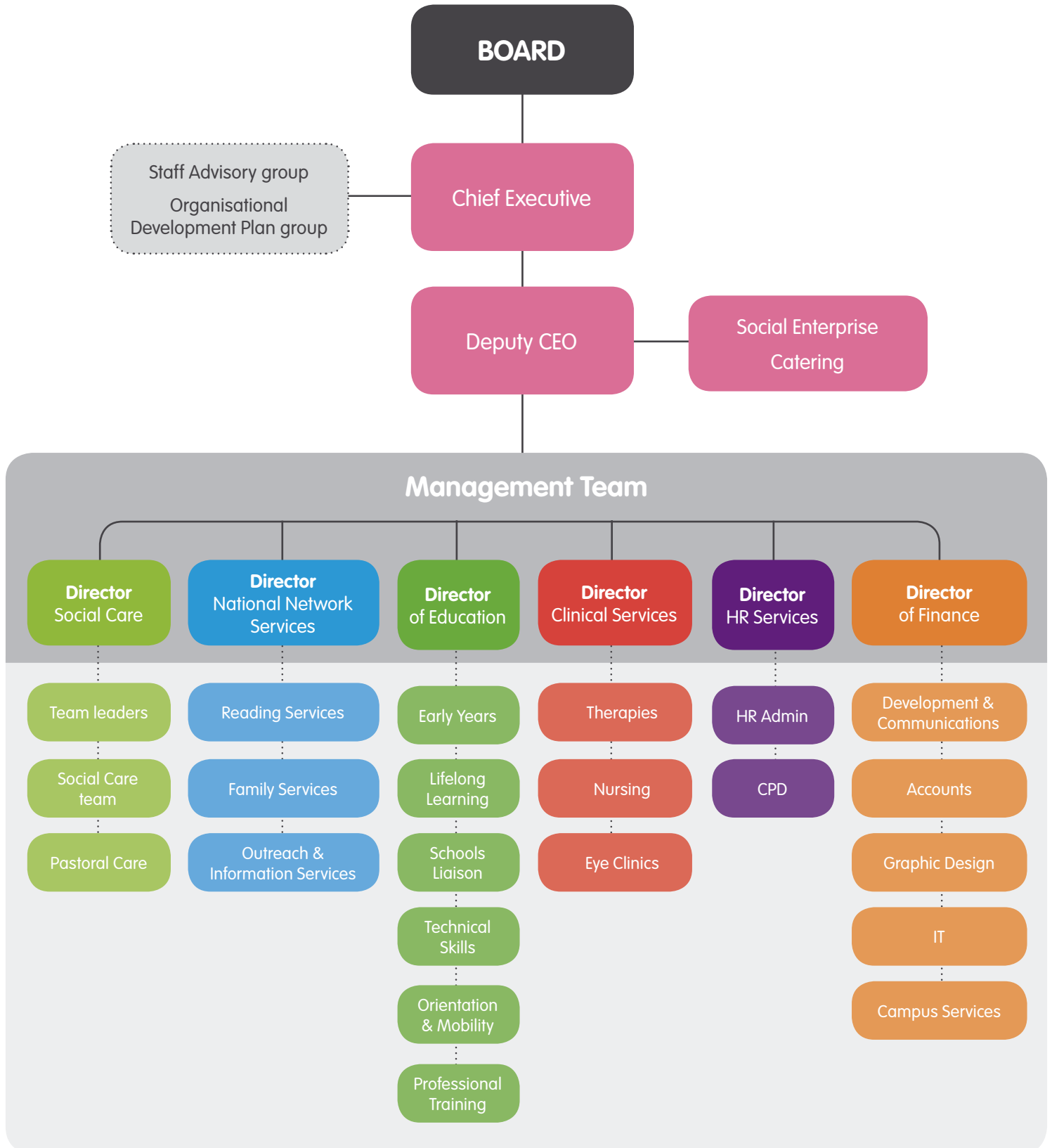
This strategy is all about adapting to change, as an organisation we have to be responsive to the changes in demographic, need, legislation and funding so we can continue to provide services that benefit our young people. We have to be able to respond to the pressure of delivering new directions in service delivery options and meet the demands of the individuals in a positive and effective way, helping them and their families transition through each phase of their life at ChildVision.

## Engage, Develop and Value our People

Our staff will continue to pursue a high level of training, reporting to clinical goals. All staff will be encouraged to engage in research programmes and European projects with other vision loss service providers. Clinical staff will be encouraged to accept invitations to present their research at conferences worldwide. During the lifetime of this strategy, ChildVision will host a world conference, Vision 2020, in the National Convention Centre, attracting ophthalmologists from all over the world.



# Organisational Chart



# Management Action Plans

## OPERATIONS PLAN

- ▶ Organisational restructure
- ▶ Continue to strengthen partnerships with other service providers
- ▶ Design and implement a client record system
- ▶ Provide board and management team with dashboard of Key Performances Measures
- ▶ Appoint a Clinical Lead
- ▶ Create and sustain social enterprises
- ▶ Develop a succession plan

## SERVICE PLAN

- ▶ Introduce yearly clinical goals
- ▶ create a new national network service, combining family resources, assessments, Braille, assistive technology and outreach engagement
- ▶ Create new programmes for vocational education and 22+ years
- ▶ Research and develop an assistive technology helpline service
- ▶ Investigate how we might assist other print disabilities
- ▶ Introduce a quality framework on our service delivery
- ▶ Focus on developing a comprehensive partnership with primary care teams nationwide
- ▶ Reduce our waiting lists for all assessments
- ▶ Increase respite provision
- ▶ Engage in research on a national and international basis to understand the needs and future needs of VI and MDVI children and young people
- ▶ Ensure our structures remain flexible to respond to the changes in legislation and service needs



## TRAINING AND RESEARCH PLAN

- ▶ To achieve QQI accreditation in Braille and equine
- ▶ Prepare our staff for future assistive technologies in disability and therapeutic delivery
- ▶ For 80% of frontline managers to be at master's degree level
- ▶ Take part in clinical and educational research with universities throughout Europe and participate in European projects with network of visual impairment service providers
- ▶ Deliver a worldwide conference on visual impairment
- ▶ Promote peer reviewed publications in journals and encourage staff where possible to attend relevant conferences

## CAMPUS DEVELOPMENT PLAN

This redevelopment can be broken into three main elements with a separate plan to look at alternative living formats/family accommodation on the Gracepark Site.

### Element 1

- An increase in staffing resources to meet current and future demand for services
- The renovation of the Therapy Department

### Element 2

- Three storey new build incorporating early years, preschool, vocational education, reception, offices and family meeting room

### Element 3

- Refurbishment of the administration building









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