

CRC
Central Remedial Clinic

Excellence
Growth
Culture
Partnerships

5 YEAR
Strategic
Plan
2022—2026



Abbreviations

used throughout

ATSS	Assistive Technology and Specialised Seating
CEO	Chief Executive Officer
CRC	Central Remedial Clinic
HR	Human Resources
HSE	Health Service Executive
IT	Information Technology
KPI	Key Performance Indicator
ND	New Directions
PDS	Progressing Disability Services
SMT	Senior Management Team
SPWG	Strategic Project Working Group
SP26	Strategic Plan 2026

5 Year Strategic Plan 2022—2026

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Section 1

Foreword

We are very proud to present our **Strategic Plan 2022—2026**

Board Chairperson
Brian Power

We are very proud to present our Strategic Plan 2022-2026.

In 2016 the CRC launched an ambitious plan to take us to 2021. The plan was built around three overarching themes - Service Delivery, Working Together and Organisational Capacity. We set a fast pace and delivered significantly across all three themes thanks to the commitment of everyone at the CRC and our partners.

In addition to a relentless focus on serving our clients we also delivered a complete review of governance, oversight and management of the CRC. Our success has been recognised by several national awards in the areas of Governance, Service Delivery and more recently for our 2020 Annual Report. We have also built deep and trusting relationships with our funders and partners.

We engaged closely with our staff, clients and funders as we reorganised services, grew and developed our voice in advocacy and delivered new services and new service models. In the past five years we also invested in improving our physical and information technology (IT) infrastructure in order to continuously improve the environment in which we deliver care to our clients.

Towards 2021 provided a clear roadmap that has helped us prioritise our work for the last five years. As we now look forward we have an opportunity to build new ambitions on solid foundations.

Our new strategic plan is founded on four strategic pillars;

PILLAR 1

Excellence

Our ambition is to be recognised as truly expert in how we integrate and deliver our services.

PILLAR 2

Growth

To meet the demands of an ever – changing and complex set of client needs our organisation and infrastructure will undergo an exciting transformation, including an ambitious capital plan across our clinical and school facilities.

PILLAR 3

Culture

Our services are delivered by a team of passionate and committed people. Our plan sets out to invest in the development of our teams, with a focus on education and clinical research. Our ambition is to create a unique culture that delivers excellent care for our clients and creates opportunities for personal development and fulfilment for our staff.

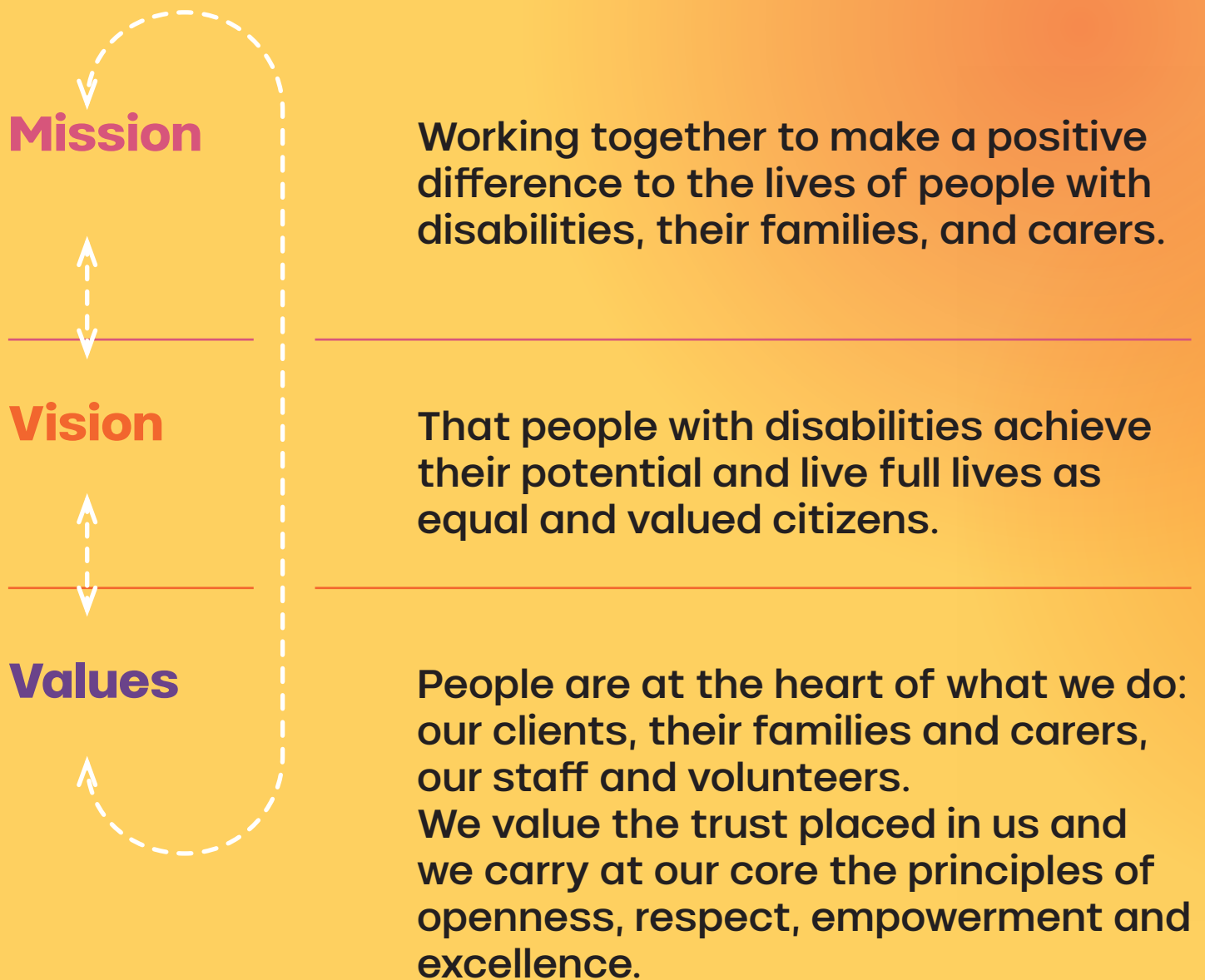
PILLAR 4

Partnerships

We believe in the power of partnerships. No single organisation has the capability to serve the increasingly complex world of disability services. Our plan sets out to deepen our existing partnerships and to establish powerful new ones in the areas of service delivery, research and fundraising.



Section 2
Our Journey



Openness

To work in an honest, transparent and open way. To have accountability in all we do.

Respect

For the dignity of our clients and their families, for each other as staff and volunteers and in all our relationships.

Empowerment

To work collaboratively with and support our clients to lead fulfilled lives – to advocate and to encourage. To focus on ability and integration for all in our communities.

Excellence

Commitment to the highest standards of service provision. Engage in research and education to ensure a highly dedicated, respected and valued workforce.

Our Journey

Since our inception in 1951, we have reached key milestones in our delivery of disability services to children and adults in Ireland.

Some of these milestones are outlined below.

2021

- Celebrated 70 years
- Won Good Governance Award
- Won Published Accounts Awards
- Reconfigured Children's Disability Services in line with National Policy becoming a lead agency supported by our National Specialist Services

2020

- Successfully ran services remotely and on site, and supported the Health Service Executive (HSE) overcoming significant challenges during the COVID-19 pandemic
- Clongriffin Adult community Hub opened

2019

- Charity Excellence Award – Winner of Charity Board of the Year
- Day Centre of the Year Award, Firhouse
- General Healthcare Centre of the Year Award
- Killester Adult Community Hub Opened

2018

- Hosted 6th EU Seating Symposium
- Won Best Governance Improvement initiative in the Good Governance Awards

2017

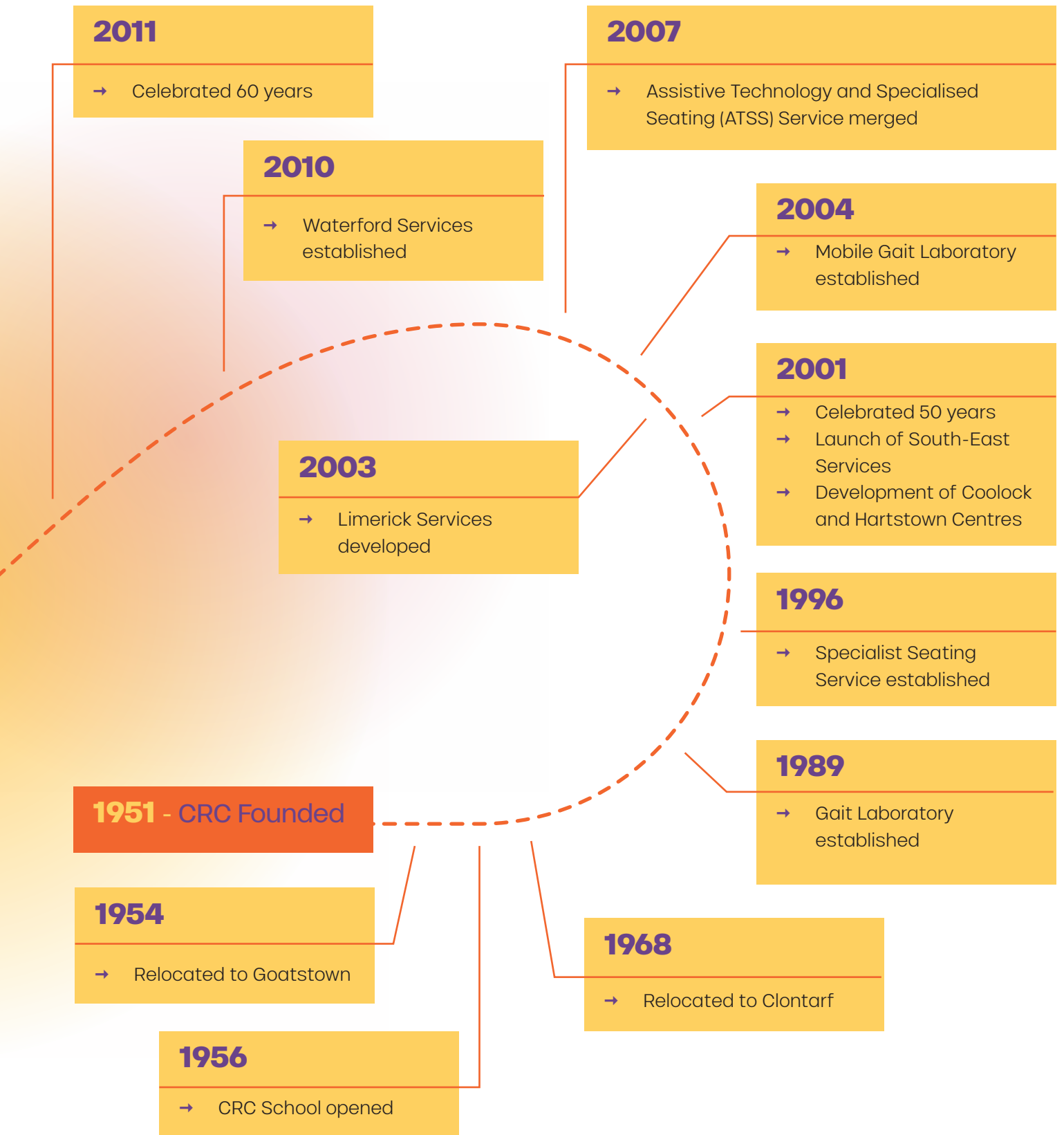
- World Cerebral Palsy Award – Certificate of Participation for Civil Rights and Medical/Gait Laboratory

2014

- New Board established

2016

- Celebrated 65 years
- Launched 5-year Strategic Plan





Progress to Date

Our previous Strategy, *Towards 2021*, challenged us to adapt and develop a culture of best practice both onsite and remotely, to ensure future prosperity in the dynamic and fast paced world in which we live. Our new Strategy – **Strategic Plan 26 (SP26)** propels the CRC to our next stage of development in order to keep pace with the rapidly changing external environment.

Our vision has always been to be a charitable organisation focused on delivering a range of high quality excellent services and supports to our clients – adults, children and their families – with physical and multiple disabilities, to ensure they can achieve their full potential and live full lives as equal and valued citizens.

We have flourished over the last 70 years since our establishment and we are now recognised amongst our peers and funders as one of Ireland's leading disability organisations supporting children and adults with disabilities.

Our 2016 Strategic Plan – *Towards 2021* was significantly implemented, despite the impact of the COVID-19 pandemic. The Senior Management Team (SMT) tracked the objectives and activities of *Towards 2021* and reported through the Chief Executive Officer (CEO) to the Board via quarterly and annual reports. We have incorporated a clear implementation framework underpinning **SP26** to ensure transparent and robust oversight of the plan. The new implementation plan outlined in Section 6, will be used by the SMT, CEO and Board to track performance and overall progress of **SP26**.

"... next five years will differ considerably from that in which it (CRC) has historically operated ..."

This Strategic Plan has been developed during a period of considerable change in the disability sector. As a result, the environment in which we will operate over the next five years will differ considerably from that in which it has historically operated.

While such change in the current and future environment, such as Progressing Disability Services (PDS), will pose challenges for us, it also provides considerable opportunities to further develop and grow. We will continue to pursue new opportunities to grow, develop partnerships and ensure high quality and excellent services for our clients and their families, and for our staff.

Section 3

Strategic Plan Development Process & Context Analysis

Strategic Plan Development Process

To facilitate the development of SP26, we formed a Strategic Plan Working Group (SPWG), (see membership in A1). We engaged Mazars to assist us in the completion of this exercise. The methodology adopted is illustrated below.

Desk-Based Review

→ Over 220 documents, policies or additional inputs reviewed

Mazars Insights

→ The Mazars team takes a holistic view of all the information gathered and the context of the next five years to make recommendations



Consultations

- Over 25 semi-structured 1:1's and workshops with
 - the CRC Board,
 - staff
 - clients
 - School Principals
 - Parent's Forum
 - Adult Services Council
 - External stakeholders (see A2)

Survey

→ Over 50 responses from the SMT and Managers from two distinct surveys

Mazars Insights were documented and reported to the SPWG, substantially via a series of sub-reports as outlined right:



Review of *Towards 2021* Implementation



Review of Structure, Operating Model and Workforce



Review of Capital Expenditure



Review of IT and Digitalisation



Review of Research

Context Analysis

We are cognisant of and will respond to a number of other external factors including:

Ongoing initiatives such as PDS, New Directions (ND) and Sláintecare

The ongoing development of policy and strategies at national level that continue to transform the disability services sector and broader society as a whole

We will see an increase in clients with varying needs requiring a wider range of supports and expertise

Increased competition for funding and the continuing constraints on public finances and funding available coupled with the move of disabilities from the Department of Health to the Department of Children, Equality, Disability, Integration and Youth

Further advancements in digital technology that enable the delivery of high quality services coupled with increasing cybersecurity requirements

The ongoing COVID-19 pandemic will continue to impact service delivery and may impact progress against **SP26**

Competing for highly skilled staff in an environment of skills shortage nationally

Increasing demands on our staff to keep their knowledge and skills up to date

Changing industry norms, practices and ways of working together with increased regulatory and compliance requirements in health and social care, and charity and company law

Growing need to partner with community, disability organisations, education, and employers

The context in which we operate is complex and evolving.

A consideration of the policy context, the broader disability services offering at national level and key stakeholder input (via consultation processes) was combined with a detailed set of reviews on the following topics:

- Review of *Towards 2021* Implementation
- Review of Structure, Operating Model and Workforce
- Review of Capital Expenditure
- Review of IT and Digitalisation
- Review of Research

Summaries of these reviews are provided in the following sections.

Context Analysis

Review of Towards 2021 Implementation

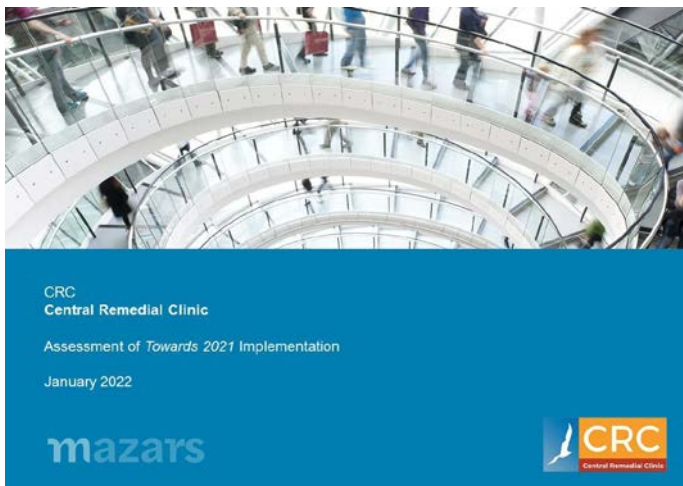
Summary

As part of the development of **SP26**, Mazars reviewed the implementation of our current strategy, *Towards 2021*, with a focus on

- a. the process of its design and implementation oversight and
- b. identifying unimplemented or partially implemented items of significance for consideration in **SP26**.

Recommendations

- Track implementation of **SP26** both from the 'top-down' (Board assessing outcomes) as well as from the 'bottom-up' (SMT assessing objectives and actions).
- Design a formal Board assessment of implementation progress at periodic intervals e.g. at 18 months and again at 36 months and incorporate a plan to prepare for 2026 to 2030.



Context Analysis

Review of Structure, Operating Model and Workforce

Summary

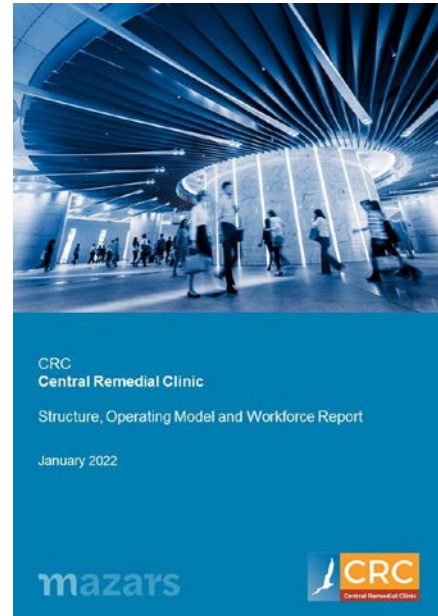
Mazars was engaged to conduct a high-level review of our organisational structure, operating model and workforce – as an input to the development of **SP26**. Mazars conducted this via a combination of desk research, consultations and surveys. Mazars identified key observations on our organisation structure, operating model and workforce and based on these proposed recommendations for us for **SP26** as outlined below.

Key recommendation – Structure

- Implement a Client Services Lead and a Support Services Lead, both reporting directly to the CEO.

Key recommendations – Operating Model and Workforce

- Accountability – Introduce an accountability and performance management framework to ensure clarity in relation to decisions made and set boundaries within which decisions can be made or delegated.
- Communication – Develop a communication plan to help facilitate improved information flow, feedback-collaboration and cross-working between divisions.
- Clarify roles and responsibilities of divisions to avoid confusion over what falls under each one's remit. Ensure what is set out for divisions aligns to our day-to-day activities.
- Training – develop training plans for non-clinical skills. This could be achieved through a tailored combination of person-led coaching sessions and online course providers.



Context Analysis

Review of Capital Expenditure Plan

Summary

The CRC has an ambitious multi-million capital development plan in Clontarf, Clondalkin and Swords, the cost of which is estimated to be in the region of €30 million. The current available funding may not be sufficient to implement each of the potential capital investments and it will be crucial for the CRC to accurately identify priority investments which best align with the emerging organisational strategy and represent the best value for money.

It appears likely that additional funding will be required to progress the desired capital development plan and to mitigate against capital expenditure deficits.



Key Recommendations

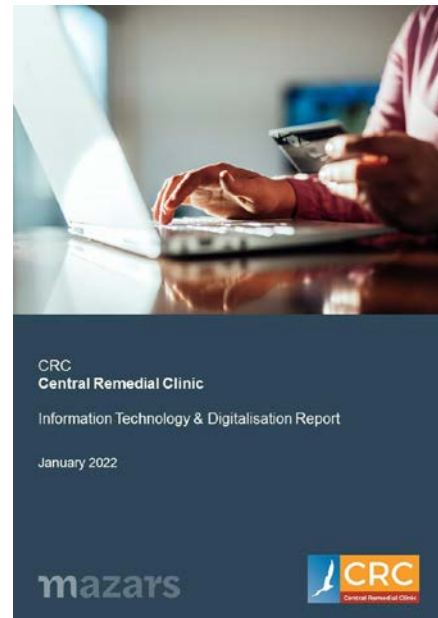
- To engage an independent experienced professional to estimate the cost and timeframe for both Clondalkin and Clontarf.
- To seek clarification and agreement from the HSE regarding any terms and conditions associated with funds granted and agree outstanding liens on same granted funds.
- To engage with the HSE Capital and Estates Team to agree leases, licenses and service level agreements, where appropriate.
- To create a contingency/emergency fund defined with defined scope for minor capital expenditure outside of scheduled activities.
- To review the minor and major capital plans annually and prioritise capital expenditure items.
- To consider the sequencing of capital expenditure for major projects to reflect service and strategic priorities and available funds.
- To review the current facilities, environmental and maintenance functions across the CRC and all locations.
- To pursue a sustainable environmental policy to meet National energy efficiency targets over the life of the plan and collaborate with the HSE Energy Bureau on all relevant projects.

Context Analysis

Review of IT & Digitalisation

Summary

Since the beginning of the current Strategy – Towards 2021, we have undertaken significant work upgrading and modernising our IT infrastructure. This has recently been of particular importance due to the COVID-19 pandemic and the requirement for our staff to work remotely. A number of risks relating to our IT and digitalisation have been identified and should be addressed in the new strategic development plan – **SP26**.



Key recommendations

The key IT objectives that should be prioritised in **SP26** are:

- Publish an IT and Digital Strategy.
 - Investigate IT-managed service solutions.
 - Invest in resources and tools to mitigate IT threats and risks to security and cybersecurity.
 - Support implementation of National systems e.g. Electronic Health Records and National Ability Supports System for the HSE.
 - Implement new or improved networking and telecommunication systems for the CRC and its new sites.
- Formalise IT governance, quality and policies
 - Align to IT standards adhered to by other healthcare organisations e.g. the HSE.
 - Devise an IT integration strategy with high quality, good planning and effective project management.
 - Produce service level agreements and define key performance indicators (KPIs).

Key considerations

Operational or service needs will drive both digital strategy and additional IT resources over the lifetime of the new Strategic Plan, particularly those of a costly nature, e.g. IT staff, major new systems, replacement and upgrading of schedules, etc.

Review of Research

Summary

We have been involved in research since 1988. We conduct research annually and publish in high ranking journals. Such research is predominantly from a small number of Departments including the Gait Laboratory, clinical services and ATSS. We have established a stable foundation to begin expanding our research capabilities internally, through partnerships, and internationally through recognition at conferences and through our publications.



Key Recommendations

The key research priorities are:

- A research culture
 - Foster a research culture in the CRC.
 - Recognise, celebrate and communicate our research internally and externally with researchers and clients.
- Research supports
 - Develop administration/general supports i.e. infrastructure finance, administration, governance etc.
 - Allocate time and set expectations for appropriate staff to conduct research.
 - Provide training and support for people who want to actively participate in research e.g. skills training, designing research studies, etc.
- Funding
 - Have an annual research budget across Departments.
 - Participate in joint funding applications with funding agencies and universities.
 - Pursue grants and other funding opportunities.
- Partnerships and collaborations
 - Proactively foster partnerships with funding agencies and universities.
 - Seek collaboration with expert leaders for research projects.
 - Promote collaboration between Departments e.g. data sharing, IT systems.
- Making our research meaningful and impactful
 - Enhance our brand recognition.
 - Increase the global research footprint and research in areas not well researched elsewhere.
 - Publicise research success stories to advance research careers.
 - Identify gaps in our services through research and let research feed into service improvements.



 **CRC**
Central Remedial Clinic
CHY No 4998

Section 4

Strategic Goals

Guided by our mission, vision and values and given the context of disability services in Ireland and our position in the disability landscape, as elaborated previously, this Strategic Plan focuses on expanding and broadening the foundations we have already established with *Towards 2021*. This Strategic Plan aims to create an environment of **Excellence, Growth, Culture and Partnerships, in which we can expand and integrate our disability services into wider national care initiatives – for the benefit of children and adults with disabilities.**

For this reason, in this Strategy we do not specify priorities in particular service fields, disciplines or related technologies. There are acknowledged strengths in the disability services offered nationally, including from our services, and while these should be built on in line with new national policies, our focus in this Strategy is on supporting and building on the foundational structures of excellence, growth, culture and partnerships for disability services.

As the Strategy is implemented over the next five years (2022-2026), we will build on our established portfolio inclusive of high-quality services (Adults, Children's and National Specialist Services), impactful research and education, sustainability and information and IT. Evidence from world-leading disability organisations suggests that supporting clients and understanding their needs results in the best improved health initiatives, outcomes and person-centred approaches.

The five-year Strategy is the next plan for us to promote and provide client-centred care to the highest standards of quality, safety and excellence, and in doing so, achieve the vision of people with disabilities achieving their potential and living full lives as equal and valued citizens.

"... our focus in this Strategy is on supporting and building on the foundational structures of excellence, growth, culture and partnerships ..."

Strategic Plan Overview

In pursuit of our vision and mission, and upholding our values, **SP26** has four key goals; **Excellence, Growth, Culture** and **Partnerships**.

Each goal is associated with a set of objectives underpinned by actions, which are tracked using KPIs and result in a number of strategic outcomes expected upon completion of the Strategy.

Vision

That people with disabilities achieve their potential and live full lives as equal and valued citizens.

Mission

Working together to make a positive difference to the lives of people with disabilities, their families, and carers.

Values

Openness Respect Empowerment Excellence

Goals

Excellence Growth Culture Partnerships

Objectives

underpinned by **Actions** tracked by **KPIs** resulting in **Strategic Outcomes**

Section 5

Strategic Goals, Outcomes, Objectives & Actions

PILLAR 1

Excellence

GOAL



We strive for excellence in everything that we do, ranging from our Client Services to our facilities to developing our people to the manner in which we work with our stakeholders.

OUTCOME



Our services, as perceived by clients and all other stakeholders, are excellent and CRC staff, in their education, research and innovation, are regarded as experts in disability services.

Objectives

1.1

To provide a range of the highest quality services to our clients

1.2

To recruit excellent staff and support our current staff to be the best in delivering quality services

1.3

To further develop the CRC as a centre of excellence for its research, education and innovation

1.4

To optimise data usage to improve services, research, client support and encourage staff to innovate

1.5

To adhere to the highest quality and safety standards to protect our clients and reduce risks

1.6

To pursue best practice in Environmental, Social and Corporate Governance

Excellence



Growth

GOAL



We will grow and respond, as

an agile organisation

using our resources to meet the changing and complex needs of our clients and stakeholders.

OUTCOME



The staff, facilities, infrastructure and overall management of the CRC enables the growth of services to meet the evolving needs of our clients.

Objectives

2.1

To grow the service provision provided by the CRC

2.2

To revise and reconfigure the senior leadership and management structure to enable growth

2.3

To enhance and further develop the CRC's fundraising function

2.4

To enhance and update facilities to improve service provision

2.5

To ensure growth is enabled by reliable, resilient, secure systems

Growth



Culture

GOAL



We will continue to evolve, foster and nurture a culture where our staff feel valued and our clients and families feel **fully supported** within the ever changing nature of disability services.

OUTCOME



The CRC has a positive and **distinctive** **culture** within the disability sector, one that reflects our values and supports the delivery of our mission.

Objectives

3.1

To ensure our culture enables staff to provide the highest quality of service to clients.

3.2

To promote a positive organisational culture and provide our staff with the skills, support and capabilities required to adapt to the changing environment

3.3

To advocate for diversity, inclusivity and equality in disability service provision and share client's stories

3.4

To promote a research and education culture in the CRC with staff and clients

Culture



Partnerships

GOAL



We will continue to work strategically with a range of partners to deliver our mission, as we acknowledge that no single organisation has all the capabilities to address the increasing complexities of disability services.

OUTCOME



We operate a sophisticated suite of partnerships with other service providers, funders, universities and schools in order to meet the requirements of our clients, staff and other stakeholders.

Objectives

4.1

To develop our internal and external communications capability to enable positive, clear, communication that reflects our culture, values and brand.

4.2

To foster partnerships with other individuals, donors, organisations and corporates that support disability services

4.3

To establish and develop research and education partnerships and collaborations both internally and externally

Partnerships



Section 6

Implementing the Strategic Plan

Implementation Framework

We will adopt a flexible, dynamic and responsive approach to delivering this plan ... to ensure we stay ahead



Implementing the Strategic Plan

People want to know where they are going and how they will get there.

Creating a clear, easily understood implementation framework that visualises the goals, activities, accountability and timelines makes everyone part of the journey. An implementation framework includes KPIs that will be tracked and monitored over the life of the plan to ensure they remain on track and deliver results. The commitment of all management and staff will be necessary and significant collaboration and engagement will be required across the CRC.

We will adopt a flexible, dynamic and responsive approach to delivering this plan, where initiatives are defined and redefined where necessary to ensure we stay ahead.



Implementing the Strategic Plan

2022

2023

BOARD ASSESSMENT 1

(18 Months)

On target?

Environmental changes?

2024

BOARD ASSESSMENT 2

(36 Months)

On target?

Environmental changes?

2025

2026

In order to ensure the successful delivery of **SP26** it is important to put in place the appropriate structures to provide accountability, flexibility and ongoing risk management and mitigation throughout the strategy lifetime and also to oversee its implementation in a manner that is true to the original goals and objectives of the plan.

While the implementation framework provides for tracking at SMT level, a key learning from the assessment of *Towards 2021*, was that closer monitoring of implementation at Board level is needed. It is therefore proposed that two standalone Board assessments of the implementation of **SP26** will take place during its lifecycle. It is recommended that the first of these reviews takes place after 18 months and the second to take place after 36 months.

These assessments should consider the following questions:

- To what extent is the implementation of **SP26** on target?
- To what extent has the environment changed and how have we responded?

Successful implementation of this plan will require significant collaboration and engagement between a number of our stakeholders in order to ensure that our potential is realised and the solid foundations put in place to date are built upon to achieve the ambitious goals set out in this plan. In 2025 we will also incorporate a plan to prepare for the next 2026 to 2030 strategic plan process.

Appendices

Appendix 1: SPWG Members

We established a SPWG comprised of Board members and the SMT to drive the development of **SP26**. The members are listed below.

SPWG Membership	Role in the CRC
David Courtney	Board Member
Brian Power	Board Chairperson
Stephanie Manahan	CEO
Sean McCormack	Board Vice Chairperson
Darren Peavoy	Co-Optee
Alison McCallion	Head of Operations
Jane Mitchell	Head of General Services and Capital Projects
Dr Rory O'Sullivan	Head of Specialist Services and Research
Ziva Newman	Head of Fundraising

Appendix 2: Stakeholder Consultations

A wide variety of stakeholders were consulted across each of the workstreams in the development of this Strategy. The below table provides a summary of the stakeholders consulted:

Stakeholders Consulted

- SPWG
- CEO
- Head of Operations
- Head of Children's Services
- Head of Quality, Safety & Risk
- Head of Adult Services
- Head of Finance
- Medical Director
- Head of HR
- Head of Specialist Services and Research
- Head of General Services and Capital Projects
- Head of Fundraising
- Communications Manager
- IT Manager
- Director in Disability Federation of Ireland
- Board Secretary of National Disability Services Association
- CRC Managers
- Board and Co-Optees
- School Principals
- CRC staff members – Adult Services, Children's Services and Specialist/Clinical Services
- HSE
- Parent's Forum
- Adult Services Council
- Lead & Programme Manager of HSE Disability Services Programme

Appendix 3:

Staff Surveys

As part of the strategy development process, stakeholder surveys were designed and distributed online to the SMT and Managers Forum in October 2021. These surveys were developed by Mazars to inform the consultation sessions, operating model report and ultimately hone the Strategy. The surveys focused on different aspects of the organisation structure and the ways we work.

Organisation Design Principles Survey

This survey was issued to the SMT members in order for them to rate the current structure of the CRC against Mazars Best Practice Organisation Design Principles.

These 12 Principles include:

- Strategy and Values Enablement
- Delivery
- Logical
- Corporate Support or Spine
- Leadership, Governance & Reporting
- Resource Equity, Co-operation and Flexibility
- Change
- Balanced Enablement
- Develop and Support Expertise
- Span of Control
- Connectivity and Collaborations
- Culture

This survey had a 100% response rate, meaning all SMT members contributed to rating the CRC structure ahead of the SMT workshop to discuss the findings.

Activity Analysis Survey

This survey was issued to the SMT members and the Managers Forum to gather insight in relation to the activities carried out in their areas.

It covered the following areas:

- Introductory questions
- Roles and activities
- Skills and capabilities
- Staff workload
- Leadership and decision-making
- Future workforce planning
- Closing remarks

The survey had a response rate of 70%, which meant there were 30 participants who provided answers out of the 43 people it was issued to. 26 respondents completed the survey, while four people only partially completed it.

The survey outputs have provided valuable insights and that were used as key inputs to the strategy development process, allowing Mazars to probe the relevant areas in more detail as part of the consultation process.

We are grateful to all stakeholders who took the time to contribute their views via these surveys. Some quotes from staff included:

The CRC must maintain its identity as a centre of excellence providing specialist services

Staff should understand what is expected of them

Need to see quality embedded into CRC culture

Staff should be supported to perform research

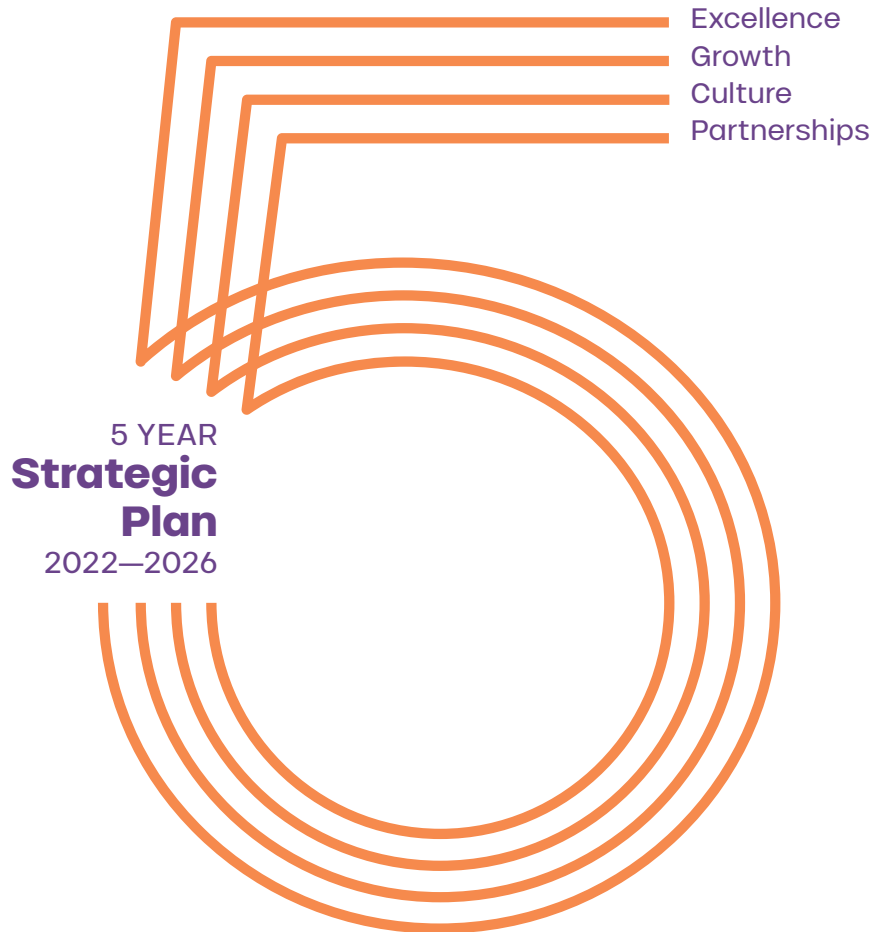
Fundraising did well despite COVID-19 and it should continue to focus on digital innovations

Have to focus on a person centred approach. The service needs to match the journey of the client

All supports (IT, HR, Finance, Quality, Risk and Safety etc.) should have framework policies so staff know how they should work

PDS is huge challenge, but fantastic opportunity to learn and develop partnerships





mazars

Mazars Consulting
Block 3 Harcourt Centre, Harcourt Road,
Dublin 2, Ireland.

www.mazars.ie

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