



**Western Care Association**  
**Annual Report**  
**2008**



## Organisation Mission Statement

Western Care Association exists to empower people with a wide range of learning and associated disabilities in Mayo to live full and satisfied lives as equal citizens. We achieve this through the provision of a comprehensive range of innovative services and supports.

We are a voluntary organisation, made up of parents/family members, service users, staff, supporters and volunteers, and in keeping with our pioneering traditions, -

We believe in:-

- > Supporting Service Users in making choices.
- > Community based services.
- > Partnership with families and Service Users.
- > The essential value of the voluntary organisation.
- > The vital input of volunteers and friends.
- > The unique contribution of all of our staff.
- > Partnership, unity of purpose and mutual respect in the achievement of our aims.
- > The principle of accountability.
- > Service through partnership and co-ordination with local and national organisations.
- > The pursuit of equality of access and full service for all.
- > Continually learning to improve the quality of the way we do things.

## Partnership Working In Western Care

Partnership working continues to be the norm in Western Care and Management and Staff Unions use this forum to align their priorities and promote harmony in the work place, in the delivery of quality supports to people who use our services.

In 2008 the Association received substantial financial assistance from the Health Service National Partnership Forum in the development of People Management Skills Project in the Association.

The Partnership Committee and the Association is very grateful for this assistance and looks forward to additional support under this heading in 2009.

Both Staff Unions and Management in Western Care strongly believe that partnership working provides the ideal operational environment for the delivery of quality supports and services.

This environment is even more essential in difficult financial times.

**Michael Kneafsey,**  
*Joint Chair.*

**John O'Dea,**  
*Joint Chair.*

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*Front Cover:  
Artwork by Luke O'Connell, a prize winner in the Texaco Children's Art Competition.*



## Chairperson's Address

2008, was the year the recession became a reality for the world, for Ireland and of course our Association didn't go unscathed. As the year progressed it was impossible to predict what was coming down the tracts in terms of Finance. However, due to advanced and prudent planning we were in a better position to deal with the cuts that occurred without significant impact on frontline services. Despite the deteriorating financial situation significant development funds were received and utilized in the following areas in 2008.

We provided three new residential places and a number of enhancements also, mainly in the northern half of the county.

We also enhanced our respite services particularly in the area of children's autism.

In relation to Day Services we were in a position to meet the needs of all school leavers.

The Association is very appreciative of the overall amount of Development Funds i.e. €505,000 which were effectively utilized in the above areas.

However, by the end of 2008 due to the economic situation the Association was forced to make cut-backs but succeeded in doing this without significant impact on services.

The Association also received Development money amounting to €.5M for Capital purposes and this was used in conjunction with voluntary funds to: -

- Purchase minibuses
- Assist in the development of a Bocce Court in Kiltimagh
- Renovate a number of our residences
- Purchase aids, appliances and lifting equipment

However, in spite of the economic decline the primary focus of Western Care continues to be Quality. Quality is about how well we support the people who use our services to live full lives as equal citizens in our society.

The Strategic Plan 2008 - 2010, which was launched at the AGM in May 2008, provides guidance and focus to the organisation, to achieve its mission. The fundamental objective of the Strategic Plan is to "Deliver a Person/Family - Centred service to people with an intellectual disability and/or Autism in partnership with Service Users, families, staff and communities". Person-centred approaches are ways of planning and organising services rooted in listening to what is important to people from their perspective. Person-centred philosophy recognises that people with disabilities are unique individuals, with needs, wants, desires, goals and dreams.

Generally they want the same things from life as the rest of us - an interesting and meaningful daily life; close relationships with others, opportunities to socialise, enjoy pastimes and develop their abilities and talents; a chance to fulfil their dreams; to be part of and contribute to their community and to feel valued. This approach gives people more choice and control of the service they receive and of their own lives.

To be truly responsive to the needs of people and to shape our understanding, demands that we commit to listening more carefully and learning more deeply. Western Care continues to explore innovative approaches and is at the cutting edge of emerging best-practices around individualised supports for people both here in Ireland and abroad.

As Chairperson I am acutely aware of the challenges and pressures which Management and Staff in the Association faced in 2008 in an attempt to sustain services and effectively expand services with less resources.

At a time when it is difficult for staff to sustain high morale, I want to compliment them and thank them for the tremendous efforts they make in attempting to meet the needs of the people who use our services.

I want also to thank all of the voluntary workers in Western Care to include the Board of Directors, Regions, Branches, Collectors and Volunteers who work directly in support of services. Your contribution was never more needed and your generosity of time and energy is much appreciated.

### **Dorothy Caden**

CHAIRPERSON



Noel O'Toole keeping Dorothy Caden busy while in HQ

## Executive Director's Report

In preparing the 2007 Annual Report last year, I anticipated a challenging year in 2008.

None of us, however, anticipated how really difficult it would be and the unprecedented changes that would take place in the national and international situations.

The economic downturn, became more apparent as we moved through 2008, and by the end of the year we really were in a very difficult situation as regards the national economy and the amount of money available to disability services.

At the time of writing this current report there is no indication of any immediate up-turn but rather even more acute challenges in 2009 and beyond.

It is against this background that I summarize the events of 2008.

Following significant lobbying the Association received slightly over €500,000 in Development funds to meet urgent need in Day, Respite and Residential services.

This followed on significant developments in previous years in relation to all aspects of services.

Unfortunately, due to the economic down turn in 2008 by year end not alone were we not talking about developments any longer but the focus had very definitely changed to cut-backs in the amount of resources available to us.

Into 2009, and at time of printing, we are facing additional cut-backs and also a Budget in early April which could bring its own challenges.

At our AGM in 2008 we launched our Strategic Plan which covers the period 2008 through to 2010.

The plan was the product of widespread consultation with stakeholders in the Association and was particularly informed by the views of Service Users and families in respect of the supports and services they wished to receive from Western Care.

The Strategic Plan was developed in a very different economic environment to that which now prevails.

However, we have a plan and the objectives within it are as relevant now, perhaps more so, as they were back in May of 2008.

It is our belief that the focus of the Strategic Plan will guide and assist us in the difficult current economic situation.

The priority in the plan to provide best value for the resources available to us was never more relevant than now and our challenge is to achieve more with less and we are committed to doing this to the best of our ability.



Noel Lydon & Christopher Clynes teaching John O'Dea a new skill

In the Budget of October 2008 a degree of preferential treatment was afforded to the Disability Sector in that cut-backs in our sector were limited to 1% at a time when other areas in the HSE had to endure more substantial cut-backs.

The Taoiseach, the Government and the relevant Ministers state that they wish to protect the most vulnerable in our society from the more severe aspects of the recession and we will ensure that this commitment is delivered upon through local and national lobbying in respect of the rights and entitlements of people with disabilities.

The National Federation of Voluntary Bodies is an umbrella body representing the voluntary agencies that provide services and supports to people with disabilities throughout Ireland.

As a member of the Board of Directors of that body I was asked in late 2008 to take on the Chairperson role for a period of 2 years.

Following consultation with the Board of Directors and the Management of the Association I agreed to do this in the belief that it was an honour for the Association, and hopefully it will be of benefit to the Association and the wider intellectual disability area.

As we approached the end of 2008, the 1% cut-back in funding for the Association had to be found and we achieved this in the non-pay areas in the main and in areas other than the front line without significant impact on services.

In Mayo there is a partnership approach to addressing the challenges that arise in relation to cut-backs and also in dealing with emergencies as they occur.

We work in close partnership with the HSE and other agencies providing services in the county, as we believe this is our best chance of securing and sustaining supports for the people who use our services.

The management, staff and volunteers in Western Care have had to make an extra effort in 2008 to ensure the quantity and quality of our services are maintained, and I thank them for their commitment which is being delivered in very difficult economic circumstances.

Our Service Users and families have been very supportive and their confidence in our ability to get a good result even in difficult times is much appreciated.

The people of Mayo have, again, been most generous in 2008 and now more than ever this generosity is necessary for us to sustain our services and to meet the challenges that arise.

The hard work of our door-to-door collectors and volunteers involved in fund raising really has delivered and I want to thank all of them most sincerely and hopefully they will continue their good efforts in the future.

The Board of Directors of the Association and the Regions and Branches continue to meet, organize and deliver for the Association and this might appear at times to be taken for granted. I can assure the voluntary sector that never was their contribution more valuable and I want to thank them for their endurance and energy. It is their commitment that ensures that Western Care and its voluntary status is sustained into the future.

Despite all of the challenges in 2008, we have achieved quite a bit as described by our Chairperson.

2009 and future years are likely to be difficult but the Association has endured difficult times in the past, and all working together we are confident in our capacity to deal with whatever the future brings.

**John O'Dea**  
EXECUTIVE DIRECTOR

### Director of Services Report

As ever 2008 proved to be a challenging, innovative and exciting year for services within Western Care Association. Developing a Strategic Plan to guide the future direction of the organisation, working closely with families and Service Users to develop new and more responsive ways of providing supports, continuing to learn as an organisation about people's needs and how we can work in partnership with families and communities to find the right supports, exploring how we use resources to ensure that we are providing better lives for better value for people, and working in partnership with all stakeholders have provided the backdrop for a very busy year.

### Strategic Plan:

In 2007 the Management Team began work on developing a Strategic Plan to guide the organisation from 2008 through to 2010. Recognising the need to have a plan that brought all strands of the organisation together in a collaborative way to ensure a clear focus on responding to the needs of people using our services, and in anticipation of difficult years ahead, we felt that such a plan was essential. The early part of 2008 was spent consulting with staff, managers, Service Users and families, the voluntary sector and other stakeholders to find out what was important, what areas of focus were required for Western Care over the next three years and to get some sense from people of what, amongst all the priorities, were the most important priorities to focus on first.

### A Focus on Individual Plans

Throughout the services there was an additional focus on each service user's individual plan being updated so that the services and supports are focused on the right priorities. This entailed a substantial effort on everyone's part.

It is essential that services are directed by the priorities for each person and are actively working towards those priorities. The challenges of this are undertaken by staff each day, working in Residential, Day, Respite and Community Services.

### Innovations.

A key objective within the Strategic Plan is that people would have a life of their choosing by enabling them to achieve their priorities. This breaks down into a whole range of different objectives that cover areas about where people might live, who they might live with, where they might spend their day, what a good life would look like, how good lives can be developed through partnerships and collaborations and Circles of Supports.

In order to develop the learning that we reported on in previous years, we identified some additional service areas where we invested time and effort to develop

innovative solutions. There were some people living in group homes who were saying to us that they wanted a different place to live. Families were in touch with us to say that their family member continued to live at home but that they would welcome a greater level of independence for their son or daughter away from the family home.

This meant staff and families and Service Users working together to figure out what a good life would look like. In one instance this has resulted in the closure of a group home. The three people living there have all got a different living arrangement which has actually resulted in a better quality of life to the one that they had previously enjoyed. Interestingly, in these cases it has also resulted in much more cost effective resource use. This was very important when it came to meeting the requirement for budget cuts at the beginning of 2009.

A project like this was only possible through the close collaboration between the staff who knew the Service Users well, Service Users and their families, managers and support staff. Working together, they came up with an individual plan for each of the people and then worked to put those plans in place, resolving problems and challenges as they faced them.

We also worked closely with the HSE to figure out a support for one person who the HSE had previously been supporting. While the HSE worked to identify a potential foster family, Western Care worked out with the HSE how such an arrangement might be put in place and supported given the particular challenges that were involved.

The young person moved, following a time of transition and planning, to his new home in 2008. This has worked out very well and the quality of his life, given that he is now part of a family again, has been enormously beneficial for him. Again this has helped to free up very valuable resources that are being used currently to meet the childcare needs of others within Mayo through the HSE.

Other projects around individuals have been ongoing for much longer. Those that we referred to in previous years continue. The Circles of Support continue to work and are an ongoing challenge both in terms of the time involved for people on occasions, but also in terms of the actual challenges that they are faced with.

Also throughout 2008 the work of the Volunteer Co-ordinator continued. This has led to 115 volunteers supporting people over the duration of 2008. We have put a great deal of emphasis on developing the right Policy & Procedure to guide our practice in relation to Volunteers and Natural Supports. We firmly believe that natural supports are an essential element of connecting people to their communities and we have seen great benefits in people's lives over this time.

### Developments & Emergencies:

There were provisions for Development Funds at the beginning of the 2008. These broke down as follows:-

- Day Services; €89,000
- Residential Services; €249,000
- Respite Services; €165,000

The distribution of these resources led to developments around a number of individuals who we were supporting on an emergency basis from 2007 and other key developments that were required.

Examples of the types of additional services as a result of these developments were as follows:-

- Additional Personal Assistant and Family Support hours.
- Additional Pre-school supports
- Three additional residential places.
- Expansion of Early Intervention and School Age Autism services.

However, throughout 2008 there were also some additional emergencies. As the year emerged we were particularly mindful that the budgetary situation nationally was changing on a day by day basis and that the future was looking increasingly difficult. We worked closely with families to try to meet service needs as they arose without incurring additional costs that would result in the loss of service for others. We have been able to respond to emergencies through a combination of families and services working in partnership to meet the need together. This has worked out well in many cases but is an ongoing challenge for families and for the services.

### Leonardo Project – Ballina

We made a decision in 2008 to invest additional focus on some of our Day Services. In the North area the Evaluation and Training Department have been working closely with the staff in the Beehive Service to undertake Personal Outcomes Interviews with each Service User and to invest in the Circle of Supports around individuals. At the same time they have analysed the data from the Outcomes Interviews, putting it alongside information to do with budget and resources, incident injury data, information on staffing resources and skills, etc. to begin to develop a clear sense of the priorities for the service and to use that information to shape how the service is organised into the future. This work has continued on into 2009 and we are anticipating that this will have very significant impact on how we organise Day Services into the future.

### The Vocational Training Centre, Castlebar.

The planning in relation to the Vocational Training Centre in Castlebar continued throughout 2008 and is now finally drawing to a close. This has involved continuous focus on the priorities for each Service User, trying out different ways of organising the services and different working arrangements and support arrangements for Service Users and staff and learning from these variety of opportunities.

There has been ongoing engagement with staff, families and Service Users in order to develop the most responsive Day Service possible into the future.

### Acknowledgements:

All of the work that has gone on in the course of 2008 can only happen because of the continued commitment and dedication of staff, volunteers and managers right across the Organisation. Working in partnership requires commitment from all sides and we have experienced extraordinary support once again from Service Users and families and from the local communities that we work within. I want to take this opportunity to acknowledge and thank everybody for their contribution. We face into difficult times and it is only through partnership that we will be able to continue these developments.

2009 undoubtedly will be a very challenging year given the financial turmoil that surrounds us. We have faced significant financial cutbacks to date and have been able to do this while holding firm to the values that have served us well, especially the values of:-

- Personal Centeredness.
- Equity.
- Quality.
- Accountability.
- Partnership.

We will continue to hold to these principles as we go forward and use them to guide our considerations about how we might deliver quality services but using the resources available to us more economically. This will be a challenge and will require ongoing partnerships and collaboration, effective communication and good change management strategies and plans.

**Bernard O'Regan**  
DIRECTOR OF SERVICES

# Financial Accounts for Year Ended 31st December, 2008

## Income & Expenditure Account for year ended 31st December, 2008

<b>Income</b>	<b>2008</b> €	<b>2007</b> €
Health Services Executive		
Allocation	29,943,652	28,491,186
Rehabilitative Training	627,076	597,300
National Lottery	3,063	3,000
Other	99,750	-
Branches & Donations	3,473	4,086
Sale of Goods & Contract Work	40,363	47,793
Sundry Income	112,682	122,815
Contributions from Residents	604,176	544,821
<b>Total Income</b>	<b>31,434,235</b>	<b>29,811,001</b>
<b>Expenditure</b>		
Pay Costs		
Salaries & Wages	23,929,257	22,470,559
Employers P.R.S.I.	2,340,888	2,223,412
Employers Pension Contributions	1,275,030	1,256,963
Non-Pay Costs	3,926,856	3,911,354
<b>Total Expenditure</b>	<b>31,472,031</b>	<b>29,862,288</b>
<b>Surplus/(Deficit) for year</b>	<b>(37,796)</b>	<b>(51,287)</b>
Less Depreciation	406,827	726,528
Plus Capital Grants Written Back	803,706	742,021
Pension Scheme Deficit	(770,000)	(947,000)
Opening Balance (Dr) at 1st January, 2008	(3,797,955)	(2,815,161)
Closing Balance (Dr) at 31st December, 2008	(4,208,872)	(3,797,955)

## Balance Sheet as at 31st December, 2008

	<b>2008</b> €	<b>2007</b> €
<b>Fixed Assets</b>		
Freehold Land & Buildings	11,042,355	10,220,539
Leasehold Buildings	-	-
Motor Vehicles	698,903	312,162
Furniture & Equipment	488,020	300,267
	<b>12,229,278</b>	<b>10,832,968</b>
<b>Current Assets</b>		
Debtors & Prepayments	2,126,901	2,598,480
Cash on Deposit & on Hand	41,000	51,845
	<b>2,167,901</b>	<b>2,650,325</b>
Less Current Liabilities (Amounts Due within One Year)	3,225,603	3,651,891
Excess of Current Assets over Current Liabilities	(1,057,702)	(1,001,566)
Less Long Term Creditors (Amounts Due in more than One Year)	(10,935,448)	(9,184,357)
<b>Net Assets</b>	<b>236,128</b>	<b>647,045</b>
<b>Represented By</b>		
Other Reserves	4,445,000	4,445,000
Profit & Loss Account	(4,208,872)	(3,797,955)
	<b>236,128</b>	<b>647,045</b>

**Approved by the Board of Directors on 23rd March, 2009**

**Signed on Behalf of the Board :**  
**Dorothy Caden, Director**  
**Mary Daly, Director**

## Audited Accounts

The Income & Expenditure Account and Balance Sheet information provided in this Annual Report has been extracted from the Audited Financial Accounts for Western Care Association for year ended 31st December, 2008.

The Association's Auditors, Jim Finan & Associates, reported on 23rd March, 2009 without qualification, in accordance with the Companies Acts 1963 to 2006, as applicable to companies limited by guarantee, on the financial statements for Western Care Association for year ended 31st December, 2008.

## Statement of Directors Responsibilities

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the Association's state of affairs at the year end, and surplus or deficit for the year then ended.

In preparing those financial statements, the directors have :

Selected suitable accounting policies and then applied them on a consistent basis, making judgements and estimates that are prudent and reasonable.

Ensured that applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts and notes.

Considered whether the Association's accounts have been prepared on a going concern basis. In this context, the directors acknowledge that the funding necessary for the continuance of the Association's activities is in the hands of Government and other state agencies.

The directors are responsible for keeping proper accounting records, for safeguarding the assets of the Association, and for taking reasonable steps for the prevention of fraud and other irregularities.

The directors have adopted a health and safety standard which is designed to protect the health and welfare of it's employees and the people in it's care.

The Books and Records of the Association are kept and maintained at it's headquarters at John Moore Road, Castlebar, Co. Mayo.

**James Rocke**  
FINANCIAL CONTROLLER

Western Care Association is a Company limited by guarantee. Registered No. 28067.

Western Care Association is registered with the Revenue Commissioners as a charity and as an eligible charity for the purposes of Section 45 of the Finance Act 2001 (Corporate Donations to eligible charities).CHY No. 5578. Tax Ref. No. 000038581.

# Development & Fundraising

## Fundraising

In 2008 almost €275,000 was raised by Mayo people to support Western Care local services through fundraising events. This ongoing help is crucial as it provides the Association with resources for extensions and repairs to training centres and group homes, extra transport and also helps fund training, social and sporting opportunities for Service Users.

Fundraising activities also raises an awareness of the work of the Association. Western Care is greatly indebted to the many volunteers and benefactors who give so much of their time, energy and money to support Mayo people with learning disabilities. If you would like to help in any way please contact the Fundraising Department (details below) or call to me at John Moore Road, Castlebar, County Mayo.

### Joe Brett

FUNDRAISING MANAGER

Phone: 094 9029136/144;

E-mail:

fundraiser@westerncare.com

## The Voluntary Sector 1966-2009

Since the foundation of Western Care, the Annual Door To Door Collection has consistently been the association's best fundraiser and has contributed enormously to the provision of services, homes, transport, etc, for the people who avail of our services throughout Mayo.

The credit for this success is due to the generosity of the people of Mayo who in "good times and bad" have given their outstanding support to the Association and I have no doubt will continue to do so.

The income from the door to door collection and branch activity in 2008 was €248,391.51. The credit for this successful fundraising must go to our network of "voluntary collectors". A sincere "Thank You" is extended to all those people and to the generous people of Mayo.

### Johnny Groden

DEVELOPMENT OFFICER

Phone: 094 9029174/144;

Email:

jgroden@westerncare.com

## Door to Door Collection and Other Branch Fundraising Activities

Branch	Amount Allocated
Achill	€ 11,450.00
Ardagh	€ 200.00
Attymass	€ 50.00
Balla	€ 2,640.95
Ballina	€ 16,372.00
Ballinrobe	€ 9,700.00
Ballintubber/Ballyheane	€ 2,454.00
Ballycastle	€ 3,163.00
Ballycroy	€ 216.00
Ballyhaunis	€ 12,210.56
Belcarra	€ 580.00
Belmullet	€ 4,700.00
Bohola	€ 1,245.00
Bonniconlon	€ 4,430.00
Burrishoole/Newport	€ 10,510.43
Carnacon	€ 645.00
Carracastle	€ 300.00
Castlebar	€ 41,443.01
Charlestown	€ 2,102.69
Clare Island	€ 0.00
Claremorris	€ 13,039.00
Cooneal	€ 1,255.00
Crossmolina	€ 11,179.24
Currane	€ 980.00
Drummin	€ 979.00
Dublin Branch	€ 4,523.64
Foxford	€ 4,410.00
Glenamoy	€ 346.00
Islandeedy	€ 3,420.00
Keellogues/Manulla	€ 1,300.00
Kilfian	€ 1,609.00
Kilkelly/Kilmovee	€ 10,225.00
Killala	€ 2,440.19
Killasser	€ 0.00
Killawalla	€ 1,315.60
Kilmeena	€ 1,370.00
Kiltane	€ 464.00
Kiltimagh	€ 8,227.90
Knock	€ 2,984.00
Knockmore/Rathduff	€ 8,113.20
Lacken	€ 1,537.70
Louisburgh	€ 3,640.00
Mayo Abbey/Facefield	€ 5,994.30
Murrisk	€ 1,612.00
Robeen/Roundfort	€ 954.00
Shrule/Glencorrib	€ 7,292.10
Swinford	€ 2,370.00
Taugheen/Crossboyne	€ 1,973.00
Tourmakeady	€ 4,225.00
Westport	€ 16,200.00
<b>TOTAL</b>	<b>€ 248,391.51</b>

## Income from 2008 Fundraising Events and Projects

Event/Project	Amount
Balla 10km	€1,210
Bequests, Court Poor Box, Wills Week	€8,335
Belmullet Fundraising Walk	€8,650
Cáirde Crann Mór Bingo	€7,900
Cáirde Crann Mór Fundraising	€24,254
Castlebar Cycling Club Sponsored Cycle	€10,525
Christmas Cards, Calendar & Diesel CD	€28,249
Collection Boxes	€2,208
Corporate and Personal Donations	€19,100
Donations and Events organised by Individuals, Groups, WCA Centres, Group Homes, etc)	€52,639
Dublin City Marathon (Ann Phillips)	€11,281
Golf Classics & Golf Societies	€19,351
It's a Knockout, Ballina	€3,000
The Look Fashion Show, Claremorris	€4,120
The Beaten Path Charity Hunt	€8,000
Mayo Association, Dublin	€11,235
Mayo County Council Drivers Challenge	€1,675
Project Makeover (Caroline Gordon)	€1,740
St John's Table Quizzes	€4,920
Staff Deductions/Standing Orders	€6,532
Western People National Schools Bounce-athon	€26,230
Women's Mini Marathon	€ 13,500
<b>TOTAL</b>	<b>€274,654</b>

## General Information

### Board of Directors 2008/2009

Ms. Dorothy Caden	North	(Chairperson)
Ms. Mary Daly	North	(Vice Chairperson)
Mr. Stephen Melia	South	
Ms. Agnes Grimes	South	
Ms. Berni Dwyer	East	
Mr. Chris Pratt	East	
Ms. Mary O'Malley	West	
Ms. Lorraine Hall	West	
Ms. Eileen Grier-Gavin	Staff Representative	
Ms. Maura Harrison	Co-opted	
Mr. Stephen Molloy	Co-opted	
Mr. Liamy MacNally	Co-opted	
Mr. John O' Dea	Company Secretary & Executive Director	

### Rights Review Sub-Committee

Mr. Chris Pratt (Chairperson)  
 Ms. Ena Mulroy  
 Ms. Anne Nally  
 Mr. Michael Kneafsey  
 Mr. David Tuomey  
 Mr. Michael Corbett  
 Ms. Dorothy Caden  
 Mr. Willie Walsh  
 Dr. Brian McClean

### Finance & Audit Sub-Committee

Ms. Mary Daly (Chairperson)  
 Ms. Dorothy Caden  
 Ms. Maura Harrison  
 Mr. John O' Dea  
 Mr. James Roche

### Planning/Steering Sub-Committee

Ms. Berni Dwyer (Joint Chairperson)  
 Mr. John O' Dea (Joint Chairperson)  
 Ms. Dorothy Caden  
 Mr. Bernard O' Regan  
 Mr. Tom Hughes  
 Ms. Pauline Brennan  
 Mr. James Roche  
 Ms. Angela Regan

## Outgoing Board of Directors 2007/2008



**Back Row L to R:** Nuala Mullins, John O'Dea, Teresa Ward, Maura Harrison, Chris Pratt.  
**Front Row L to R:** Bernadette Gordon, Mary Daly, Agnes Grimes, Stephen Melia & Berni Dwyer, Chairperson.  
**Unavoidably absent from the photo were:** Dorothy Caden, Lorraine Hall, Mary O'Malley and Liamy MacNally.

The Evaluation and Training Department organises and delivers staff training and facilitation, co-ordinates procedural development and leads the Quality Management Planning and Evaluation functions.

## Staff Training in Basic Assurances

Training in Basic Assurances addresses the critical domains of rights and safety and locates this in a person centered perspective. One of the features of assurance level training is that many of these events are based on a 3-year refresher cycle in order to maintain skill levels. This means there is a requirement for up to date coverage data available for all staff which informs the training needs plan for each year.

The coverage report for 2008 shows targets were met in two of the three mandatory events; 85% of all permanent and temporary staff for all grades and functions were current for Protection & Welfare and Fire Safety. Minimal Handling coverage levels did not meet the target set at 70%. However, there were aggregate increases in coverage across all three mandatory events for all staff from 2007 levels. Organisational averages for discretionary events such as Person Centered Planning, Managing Challenging Behaviour, First Aid and Stesolid Administration were all increased from 2007 averages of 55% to approximately 60% coverage levels for all staff.

There were a total of 113 assurance level training events provided in 2008. These delivered a total of 1,318 training places which were completed by staff. This represents an increase of 32% on 2007 assurance training activity levels.

## Enhancement Level Training

Enhancement level training tends to be more advanced or to have specific relevance to particular organisational specialisms such as clinical or organisational support and management functions.

Enhancement training also builds on the foundations of assurance level training and feeds into the ongoing cycle of learning in particular areas and contributes to building internal trainer capacity. In 2008, staff completed a number of Train the Trainer programmes including the 'Try Another Way' method of Systematic Instruction, a Rights Awareness and Promotion programme developed by Amnesty International, a LAMH Signing tutors programme and a Drivers Safety training programme. These are currently in use internally or are planned for introduction in 2009.

Staff attended a number of enhancement level events which were focussed on skills acquisition. The programme of internal training in Systematic Instruction continued and a series of Training Reviews were held for staff to share the stories of how they were implementing what they had learned. The Communication Module which was developed by the Assistive Technology Group was also delivered internally. Staff attended events in alternative communication and instructional models such as LAMH, The Hannen Method, Floor Time, Picture Exchange Communication and TEACCH.

Clinicians also attended a range of professional development events in the areas of Assessment, Inclusive Education, Sensory Integration, Oral Motor Therapy, Aspergers Syndrome, Occupational Back Problems, Environmental Adaptations

and The Autism B.I.L.D. Conference. Organisation support staff attended a number of relevant events in the areas of Data Protection, Transport, Information Technology and Mediation.

Enhancement training also has a more strategic dimension. It is used to support the developmental goals outlined in the organisation's Strategic Plan 2008 – 2010. This includes examining the way we currently provide support and exploring learning from alternative practices across the world. In 2008, staff attended a series of events that described innovative support models. The learning from these events continues to inform our internal practice and to offer potential solutions to dissatisfaction with some group living and day centre arrangements. In 2008, 466 staff attended a total of 75 Enhancement type events.

## Quality Management and Planning

ETD staff continued to work in partnership with Regional Service Managers and their frontline staff teams to develop creative responses that were more satisfactory to people and families. ETD staff facilitated reviews in the West and North areas in both residential and day services. These partnerships have resulted in some people finding more satisfying lives outside of their previous group living arrangements. The review of day services in Beehive/ Scannan is currently exploring the challenges that the whole model of day services presents to the concept of individualisation.

As part of the objective for building stronger partnerships with families identified in the Strategic Plan, ETD staff have been involved at individual level in facilitating increasing numbers of Circles of Support. These Circles provide people, families and other natural supports opportunities to become more equal partners in working out the best blend of support arrangements. In the process, different and creative options are emerging.

As part of the same strategic objective, ETD staff facilitated an Outcomes Workshop involving both staff and families which reviewed a sample of adults using services. The results of the review identified both individual priorities and organisational themes that need to be addressed in more innovative models.

These reviews will be repeated by the same group in May 2009 to determine the rate of progress.

## Long Term Training

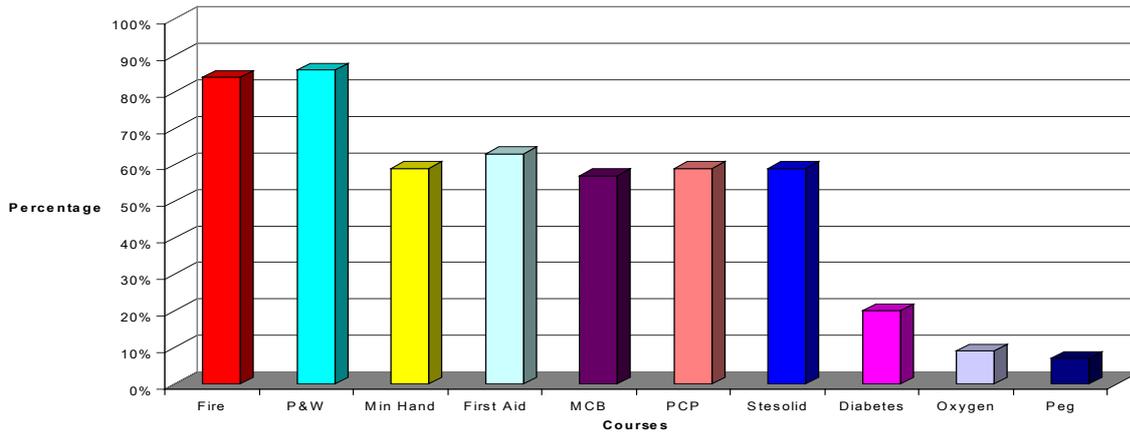
There were a total of 17 staff supported to attend third level undergraduate courses. This reflects the Association's commitment to continue to provide career development opportunities to frontline staff.

## Projects

The internal training database was transferred to the new Core HR system by ETD administration staff. This means the HR and Training databases are now integrated which makes for a more efficient and reliable database operation.

# Evaluation and Training

Organisational Achievements - All Assurance Courses  
Up to 31st December 2008



**Tom Hughes**  
HEAD OF EVALUATION AND TRAINING

# Human Resources

The Human Resources Department provides supports to the Organisation in respect of all aspects of Human Resources, including recruitment and retention, employment law, development of policies and procedures relating to employees, staff welfare and performance.

## Employment Statistics 2008

Total Staff (Headcount)	755
Whole Time Equivalent	537.51

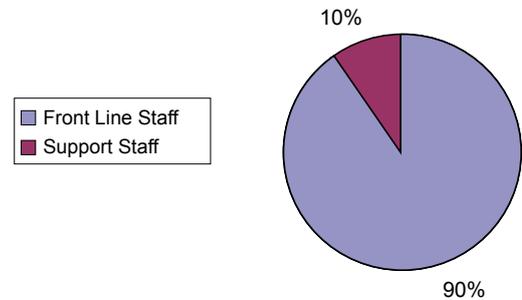
## Staff Profile – Whole Time Equivalent (WTE)

Employment Category	Job Type	WTE
Front Line Staff	Para Medical	21
	Nursing	5
	Social Care Leader	56.86
	Social Care Worker	143.08
	Care Assistant	238.14
	Transport	20.5
	TOTAL Front Line Staff	484.58
Support Staff	Administration & Management	46.93
	Maintenance	6
	Total Support Staff	52.93
<b>Overall Total</b>		<b>537.51</b>

## Staff Profile - WTE 2008

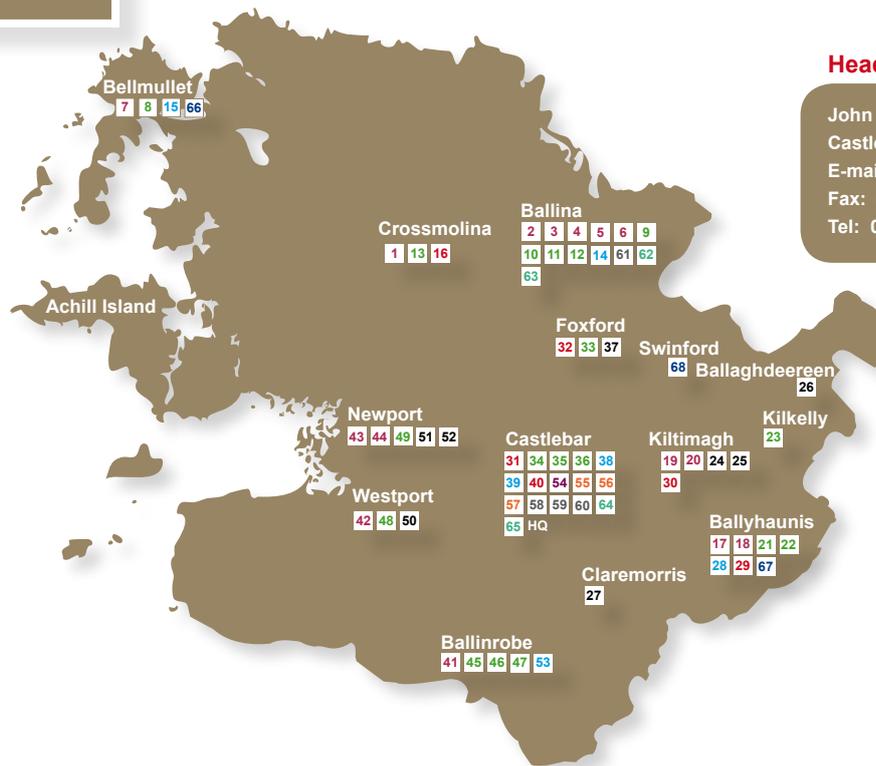


## Staff Profile - WTE 2008



**Pauline Brennan**  
HR MANAGER

# Service Locations



**Headquarters (HQ)**  
 John Moore Road,  
 Castlebar, Co. Mayo  
 E-mail: info@westerncare.com  
 Fax: 094-9025207  
 Tel: 094-9025133

## NORTH

- |                             |                            |                           |                                    |
|-----------------------------|----------------------------|---------------------------|------------------------------------|
| <b>DAY •</b>                | <b>RESIDENTIAL •</b>       | <b>RESPITE •</b>          | <b>OTHER •</b>                     |
| 1 Cluainin, Crossmolina     | 8 Belmullet                | 14 Moy Heights, Ballina   | 16 Low Support Hostel, Crossmolina |
| 2 Beehive, Ballina          | 9 Gladview, Ballina        | 15 Curlew Hill, Belmullet |                                    |
| 3 Ridgepool, Ballina        | 10 Aras Aoibhinn, Ballina  |                           |                                    |
| 4 Scannan, Ballina          | 11 32 Castlecourt, Ballina |                           |                                    |
| 5 Moy Chocolates, Ballina   | 12 Orchard Grove, Ballina  |                           |                                    |
| 6 Shanaghy Heights, Ballina | 13 Riverwalk, Crossmolina  |                           |                                    |
| 7 Belmullet                 |                            |                           |                                    |

## EAST

- |                               |                               |                                      |                             |                                   |
|-------------------------------|-------------------------------|--------------------------------------|-----------------------------|-----------------------------------|
| <b>DAY •</b>                  | <b>RESIDENTIAL •</b>          | <b>DAY / RESIDENTIAL •</b>           | <b>RESPITE •</b>            | <b>OTHER •</b>                    |
| 17 Ballyhaunis TC             | 21 Hazel View, Ballyhaunis    | 24 Riverside, Kiltimagh              | 28 4 Abbeyvale, Ballyhaunis | 29 Low Support Hostel Ballyhaunis |
| 18 Manor Brook, Ballyhaunis   | 22 Croi Oscailte, Ballyhaunis | 25 Pinegrove, Kiltimagh              |                             | 30 Maintenance Department         |
| 19 St. John's Resource Centre | 23 Highland Lodge, Kilkelly   | 26 Kilmovee Services, Ballaghdeereen |                             |                                   |
| 20 Shalom, Kiltimagh          |                               | 27 St. Rita's, Claremorris           |                             |                                   |

## CENTRAL

- |                   |                               |                            |                              |                              |
|-------------------|-------------------------------|----------------------------|------------------------------|------------------------------|
| <b>DAY •</b>      | <b>RESIDENTIAL •</b>          | <b>DAY / RESIDENTIAL •</b> | <b>RESPITE •</b>             | <b>OTHER •</b>               |
| 31 VTC, Castlebar | 33 Belass, Foxford            | 37 St. Eithne's, Foxford   | 38 The Orchard, Castlebar    | 40 Drop in Centre, Castlebar |
| 32 The Beacon     | 34 Garryduff Drive, Castlebar |                            | 39 20 Knockthomas, Castlebar |                              |
|                   | 35 St. Francis', Castlebar    |                            |                              |                              |
|                   | 36 St. Kevin's, Castlebar     |                            |                              |                              |

## WEST

- |                             |                                |                            |                             |
|-----------------------------|--------------------------------|----------------------------|-----------------------------|
| <b>DAY •</b>                | <b>RESIDENTIAL •</b>           | <b>DAY / RESIDENTIAL •</b> | <b>RESPITE •</b>            |
| 41 Crann Mor, Ballinrobe    | 45 Rathkelly Close, Ballinrobe | 50 The Paddock, Westport   | 53 Aisling Gheal Ballinrobe |
| 42 Carrowbeg, Westport      | 46 Suaimhneas, Ballinrobe      | 51 Barrick Hill, Newport   |                             |
| 43 Resource Centre, Newport | 47 Cois na Roba, Ballinrobe    | 52 Cois hAbhainn, Newport  |                             |
| 44 9 Seaview, Newport       | 48 24 Pinewoods, Westport      |                            |                             |
|                             | 49 7 Seaview, Newport          |                            |                             |

## CHILDRENS

- |                            |                              |                               |                             |   |
|----------------------------|------------------------------|-------------------------------|-----------------------------|---|
| <b>DAY •</b>               | <b>RESIDENTIAL •</b>         | <b>RESPITE •</b>              | <b>SPECIAL SCHOOLS •</b>    | <b>SPECIAL CLASSES •</b>                      |
| 54 St. Hubert's, Castlebar | 55 Blath na hOige, Castlebar | 58 Manulla, Castlebar         | 62 St. Dymphna's, Ballina   | 66 Glencastle National School, Belmullet      |
|                            | 56 Manulla, Castlebar        | 59 23 Knockaphunta, Castlebar | 63 St. Nicholas', Ballina   | 67 Ballyhaunis National School                |
|                            | 57 11 Foxfield, Castlebar    | 60 St. Stephen's, Castlebar   | 64 St. Anthony's, Castlebar | 68 Swinford National School (autism specific) |
|                            |                              | 61 Teach na hOige, Ballina    | 65 St. Brid's, Castlebar    |   |

## Acknowledgements

The Association wish to thank and pay tribute to all volunteers, collectors, branch members and staff, who consistently give their time and effort to the work of the Association. Particular appreciation is extended to the parents and families of children and adults with a learning disability and /or autism in our care, for their support and confidence.

We also wish to thank the following, whose Co-operation and assistance to the Association's objectives and work throughout 2008 has been invaluable:

### Our Patrons

#### Health Services Executive West Region

Seamus McNulty, Assistant National Director,

PCCC HSE

John Canny - Financial Accountant Voluntary

Organisations

Michael Keady – Regional Training Co-ordinator

#### Mayo Local Health Office

Frank Murray – Local Health Office Manager

Martin Greaney – General Manager

Mary Ward - Disability Manager

Charlie Meehan, Director of Disability Services & Staff,

Aras Attracta

Mayo General Hospital

Mayo Mental Health Services

Department of Health & Children

Department of Environment

Department of Education and Science

Department of Community, Rural & Family Affairs

FAS

Mayo County Council

Mayo County Enterprise Board

Mayo Vocational Education Committee

Galway Mayo Institute of Technology

Bank of Ireland

South West Mayo Development Co.

Moy Valley LDP

Erris LDP

Muintir Mhaigh Eo Dublin

Muintir Mhaigh Eo Galway

Cairde Cranmor

Downs Syndrome Association of Ireland

People In Need Trust

National Lottery

N. T. D. I.

Rehab Care

Irish Society for Autism

Mayo Autism Support Association

National Federation of Voluntary Bodies

National Partnership Forum

Disability Federation of Ireland

Brothers of Charity Services Galway & Roscommon

Ability West

St Hildas Athlone

Inclusion Ireland

Irish Council for Social Housing

National Disability Authority

Special Olympics Ireland

Dormant Accounts Fund Disbursement Board

Pobal (formerly Area Development Management Limited)

Western Care Trust

The Ireland Fund

Griffith Mayo Trust

National Development Plan

The Council on Quality & Leadership

Castlebar Cycling Club

Wings Golf Society

All Public Representatives

C & C Cellular Ltd

Western People

Connaught Telegraph

Mayo News

Midwest Radio

Local Media

**In addition, we are deeply indebted to all other organisations, and the people of Mayo for their help and support throughout the year.**



# Western Care Association

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