



WESTERN CARE ASSOCIATION
Annual Report 2016

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Board of Directors 2015/2016



Back Row L to R: Joe Gibbons, Antony McCormack, Pat Higgins, Kieran McGloin, Paddy Geraghty, Bernard O’Regan, Ed Rose, Philip McKiernan
 Front Row L to R: Marie Munnelly, Helen McHugh, Annette Dillon, Mary Hegarty
 Unavoidably absent: Noelle Gallagher

On the front cover photographed at Conference on “Equal Rights & Equal Opportunities” held in Hotel Westport on November 16th were - Annette Duffy, Eric Kilcourse, Michael Warde, Minister Finian McGrath, Carol Clancy, Bridget Warde and Val Hughes.

Chairperson's Report



This is my first opportunity as Chairperson to write directly to you as members of the Association. I come very much from a background of volunteerism and have been supporting Western Care services through fundraising etc., in Ballinrobe and South Mayo since the mid 1990's.

I want to welcome you all to the annual report, new and old members and particularly all those who have been supporting Western Care for many years now. In the last year Western Care Association passed through a hugely important milestone in its history. In 2016 we reached the 50th anniversary of the organisation. I want to take this opportunity to thank all those who were to the forefront and instrumental in putting together a number of celebrations that helped us all to commemorate 50 years of supporting people with disability.

As we reflect on our 50th, we remember with great fondness and pride the huge crowd that turned out to the Mass in the Basilica in Knock where the chief celebrant was Archbishop Michael Neary. Also during the year we held a conference in Westport as part of our celebrations where the key note speaker was the Minister of State for Disability Issues Finian McGrath TD. In more recent times we were awarded the highest honour that Mayo County Council can bestow upon any individual or organisation when they afforded us a civic reception in Aras an Chontae.

Over the past few years and particularly since this country was plunged into a deep recession the organisation has been through a very difficult time economically. During the economic downturn the organisation suffered a substantial reduction in its HSE funding. There is now a great need to restore the financial cutbacks of the last number of years in order to meet an increasing demand for services. There has been an increased emphasis on governance, quality of standards, compliance and various criteria. The Board and the Leadership Team have continued to respond strongly and positively to all of those challenges, even at this time of some economic difficulty.

I would like to sincerely thank members of the general public for the enormous contribution they continue to make to the success of Western Care. I particularly want to thank the volunteers, the sponsors and everyone who takes time to attend events ran for and on behalf of the organisation. I also want to thank my fellow Directors for all their work, energy, enthusiasm and contribution to the Board and to the sub-groups that they are a part of. I want to acknowledge and express my appreciation to the Executive Director Bernard O'Regan and the Leadership Team. I want to compliment all of the staff of the organisation throughout the county and express the appreciation of both myself and the Board for the wonderful contribution they are making to the lives of people with special needs and the organisation as a whole. We look forward to the coming year in the full knowledge that like every year it will bring its own challenges. However, it is my great desire that we will meet all of those issues head on and deal with them successfully.

***Anthony McCormack,
Chairperson***

Executive Director's Report



As you read through the Annual report for 2016, you will see the scale of work undertaken by the Association in its 50th year, as it continued to maintain the services in place while also developing some new and additional services.

You will see the continued focus on innovation, efforts to meet the needs of children and adults, and their families, across the country, but also indications of the continued deficits in services in some areas, coming on the back of very challenging financial years.

The major milestone for the organisation was the celebration of its 50th anniversary. We celebrated it with a Mass in Knock Basilica in October celebrated by Archbishop Neary and attended by hundreds of people representing all aspects of Western Care: people supported and their families, staff, volunteers, Board members past and present and community members. We also held a conference in Westport in November, at which Finian McGrath T.D., Minister of State for Disability Issues, was the guest of honour and keynote speaker. People supported and their staff, and some families, presented on how the organisation is supporting them to a life of their choosing. Finally, Mayo County Council accorded the Association a Civic Reception, which was held in February 2017. This was attended by representatives of the organisation across the county and was a great way to mark the occasion.

Now, of course, the focus is on the next 50 years and we continue to try to develop services in response to the continuing needs of people.

While it was important that we celebrated the anniversary, it was unfortunately set against a backdrop of continued shortfalls in services, where children and adults continue to be without essential supports. While we must do all that we can to ensure we use the resources provided to us effectively and innovatively, we must also call on Government to allocate additional funding. If this funding is not allocated, we will continue to see growing waiting lists for therapy services for children, for respite and residential services and for other supports that people need to develop their potential fully.

As ever, the work of the Association is the result of the contribution of staff in every role in the organisation, of volunteers and community members. The Board of Directors has been deeply committed and each Director has been extraordinarily generous with their time and skills in leading the organisation. The support of the local community and the various statutory bodies, especially the HSE and Mayo County Council, has been essential to our work. On my own and on behalf of the Association, I want to extend my sincere thanks to everyone for their continued support.

***Bernard O'Regan,
Executive Director.***

Purpose

Western Care Association is a not for profit organisation, established in 1966, to provide supports and services to children and adults with intellectual disabilities and/or autism, and their families, in Co Mayo

Main Activities

Western Care Association provides a wide range of supports and services across the county. These services are developed in response to the needs of the children and adults, in the context of the natural and extensive supports provided by the person's family. The supports provided by Western Care are intended to complement and support the natural support of families, friends, neighbours and communities.

The range of services provided includes:

- Therapy and discipline supports
- Supports for a variety and range of living options
- Day service supports
- Respite supports
- In-Home Advisors, Personal assistant and family support services
- Homesharing
- Transport services

A range of organisation supports underpin the delivery of services, with each in its own remit, playing its role to ensure the best quality of services is provided. Organisation supports include:

- Management
- Finance Department
- Human Resources
- Evaluation and Training
- Administration
- Maintenance
- Health and Safety

Aims

The Association has as its primary aim that children and adults with intellectual disability and/or autism in Co Mayo are supported to full citizenship in their own communities.

It provides supports and services towards this objective, using resources provided to it by the State and the community through fundraising. It also seeks to harness community involvement through volunteers, community partnerships and coalitions to realise its mission.

Strategy

Each person supported by the organisation is an individual, with their own hopes, dreams, aspirations, needs and circumstance. There is no "one size fits all" service to meeting people's needs for supports. Therefore, the organisations strategy and organisation plans are developed to ensure an individual response to each person, based on an individual planning process, that is developed with the person in conjunction with family and people involved in the life of the person

The organisation's plans are intended to support this while also ensuring the Association meets its legal, financial, contractual and regulatory obligations. Broadly, the organisation plan covers areas such as:

- Governance and management
- Services
- Human Resources, Health and Safety and Transport
- Quality and Training
- Finance
- Information Technology
- Buildings and Maintenance

Criteria for Success

How do we know we are being successful in meeting our goals? It is a challenge in human services. Providing an agreed amount of respite can be one measure but it does not describe how that respite has met the needs of people who have used the service. Also, quantity and quality do not, as we know always equate to each other. Our measures for success therefore need to cover a wide range of data, which then need to be considered collectively. This includes outcomes information for people supported, complaints information, risk register information, Key Performance Indicator data, financial data and anecdotal information from people served and their families about how life is for people.

Despite all the cutbacks and disincentives we have pulled through a very difficult period by remodelling our service model to more effectively support the people who are in the greatest distress and we have evidence that shows it is effective.

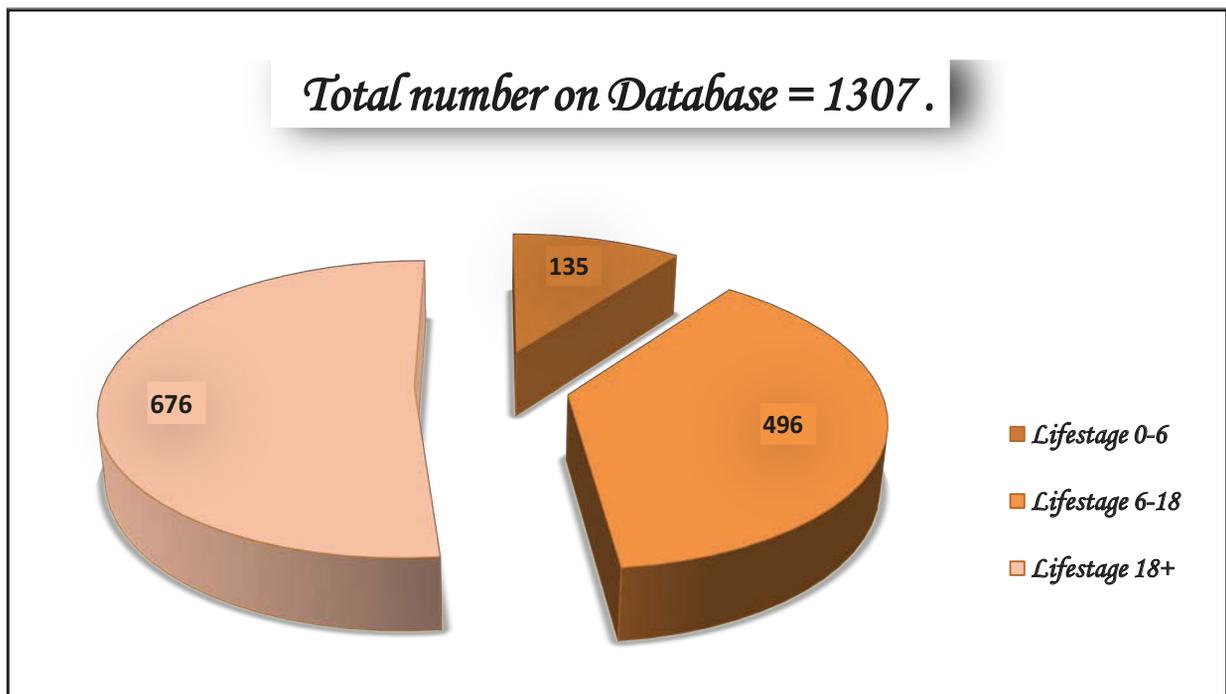
Main Activities in 2016

There were a number of significant actions in 2016 which have been important in achieving the aims of the Association. Elsewhere in the report you will see references and more detail on some of these but overall they include:

- We provided the following services:
 - Residential
 - Day Services
 - Respite Nights
 - Therapies and disciplines

- Transport
- PA Hours
- Homesharing

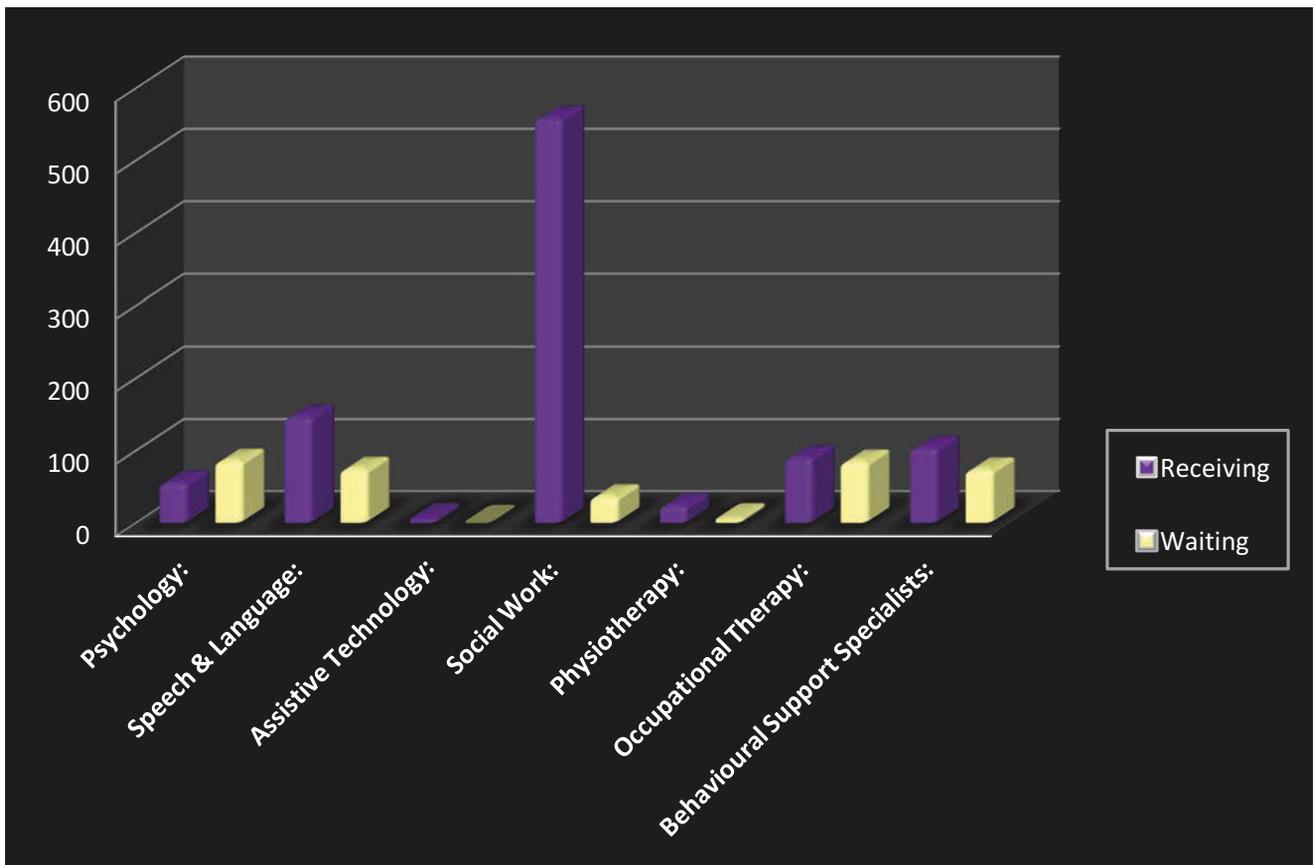
- The Board of Directors met 11 times in 2016. A number of new Directors took up positions on the Board in 2016.
- The Board approved a plan for internal audit until a more formal arrangement, to be developed in 2017 following a tendering process, to be led by the Finance and Audit Committee.
- The committees of the Board, including the Finance and Audit Committee, the Quality and Safety Committee and the Human Resources Committee continued their work, reporting to the Board.



- Implementation of the Service Agreement signed with the HSE which specifies the funding provided to the Association and the services to be provided with it on behalf of the HSE
- Registration with the Housing regulator progressed.
- Bedded in developments in the management structure at frontline service level to ensure coherence to ensure effective management of the organisation.
- Participated in a range of community networks including the Children and Young People's Committee, the Policing Committee, the Housing Committee, the South-West Mayo Development Committee, the Volunteer Centre amongst others.
- Finalised and rolled out a revision to the Individual Planning process, supported by coaching and facilitation with Area Teams to assist with its implementation.
- Commenced an evaluation of self-directed and individualised services by Michael Kendrick
- Reviewed and updated all organisation policies and procedures.
- Completed the renovation of Belass in to two apartments.
- Secured adequate funding to ensure a break-even position at year end, including funding for some additional services in response to emergencies and school leavers.
- Progressed with the registration of services with HIQA and maintained the existing registrations
- Explored the use of Rapid Prompting Method for some people with autism in conjunction with families
- Provided staff with the necessary training in the National Policy for Safeguarding Vulnerable Adults and Childrens First
- Further developed bespoke support arrangement to support people to Supported Living.
- Expanded the delivery of Early Bird and Hannan training to families of children with autism.
- Further expanded the roll-out of online reporting on incidents to minimise bureaucracy and to speed up responses to incidents.
- Supported a number of adults in children's respite services to transition to adult services
- Undertook substantial work with adults with swallowing difficulties to ensure they had an assessment and a plan for modified diets and feeding where required, supported by the Speech and Language Therapy Department
- Maintained screening for dementia and engaged with other organisations to commence the development of an inter-agency plan for supporting people with dementia within the region.
- Continued the use of assistive technologies for communication, independent living and responsive to medical needs e.g. epilepsy
- Engaged through the National Federation of Voluntary Bodies on the Next Steps project to promote innovation in service delivery, developing in 2016 a new project focussing on the use of adult respite services for social opportunities.
- Continued recruitment and training of staff to ensure we have a workforce capable of providing the necessary supports and services
- Supported staff to register with CORU, including Social Workers, Speech and Language Therapists, and Occupational Therapists. The registration of these is now completed and it is expected that CORU will now progress, probably in 2018, to the registration of social care staff.
- Engaged in a variety of committees, both with the National Federation of Voluntary Bodies and the HSE with respect to safeguarding and service quality.

- Where possible, undertook significant maintenance and upgrading work on building and facilities with a particular emphasis on residential services to ensure compliance with HIQA regulations
- Facilitated the development of a range of supports for school leavers in 2016
- Maintained a system for assuring the basic assurance requirements in day services and further enhanced and developed the system for residential services
- Completed at least two unannounced inspections in each residential and respite service by senior management on which reports and action plans have been developed and are being implemented
- Substantially implemented the actions agreed with HIQA following their inspections and reports

Number availing of multidisciplinary supports



Social Investment

We have worked with a number of community and voluntary sector organisations to partner in developing community initiatives that will enhance the lives of all community members, including people with disabilities. These have included:

- Membership of the Board of the South West Mayo Development Company
- A range of SICAP projects
- Partnership with the Galway Mayo Institute of Technology
- Partnering with the Volunteer Centre
- Partnering with the various arts Programmes and offices, especially in Ballina, Castlebar, Ballinrobe and Westport.

Volunteers

The voluntary ethos of the organisation is highly valued. The Association was founded on the commitment of volunteers and this voluntary contribution continues to be to the fore of the organisation. It is reflected in the membership of the Board of Directors and its committees, on the Rights Review Committee, in fundraising and through the time that individual volunteers commit in spending time with people, supporting them to participate in a range of activities that are important for them but fundamentally developing relationships that experience has demonstrated are longstanding and important in the lives of people we serve.

Achievements and Performance

Notwithstanding the significant activity and work in 2016, there remains much to do. Many people continue to have needs for supports that are not being met. In some instances, even with services and supports being provided, they are not working well enough for people. Some of the inter-agency working remains a challenge.

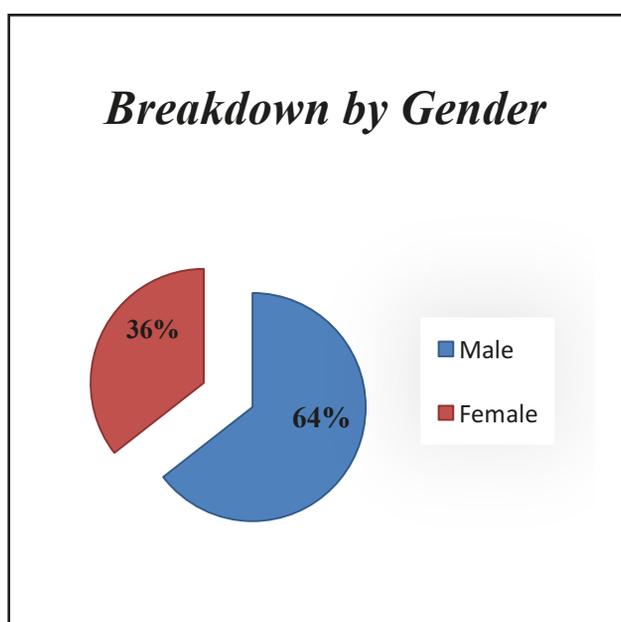
Financial Review

The financial climate throughout 2016 was extremely challenging for the Association. The cumulative effect of responding to emergencies, meeting the cost implications of registering services with HIQA and the roll-forward effect of deficits from previous years

meant that for much of the year a substantial deficit at year end was projected. There were constant engagements with the HSE to secure funding and with the Association's bank to ensure the cash available to the Association to maintain its day to day business were in place. At year end, we were able to achieve a break-even position with some careful stewardship and cost containment towards the latter part of the year. Please see Audited Accounts for 2016 published in addition to this report.

Structure Governance and Management

Some changes in the organisation's structures introduced in 2015 at both Regional Service Manager and Frontline Manager level were bedded in during 2016. These have been important elements of a re-structuring to ensure the effective governance and leadership of services. However, the Board has continued to identify this as an area of priority for 2017.



Speech and Language Therapy – Adult Services

Speech and Language Therapy to adults is provided by 1.5 therapists to a population of 680 adults. Speech and Language Therapy supports individual service users to develop their communication through a “Total Communication” Approach. That is to support an individual to use any methods available to them for example, non-verbal communication, verbal communication, signing, and the use of pictures, symbols, and photographs, objects, written word or assistive technology to be understood or to understand. In 2016, 123 therapy interventions were completed in respect to communication. Despite this, large numbers of adult service users are still awaiting ongoing intervention, which remains an unmet need due to limited staff resources. Staff training in respect to communication is limited, due to budgetary restraints.

In 2016 the Speech and Language Therapy Department continued to place emphasis on assessment and review of swallowing, feeding, eating and drinking skills among adults. The importance of which cannot be stressed too greatly on our ageing population.

This service was initially established in 2013 and since that time 143 initial assessments has been completed. In 2016 144 assessments and reviews were completed, as well as staff informed as to the correct methods and consistencies for feeding and meal preparation.



344 staff has received formal training since 2014 with 111 trained in 2016.

Recruitment continued to be a focus for 2016 as a result of a vacancy created in 2015. In May 2016 we successfully filled that position.

In 2016 all Speech and Language Therapists working in Ireland were obliged to register with CORU the States registration board for Health and Social Care Professionals. This was completed by the official deadline of October 2016.

Rights Review Committee

The Rights Review Committee, which is made up of community members, people supported and staff continued its important work throughout 2016, reviewing rights issues for people and tracking progress on the implementation of recommendations made in the course of their work, both at individual and organisation level.

In the latter part of 2016, Chris Pratt stepped down from the Committee, which he had chaired since its establishment in 2004. Chris oversaw the development of the committee, leading it to developing a comprehensive terms of reference, representative membership and working to protect the rights of people supported by the Association.

Rights Review Committee Membership 2016/2017

Joan Fitzgerald, Community Member & Chairperson
 Chris Pratt, Parent & Former Chairperson
 Mona Jackson
 Roger Philbin
 Jayne Gaffney
 Pdraig Cunnane
 Patricia Flatley
 Michael Kneafsey
 Paul Cecchetti
 Jarlath Walsh
 Connie O’Regan

Martin Flynn presenting Minister McGrath T.D., Minister of State for Disability Issues with a copy of “Silent Moves” at a conference in Westport in November

Central Area Adult Services

In the Central Area, which comprises services in Castlebar and Foxford, there are:

- 16 services users in 6 HIQA designated residential centres. All 6 services are registered with HIQA.
- 5 service users in self-directed supported living arrangements
- 34 service users who avail of respite
- 47 service users who receive day services.

2016 saw the ambitious development and completion of a new residential service at Ceol na hAbhainn in Foxford. The service designed to meet the needs of adults with Autism offers 2 individualised apartments set on spacious grounds close to the town centre. The service was registered by HIQA in July 2016 and is now occupied by 2 people enjoying very individualised support arrangements.

This year, 2 service users in Castlebar availed of moving to individualised support arrangements. One person moved from a group home to their own service and another person moved from their family home into a self-directed service where he has his own tenancy agreement. This service was developed in partnership with the person's family.

There has been one person who graduated school this year in the Central Area, who now attends a day service at Thomas St in Castlebar.

In 2016, funding from SICAP and South West Development Company enabled service users from the VTC and other services in Castlebar to develop a Student Mentor Project with Galway & Mayo Institute of Technology (GMIT). Student Mentors

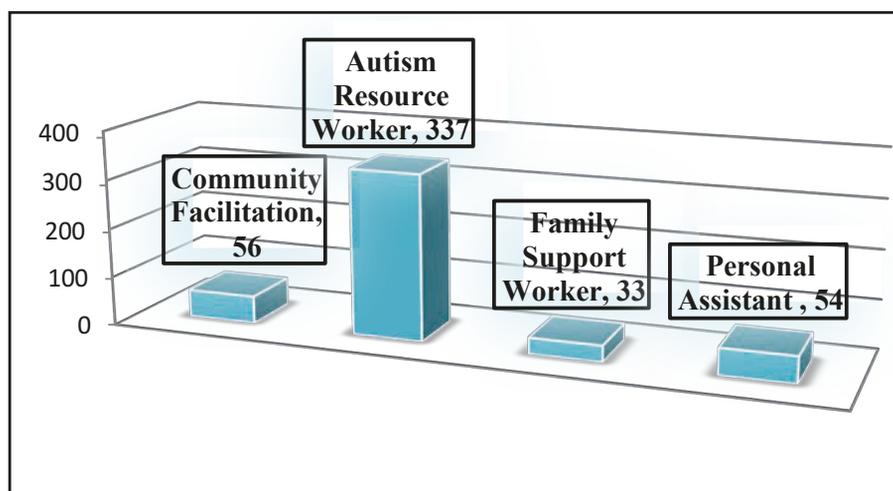
enabled service users to participate in courses and activities that included computer courses, out-door pursuits, basketball, chess as well as providing numerous social opportunities. 10 people from the VTC were facilitated to join this project in 2016 and were joined by people using services from Westport and Newport. This initiative was a tremendous success and will be further developed in 2017.

There are 10 service users in the VTC who have gained paid employment opportunities, ranging from working in local shops, credit unions to delivering newspapers and providing recycling services to local industry at our own Connaught Resource Centre.

Development and focus for the year ahead

- 2017 will see all HIQA designated centres in the Central Area receive follow up monitoring inspections. A significant focus will be maintaining compliance with regulations and further developing quality outcomes for people.
- There will be a continued focus to develop and adapt services that are responsive to meeting the changing needs of individuals within the Central Area.
- Supporting the implementation of New Directions for day services
- Developing alternatives to traditional respite service models
- Further developing employment opportunities and social roles for people.

Breakdown of Support Categories



East Area Adult Services

The following is a brief overview of the East area during 2016.

Residential Services

There are 7 HIQA designated services in the East area, all of whom have been registered. The monitoring visits in accordance with HIQA regulations have commenced and are progressing along.

Day Services

Day services continue to prepare for the implementation of New Directions. There was an amalgamation of day services in August 2016 in Ballyhaunis area which resulted in two new hubs being developed. These are centrally located and are working well.

Primrose Hill had a five year anniversary party in July to celebrate their time in Claremorris and say thank you to the community around them for supporting them. Neighbours, friends, employers, community members were invited along to the celebrations and a great day was had by all.

Service Reviews

There have been two service reviews in the East area. These were completed towards the end of the year and will require implementation in the years ahead.

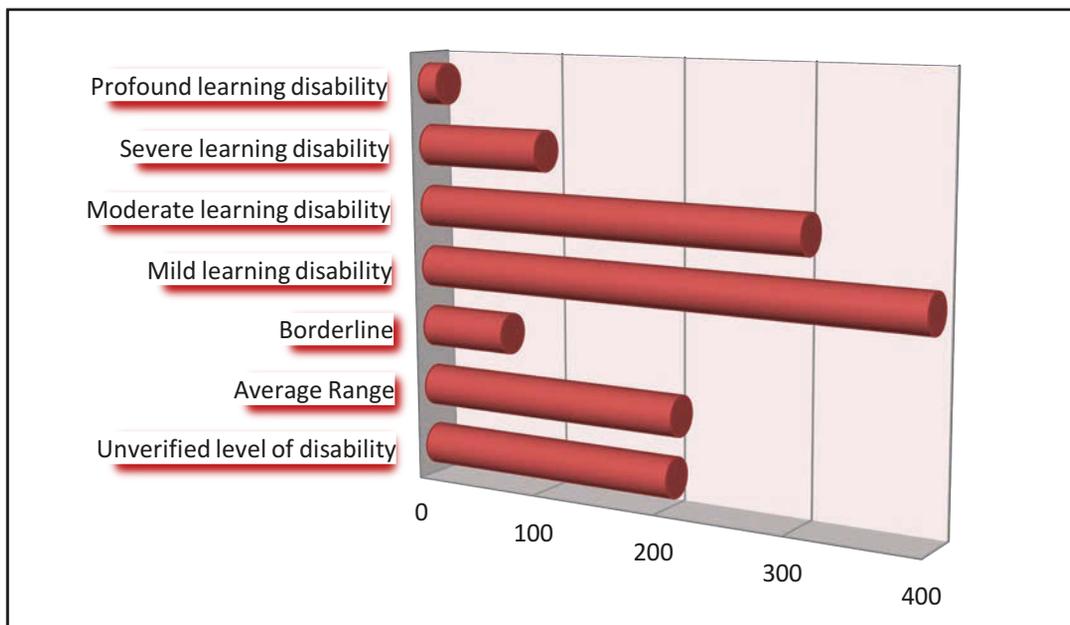
Social Farming

Some services are embarking on a new project of “social farming”. Social Farming is the practice of offering activity on family farms as a form of social support service. In Social Farming the farm remains a working farm at its core but invites people to participate in the day to day activities of the farm. This will provide new and exciting opportunities for people going forward and further help to develop links in the local community.

Fundraising Events

The community continues to be very supportive at fundraising events and this year was no exception. A whole array of events were organised including card games, quiz nights, selling St. Bridget’s Crosses, being involved in Ballyhaunis Fair Day, Christmas jumper run and we also worked in partnership with Supervalu in their fundraising efforts throughout the year particularly in Kiltimagh and Claremorris.

Breakdown by Disability



Celebrating 50 Years

Equal Rights & Equal Opportunities Conference

At this conference organised by Western Care a group from Primrose Hill, Claremorris developed a DVD outlining their experience of community links in the Claremorris area and the positive influence this has had on their lives. They presented this at the conference in Hotel Westport on 16th November, 2016 which was attended by Finian McGrath T.D., Minister of State for Disability Issues. They received very positive feedback which was well deserved.

Anniversary Mass

There was a large representation of service users from the East area in attendance at the Anniversary Mass celebrating 50 years of Western Care which was held in Knock Basilica on 6th October. This gave people the opportunity to meet up with friends and acquaintances they hadn't seen in years & share their stories.

Children's Autism Team

2016 has seen the Autism team grow and develop in many areas. The team with both its School Age and Early Intervention has sought to meet the needs of over 400 service users registered with ASD throughout the county. In times of limited resources and changes to personal and staffing complements the team have continued to change and grow to meet the challenges presented with innovation and co-operation with schools, other agencies and the community.

One of the most innovative developments that have arisen is the establishment of the Bricks clubs in a number of National schools throughout the county.

The Bricks clubs based on Lego play therapy is an innovative method of teaching social skills through the medium of Lego construction. Introduced to the team by Bernadette Frain (Autism Supports Advisor North) and supported by Joanne Hoban (ASA South) to date over 20 clubs have been established in National schools countywide. The initiative has offered creative and dynamic resources to schools and established a strong collaborative link between the Autism Team and schools countywide. The Bricks clubs allows Children with the diagnosis to learn with their friends and peers how to work, play and learn together in a co-operative and social setting which is fun and stimulating.

The organization has supported the training and registration of both Bernadette and Joanne to become accredited trainers and providers of Lego based therapies and has supported the material requirements to establish these innovative and effective clubs.

Throughout the past year and onwards, the team has built strong relationships with other agencies and organisations within the county to develop and support services for all children with disability and Autism. In March of 2016 the team participated in the setting up and running of an inclusion day for parents and Pre-school practitioners. The aim was to show the value and importance of inclusive practice within the early years environment and to highlight the services available and how they interact with one another. The event was hosted by Mayo County Childcare Committee and supported in its organisation by Mayo Early Intervention Service (MEIS) as well as the WCA Autism Team.

This collaboration has continued throughout the year with the strong involvement of the team in the establishment of the Access Inclusion Model (AIM), a national initiative to embed the principles of inclusive practice throughout pre-schools nationally. Working again with Mayo County Childcare Committee, MEIS, and the local pre-school representatives the team has been pivotal in helping to establish national policy initiatives on the ground within the county.

The team has worked closely with the newly established Mayo Autism Supports Association (MASA) helping to develop training and information events throughout the year.

The team has been well supported by generous donations through fundraising events such as, the Pier to Pier swim, Motorbike Rally and the Candlelight Ball, as well as many personal donations and sponsorships. The team is very grateful for all the support that has been offered this past year.

The team seeks to work to support children with Autism and their families to access their communities, schools and services, through inclusive family centered practice.

Individualised Services Area

The Individualised Services Area now serves thirty nine people. In 2016 there was an increase in new support arrangements to the I.S. Area.

There has been a strong focus over the past year on developing the approaches that best support the people served. Therefore we have invested in supporting Co-ordinators, Managers and staff in developing their understanding of Autism and Social Role Valorisation as a key foundation of supporting people in normal homes in their own community. We continue to have strong links with families and they have provided leadership to other families who are thinking about this for their son/daughter or sibling.

As the volume grows we are considering the type of structure that works best to support people well and enables us to stay connected to people. We have 12 Co-ordinators and 3 Team Leaders to support and develop the practices around the types of supports that people need to live the life of their choosing.

In the past year we have developed five new services for people across the county and we also supported four people to move out of a Group Home as they were not happy living together. They are now living in their own homes with support as they need it and they are happier and are more autonomous in decision making since they moved into their own homes.

There are a total of five Designated Centres in the Area and we try to balance the requirement for

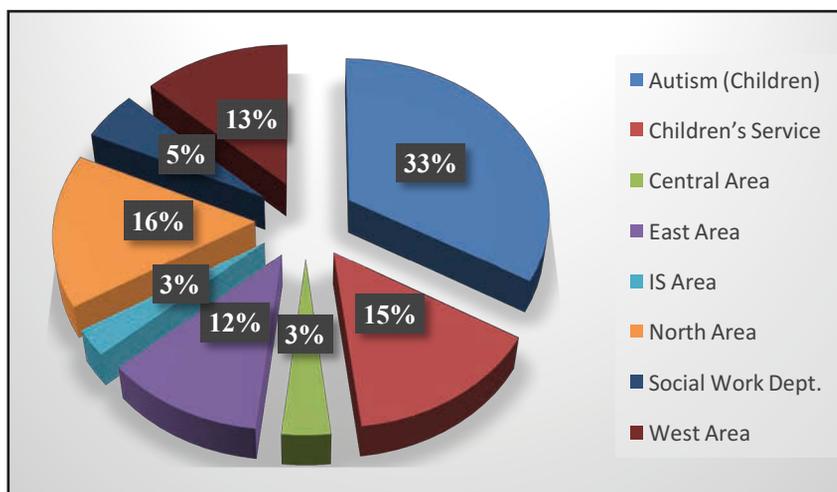
regulation with the intrusion into people’s lives and homes. One of these services participated in a HIQA pilot in July and we await feedback from that process.

One of the challenges that we face is supporting people with housing. It is becoming increasingly difficult to find suitable rented accommodation and we work closely with Mayo County Council, letting agents and landlords across the county to enable people to rent their own homes.

We are involved with the “Next Steps” programme which is a national forum where we can learn from best practice in the area of individualisation of services. We presented a case study to this group where we are implementing the principles of individualisation of services and report on the progress made. The last case study we presented was where we supported four people to move out of a Group Home and rent their own home on their terms. One of our service users who led that process and her staff presented at that forum on her experience of leaving a Group Home and renting her own home and what it means to her.

We are in the planning stages of supporting five people to move into their own homes in communities across the county. We will need to strengthen the understanding of social role valorisation for our staff. We will continue to learn about an autism informed approach and how best we can use this to support people in the community. We will continue to meet our obligations with regard to the HIQA regulations.

Breakdown by Service Area



Psychology

2016 has been a busy year for Western Care's psychology department. We filled a vacant psychology post bringing the department to a full complement of 4.8 whole time equivalent posts. There is one whole time equivalent post dedicated to the Early Intervention Team run in conjunction with the Health Service Executive. A further .5 of a post serves school age children in the county. 1.5 psychology posts deliver a service to Western Care's adult population, and a further .8 of a post is embedded in the Children's Autism Team.

In 2016 the psychology department provided a psychological service to 190 service users. In 2016, referrals to the psychology department continued to grow and as a result an objective prioritization system was developed and put in place. Service users are now seen on the basis of urgency of presenting need, and waitlisted accordingly.

A prime focus of the department continues to be the integration of the Behaviour Support Team which recently came under the psychology umbrella of services. The Behaviour Support Team strives to assist service users, their families, and staff to achieve the personal goals and desires for service users whose behaviour can challenge due to complex presentations of unmet need. The Behaviour Support service comprises 3 posts dedicated to serving adults with an intellectual disability across Mayo. In total, 69 service users, their families, and staff were supported through this service countywide in 2016.

We continue to prioritize training in all its forms, training of staff through bespoke and core organizational training, including, the Managing Challenging Behaviour (MCB) course which ambitiously targets all Western Care Association staff. The psychology department also co-ordinates direct training of service users through the Relationships and Sexuality course which has run in all parts of Mayo – this continues to be a priority for us. The department also believes in training of young psychologists through our links with the PHD programme in University College Galway (UCG). This year we offered and successfully delivered training to one PHD student who was on placement in our department. In forging these links we can ensure that vital experience on the part of our seasoned psychologists can get passed to a young generation of eager young psychology students, psychologists of the future. We also continued to develop our own skills and refresh our own practice

in 2016. Psychologists attended courses and conferences on Challenging Behaviour, Dementia in Intellectual Disability and dealing with trauma in service users with intellectual disabilities. As always, our focus is to better serve the people we work with and this shall remain our focus in the coming years.

One clear theme for the department has been the substantial rise in referrals to the department in 2016. Referral trends indicate a rising need in the numbers of people seeking support with dementia, and age related concerns including the need for further training to staff, and families in the whole area of ageing. There was also a growing need for counselling services indicated by referral trends in 2016. The department will be focusing on these issues, and we continue to advocate for increased resources to meet unmet need going forward into 2017.

Children's Services

Western Care Association provides respite to children at Teach na hÓige, Ballina and St. Stephens, Castlebar. The overall focus in 2016 has been on Rights, Advocacy and Inclusion.

Teach na hÓige have focused on parental feedback on the service using questionnaires which were circulated to all families.

The feedback received was very positive reflecting a high level of parental satisfaction, good practice and indicated good working relationships with families of individuals being supported.

Breda Kneafsey (Advocacy Officer from EPIC) met with individuals and families at a house meeting and agreed that EPIC could provide an external advocacy role on a case by case basis.

A package of information on Rights, a Rights DVD from the office of the Ombudsman for children, and activity packs to use with individuals within the service have been developed to promote increased awareness of Rights in both Children's respite services.

Arrangements were made for Dr. Niall Muldoon, Ombudsman for Children to speak about his role, rights, choice and inclusion and parents of children using Western Care Services were invited to attend. This took place in February 2017.

Teach na hÓige have commenced meetings where the children are supported to be directly involved in discussion to indicate their preferences and choices in new activities when they attend the respite service.

The individual planning system in Children's respite services has been reviewed and the individual planning booklet now provides more comprehensive detail regarding individual's needs which helps determine their priorities and goals.

St. Stephens have focused on more active involvement in the local community. Staff and users of the service (where possible) attend the local residents group. There has been increased participation in local neighbourhood events.

Four young people from St. Stephens have been supported to move onto adult services and one person is presently being supported through transition.

Teach na hÓige have been actively trying to secure alternative premises to be able to accommodate children who are wheelchair users and comply with legislation and HIQA requirements in this regard. Many properties in the North Mayo area have been viewed.

Applications have been made to the HSE for capital funding – monies not available to date to purchase a property or establish a purpose built facility. There are continued efforts to look for a property to lease where there maybe options to negotiate adaptations to make the property wheelchair accessible.

The profile of children using St. Stephens Respite Service has changed. Most of the children have physical and health challenges. This impacts on the level of staffing support required for example most children now need a “waking” night staff available to them. It also impacts on the level of respite that can be offered to existing users of the service and those children waitlisted. Given the complex needs of the children, issues around compatibility, risk and safety

must be taken into account regarding the introduction of children presently waitlisted for respite.

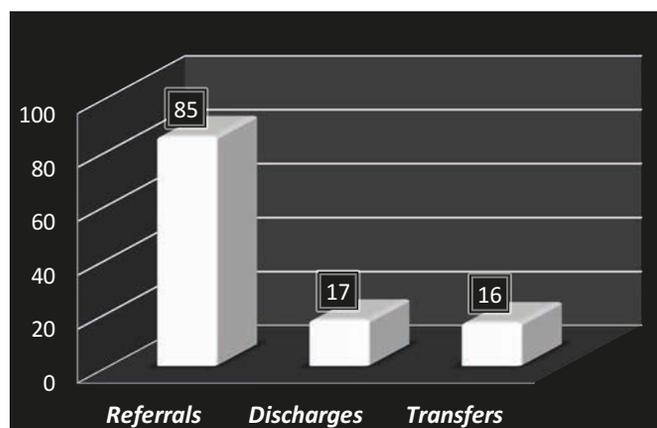
Proposed changes to the lay-out of the house have been put forward, which means a second downstairs bedroom would be available. This will be subject to additional capital funding from the HSE should it be made available.

There are two “emergency/crisis” situations which mean that in both respite services, a child must spend most of their week there. This is impacting on both budgets given the staffing and high level of care. Planning is taking place to try to address these situations.

The following are key areas of focus in children's services going forward:

- Ensure all resources and opportunities are consistently used pertaining to children having awareness of their rights.
- Develop area-based project across the two respite services to establish a “family forum”.
- Extend the focus on “children's meetings” in respite to ensure a meaningful focus on advocacy.
- On-going focus on the Children's IP and staff skills and capacity in its implementation.
- Continue to explore “outreach respite” for children where appropriate and where this meets the needs of the child and family.
- Represent the needs of children who will require an adult respite service and the planning of same.
- Find suitable accommodation for Teach na hÓige Children's Respite Service.

Number of Referrals, Discharges and Transfers



Progressing Disability Services in Mayo

Western Care Association has continued to work collaboratively with the Early Intervention Model now well established in Mayo. Through the Local Implementation Group (LIG) it is now involved in the integration of the WCA Early Intervention Autism Service into this model. The LIG's remit around developing a needs-based model of team-working for children in the School Age population, is progressing.

Social Work

Looking at the key areas in 2016 for the Social Work Department would have been the introduction of the National Safeguarding Training provided by David Tuomey and Regina Chambers, who were joined by Elaine Bohan in early 2017. The delivery of this training has had a major impact on their time as practitioners but is in line with the national agreement to undertake this responsibility for a three year period.

We engaged with the National Review of the Home Share service looking at respite and residential alternatives for children and adults. This review identified gaps in our services in the area of a co-ordinator and a link Social Worker (exclusively to support the Home Share providers in their roles).

Progressing Children's Disability Services required attention and focus in the second half of 2016 with regard to planning for Social Work allocation and the future management of Early Childhood and School Age family supports.

North Area

HIQA

A number of HIQA inspections were conducted which led to us maintaining our registration as designated centres. All actions were addressed apart from premises issues which come under capital funding. Submissions were made to HSE for capital funding for a number of building works, but to date have been unsuccessful in getting funding.

Castlecourt

This service was a focus as part of a transition project where all residents were supported, based on their individual priorities to move to alternative accommodation. This was done in partnership with families, advocacy and other disciplines to ensure the best outcome for each person. The transition plan was developed and commenced in May 2016. Three residents moved out during 2016 and the last resident moved in 2017. Castlecourt closed from 30th March 2017.

Beehive Day Service

The Beehive building was identified as no longer fit for purpose as a building. A new premises was sourced by WCA, and refurbishment was undertaken by the landlord to ensure it was accessible and suitable for service users to move in to in 2017.

Cluainin

The sensory garden continues to be developed with local community groups in preparation for its opening in 2017. The garden will be a community garden for schools, centres, nurseries and local families to use.

Employment

A focus on employment support for service users wishing to work has resulted in a number of people getting paid part time employment.

Arts and Drama

There has been a successful collaboration with the Ballina Arts Centre in developing arts and drama workshops in Ballina. A film called Silent Moves was made and has won many accolades nationally for the film and the actors involved in this. It has been recognised in National film festivals and promoted by a number of agencies. Scannán and Ridgepool Day service were fully involved with the production of this.

Volunteers

A number of volunteers have become involved in working with individuals which has enhanced their lives considerably. Volunteers are supporting individuals in accessing local community events.

Community Participation

This has significantly increased as follows

- Individuals supported to become volunteers
- Meals on Wheels
- Men's shed
- Ballina Salmon Festival
- Jackie Clarke Museum
- Work experience
- Adult education courses
- Centre for unemployed
- Local Athletics Club
- Local fitness centres
- Slimming World
- Swimming Lessons
- Road Safety Authority

The North Area will continue to develop the above areas in 2017

West Area

Westport

The Edible Landscapes Project

People attending Carrowbeg Enterprises, Westport along with Westport Tidy towns, pupils from the Sacred Heart School and the Local Active retirement group have collaborated on an Edible Landscapes Project. The overall theme of the project is Food Security, determined as “the state of having reliable access to a sufficient quality of affordable, nutritious food”. This innovative project was founded by and led out by Catriona McCarthy and Paula Halpin Cannon.

Art Project

Over 2016 a number of individuals from Carrowbeg Enterprises, Westport continue their collaborative working with The Custom House, Art Centre, The Quay Westport, ending the year with an exhibition of the art pieces created over the past year. This exhibition was officially opened by Margaret Adams.

Ballinrobe

Cáirde Crann Mór

The services in Ballinrobe continue to benefit from the energy and innovation of the voluntary fundraising group, Cáirde Crann Mór, who in 2016 purchased a bungalow with development potential, in close proximity to Ballinrobe Town. This project will be a focus over 2017 to develop a service that will respond to the needs of people.

Lisne Art Project

During 2016 Lisne Art Project was nominated for Lama National awards to represent Mayo County Council. The Lisne project continues to go from strength to strength.

Nationwide programme R.T.E

The services in Ballinrobe continue to build on their connections to other local community projects/groups some of which were featured in the Nationwide programme aired on R.T.E in early 2016.

Projects featured were the involvement in the T.A.C.U Family Resource Centre and the local Community Garden, the local Church and collaboration with the Men’s Shed Group.

Newport

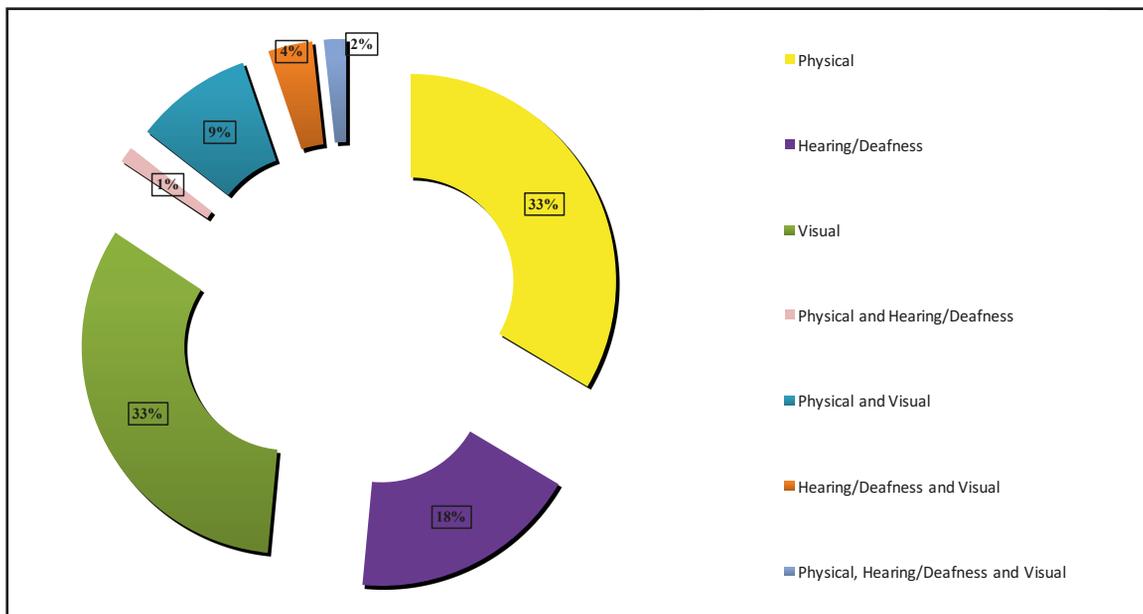
Annual Kathleen Conneely Memorial Charity Walk

The Annual Kathleen Conneely Memorial Charity walk held in June 2016 was a great success. The committee worked with the Fundraising Department and the manager and staff in the Newport Services to organise the event. Local businesses provided their services free of charge to enable the event to happen.

This took place on Clare Island and great hospitality was afforded to all by the Clare Island Community. A significant sum of money was raised that will be used to enhance the lives of people using the services in the Newport Area.

In 2017 this will be done in collaboration with two other services.

Physical and/or Sensory Disability.



“The Little Library” Newport

Hosting the children from the local National Schools to visit Santa is becoming an annual event at “The Little Library”, Newport Resource Centre. This event is organised and overseen by two men who use the Resource Centre. All the children from the infant classes attended.

HIQA

All 5 designated Centres in the West Area have gone through their registration visits with HIQA, some services have experienced unannounced monitoring visits. Each designated centre continues to work on the action plans agreed with authority following their visits.

New Directions

All 3 day services in the West area continue to prepare their services to meet the standards of New Directions.

Community Inclusion

Being part of the Community that you live in is what gives us all a sense of belonging. The other people in our communities whom we interact with are where relationships are created and friendships forged.

Throughout 2016 people across the county have been supported to get involved in their communities and look for opportunities to contribute and participate in society.



Elisha Moran interviewing Fiona Cunane, Manager Mayo Volunteer Centre



Una O'Malley and Emma Gardiner presenting the show in studio.

There are ongoing efforts both organisationally and locally to forge partnerships with community groups. One such partnership I would like to share with you is with Ballina Community Radio. They have produced a very successful radio programme called “Listen Up - Hear our Voice”.

Listen Up – Hear our voice

A group of budding radio presenters from the Ridgepool training centre have become involved in our local radio station, Ballina Community Radio. Our Show, Listen Up - Hear Our Voice, is pre-recorded during the week, and is aired on Sundays at 11am. Our show is a light hearted music and entertainment show featuring music from our varied musical interests. We also touch on topical subjects which we are passionate about such as community inclusion, active citizenship and empowerment. We regularly interview people from the locality on upcoming events or topical subjects.

So please tune in via www.bcrfm.ie or via the “Tune in” app for smartphones. Also please spread the word about our show; give our Facebook page, Listen Up Hear Our Voice - BCRFM, a like!. If anyone would like us to play requests, you can send them via text to 087 7175175 or via email to www.ballinacommunityradio@gmail.com, please enter the name of our show, **Listen up**, and we will do our best to play your request.



Lisa Carroll our roving reporter



Report on 50th Anniversary Celebrations

On October 6th, Archbishop Michael Neary celebrated a Mass in Knock Basilica attended by people supported by Western Care and family members, volunteers, founder members and their families, staff past and present and community members. Following the Mass, during which choirs from Ballinrobe and Ballyhaunis sang, everyone went to the local St. John's Rest and Care Centre where refreshments and some very special celebratory cakes were enjoyed – creating a time for people to meet up and chat, to reflect on the history of the organisation and to reminisce and remember.

On 16th November, we hosted a conference which was attended by Minister Finian McGrath, T.D., Minister of State for Disability Issues as key note speaker. We had some very interesting and inspiring presentations by people supported, families and staff about how the organisation is supporting them to have a life of their choosing.



Western Care Association gathers and holds information on each person/family using our services. We also gather information on staff. As a holder of records the Association has legal obligations to the family/person but also has legal obligations to the state. Practice must be based on the value of respect and guided by principles of Access, Confidentiality, Consent and Informed Support.

What is Freedom of Information?

The 2014 FOI Act provides that from the effective date, every person has the following legal rights:

- the right to access official records held by public bodies as defined by the Act.
- the right to have personal information held on them corrected or updated where such information is incomplete, incorrect or misleading.
- the right to be given reasons for decisions taken by public bodies that affect them.

These rights mean that people can seek access to personal information held on them no matter when the information was created, and to other records created after the effective date.

Do I need to make an FOI request to get information from FOI bodies?

No. FOI bodies routinely make information available to the public through information leaflets, publications and in response to enquiries.

The Freedom of Information Act requires FOI bodies to prepare and publish a scheme concerning the publication of information by the body in conformity with a model publication scheme made by the Minister for Expenditure and Reform.

What is a “Publication Scheme”?

The ‘Model Publication Scheme’ is based on the principle that all public bodies should publish as much information as possible in an open and accessible manner on a routine basis outside of FOI, having regard to the principles of openness, transparency and accountability.

The Publication Scheme for Western Care Association is displayed prominently on the front page of our website.

The information is grouped under six specific standard headings to make information easier to locate. The headings are as follows: -

1. Information about the FOI Body - who we are and what we do.
2. Services provided or to be provided to the public - the services we offer.
3. Decision making process for major policy proposals - how we make decisions on policies.
4. Financial information - what we spend.
5. Procurement - how we spend.
6. FOI Disclosure Log and other information to be published routinely.

Log of FOI Requests

In the course of 2016, a total of 3 FOI requests were received and processed by the organisation. These requests related to personal information.

What is the Data Protection?

Data Protection is the safeguarding of the privacy rights of individuals in relation to the processing of personal data. Personal data means information relating to a living individual who is or can be identified from the data that is in possession of the public body. Western Care Association, as a Data Controller must adhere to the eight rules of Data Protection.

The eight rules, which apply are: -

- Obtain and process information fairly.
- Keep it only for one or more specified, explicit and lawful purposes.
- Use and disclose it only in ways compatible with these purposes.
- Keep it safe and secure.
- Keep it accurate, complete and up-to-date.
- Ensure that it is adequate, relevant and not excessive.
- Retain it for no longer than is necessary for the specified purpose.
- Give a copy of his/her personal data to an individual on request.

The Data Protection Acts 1988 & 2003 provide similar rights of access as the FOI Act, the main difference being that the DP Acts do not apply to records of deceased persons. As with the FOI Act, these rights extend to your own personal records.

Under Section 4 of the Data Protection Acts, 1988 and 2003, you have a right to obtain a copy, clearly explained, of any information relating to you kept on computer or in a structured manual filing system. All you need to do is write to the organisation concerned and ask for it under the Data Protection Acts. You will be required to supply appropriate identification.

Complaints

Western Care Association is committed to providing a quality service for service users and their families. Complaints are regarded as an important source of information for improving services. Complaints data is analysed on a bi-annual basis and is reviewed by Western Care Association's Board of Directors and Leadership Team. Also, under our 2016 Service Arrangement with the HSE, we were required to submit statistical information on complaints to them on a bi-annual basis. From 2017, this will be a quarterly requirement. This information includes the numbers of complaints received, the categories under which complaints were made and whether time limits on addressing these were met.

In the course of 2016, a total of 64 complaints were received by the Association. 54 of these were dealt

with informally. 9 complaints were dealt with formally and 1 complaint was withdrawn. Of the 9 complaints that were dealt with formally, 5 were upheld, 3 were not upheld and 1 was ongoing at the end of the year.

The nature of the complaints received fell under the categories of Safe and Effective Care, Communication and Information, Access, Participation, Dignity and Respect, Safeguarding Vulnerable Persons*, Accountability and Privacy.

How to make a complaint -

Complaints can be made either verbally or in writing, via email or fax or by using the Western Care Association Complaints Register. Any person/family who is being provided with, has been provided with or is seeking to be provided with services by Western Care Association can make a complaint. If a person is unable to make a complaint due to age, illness or disability, the complaint can be made on their behalf, with their permission.

A complaint can be made to any member of Western Care Association staff, who will either endeavour to resolve it or will direct it to the relevant complaints officer.

* The Social Work Department are informed of all complaints that fall under the category of Safeguarding Vulnerable Persons and these are investigated under the Associations Safeguarding Procedure.

The Western Care Association Complaints procedure, Complaints Register and list of Complaints Officers are available on the Western Care Association website: www.westerncare.com.

**Complaints should be addressed to:
Complaints Administrator,
John Moore Road,
Castlebar,
Co. Mayo.
Tel: 094 90 25133
Email: complaints@westerncare.com**

**Contact details for Confidential Recipient:
Ms. Leigh Gath,
Confidential Recipient for Vulnerable Persons,
Training Services Centre,
Dooradoyle,
Limerick,
Co. Limerick.
Tel: Lo Call 1890 100 014 or
Mobile 087 6657 269
E-mail: leigh.gath@hse.ie**

Governance

It is essential that organisations such as Western Care Association do everything in their power to maintain the trust of the community, of the people who use its services, of the government and its agencies. In order to reassure the public, the Board has agreed to undertake the following:

- The publication of all senior manager salaries in the 2016 Annual Report
- Compliance with the ICTR Fundraising principles that the Association signed up to previously.
- To complete the voluntarily signing up to the Code of Governance for the Community and Voluntary Sector (www.codeofgovernance.ie)
- To prepare for the publication of all accounts in compliance with the Charities SORP once clarified by the Regulator
- To ensure compliance with the requirements of the Service Agreement we enter in to with the HSE and with all governance requirements included in this document

Attendance at Board of Director Meetings 2016/2017

Meeting date	Helen McHugh	Anthony McCormack	Marie Munnelly	Frances Burke	Paddy Geraghty	Pat Higgins	Annette Dillon	Joe Gibbons	Kieran McGloin	Ed Rose	Philip McKiernan
30/05/16	√	√	√	√	√	A	√	√	√	√	√
27/06/16	√	√	√	√	√	A	√	√	√	A	√
18/07/16	√	√	√	√	√	A	√	√	√	A	A
26/09/16	√	√	√	√	√	A	√	√	√	√	√
17/10/16	√	√	√	√	√	√	√	A	√	√	A
28/11/16	√	√	√	√	√	√	A	A	√	√	√
23/01/17	√	√	A	√	√	√	√	√	√	√	√
20/02/17	√	√	√	√	√	√	A	√	A	√	√
27/03/17	√	√	√	√	√	A	√	A	A	√	√
10/04/17	A	√	√	√	A	√	√	√	√	√	√
24/04/17	√	√	√	A	√	A	A	√	√	√	√

General Information

<p>Board of Directors 2016/2017</p> <p>Ms. Helen McHugh West Mr. Paddy Geraghty West Ms. Marie Munnelly North Mr. Anthony McCormack South (Chairperson) Ms. France Burke South Mr. Pat Higgins East Ms. Annette Dillon East Mr. Joe Gibbons Nominated Director Mr. Kieran McGloin Nominated Director Mr. Ed Rose Nominated Director Mr. Philip McKiernan Vice Chairperson & Company Secretary Mr. Bernard O'Regan Executive Director</p> <p>Finance & Audit Committee</p> <p>Mr. Joe Gibbons Mr. Kieran McGloin Mr. Paddy Geraghty Mr. Bernard O'Regan Mr. James Roche</p>	<p>Quality & Safety Committee</p> <p>Mr. Philip McKiernan Mr. Chris Pratt Ms. Mary Daly Mr. Paddy Geraghty Mr. Tom Hughes Mr. Bernard O'Regan</p> <p>HR Committee</p> <p>Mr. Ed Rose Ms. Pauline Brennan Mr. Tom Hughes Mrs. Marie Munnelly</p>
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The Voluntary Sector 1966-2017

The year 2016 was a very special milestone in the history of Western Care with our celebration of 50 years of service to the people of Mayo and also a celebration of the magnificent support and dedication of so many of our volunteers over those 50 years. We are now at the beginning of our sixth decade of providing services to people with intellectual disabilities and autism in County Mayo. The ethos of the Organisation has always been based on the unselfish support of our volunteers who have consistently given of their time and talents, especially in the promotion of the Door to Door collection, which has become the cornerstone of our fundraising efforts over the past 50 years. Through their dedication and commitment, our volunteers continue to make a REAL difference to families and their loved ones throughout every community in County Mayo.

Apart from the vital range of services that we continue to provide here in Mayo, it is worth noting that Western Care is indeed a very significant contributor to the economy in County Mayo, currently employing 800 people. Western Care is now a widely respected organisation with a well-deserved reputation, which is a testament to the outstanding support that it continues to receive from the people of Mayo and beyond. Out of respect and gratitude to all our patrons we always try to demonstrate transparency in how we use our much needed fundraising monies (see Use of Fundraised Monies). With the ongoing support to Western Care from the people of Mayo we will strive to ensure the best possible service to the people we support.

Thank You

Each year the response from the people of Mayo to the Annual Door to Door collection has been nothing short of outstanding and we are extremely grateful for this continued generosity. As we embark on the first year of our next 50 years, we humbly ask our volunteers and supporters to continue with their generosity of spirit in support of Western Care.

The Mayo News/O'Neill's Club Sports Star Awards

I would like to acknowledge and sincerely thank the Mayo News for choosing Western Care as their charity of choice for the 2016 Club Sports Star Awards. The Mayo News and their loyal sponsors presented Western Care with a cheque for the sum of €5,000. May I take this opportunity to wish them continued success with this initiative recognising club players throughout County Mayo. The door to door collection was modelled on the G.A.A. structures based on local communities and parishes in Mayo.

Teresa Ward, Development Officer

Phone: 094 9029174/120 Mobile: 087 2467857 Email: tward@westerncare.com

Fundraising

During 2016 the people of Mayo raised €202,263 in support of Western Care Association Local Services through fundraising events and projects, donations, grants, etc. In addition Cárde Crann Mór raised substantial funds for the Association's Services in the Ballinrobe and South Mayo area, and details of this are included separately. This funding is vital as it provides the Association with critical extra resources to fund training, social and sporting opportunities for our service users. It also funds transport and some maintenance projects. In addition fundraising activities play a vital role in raising the profile of the Association in the Community and the great work it does throughout the County. 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 intellectual disabilities and their families.

If you would like to help in any way in participating in or organising a fundraising event or would like to make a donation please contact the Fundraising Department (details below) or call to the fundraising office at John Moore Road, Castlebar, County Mayo.

Joe Brett, Fundraising Manager

Phone: 094 9029136/144

E-mail: fundraiser@westerncare.com

2016 Branch Income, Door to Door Collection, Donations & Other Branch Fundraising:

Branch	Amount
Achill	€ 12,987
Ardagh	€ 2,472
Balla	€ 1,898
Ballina	€ 12,850
Ballinrobe	€ 7,997
Ballintubber/Ballyheane	€ 1,607
Ballyhaunis	€ 5,942
Belmullet	€ 3,535
Bohola	€ 802
Bonniconlon	€ 4,853
Burrishoole/Newport	€ 3,858
Carnacon	€ 300
Carracastle	€ 515
Castlebar	€ 24,320
Charlestown	€ 1,147
Claremorris	€ 6,790
Cooneal	€ 828
Crossmolina (Plus EGC)	€ 6,823
Curran	€ 915
Drummin	€ 702
Foxford	€ 220
Islandeady	€ 3,105
Kilawalla	€ 1,381
Kilfian	€ 470
Kilkelly/Kilmovee	€ 5,074
Killala	€ 998
Kilmaine	€ 3,472
Kilmeena	€ 300
Kiltane	€ 267
Kiltimagh	€ 5,995
Knock	€ 3,476
Knockmore/Rathduff	€ 6,803
Lacken	€ 825
Louisburgh	€ 1,290
MayoAbbey/Facefield	€ 2,365
Murrisk	€ 1,034
Robeen/Roundfort	€ 244
Shrule/Glencorrib	€ 5,425
Swinford	€ 786
Taugheen/Crossboyne	€ 1,480
The Neale/Cong	€ 1,885
Tourmakeady	€ 3,957
Westport	€ 6,977
Total	€ 158,967

Income from 2016 Fundraising Events and Projects

Event/Project	Amount
All Ireland Ticket Raffle	€3,000
Battle of the Bands	€5,465
Be a Player for Western Care (Castleconnor GAA)	€6,700
Bikers Run for Autism	€4,910
Christmas Cards	€9,480
Christmas Development Draw & Card Games	€9,850
Concerts, Plays, Socials, etc.	€9,600
Corporate & Personal Donations	€18,405
Grants	€2,000
Kathleen Conneely Memorial Walks - Clare Island	€16,025
Lr Lakelands (Darby's Fashion Show, Christmas Table Quiz, etc)	€7,925
Marathons, 5 & 10Km's	€5,703
Mayo Four a Side Darts	€6,800
Pier to Pier Swim (Roonagh - Clare Island)	€3,422
Staff Deductions/Standing Orders	€1,545
Strictly Beauty & The Beast (Shared with Irish Cancer Society)	€26,715
Sundry Fundraising Events	€32,061
Textile Recycling	€10,692
VTC Fundraising Events (Christmas Trees & Shop, Raffles, etc.)	€6,774
Westport Golf Classic	€5,191
Westport House Open Day	€10,000
Total	€202,263

Cáirde Crann Mór Ballinrobe

Cáirde Crann Mór is a group made up of volunteers, branch members and friends of Western Care Association, who fundraise on behalf of and support services in the Ballinrobe and South Mayo area.

They run a number of fundraising initiatives throughout the year, and in 2016 these included:

- Annual Bingo which was held in Breaffy House Resort & Arena
- Annual Golf Classic in Ballinrobe Golf Club
- McWilliam Park Hotel Cabaret & Concerts
- Ashford Castle donation
- Shrute & District Vintage Club
- Contributions from Bridge Club, Al Anon, Whist Club & Yoga
- Individual donations
- Other local fundraising events

In 2016, Cáirde Crann Mór contributed €95,331 to Western Care Association, which was used for the following purposes:

- Aisling Gheal Service – necessary painting, maintenance & electrical work
- Suaimhneas service – maintenance and painting
- Cois na Roba service – maintenance and refurbishment of building
- Crann Mór Day Service – materials, equipment and refurbishments
- Rathkelly Close – electrical and boiler repairs
- Funding of the purchase of a new house at Castlebar Road, Ballinrobe. Cáirde Crann Mór will continue to fundraise for refurbishment and maintenance works which will be required to ensure this house meets all regulatory and safety requirements

All monies raised by Cáirde Crann Mór are spent on services in Ballinrobe. Cáirde Crann Mór would like to express their gratitude and thanks to the businesses and people of Ballinrobe and the surrounding area, who give tremendous support to the various fundraising initiatives that are undertaken. This support, both financial and otherwise, makes a very positive difference to the lives of those supported by Western Care in the Ballinrobe area.

“Help us to help others....”

This was the slogan chosen by the Kavanagh SuperValu Group who came on board to support Western Care Association in a bid to raise €50k for our 50th Anniversary in 2016.

Western Care was honoured and privileged to have worked alongside such a professional group of people who gave so generously of their expertise and time to help us achieve this target.

A sincere thank you to all of the people in the local community who got involved with the projects and events throughout the year and to all those who supported you in doing so.

A special thanks to all the management and wonderful staff we were fortunate to have met and engaged with along the way in the four Kavanagh SuperValu stores in Westport, Castlebar, Claremorris and Kiltimagh.

The target of €50,000 was reached, and a cheque for this amount was presented to Western Care in December 2016. All funds raised will go directly to benefit the people who avail of our services and supports.

“Help us to help others!” Thank You SuperValu!

Use of Fundraised Monies

Western Care Association provides a wide range of supports and services to those with Intellectual Disabilities and Autism and their families living in County Mayo. This is done through residential, respite, day and various community and home supports. We also provide a door-to-door transport service between home and our centres, and almost all of the vehicles used for this are wheelchair accessible.

All monies raised through fundraising and our Annual Door-to-Door collection are spent within Mayo, and enhance the necessary provision of supports to those that use our services.

In 2016, in addition to the use of monies outlined earlier in this report which were contributed by Cáirde Crann Mór, fundraised monies were also used for the following purposes: -

- In some instances, monies are donated or given for a specific purpose or service. In those situations that money is ring-fenced, and kept for the purpose or service that it is donated for.
- To maintain and support the direct provision of services and supports to people with an Intellectual Disability. This includes the provision of short-term supports to those who come into crisis from time to time, and need an immediate service response.
- Minor repairs and capital works to our centres and homes. These included minor refurbishments, upgrades to heating systems and necessary boiler repairs, floor coverings, etc. In 2016, this included works carried out in Barrack Hill Newport, Cois na Roba Ballinrobe, Lower Lakelands Manulla, Belmullet Day Service, Ballyhaunis Day Service, VTC Castlebar, and also

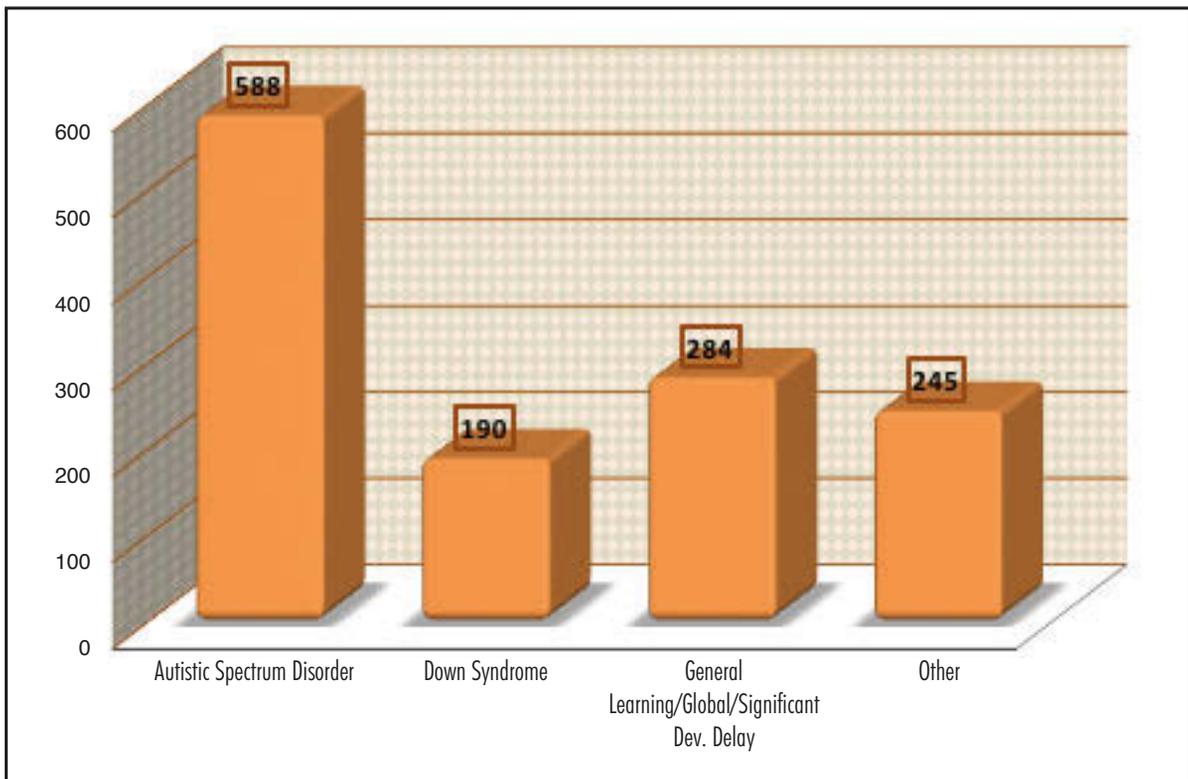
minor repairs carried out in a number of individual services throughout the county.

- Purchase of transport for direct service use by our centres and houses, which facilitates social opportunities, outings, breaks etc., for the users of our services. In 2016 vehicles were purchased for Crossmolina, Ridgpool Ballina, The Acres Foxford, St. Francis and Garryduff Residential services in Castlebar.
- Necessary lifting equipment, aids & appliances and wheelchairs were purchased to support those availing of our services in Barrack Hill Newport and St. Hubert's Castlebar.

The continued financial support of the people of Mayo assists Western Care in maintaining the level of service that we provide throughout the county. It would not be possible to continue to do what we do without your support, financial and otherwise, and we value and thank you most sincerely for this.

James Roche, Financial Controller

Intellectual Disability Diagnosis



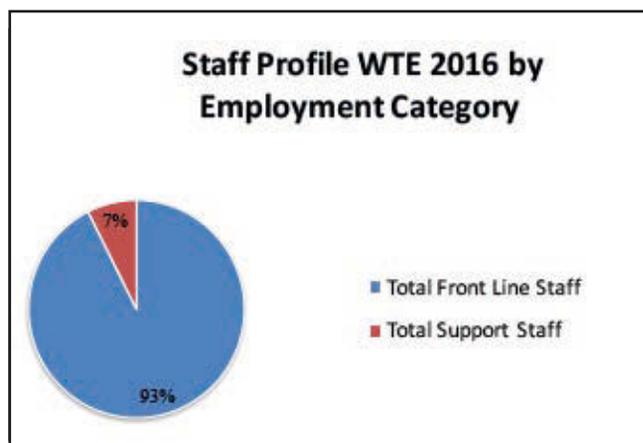
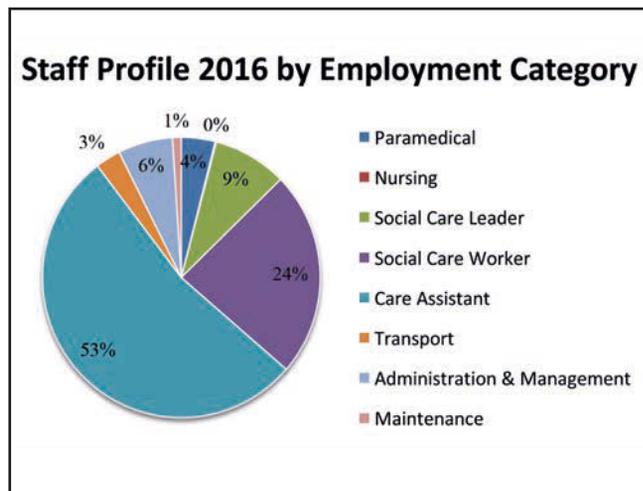
The Human Resources Department provides advice and support in relation to all aspects of Human Resources including:

- Resource Planning, recruitment and selection practices to support the delivery of the services.
- Interpretation and implementation of employment legislation as pertaining to employment in the Association.
- Implementation of nationally agreed changes to staff terms and conditions of employment.
- Policy and Procedure development and the implementation of same.
- Engagement and negotiations with Trade Unions on various staff related issues and change projects.
- Participation in third party referrals to Workplace Relations Commission and other external bodies where relevant.
- Participation in various projects and Committees as members of the National Federation of Voluntary Bodies.

Employee Welfare is an important aspect of HR work and the Association provides access to the Employee Assistance Programme for its employees. Health and Safety, Insurance and Transport are also part of the remit of the Human Resources Department.

Staff Profile – Whole Time Equivalent (WTE)

Employment Category	Job Type	WTE
Front Line Staff	Paramedical	23.16
	Nursing	0.75
	Social Care Leader	50.66
	Social Care Worker	139.43
	Care Assistant	313.87
	Transport	17.19
	Total Front Line Staff	545.06
Support Staff	Administration & Management	37.55
	Maintenance	6.00
	Total Support Staff	43.55
OVERALL TOTAL WTE		588.61
Total Staff (Headcount)		819.00



Senior Staff Salaries

Western Care Association is accountable to the HSE for the use of the funding provided for the purposes of providing services. On this basis, the Association confirms that:

- Western Care do not pay any salaries in excess of HSE salary scales associated with the post the staff are employed in.
- No staff is in receipt of any top-up or unapproved payment
- Western Care Association has provided all information on salaries to the HSE and the Public Accounts Committee when required to do so

With respect to staff paid over €65,000 per annum, the following applies to Western Care Association:

Salary Range	€93,042 - €107,429	Executive Director
Salary Range	€85,000 - € 94,999	2 Staff
Salary Range	€75,000 - € 84,999	4 Staff
Salary Range	€65,000 - € 74,999	7 Staff

The current Executive Director is at the top of the scale. The Association does not pay any other bonus or top-up payments to the Executive Director. The Association operates a defined contribution pension scheme which has been approved by the Department of Health. The Employer contributes 7% towards the pension of all staff and each employee contributes 5% of their salary towards their pension.

The Evaluation and Training Department is responsible for the organisation and delivery of staff training and facilitation, the co-ordination of procedural development and distribution, and the leadership of the Quality Management and Planning function. This includes the area of regulations and standards such as those being implemented by HIQA, the New Directions in Day Services Policy initiative by the HSE and the National Safeguarding Strategy for example. In addition, the whole area of Quality and Safety has been an expanding function within the HSE. The compliance obligations around risk and Risk Registers are a significant part of this. ETD has evolved its functions in line with these emerging trends.

Staff Training in Basic Assurances

Basic Assurance training is concerned with a foundation level of knowledge and skills that address the capacity of staff to meet the needs of people in the areas of Safety, Protection, Health and Wellness. In 2016 targets were increased for 2 of the 3 mandatory training events which include Adult Safeguarding/Child Protection (100%), Fire Safety (90%) and Minimal Handling (90%). Mandatory training events are run on a 36-month refresher training cycle to ensure skills are maintained across all staff at the above rate of cover. In addition, a number of other Basic Assurance training events such as First Aid or Managing Challenging Behaviour (MCB) are run on a similar refresher cycle. Targets for these events are set on different parameters as they do not apply to all organisation staff. This is even more the case with training to address specific medical conditions such as diabetes, oxygen, peg feeding, etc. which relate to small numbers of the people we support and apply only to staff working with them.

One challenge for the organisation in 2016 has been the volume of turnover with new recruits and departures. This adds a considerable workload in maintaining training coverage in an environment which has both significant regulatory requirements to be met and a continuing level of financial constraint.

The data for 2016 (see graph) shows that despite transition levels in the workforce the coverage level for Adult Safeguarding/Child Training has been sustained at 91% for the entire organisation. While the target of 100% has not yet been reached we will continue to focus on increasing coverage from the current rate. Underneath the total organisational average figures, however, it shows that 96% of Residential/Respite staff, 95% of Individualised Service staff and 91% of Day Service staff are in coverage. Therefore, the direct support services have highest coverage compared to administration and organisation support functions (76%) where direct contact with people using services is much less a feature of their daily role.

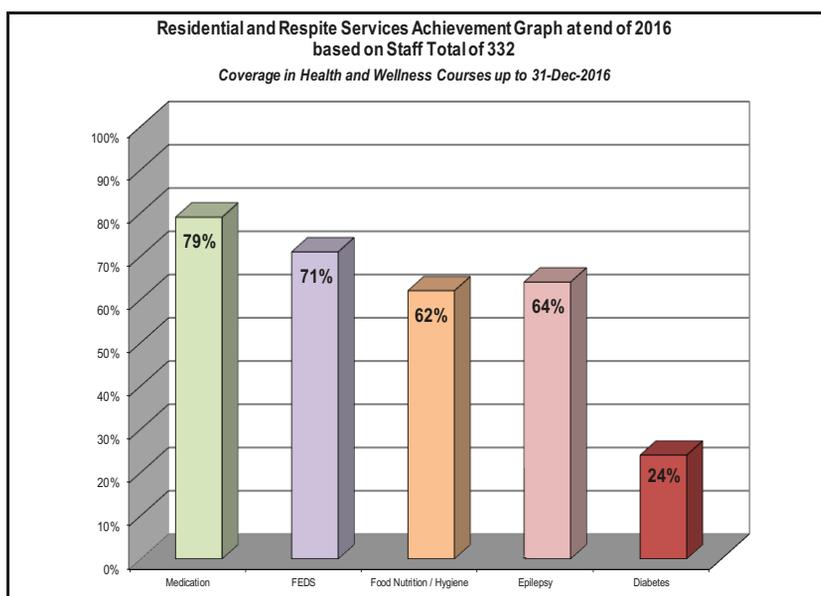
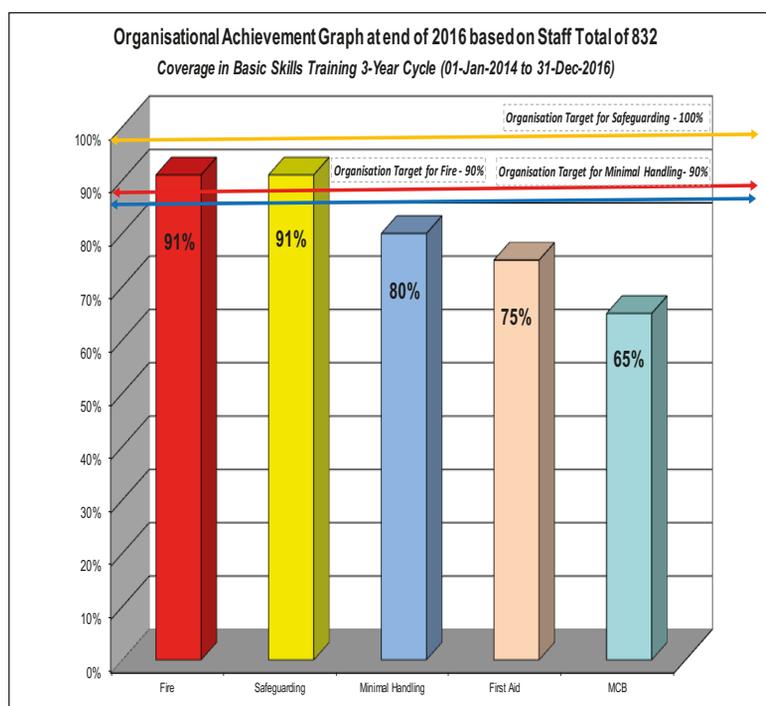
The target for Fire Safety was increased from 85% to 90% in 2016. This target was met in full as indicated by the graph. In relation to Minimal Handling training the target was substantially increased from 75% to 90%. The data shows there were an average of 80% of staff in cover for Minimal Handling at the end of 2016.

While the target was not met it shows a substantial increase of 7% in coverage on the previous year. There were a total of 89 Basic Assurance courses delivered in 2016 which provided 1,232 training places.

During 2016, we continued to provide a number of programmes of training in the area of Health and Wellness. These programmes were delivered mainly by accredited internal Western Care trainers who have completed Train the Trainer events in topics such as 'Responsible and Safe Medication Management' and 'Feeding, Eating, Drinking and Swallowing' (FEDS). Western Care Speech and Language Therapists (SLT) work in partnership with an external trainer to incorporate Food and Nutrition training as part of the FEDS programme that SLT deliver. Training in Supporting Epilepsy and also training in Managing Diabetes are part of the Health and Wellness programme delivered by internal trainers. These programmes have been opened to staff from all the main service areas in the organisation as coverage levels in the residential and respite services had met requirements. There were a total of 26 courses delivered in the category of Health and Wellness in 2016 which provided 401 places.

In addition to the standard programme of assurance training, there was a range of assurance-type bespoke events delivered to address situations where training had to be individualised to the particular requirements of the person in their own environment. These bespoke events included training to staff teams in health related areas such as Managing Diabetes, Epilepsy Management, Abdominal Thrust, Nasogastric Feeding Catheter use, Oxygen use and Peg Feeding. Individualised handling and movement training which included Mattress Evacuation, Wheelchair clamps on transport, Hoist Demonstrations and Sliding Sheet Demonstrations were also a feature of bespoke training to staff teams where either one or more persons in the service had particular support needs. Bespoke events were also run for a number of staff teams who required additional training in supporting individuals with complex behaviours that challenge. Person Centred Planning briefings and facilitation was also provided to a number of staff teams in respect of the individuals they support. In total, there were 51 such bespoke training interventions provided in 2016 to 409 staff.

There were also a series of 18 policy briefings provided to a total of 356 managers and staff in particular areas such as Safeguarding, Complaints, Medication and Dignity at Work. In total, there were 184 Assurance type courses delivered which provided 2,398 staff training places.



Enhancement Level Training

Enhancement level training refers to events which go beyond the basic assurance type of programme and are concerned with more advanced skills, methods and approaches and new ways of enhancing the lives and capacities of others.

Staff attended a broad range of Enhancement level training across 62 separate events providing 247 places. Part of the function of these events is to provide staff members with opportunities to develop

more advanced knowledge and skills which can be incorporated into existing training. For example, staff may attend an event about Social Role Valorisation which then becomes part of the body of knowledge that is passed on to staff who receive practice guidance and facilitation in this topic. Workshops in understanding autism were delivered by internal staff trainers who have developed a series of modules based on relevant source materials. This programme which commenced in 2014 was delivered to 80 staff in 2016.

A number of staff also completed Train the Trainer programmes including Adult Safeguarding, Managing Challenging Behaviour and the Minimal Handling Instructor Programme. A staff attended Earlybird Train the Trainers series for families of children with autism in order to maintain internal trainer levels. This autism specific programme continues to be delivered in a regular series of training events to families along with the existing Earlybird Training Programme. The internal Medication Trainers completed their refresher training to maintain their credentialed status.

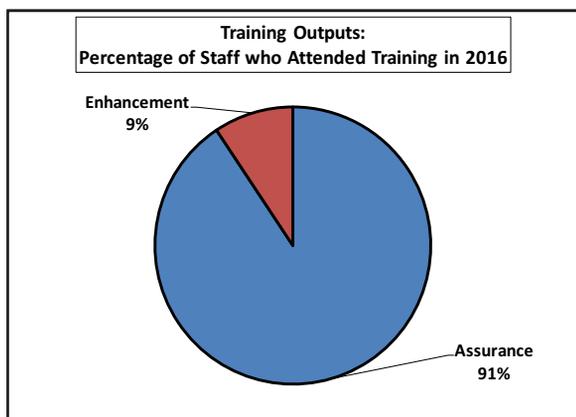
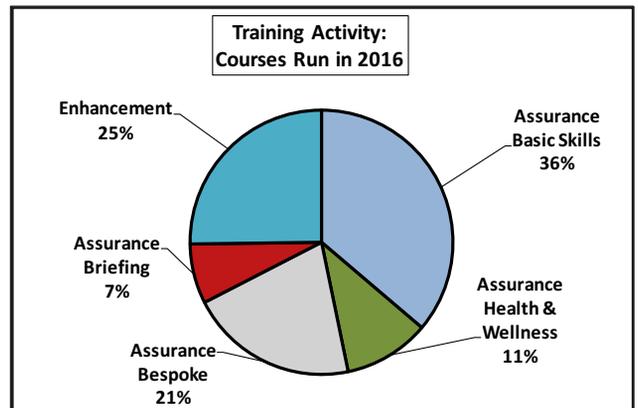
Specialist courses involving topics such as Assisted Decision Making, Capacity and Consent, Contracts, Capacity and the law all reflect the work being done to prepare for the implementation of the Assisted Decision Making Act, which will have considerable impact on practice as it is implemented.

Staff also attended a series of workshops across a range of topics related to their specialist field as a part of continuing professional development. These included attending an Autism PECS Communication Workshop, Autism Lego Therapy, Guided Participation, Addiction Studies, Innovations and Approaches to Dementia, Baily Scales for assessment, Therapeutic Responses to Attachment Disorders, Assessment and Management of Feeding Difficulties, Sensory Alignment and Cervical Auscultation.

Staff from organisation support functions attended training in specialist areas of HR, IT, Freedom of Information, The Charities Act, Gardaí Authorised Signatories, Safety with Oxygen Cylinders.

Training Summary

In summary, there were a total of 246 training courses provided in 2016. These broke down into the following categories of training; there were a total of 184 Basic Assurance events. These included 89 Basic Skills events providing 1,232 training places, 26 Health and Wellness events providing 401 training places and 51 bespoke events in Basic Assurances providing 409 training places. In addition there were 62 Enhancement training events provided to 247 staff. In total, training in Basic Assurance and Enhancement events provided 2645 training places.



Policy and Procedure Review

ETD staff coordinated the review of all existing policies and procedures in 2016 as it was the end of the 3 year life cycle with the last major bulk release taking place in 2013. All policies and procedures were revised as required with some additional policies and procedures being developed. The logistics of printing, collation and distribution were managed by ETD Admin staff. The 85 updated policies and procedures were provided in December to each service in Western Care.

Supporting Compliance with Regulation

Throughout 2016, ETD staff continued to be involved in the programme of internal unannounced inspections for those services which operate under HIQA regulations. This involved participating in 64 such inspections. ETD staff also facilitated local teams in developing understanding and skills in areas such as individual planning, rights and restrictions, health and wellness which arose from WCA internal or HIQA inspections.

External Environment

ETD staff continue to represent the Association on a number of sectoral and national fora including the National Safeguarding Strategy Reference Group and the National Federation of Voluntary Bodies Quality Subcommittee.

Acknowledgements

The Association wishes 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 using the Association's services, 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 2016 has been invaluable:

Mayo Local Health Office & Health Services Executive West Region

- Elaine Prendergast – Head of Social Care CHO2
- Breda Garvey Cecchetti – Disability Services Manager
- Séan Gordon – HSE
- Donal Hoban, Occupational Guidance Officer, HSE
- Mayo Mental Health Services
- Staff of Aras Attracta
- Mayo General Hospital
- Michael Keady - Regional Training Co-ordinator
- Inclusion Ireland
- Irish Council for Social Housing
- Irish Society for Autism
- Irish TV
- Mayo Advertiser
- Mayo Autism Support Association
- Mayo County Council
- Mayo County Council Arts Office
- Mayo County Enterprise Board
- Mayo News
- Mayo Volunteer Centre
- Midwest Radio
- Moy Valley Resources
- Muintir Mhaigh Eo Dublin
- Muintir Mhaigh Eo Galway
- National Council for the Blind of Ireland (NCBI)
- N.L.N. – National Learning Network
- National Disability Authority
- National Federation of Voluntary Bodies
- National Lottery
- North East Mayo Development Company
- Rehab Care
- Shrule & District Vintage Club
- Solas
- South West Mayo Development Company
- Special Olympics Ireland/Connaught
- Tacú, Ballinrobe
- The Council on Quality & Leadership
- TÚS
- Volunteers
- Western Care Trust
- Western People

Our Supporters

- Allergan International Foundation
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- Bank of Ireland
- C & C Cellular Ltd
- Cáirde Cranmór
- Chefs of Mayo Club
- Coillte
- Connaught Spring Show
- Connaught Telegraph
- Cookstown Textile Recycling Ltd
- CRC FM Radio
- Department of Children
- Department of Community, Rural & Family Affairs
- Department of Education and Skills
- Department of Environment
- Department of Health
- Department of Transport, Tourism and Sport
- Disability Federation of Ireland
- Downs Syndrome Association of Ireland
- East Mayo Development Company
- Galway Mayo Institute of Technology
- Genio
- Hospital Saturday Fund
- IBEC

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



Photographed at Our Lady's Basilica, Knock on October 6th were – Bernard O'Regan, Mary Daly, Fergus Kelly, Danny Doherty, Hillary Foley, Johnny Mee, Archbishop Michael Neary, Bríd Daly, Berni Dwyer and Bridie Doherty.



"Cutting of the Cake" – photographed were Anthony McCormack, Archbishop Michael Neary, Johnny Mee, Joseph Brennan and Bernard O'Regan.

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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.