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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.

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 principle of accountability.
- The unique contribution of all our staff.
- Partnership, unity of purpose and mutual respect in the achievement of our aims.
- Service through partnership and co-ordination with local and national organisations.
- Continually learning to improve the quality of the way we do things.
- The pursuit of equality of access and full service for all.

About Us

The Organisation has a Service Level Agreement with the Health Service Executive on whose behalf it provides supports and services to people with intellectual disabilities and/or autism in Co. Mayo.

The Association is a voluntary (non-statutory) Organisation, and this voluntary status ensures that:-

- Parents and Friends of its service users make up the membership of the Board of Directors of the Association.
- That voluntary workers are recruited and engaged in supporting service users and staff to enhance service quality and to support community integrations.
- That volunteers are engaged in fundraising and community awareness activities which also enhance service quality and social opportunities.

Western Care is a Company limited by guarantee and a Registered Charity with a Head Office at John Moore Road, Castlebar, Co. Mayo. Ireland. Telephone: 094-9025133

Establishment /History of the Organisation

In 1966, a public meeting was convened arising from a deep concern at the inadequacy of services for children with learning disability in Mayo. Almost two hundred people attended the meeting in a local hotel. The Organisation's journey began on that night.

Through fundraising and support from government the Association started providing services throughout the County. Special Schools were the first services developed in the County. St. Anthony's, Castlebar was established initially and St. Brid's, St. Dymphna's and St. Nicholas' followed.

Special Classes were also opened in Ballyhaunis and Belmullet. As the years roll by, there were increased supports for individual children in mainstream schools through the provision of Special Needs Assistant, Autism Resource Workers and a wide range of multi-disciplinary supports based on their needs.

Day Services have and continue to be an important support to many people. Over the years, the number of people availing of these services has continued to grow. The Association is challenged to preserve what people need and value yet find new, different and more responsive ways to meet their needs. In addressing this challenge, the Organisation continually strives to provide more individualised and satisfying arrangements for people. Supporting people to explore the world of work and progress to paid employment, if so desired, is one development to emerge from this quest.

School leavers no longer automatically progress to adult day services, with an increasing number choosing further mainstream training options or proceeding directly to open employment. This is a big change from past years. These are important developments as they signify that people have a greater range of options and are better placed to elect a life path of their own choosing.

Residential Services provide a very necessary and valuable service to those who need them. At one time, group homes were the only option available to people who wanted or needed an alternative living arrangement. However for some time the Organisation has been moving away from congregate group home settings to providing more personally tailored arrangements. Some people present with more complex needs and we are challenged to find the supports that will be most gratifying. This has required the Organisation to engage in a very substantial person centred planning approach. This process has enabled new living arrangement possibilities to become a reality for people such as home sharing, contract family arrangements or living in their own house. The person may live on their own or with others with some supports provided by a combination of staff, family, friends and volunteers.

We know from our conversations with the people who seek our support and those close to them, and if we are true to our mission statement, that we must do our best to honour their preferences. We will, therefore, be continually challenged to provide different and very individualised arrangements, acknowledging that people's needs and preferences may also change over time.

The Association also provide a range of community based supports. They provide a range of services such as Social Work, Psychology, Community Facilitation, Speech and Language Therapy, Occupational Therapy as well as Family Support, Autism Resource Workers, In Home Advisors, Transport and others. Often they provide individualised packages of support to a young child and their family, to a young adult contemplating life options after leaving school, or to an adult who wants to continue living independently.

Executive Management Team

Name	Job Title
Tia Crowley	Chief Executive Director
Clare O'Dowd	Director of Operations
Pauline Brennan	Director of Human Resources
Una Owens	Director of Finance and Corporate Services

Roles, Responsibilities & Functions of Executive Management Team

Role & Responsibilities of the Chief Executive Director

- Lead and manage the organisation on behalf of the Board of Directors, and reporting to it, to deliver the mission of the Association as set out in agreed plans approved by the Board of Directors.
- Ensure the Association meets its legal, regulatory, contractual and financial obligations.
- Manage and lead the Management Team and others to deliver on agreed priorities, individually and collectively, ensuring it is responsive, flexible and inclusive. This will include clarifying the responsibility of each of the elements of the structure.
- Support the Board of Directors to exercise its governance role.
- Support the voluntary structures of Western Care.
- Implement the decisions of the Board of Directors about how Western Care exercises its role as patron of the special schools.
- Develop and implement:
 - Organisation Planning Cycle.
 - Strategy for the Management of Change
 - Leadership and Management practice in line with the leadership development programme.
- Develop a strategy for service users in governance.
- Establish a family advisory committee.
- Represent Western Care on a range of external forums including:
 - National Federation of Voluntary Bodies
 - Governance Committee of Mayo Early Intervention Service.
 - National Federation of Voluntary Bodies Sub-Committee on Quality and Standards.
 - Western Regional Consultative Committee.
 - Mayo Planning/Mayo Consultative Committee.

Role & Responsibilities of the Director of Operations

- Be responsible for the effective governance, operational management and administration of the service.
- Ensure that quality and safe services are delivered to service users.
- Ensure all relevant records and documentation are in compliance with legislation, HIQA and New Directions requirements and responsibility for any other external requirements, or the requirements of quality assurance systems adopted by the Association
- Provide appropriate supervision and support to Senior Service Management and Head of Therapy/Discipline.
- Support and facilitate service developments and initiatives to ensure that the service can respond to changing needs.
- Work collaboratively with stakeholders to ensure that policies are aligned to service delivery models of practice.
- Engage with the Health Services Executive, to represent service needs, plan for service developments and work collaboratively in implementing relevant national policy.
- Liaise with other external partnering agencies and organisations

Role & Responsibilities of the Director of Human Resources

- Lead and manage the Human Resources Department
- Support managers and engage with staff and unions in the management of change (especially associated with cost reduction strategies) using the tools available, where appropriate, for example, the Croke Park Agreement, Haddington Road Agreement.
- Ensure that the HR Policies and practices are current and in line with Employment Law
- Lead the engagement with Unions, Staff, IBEC and HSE in relation to industrial relations issues.
- Establish a Management/Staff Forum to ensure the effective inclusion of staff in decision making.
- Ensure compliance with relevant employment legislation.
- Ensure Western Care has staffing resources to meet its needs.
- Manage Western Care transport services.
- Ensure the appropriate Insurance is in place in the Association and deal with claims as necessary.
- Ensure effective Health & Safety practice in the organisation.
- Explore and develop HR practices to meet the needs in innovative services, including developing job descriptions, including people served in recruitment, compliance with legal requirements and so on.
- Develop and implement a procedure for assessing the safety of people in all environments.

Role & Responsibilities of the Director of Finance and Cooperate Services

- Set out a budget for the year ahead in line with the allocation provided and the decisions of the Board of Directors with respect to the use of those resources.
- Monitor the income, expenditures and cash flow position for Western Care on an ongoing basis, ensuring remedial action is taken in a timely manner.
- Ensure the financial viability of Western Care.
- Develop capacity and competency within the Association to engage in new funding arrangements and resource allocation systems.
- Lead to the development and implementation of a comprehensive fundraising strategy.

- Support and manage the development and sustainability of a voluntary structure to meet the governance needs of Western Care.
- Ensure the proper accounting and use of service users monies.
- Ensure that Western Care is compliant with all applicable financial and accounting legislation, contractual and audit requirements.
- Implement agreed recommendations of internal audit.
- Keep the Board of Directors, people using services and families, and staff briefed on the financial position of Western Care as necessary.
- Manage the capital projects approved by the Board of Directors.
- Support Western Care in understanding the implications of the Value for Money Review.

Senior Operational Management Team

Name	Job Title
Clare O’Dowd	Director of Operations
Anne Nally	Head of Individualised Services
Angela Regan	Head of Day Services
Anne Chambers	Area Manager
Mary Forkan	Area Manager
Noreen Meredith	Area Manager
Declan Sweeney	Area Manager
Ciara Duggan	Area Manager
Marion Earley	Speech & Language Therapy Manager
David Tuomey	Principal Social Worker
Post vacant	Quality and Compliance Manager
Mary Randles	Senior Occupational Therapist
Pat Walsh	Senior Physiotherapist
Post vacant	Principal Psychologist

Role and Responsibilities of Area Managers

- Manage and oversee day to day operations for service delivery within area of remit.
- Ensure the delivery of high quality, safe, effective and person centered services to meet the needs of adults with intellectual disabilities and/or autism, to have the best life possible, within their community.
- Identify and implement in agreement with the Director of Operations any improvement or change programme necessary in order to maximise service provision and delivery.
- Be accountable for the financial performance of operations within area of remit.
- Review financial activity reports and financial statements in line with agreed budgets.
- Ensure that relevant regulations and policy including, but not limited to HIQA, New Directions, National Service Reform and current best practice in the delivery of person-centred practice.
- Monitor and control the use of resources to meet service demands. This will include staffing levels, equipment, transport and infrastructures such as housing and community hubs.

- Develop effective service delivery standards to ensure that service user, Western Care Association, statutory and national reform requirements are met.
- Ensure regular supervision, monitoring of responsibilities and performance of reporting staff, in line with Western Care Association's support and supervision policy.

Role & Responsibility of Head of Individualised Services

- Ensure that each individualised service is characterized by:
 - A vision of what constitutes a good life for that person.
 - A circle of supports that is focused on the person's vision.
 - A balance of paid and unpaid supports as appropriate to each person.
 - Appropriate safeguards and assurances are in place and monitored on an ongoing basis.
 - Regular Personal Outcome Measures review of each person's life and support arrangements.
 - Each person having an individual plan
- Expand the range of living options for people.
- Develop guidelines and templates for Western Care to ensure high quality practice in individualised services.
- Work with organisation supports and relevant external agencies to underpin service innovation in line with relevant legislation, policy and economic realities.
- Support staff to develop their roles as community connectors.
- Reduce costs associated with specific high cost individualised services as agreed with the Management Team.
- Support and promote family leadership in individualised services.
- Build a management structure to support individualised services.
- Manage an approved budget.

Role & Responsibility of the Head of Day Services - *This section is currently being updated*

Role & Responsibility of the Principal Social Worker

- Responsibility for the management and oversight of the Social Work Department, consisting of Social Work support to Early Intervention, School Age and Adults, Home Share services, Personal Assistant Adult support, School Age and Childhood Support Workers and the Community Facilitation Department.
- Responsibility for the Budgets associated with the above named services.
- Child and Adult Safeguarding and Protection are pivotal to this role and has primary responsibility for scrutinising Incident Injury notifications. Issues of concern regarding children are notified to TUSLA and where confirmation that they meet the criteria measures are undertaken where appropriate in partnership between both agencies.
- Adult safeguarding is addressed and overseen by the Principal Social Worker who operates as Designated Officer for the association, ensuring cases are brought to conclusion and protective measures are put in place, ensuring the safety and wellbeing of the individual.
- To advise and liaise with Director of Operations regarding ongoing work and to identify outstanding needs of the Social Work Department.
- Has ongoing engagement with the local Safeguarding Team to ensure external oversight and participates in the Regional Safeguarding Team education and reviews.
- Represent Western Care on a range of external forums including:

- Chairperson of the National Federation of Voluntary Bodies.
- Child & Adult Safeguarding Steering Committee.
- Advisory Board of Masters in Social Work.
- Health Service Executive After Care Steering Committee

Role & Responsibility of the Speech & Language Therapy Manager

- Responsibility for the assessment and management of feeding, eating, drinking and swallowing disorders commensurate with their current competencies as outlined in IASLT Standards of Practice for Speech and Language Therapists on the Management of Feeding, Eating, Drinking and Swallowing disorders (Dysphagia).
- Development of a comprehensive/effective service for service users.
- To advise and liaise with Director of Operations regarding ongoing work and to identify outstanding needs Speech & Language Therapy Department
- Liaise with other Speech Therapy services in the area including the Health Service Executive.
- Responsibility for leading out a multi-disciplinary service team for both adults and children's services.
- Part of a Multi-Disciplinary Team/s delivering a coordinated approach to service user care. and part of any reconfiguration of services in line with national and regional Health guidelines.
- Responsibility for the Support and Supervision within the Speech & Language Department.
- The development of appropriate training programmes within the Speech Therapy discipline.
- Liaise with other Speech Therapy services in the area including the Health Service Executive.
- Responsibility to advise management on clinical, organisational planning and prioritisation of speech & language services.

Role & Responsibility of the Senior Occupational Therapist

- To provide practical support to empower people to facilitate recovery and overcome barriers preventing them from doing the activities.
- To assesses physical conditions in service users to maximise their levels of independence in everyday life.
- To work as part of a multi-disciplinary team, including Health & Safety as required.
- To advise and liaise with Director of Operations regarding ongoing work and to identify outstanding needs Occupational Therapy Department
- To advise on, assessment for and the ordering of relevant and specialised equipment to meet the needs of service users.
- To instruct staff on the safe use of equipment and where appropriate offer support to service user family members.
- To monitor and keep updated on new developments In Occupational Therapy.
- Review service user progress and determine the next treatment steps.
- Advise on the adaption of service users' environments to fit their needs.

Role & Responsibility of the Senior Physiotherapist Therapist

- To manage and provide Physiotherapy Service for service users.
- To undertake assessment, therapy, appropriate interventions and preventative programmes in relation to the needs of services users.
- To work as part of a multi-disciplinary team, including Health & Safety as required.

- To advise and liaise with Director of Operations regarding ongoing work and to identify outstanding needs within the Physiotherapy Department.
- To advise on, assessment for and ordering of relevant and specialised equipment to meet the needs of service users.
- To monitor and keep updated on developments in Physiotherapy and all relevant matters.
- To provide and participate in training and information sessions as necessary.
- To instruct and supervise staff, and where appropriate, family members in carrying out Physiotherapy Programmes and to liaise with service users, families and staff in the use and maintenance of equipment.

Role & Responsibility of the Senior Psychologist – *This section is currently being updated*

Governance/Management Arrangement

Membership – Board of Directors

Name	Position
Frances Burke	Chairperson
Michael Prendergast	Vice Chairperson
Michael Leyden	Company Secretary
Paddy Geraghty	
Iarla Duffy	
Angela Campbell	
Marilyn McNicholas	
Hugh Farrell	
Kieran McGloin	
Alan McCarron	
Vacancy	
Vacancy	

Click below for information on being a Director.

[Link to Company Membership](#)

[Link to Principles of Governance](#)

Policies

Western Care Association has a wide range of policies and procedures that are used to guide our practice and to ensure that the Association is compliant with a range of obligations, as set out under various legislation and regulations. Click [on this link](#) below for access to the following policies under the policy tab:

Code of Conduct
Complaints Policy
Referrals and Admissions External Referral Form
School Leavers Process

Safeguarding Vulnerable Persons

*Western Care Association operates a NO TOLERANCE approach to any form of abuse against people using its service, as the safety and wellbeing of service users is the Association's foremost concern.
Any act of intimidation, threat of violence, act of violence or threat of any type of abuse as defined in the Safeguarding Vulnerable Persons at Risk of Abuse National Policy and Procedure will not be tolerated.*

National Safeguarding Policy for Vulnerable Adults National Safeguarding Flow Chart
Adult Safeguarding Policy
Child Protection Policy

The organisation also has other policies and procedures in place. See also above policy link.

You can get a copy of these policies by emailing info@westerncare.com or phone (094) 9025133.

Codes of Practice

Access statutory regulations, codes of practices, standards and quality assurance programme under the Service Arrangement.

Available on the Health Service Executive website

You can also refer to our Internal Policies.

Annual Report for the Organisation

[Click here](#) to access our 2020 Annual Report under publications.

Service Level Agreement

[Click here](#) to access the current Service Level Agreement under publications.

Organisation & Pay /Grading Structure

Western Care Association salaries are aligned to the HSE Consolidates Pay Scales.

Classes of Records held by the Organisation

Service User Records	Personnel Records
Communication Records	Finance Records
Procedure Records	Health & Safety Records
Training Records	Planning Records
Recruitment Records	

Department & Contact Details for Head Office

<p>Head Office Western Care Association John Moore Road Castlebar Co Mayo Ireland Tel: (094) 9029100 (International: +353 94 9029100) Email: info@westerncare.com</p>	<p>Chief Executive Officer Tel: (094) 9029169 Email: rlavelle@westerncare.com</p>
<p>REFERRALS should be addressed to Director of Operations Tel: (094) 9029113 Email: cbarrett@westerncare.com</p>	<p>HR Department Pauline Brennan Director of Human Resources Tel: (094) 9029112 Email: hr@westerncare.com</p>
<p>Finance Department Una Owens Director of Finance Tel: (094) 9025133 Email: uowens@westerncare.com</p>	<p>Volunteering Noreen McGarry Community Inclusion Coordinator Tel: (094) 9025133 Email: nmcgarry@westerncare.com</p>
<p>Training Tel: (094) 9029138 Email: jmurray@westerncare.com</p>	<p>Fundraising & Development Teresa Ward, Fundraising & Development Department Tel: (094) 9025133 Email: fundraiser@westerncare.com</p>
<p>I.T. Department Post vacant Tel: (094) 9025133 Email:</p>	<p>Quality & Compliance Post vacant Tel: (094) 9025133 Email: info@westerncare.com</p>
<p>FOI & Subject Access Requests should be addressed to Data Compliance Officer Tel: (094) 9025133 Email: bnolan@westerncare.com</p>	<p>COMPLAINTS should be addressed to Complaints Officer Tel: (094) 9025133 Email: complaints@westerncare.com</p>

How to Make a Complaint

Please click on [the link](#) below to review our Complaints Procedure under the "Concerns" Tab

Contact Details:

Complaints Officer, Western Care Association, John Moore Road, Castlebar, Co. Mayo

Tel: 094 90 25133 **Email:** complaints@westerncare.com

Western Care Internal Reviewer, Marion Murphy, John Moore Road, Castlebar, Co. Mayo

Tel: 094 9025133 **Email:** complaints@westerncare.com

Western Care Website: www.westerncare.com

Director of Advocacy, "Request for Review", National Advocacy Unit HSE, Quality and Patient Safety Directorate, Oak House, Limetree Avenue, Millennium Park, Naas, Co. Kildare.

Tel: 1850 24 1850 **Email:** hselive@hse.ie

Office of the Ombudsman

6 Earlsfort Terrace, Dublin 2, D02 W773.

Tel: 01 639 5600

Email: complaints@ombudsman.ie **Website:** <https://www.ombudsman.ie/>

Confidential Recipient for Vulnerable Persons

Ms. Leigh Gath, Confidential Recipient will operate independently of the HSE to address any complaints or concerns that are raised with her office in relation to any HSE or HSE funded facility.

Ms. Gath can be contacted as follows: -

By post to: Confidential Recipient for Vulnerable Persons.
Training Services Centre, Dooradoyle, Limerick

By telephone: Lo Call 1890 100 014 or mobile (087) 6657269

By e-mail: leigh.gath@crhealth.ie

Links to other Agencies /Websites

Click [on this link](#) to find a list of useful websites