

## **Section A – Information about Western Care Association**

- **Mission Statement**
- **About Us**
- **Establishment /History of the Organisation**
- **Membership of the Executive Management Team**
- **Roles, Responsibilities & Functions of the Executive Management Team**
- **Membership of the Senior Operational Committee Team**
- **Roles, Responsibilities & Functions of the Senior Operational Team**
- **Link to Policies**
- **Codes of Practice**
- **Annual Report**
- **Organisation & Pay /Grading Structure**
- **Service Level Agreement**
- **Classes of Records held by the Organisation**
- **How to Make a Complaint**
- **Links to other agencies /bodies under Western Care's remit**

## 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.

## Senior Management Team

Name	Job Title
Dr Mary Boyd	Chief Executive Officer
Anne Chambers	Head of Operations
Annette Joyce	Head of Human Resources
Tia Crowley	Head of Finance
David Tuomey	Principle Social Worker
Ciaran Duffy	Property & Facilities Manager
Clare O'Dowd	Head of Quality, Safety and Service Improvement

## 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 Head 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 Head of Finance**

- 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.

### **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 Property & Facilities Manager**

The Facilities & Property Manager is involved in both strategic planning and day to day operations particularly in relation to buildings and premises. Is also involved management and oversight of the Transport and Maintenance Departments.

- Ensure that all property is inspected annually and will produce a report for the Senior Management Team.

- Responsibility for ensuring that all vacant property is secured, that all insurance related requirements have been met and reported to the person responsible for insurance related activity.
- Responsibility for preparing documents and for the tendering process associated with the management of maintenance and services contracts such as security, maintenance, fire equipment, lifts/hoists, sewage treatment plants, generators, emergency lighting systems etc, painting, repairs and ancillary services.
- Ensure that all contractors have the appropriate insurance and tax clearance.
- Responsibility for supervising and co-ordinating the work of contractors.
- Develop and introduce appropriate systems for the effective monitoring and reporting on all Western Care Association facilities.
- The Facilities & Buildings Manager will be responsible for investigating availability and suitability of new premises, working alongside relevant managers.
- Oversee for the management of all maintenance and capital work projects and requirements within the services and for ensuring minimum disruption to core activities.
- Supervise the tendering process associated with the management of these capital project contracts.
- Ensure that all contracts entered into by the Association have the relevant Planning, Building, Health and Safety and Fire regulations and adhere to Public procurement requirements.
- Overall responsibility for the Transport Function in Association
- Ensure the effective delivery of transport services and ensure the budget management and oversight is maintained.
- Promote and develop good community networks which support the people we support with inclusion and integration
- Be accountable and responsible for input into service planning and delivery.

### **Role & Responsibility of the Head of Quality, Safety and Service Improvement**

- Overall accountability for the Quality and Safety Management System, to ensure the safety of care for all persons supported and staff, and to continuously improve the quality of care we deliver.
- Development of an integrated quality and safety management system, in line with the National Standards for Safer Better Healthcare, and all service related regulatory requirements across all areas of the Organisation.
- Support an organisational culture that embraces positive risk taking within a person-centred and self-directed model of service in line with persons supported priorities, rights, will and preference.
- Ensuring the overarching Quality, Safety and Compliance Management System is in line with best practice.
- Implementation of an effective organisational policy and procedure management system to support staff.
- Quality, safety and compliance strategy development and implementation. Oversight of safety and risk processes
- Support organisational learning from quality assurance process

- Utilisation of regulatory frameworks to embed quality of care and demonstrate compliance
- Coordination of an organisational audit programme while supporting staff to undertake ongoing audits.
- Supporting Senior and Line Managers to meet their regulatory requirements, including correspondence with HIQA, the HSE and other regulatory bodies.
- Maintaining a centralised register of HIQA, the HSE and other regulatory inspections and reports, with a focus on ensuring all actions are completed within the relevant timeframes and learning opportunities are communicated and acted upon.
- Supporting the development and implementation of quality improvements and initiatives to continuously improve the quality of service provided to service users.
- Identification of appropriate education and training to staff to support their involvement in quality and compliance processes, in partnership with other relevant stakeholders.

Provide assurance to the Executive Management Team and the Board in relation to all organisational aspects of quality, persons supported safety and regulatory compliance

## Senior Operational Team

Name	Job Title
Anne Chambers	Head of Operations
Mary Forkan	Area Manager - Area 3
Noreen Meredith	Area Manager - Area 2
Gary Dunne	Area Manager - Area 5
Gary Moogan	Area Manager - Area 6
Maureen McMahon	Area Manager – Area 7
Ciara Duggan	Area Manager - Area 1
Yvonne Kerr	Area Manager – Area 8
Martin Heneghan	Area Manager - Area 4
Aoife Gannon	Area Manager – Area 9
Keith Howie	Psychology Lead
Regina Chambers	Social Work Team Leader

### 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 and Responsibilities of a Social Work Team Leader**

Responsible for providing leadership, planning, organisation, and supervision to ensure effective day-to-day running of teams. To supervise and manage a team of social workers to provide a quality service to persons supported. To ensure standards and regulations are met.

- Be responsible for the management of the day-to-day provision of the social work service in conjunction with the Principal Social Worker.
- Manage/ provide an initial assessment service to relevant/ all care groups
- Ensure the implementation of models of best practice.
- Ensure the delivery of social work services in accordance with legislation, policies and procedures, guidelines and protocols.
- Provide an appropriate level of supervision for staff consistent with good practice.
  - Promote a culture that values diversity and respect in the workplace .
- Participate in working groups / committees as requested by the Principal Social Worker.
- Chair, attend and manage a range of meetings including case conferences as required.
- Attend court, tribunals etc. as and when required.
- Keep updated on current and impending legislation and the perceived impact on practice.
- Comply with and contribute to the development of policies, procedures and safe professional practice and adhere to relevant legislation, regulations and standards and ensure that staff comply with same.
- Ensure compliance with and implement HR policies and procedures and guidelines.
- Contribute to a range of reports including annual reports, performance indicators etc. as required.
- To ensure adherence to and implementation of the Safeguarding Policy in conjunction with the National Safeguarding Policy.
- To carry a professional caseload.
- Ensure data confidentiality.
- Deputise for the Principal Social Worker as agreed when required.

**Role and Responsibilities of Psychology Lead-** *This section is currently being updated.*

## Governance/Management Arrangement

### Membership – Board of Directors

Name	Position
Iarla Duffy	Chairperson
Alan McCarron	Vice Chairperson
Michael Prendergast	Company Secretary
Cathy Fleming	
Frances Burke	
Angela Campbell	
Hugh Farrell	
Suzanne Ryan	
Mark Moore	
Seamus McCormack	
Fiona Campbell	
Martin Greaney	

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](mailto: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 2022 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.

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Person Supported Records</li> <li>Communication Records</li> <li>Procedure Records</li> <li>Training Records</li> <li>Recruitment Records</li> </ul> | <ul style="list-style-type: none"> <li>Personnel Records</li> <li>Finance Records</li> <li>Health &amp; Safety Records</li> <li>Planning Records</li> </ul> |
|---|---|

## Department & Contact Details for Head Office

<p><b>Head Office</b>                  Western Care Association                  John Moore Road                  Castlebar                  Co Mayo                  Ireland                  Tel: (094) 9029100                  (International: +353 94 9029100)                  Email: <a href="mailto:info@westerncare.com">info@westerncare.com</a></p>	<p><b>Chief Executive Office</b>                  Tel: (094) 9029169                  Email: <a href="mailto:clally@westerncare.com">clally@westerncare.com</a></p>
<p><b>REFERRALS should be addressed to</b>                  Head of Operations                  Tel: (094) 9029113                  Email: <a href="mailto:cbarrett@westerncare.com">cbarrett@westerncare.com</a></p>	<p><b>HR Department</b>                  Annette Joyce                  Head of Human Resources                  Tel: (094) 9029112                  Email: <a href="mailto:hr@westerncare.com">hr@westerncare.com</a></p>
<p><b>Finance Department</b>                  Tia Crowley                  Head of Finance                  Tel: (094) 9025133                  Email: <a href="mailto:tcrowley@westerncare.com">tcrowley@westerncare.com</a></p>	<p><b>Volunteering</b>                  Noreen McGarry                  Community Inclusion Coordinator                  Tel: (094) 9025133                  Email: <a href="mailto:nmcgarry@westerncare.com">nmcgarry@westerncare.com</a></p>
<p><b>Training</b>                  Tel: (094) 9029138                  Email: <a href="mailto:jmurray@westerncare.com">jmurray@westerncare.com</a></p>	<p><b>Fundraising &amp; Development</b>                  Fundraising &amp; Development Department                  Tel: (094) 9025133                  Email: <a href="mailto:fundraiser@westerncare.com">fundraiser@westerncare.com</a></p>
<p><b>I.T. Department</b>                  Tel: (094) 9025133                  Email: <a href="mailto:itsupport@westerncare.com">itsupport@westerncare.com</a></p>	<p><b>Head of Quality, Safety &amp; Service Improvement</b>                  Tel: (094) 9025133                  Email: <a href="mailto:codowd@westerncare.com">codowd@westerncare.com</a></p>
<p><b>FOI &amp; Data Subject Access Requests should be addressed to</b>                  Data Compliance Officer                  Tel: (094) 9025133                  Email: <a href="mailto:foiofficer@westerncare.com">foiofficer@westerncare.com</a></p>	<p><b>COMPLAINTS should be addressed to</b>                  Complaints Officer                  Tel: (094) 9025133                  Email: <a href="mailto:complaints@westerncare.com">complaints@westerncare.com</a></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](mailto:complaints@westerncare.com)

**Western Care Internal Reviewer**, Marion Murphy,  
 John Moore Road, Castlebar, Co. Mayo  
**Tel:** 094 90 25133    **Email:** [complaints@westerncare.com](mailto:complaints@westerncare.com)

**Western Care Website:** [www.westerncare.com](http://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](mailto:hselive@hse.ie)

**Office of the Ombudsman**

6 Earlsfort Terrace, Dublin 2, D02 W773.

**Tel:** 01 639 5600

**Email:** [complaints@ombudsman.ie](mailto:complaints@ombudsman.ie) **Website:** <https://www.ombudsman.ie/>

## Confidential Recipient for Vulnerable Persons

Ms. Grainne Cunningham-O'Brien, 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. Cunningham-O'Brien can be contacted as follows: -

**By post to:** Office of the Confidential Recipient  
Merlin Park University Hospital  
Block B  
Old Dublin Road  
Galway

**By telephone:** Free Ph. 1800 949 494 or mobile (087) 6657269

**By e-mail:** [grainne.cunningham@crhealth.ie](mailto:grainne.cunningham@crhealth.ie)

## Links to other Agencies /Websites

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