

Section A – Information about Western Care Association

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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 Organisations 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.

Membership - Management Team

Name	Job Title
Bernard O’Regan	Executive Director
Declan Sweeney	Head of Residential & Respite Services
Pauline Brennan	Director of Human Resources
Tia Crowley	Director of Finance and Corporate Services
Anne Nally	Head of Individualised Services
Angela Regan	Head of Day Services
Marion Earley	Speech & Language Therapy Manager

Roles, Responsibilities & Functions of The Management Team

MANAGEMENT STRUCTURE

Role & Responsibilities of the 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 & Responsibility of Head of Residential & Respite Services

- Lead and manage Residential and Respite Services for Children and Adults across Co Mayo.
- To manage and support managers of Residential and Respite Services to deliver high-quality person-centred services to adults and children with an intellectual disability and / or Autism.
- Lead out and support managers of services to ensure Western Care Residential and Respite Services are achieving the requirements of national standards as they apply, regulations and quality measures agreed by Western Care Association.
- To use the resources available in the most effective and efficient manner.
- To ensure that services are person-centred and in line with the mission of Western Care Association and to develop innovative models of support that best meet each individual's needs and priorities.
- To design and implement processes and structures around each individual, in line with the Association's Strategy and its' policies and procedures.
- To support and encourage Advocacy, Family Leadership and empowerment in Residential and Respite Services.
- To ensure that a positive and progressive culture is maintained within Residential and Respite Services, that fosters personal development, choice and full citizenship for all stakeholders.

Role & Responsibilities of 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 Corporate 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.

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 & Responsibilities of the Head of Day Services

This section is currently being updated

Role & Responsibilities of the Speech & Language Therapy Manager

This section is currently being updated

Governance/Management Arrangement

Membership – Board of Directors

Name	Position
Anthony McCormack	Chairperson, Southern Region
Philip McKiernan	Vice- Chairperson /Company Secretary
Helen McHugh	Western Region
Frances Burke	Southern Region
Paddy Geraghty	Western Region
Marie Munnelly	Northern Region
Pat O'Brien	Northern Region
Annette Dillon	Eastern Region
Vacant	Eastern Region
Ed Rose	Nominated Director
Pat Leyden	Nominated Director
Kieran McGloin	Nominated Director
Bernard O'Regan	Executive Director

Information on being a Director

[Application Form - Individual Member of Western Care Association](#)

Completed form to be returned to:
Company Secretary, Western Care Association, John Moore Road, Castlebar,
Co. Mayo or info@westerncare.com

- Western Care Association is a community and voluntary organisation committed to supporting people with disabilities to be full citizens in their communities.
- Western Care Association provides a wide range of supports and services to people with disabilities and their families on behalf of the Health services Executive, who provides the bulk of its funding.
- Western Care Association acts as a representative voice in relation to supporting people with disabilities and their families.
- Western Care Association is committed to nurturing natural and voluntary supports.
- Western Care Association networks with statutory, community and voluntary organisations to achieve its mission and purpose.
- Western Care Association provides leadership within the sector by identifying relevant new ideas and thinking; providing quality supports and services and assisting in supporting people to have full lives.
- Western Care Association is completely open – anyone or any organisation with an interest in improving the lives of people with disabilities is welcome to join as a company member.
- Western Care Association’s policy and advocacy work seeks to ensure that Government policy provides for the development of a healthy and vibrant community for people with disabilities and their families.
- Western Care Association raises additional funding through a range of fundraising initiatives.

Responsibilities of Board Member

Every board member has the following responsibilities:

- Commitment to the evolution of Western Care Association and support for its philosophy
- Attendance at Board meetings
- Shaping strategy for the development of Western Care Association
- Where necessary, deciding on strategic actions required to achieve Western Care Association’s objectives, ensuring that all activities are consistent with Western Care Association’s vision and core values
- Representing the interests of Western Care Association members. Board members are accountable to Western Care Association’s members and mission.
- Serving on Committees
- Fulfilling all the legal obligations of a member of the Board of Directors of a company limited by guarantee without a share capital.

Members serve a term of 3 years and may go forward to re-election. The Board meets at least 11 times a year and all matters discussed are treated as confidential.

The Board elects a Chairperson and Vice-Chairperson and any other officers as necessary.

Committees of the Board of Directors

- Committees can be formed based upon terms of reference agreed by board. The Committees’ existence, membership and terms of reference are reviewed annually subsequent to the election of the officers.

- Membership of a Committee ideally to be for three years to allow for continuity as well as for ‘turn over’ of members
- Membership of Committees to reflect different experiences and skills. Membership may also include non-board members, but the Chair must always be a member of the Board of Directors.
- A record is to be kept of all Committee meetings and decisions
- Each Committee is accountable to the board - each formal board meeting to have an agenda item allowing a report from each Committee
- All Committees are strictly advisory in nature
- Currently, Western Care Association has four Committees: Finance & Audit; Human Resources; Membership; Quality and Safety.

[Click on the following link to view Memorandum & Articles of Association](#)

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. **The following policies can be accessed by clicking on them:**

Code of Conduct
Complaints Policy List of Complaints Officers
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 the following policies and procedures in place and you can get a copy of these by emailing info@westerncare.com or phone (094) 9025133.

Volume 1 - Supporting Individual Planning

Individual Planning (Adults)	Individual Planning (Children's Respite)
Communication	Natural Supports and Volunteer Networks
Personal/Intimate Care	Food and Nutrition – Adults
Food and Nutrition - Children's	Best Possible Health
Medication	Risk Management
Listening & Responding to People who Challenge and the use of Restrictive Practices	Incident Reporting Incident Procedure Attachment - HIQA doc
Rights	Regulations for Service Users' Monies
Dysphagia Policy	Guidelines on Manual Handling
Supporting People with Epilepsy	Falls Risk Reduction Policy
Bed Rails Risk Assessment	Supporting People with Peg Feeding

Volume 2a - Supporting Safeguards

Records Management Procedure	Information to Residents
Visitors Policy	Organisational Safety Statement
Department Safety Statement	Fire Safety Guidelines
Emergency Procedure	Missing Person Procedure
Infection Control Guidelines	Loss and Bereavement Procedure
Managing and Reporting a Death in Service	Guidelines for Services using Western Care Association Transport
Guidelines on the use of CCTV in Western Care Association	End of Life Care
Policy for Developing the Organisational and Local Services Risk Register	Anti-Bullying and Harassment Policy for People using Services

Volume 2b - Supporting Transitions and Progression

Education for Children Policy	Access to Training and Development for People using Services
Empowering People through Work	---

Volume 3a - Human Resources Procedures

Recognised Qualification Procedure	Inclusive Recruitment Procedure
Induction Procedure	Supervisory Support
Staff Development through Training	Dignity at Work
Grievance Procedure	Disciplinary Procedure

Protected Disclosures of Information in the Workplace	Managing Investigations
Court Procedure	Employee Assistance Programme
Serious Assault Payment Scheme	Replacement of Staff at Grades above Assistant Level
WCA Guidance for implementing Trust in Care	Job Sharing Procedure
Employment following Retirement	Staff Attendance Record Attendance Management Policy
Completion of Payroll Returns for all Employees (incl. Disturbed Sleep and Overtime)	Self-Certification when Absent from Work due to Uncertified Sick Leave
Payment to Permanent and Contracted Staff while on Sick Leave	Time in Lieu
Lone Workers Procedure	Adverse Weather Policy
Driving for Work	Garda Vetting Procedure
Smoke Free Workplace	Policy on the use of Information Technology
Organisational Safety Statement	Department Safety Statement

Volume 3b - Finance Procedures

Payroll Systems	Regulation for Travelling Expenses and Subsistence Allowance
Capital Expenditure Income Regulations	Regulations for Tenders and Quotations
Regulation for Purchasing, Goods Received and Invoice Processing	Petty Cash - Imprest Account Regulations
Regulations for Income and Receipts	Regulations for Service Users' Monies
Budget Process	Budget Management Philosophy and Best Value
Maintenance Procedures	Internal Audit Procedure
Statement of the System of Internal Financial Control	Conflict of Interest Policy
Post Opening Regulations	---

Codes of Practice

Please click on the link below to access statutory regulations, codes of practices, standards and quality assurance programme under the Service Arrangement

[Statutory Regulations, Codes of Practice, Standards or Quality Assurances Programme for all Service Arrangements](#)

You can also refer to our Internal Policies above

Annual Report for the Organisation

Click here to access our [2017 Annual Report](#)

Service Level Agreement

Click here to access the [Service Level Agreement](#)

Organisation & Pay /Grading Structure

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

[HSE 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	

List of Services & Contact Details for the Organisation

List of Services & Contact Details for the Organisation		
Service Name	Regional Services Manager	Contact Details of Regional Services Manager
Mountain View Residential and Respite Services	Anne Chambers	Anne Chambers 087-2256694
Lakeside Residential Service	Anne Chambers	
Slieve Rua Residential & Respite Services	Anne Chambers	
Woodview Residential Service	Anne Chambers	
Westside Residential Services (Paddock Residential Service)	Anne Chambers	
St. Rita's Residential Service	Anne Chambers	
Pine Grove Residential Service	Anne Chambers	
Riverside Residential Service	Anne Chambers	
Newport Resource Centre	Angela Regan	
Carrowbeg, Westport	Angela Regan	
Cranmor, Ballinrobe	Angela Regan	

Vocational Training centre	Angela Regan	Angela Regan 087 - 2930394
Ridgepool Training Centre	Angela Regan	
Shanaghy Training Centre	Angela Regan	
Ballina Hub	Angela Regan	
Cluainin Training Centre	Angela Regan	
Belmullet Training Centre	Angela Regan	
Ballyhaunis Training Centre	Angela Regan	
Primrose Hill Day Service	Angela Regan	
Silver Lodge Day Service	Angela Regan	
St. Hubert's	Angela Regan	
Individualised Services	Anne Nally	Anne Nally 087-2862825
Ait Ellie Residential Service	Anne Nally	
Hillfort View Residential Service	Anne Nally	
Newlands Residential Service	Anne Nally	
Woodlands Residential Service	Anne Nally	
Greenlands Residential Service	Anne Nally	
Rose Cottage Residential Service	Anne Nally	
Windmill View Residential Service	Anne Nally	
Lannagh View Residential Service	Mary Forkan	Mary Forkan 087 2582830
Cheile Creidim Respite Services	Mary Forkan	
Blath na hOige Residential Service	Mary Forkan	
St. Francis Residential Service	Mary Forkan	
Cois Locha Residential & Respite Service	Mary Forkan	
Cherry Blossom Residential Service	Mary Forkan	
Abbey Respite & Residential Service	Mary Forkan	
Acorn Residential Service	Mary Forkan	
Barr an Chnoc Residential	Noreen Meredith /Mary Forkan	

Ceol Na Abhainn	Noreen Meredith	Noreen Meredith 087-9691310
Aras Aoibhinn Residential Service	Noreen Meredith	
Glade House Residential Service	Noreen Meredith	
Hill View Respite & Residential Services	Noreen Meredith	
Orchard Grove Residential Service	Noreen Meredith	
Cois Fharriage Residential & Respite Services	Noreen Meredith	
Abbeydeale Residential Services	Noreen Meredith	
The Acres Residential Service	Noreen Meredith	
Cara Respite Service	Ruth Kneafsey	Ruth Kneafsey 087-6811261
St. Stephen's Respite Service	Ruth Kneafsey	

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 Bernard O'Regan Executive Director & CEO Tel: (094) 9029169 Email: rlavelle@westerncare.com</p>
<p>REFERRALS should be addressed to Bernard O'Regan Executive Director & CEO 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 Tia Crowley Director of Finance Tel: (094) 9025133 Email: tcrowley@westerncare.com</p>	<p>Volunteering Noreen McGarry Volunteer Co-ordinator Tel: (094) 9025133 Email: nmcgarry@westerncare.com</p>
<p>Training & Evaluation, Personal Outcomes Accreditation Evaluation and Training</p>	<p>Fundraising Joe Brett Fundraising Manager</p>

Tel: (094) 9029138 Email: jmurray@westerncare.com	Tel: (094) 9029136 Email: fundraiser@westerncare.com
I.T. Department I.T. Manager Tel: (094) 9025133 Email: kmchugh@westerncare.com	Development Teresa Ward, Development Officer Tel: (094) 9029174 Email: tward@westerncare.com
FOI & Subject Access Requests should be addressed to Caroline Barrett FOI Officer /DP Officer Tel: (094) 9025133 Email: cbarrett@westerncare.com	COMPLAINTS should be addressed to Complaints Officer Tel: (094) 9025133 Email: complaints@westerncare.com

How to Make a Complaint

Please click on the link below to review our Complaints Procedure

[Procedure for the Resolution of Concerns & Complaints to Western Care Association](#)

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, Head of Evaluation & Training,
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: 1890 424 555 **Email:** yoursay@hse.ie

Office of the Ombudsman, 18 Lr. Leeson Street, Dublin 2

Lo-call: 1890 223030 **Email:** ombudsman@ombudsman.gov.ie

Ombudsman for Children Office, Millennium House, 52-56 Great Strand Street, Dublin 1
Free Phone: 1800 20 20 40 **Email:** oco@oco.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@hse.ie

Links to other Agencies /Websites

HSE

<http://www.hse.ie/eng/>

Citizens Information:

http://www.citizensinformation.ie/en/health/health_service_agencies/health_boards.html

Freedom of Information

<http://foi.gov.ie/>

Office of the Information Commissioner

<http://www.oic.gov.ie/en/>

Data Protection Commissioner

<https://www.dataprotection.ie/viewdoc.asp?DocID=4>

The Health Information & Quality Authority

<https://www.higa.ie/>

Genio

<http://www.genio.ie/>

Federation of Voluntary Bodies

www.fedvol.ie

Disability Info
www.disabilityinfo.ie

Inclusion Ireland
www.inclusionireland.ie

Irish Association of Supported Employment
www.iase.ie