



Helping people to **live life on their terms.**

# our centres



# our mission

Working in partnership with people who use our services and with statutory and voluntary agencies, we provide quality accommodation and support services across Ireland to adults with, primarily, physical disabilities.

We are committed to developing our staff, facilities and management processes to ensure we have the capability, knowledge and skills required to deliver cost effective, quality services in ways that respect every person's rights, personal choice and individuality.

# our vision

We will be a provider of quality, person-centred services which facilitate people with disabilities to live a life of their choosing.

## contents

2	Chairman's Report	16	HR Initiatives in 2008
4	Changes & Challenges – the Chief Executive's Perspective	18	Risk Management and Health & Safety
8	New Cheshire services in 2008	19	Implementing Standards and Quality Systems
11	On-site developments	22	Income and Expenditure Account
12	Life stories	23	Balance Sheet
14	Innovative support solutions... 'Flatmates'	24	Board of Directors

# Chairman's Report



**We believe that Cheshire Ireland has a good reputation with the HSE at local, regional and national level. As our services are funded to such a significant extent by the HSE, good relationships are critical.**

We hope that the HSE would view Cheshire as an organisation that is well-governed, always trying to innovate, to improve its services and accommodation, that is open, accountable and willing to go that bit extra to try to provide services to people who may have complex requirements. We believe that these unique qualities add value to the HSE and its service responsibilities to people with disabilities.

It would be my hope that these relationships do not change significantly in the current ever-changing environment. The fact that Cheshire Ireland's funding was cut by 1% in 2008, with further funding reductions in 2009 indicated, makes me feel cautious about the future. My sense of caution is shared by other members of the Board. The HSE's Service Arrangement is of concern to us as it may have very serious implications for the governance of the organisation, as it appears to give the HSE unprecedented powers to intervene in our work and operations.

In October I wrote to the Minister for Health and Children on behalf of the Board highlighting some of our concerns about the Service Arrangement document.

In my letter I acknowledged that the Board fully appreciates the need for Cheshire Ireland to account for the funds it receives from the State and the requirement that the quality of our services be monitored by outside agencies.

## Central Office, Dublin 18

Cheshire Ireland's administrative office is located in the Sandyford Industrial Estate in Dublin 18.

Twenty-five staff, including Senior Management, Finance, Payroll, HR, Development, Service Quality, Health & Safety, Risk Management and Administration, work out of this office and all play a vital part in the operation of the organisation. The Board of Trustees, sub-committees and many other groups hold their meetings in Central Office.





Cronin Symes and Dave McGarr

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**We hope that in the coming months, and, perhaps years, that the relationships between Cheshire Ireland and its funders can be worked out in a way that works for both partners.**

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We have also learned that requests for information from the HSE have increased considerably. The Board is concerned that Cheshire managers, recruited to manage services for people with often complex disabilities, may have to spend too much time on administrative tasks and responding to requests for information. We hope that the information being sought is being used in a way that has some ultimate benefit for people with disabilities and/or the taxpayer.

We hope that in the coming months, and, perhaps years, the relationships between Cheshire Ireland and its funders can be worked out in a way that works for both partners. We also hope that our very dedicated staff can focus most of their time on delivering the best possible services to our client group. We have made great progress in recent years and we want to see that progress continue.

**Ronan Keane**

*Chairman*

## Abbey View Residences, Sligo

Abbey View Residences are located on Chapel Hill in Sligo Town. The centre consists of ten self-contained apartments which provides services to 9 people. There is also a respite service available, as well as social, leisure and training facilities. The service is staffed 24 hours a day, seven days a week.



## The Chief Executive's Perspective



*Mark Blake-Knox*

# changes &



### Ardeen Cheshire Home, Wicklow

The first Cheshire Residential Home to open in Ireland in 1961, Ardeen is located in the village of Shillelagh, Co. Wicklow. Over the years Ardeen has developed to provide a range of accommodation requirements and now includes five residential units in the main house and twenty terraced bungalows on the grounds of the house. In 1999, one of the larger bungalows was converted into a respite centre which provides a year-round respite service.

At the beginning of 2008, Cheshire Ireland was positive about the challenges being faced in the year ahead. Decisions had been made that would allow us develop new initiatives aimed at improving our accommodation and services throughout the country. However, by the end of the year, our challenges appeared altogether different due to a dramatically altered economic climate. In spite of this, our commitment to keep improving the services we offer, remains as strong as ever.

Now, while it is going to take some creative thinking, prudent resource management and new sources of funding in order to continue progressing, our resolve remains unchanged. I am confident we have the people with the right creativity, innovation, commitment and desire required to allow us to achieve our mission during these more difficult times.

I am pleased to say that, even with the increased financial and external challenges, 2008 still saw Cheshire Ireland make great progress as well as some changes.

In 2008, the Board made a difficult decision regarding the Barrett Cheshire House on Herbert Street in Dublin. It was decided that the accommodation and shared



Mary Gaul and Martin Shortt

As an organisation that is committed to individuals, it is imperative that cost-saving measures have the least impact on the people to whom we provide services.

# challenges

facilities provided at the Barrett were not adequate for this era. We could only make very limited alterations to the building at a substantial cost. Therefore, the Barrett Cheshire House buildings at 20 and 21 Herbert Street, have been put up for sale. We have started working with the residents to redesign new services with them and to find new more suitable accommodation for them. This work will be a top priority for us next year.

Putting one of the better-known and long-established Cheshire Homes up for sale marks a significant change and challenge for the residents, their families and friends, their advocates, the staff, and for all of us responsible for making the new services a success.

## Funding and our relationship with HSE

Over 90% of Cheshire's income comes from the HSE. During 2008, the HSE reduced this funding by 1%.

As the Irish economy began to go into serious decline during the second half of the year, the Minister for Health and Children announced in her Budget Statement, that the HSE would be reducing funding to non-profit providers of services to people with disabilities by a further 1% in 2009.

## Barrett Cheshire House, Dublin 2

Barrett Cheshire House is a residential service located on Herbert Street, Dublin 2, close to Dublin City centre. At present, the Cheshire Living Options team is working in partnership with service users to re-design accommodation options to suit their individual needs. A team of twenty-two staff provide care and support for the people using the service.



Lucy Kirby

This means that Cheshire, and agencies like us, will have to introduce significant cost-saving measures. As an organisation that is committed to individuals, it is imperative that such measures have the least impact on the people to whom we provide services.

The Department of Health and Children's budget announcement also stated that the Minister of State for Disability & Mental Health would be establishing a Group:

*"to examine and make recommendations regarding the scope for greater rationalisation of, and increased economy/efficiency within, the non-statutory disability service providers, including measures such as amalgamations, greater use of shared services, improved administrative efficiency and shared professional/clinical staffing structures, having particular regard to the need to maintain and improve the standard of front line services delivered to clients, and to submit a report to him on these matters by 1 June 2009."*

Prior to this announcement by the Minister, the Board of Cheshire Ireland had already been discussing possible collaboration with other agencies and had asked its Executive to take some proactive actions in this regard.

Cheshire, along with colleague organisations including the Not for Profit Business Association, has been involved in discussions with the HSE about the Service Arrangement framework which is in development. The documents were reviewed by members of the Cheshire Board and its executive. While we understand and support the duty of the HSE to account appropriately for State funds, our review of the Arrangements has raised some concerns about the powers of the HSE in relation to the agencies it funds. It is felt the Arrangements will give the HSE powers that may allow it to interfere with operational matters that are best managed by Cheshire because of the knowledge of our client group, and the experience and competence we possess.

### Quality issues

Through our Head of Service Quality and HR, Niall Byrne, Cheshire Ireland played a significant role in the drafting of the National Quality Standards for Residential Services issued by the Health Information and Quality Authority (HIQA). The standards, once finalised, will apply to all Cheshire residential services from early next year and we look forward to their launch and implementation. We are always trying to improve communications with all our stakeholders and to this end we introduced our newsletter, Cheshire Voice.

Andrew Orwill



## Blackrock Cheshire, Co. Dublin

Blackrock Cheshire is located on Cross Avenue, Blackrock, Dublin. It comprises eight self-contained apartments looking out onto a south-facing courtyard. Blackrock village with its many shops, restaurants, bus and DART services, is within easy reach. Some of the residents are in full and part-time employment locally. An annual summer barbecue is held on the grounds of Blackrock Cheshire.



## Our staff

Cheshire Ireland continually invests in the people who work for it, and in 2008 we undertook a number of staff initiatives which are outlined later on in this report. This investment in staff is critical for us to retain and recruit the best people possible, to provide them with the range of knowledge and skills they require to do their work, to supervise and support them, especially when they are dealing with complicated issues.

## Finally, on a personal note...

My role with Cheshire Ireland is always challenging, however, I consider myself extremely fortunate to be privy to the wisdom of the people we work with and their families. Their perspective, knowledge, and experience is a relatively untapped resource but it is something I value greatly.

I feel very proud of the work carried out by Cheshire staff. From the people who provide the personal support, nursing and therapy services, to those who look after accounts and payroll, each and every person plays a huge part in the development of the organisation. I am hugely appreciative of the work of all those people who manage Cheshire Services, who manage our three regions, and my colleagues in Central Office.

Cheshire is also fortunate to have a Board made up of people who take their responsibilities very seriously. The fact that they fulfil their roles in a voluntary capacity is all the more admirable. Many who serve on the Boards of the large number of Irish non-profit organisations on a voluntary basis, do not, in my view, get the acknowledgment they deserve.

I would also like to acknowledge the lives of those that passed away during the year. A number of people who use our services passed away and I know that all of them and their family members enhanced our lives and work in very important ways.

## Mark Blake-Knox

*Chief Executive*

## Cara Cheshire House, Dublin 20

Cara was the first purpose built Cheshire home in Ireland. It was opened in 1974, in the grounds of the beautiful Phoenix Park. Some Cara residents are in employment in the centre itself, others work locally, while other residents are in full-time education. In 2008, a 'Lifestyle Facilitator' was recruited to work with Cara residents to help them identify their individual lifestyle needs.



# New Cheshire services in 2008

After many years of planning, four new Cheshire services commenced operation in 2008. Developed in partnership with our funding partners and local support groups, these new facilities will allow Cheshire to extend its accommodation and support services across the country.

## 1. Newbridge Respite Centre, Co. Kildare

The need for additional respite services in Newbridge had long been identified by the HSE, Newbridge Community Development and Cheshire Ireland. In 2002, a suitable site for a small stand-alone centre close to Newbridge town, was acquired by Cheshire with capital funding from the HSE and our own resources.

Following a successful funding application to Pobal - an intermediary that works on behalf of Government to support communities and local agencies toward achieving social inclusion, reconciliation and equality - work commenced on the project in March 2006. Pobal funds of €1,272,273 together with HSE funds of €263,497 and donations of €56,476 from local Newbridge community groups, provided the capital.

The design objective of the new respite centre was to provide a 'holiday' environment for people who needed a quiet break, for perhaps one week or two, and in January 2008, the first respite visitors came to Newbridge. Some people use the centre for emergency short-term stays; others visit on a more regular basis in order to give themselves, as well as their carers, a well-deserved break.

The centre is fully wheelchair accessible and has five large studio bedrooms. All have en-suite and kitchen facilities and double doors which lead out to a paved patio and garden area. The rooms are also fitted with overhead hoists and comprehensive assistive technology. Three carer bedrooms were included in the design so respite users could have a family member or P.A. accompany them during their stay if they wished.



*Newbridge Respite Centre*

## Cheshire Community Living South, Dublin

Cheshire Community Living Services was established ten years ago. Services provided to people living in their own homes in South City and Co. Dublin include shopping trips, hospital and doctor appointments, cinema visits etc. Staff working within this area also act as advocates for some of the people who need support. Over the last two years the service has also extended to providing personal care for some of the service users.



A large sitting room allows respite users to socialise with other guests if they wish, but experience shows that the heart of the centre is the kitchen where staff and visitors alike enjoy meals and chat throughout the day.

## 2. Bailis Village Apartments, Navan

Cheshire's work with the HSE North East Area first started in 2004, and in 2005 a new Cheshire support service for five people commenced in Dundalk. The HSE wished to provide a similar new Cheshire service in Meath, and in 2006 we located five apartments which were in the process of being built at 'Bailis' – a new 'village' complex in Johnstown – just outside Navan town.

The new apartments were considered ideal due to their close location to a range of community facilities, including easy access for people with disabilities to a shopping centre, a gym, coffee shops, transport and the HSE Local Health Office. The apartments were suitable for adaptation for full wheelchair access, assistive technology and a call system.

An application for a Department of the Environment Capital Assistance Scheme Grant of €1,014,920 was successful, and HSE North East Area capital funding of €493,000 was provided which allowed Cheshire to purchase the apartments and undertake the required adaptations.

As with our Dundalk service, there was a huge demand for these new Cheshire apartments/support services and in early 2007, a short-listing and allocations process was undertaken by a committee which included Cheshire, HSE and other local agencies.

The work to identify the support needs for each person, and to design their service plan for the move to their own home, started in 2007 with the tenants, their families, Cheshire staff and local HSE personnel. As people began to move into their apartments in March 2008, additional staff were recruited and a staff base was established.

These new services have given a number of people in Meath the opportunity to move to their own apartments and avail of a support service from a professional support team.

## Cheshire Community Living North, Artane, Dublin 5

In 2003, three people moved from a Cheshire Ireland Service in Donabate to individual apartments in Artane. The Artane service provides support to these three people in their own homes, allowing them to participate in the broader community.



## Cork Supported Accommodation Service (CSAS)

The CSAS supports eight people living in their own homes in Dunmanway, Macroom, Kanturk, Midleton and Cork city regions. CSAS provides a range of supports to people living in their own homes. It also offers a vital co-ordination of other supports, required by the individuals, provided by other agencies.





*Bellevue Demesne,  
Greystones*

Stella Gallen, Elaine Crawford and  
Ann Winterburn



### Donegal Cheshire Apartments, Letterkenny

The first Donegal Cheshire apartments opened in Letterkenny in 1995, and a further six were added on in April 2008.

Ideally placed for people to avail of Letterkenny's wide variety of shops, restaurants, theatre and other facilities, the Donegal Cheshire also provides a respite service, and meeting rooms are available to local community organisations.



### 3. Bellevue Demesne, St. Bridget's Park, Greystones

In 2004, an opportunity for Cheshire, as an approved Housing Association, to acquire properties under Part 5 of the Planning and Development Act 2000 presented itself. A small development of seventeen bungalows was being built by a developer close to the centre of Greystones in Co. Wicklow and together with Sophia Housing Association, we formed a partnership to acquire these properties – 8 bungalows for Cheshire and 8 for Sophia, plus a staff support unit.

The purchase by Cheshire was funded by a Department of the Environment Capital Assistance Scheme Grant of €1,625,331 through Wicklow County Council, plus HSE East Coast Area capital funds of €200,000. Although the bungalows were completed in late 2007, it was not possible for the new tenants to move in until mid-2008 due to delays in the approval of capital funding and the HSE revenue allocation.

There is a great demand in the Dublin/Wicklow area for accessible supported accommodation services, so the bungalows were allocated through a fair and transparent process undertaken by Cheshire and the HSE East Coast Area.

In May 2008, the tenants started to move in. Two residents came from the National Rehabilitation Hospital, others were people in need of accessible housing and comprehensive supports and the remainder moved from a number of Cheshire centres. The bungalows at St. Bridget's Park are fully wheelchair accessible and have assistive technology with a call system.

### 4. The Bungalows, Letterkenny

In 2003, planning for the development of six additional 2-bedroomed bungalows at Donegal Cheshire in Letterkenny commenced.

The objective for this new service was to provide fully accessible housing for people who already had support services in place, such as Personal Assistant services, and would need very little support from Cheshire. HSE information at the time identified forty-seven people between the ages of 18-65 who were looking for such housing in Donegal.

A Department of the Environment Capital Assistance Scheme Grant of €1,018,947 was approved in late 2006 and the 12-month construction work commenced in March 2007.

In 2008, together with the HSE and other local agencies, Cheshire put together a support services plan for the six new tenants, who started moving in mid-year. By January 2009, all six bungalows were fully occupied.

# On-site developments

## 1. O'Dwyer Cheshire Home, Mayo

In January 2008, five O'Dwyer Cheshire Home residents finally achieved their goal of moving into their own purpose-built apartments adjoining the main home.

In planning since 2003, the development was funded from a range of sources – a Department of the Environment Capital Assistance Scheme was approved for €760,774 in November 2006 and a donation from the O'Dwyer Dublin Committee provided the balance required. Construction work began in March 2007.

There are two 2-bedroom and three 1-bedroom apartments, all are fully self-contained with en-suite bathroom and kitchen facilities, comprehensive assistive technology and a call system. Support services for tenants in the new apartments are provided by existing staff at O'Dwyer.

## 2. St. Laurence, Glanmire, Cork

The need to provide improved accommodation for St. Laurence residents on the Glanmire Cheshire site was first discussed in 2002 and, after many years of planning and funding applications, construction work started in June 2008.

A Department of the Environment Capital Assistance Scheme Grant was approved for €2,193,451 and €350,000 of HSE capital funding was allocated in 2008. The Local Committee at St. Laurence has also engaged in a major fundraising initiative in order to provide for the fit-out of each apartment.



*St. Laurence, Glanmire*

During the year, the staff at St. Laurence worked closely with residents in planning their move from the main house to their new bungalows in September 2009. The on-site development will provide eight 1-bedroom and one 2-bedroom, fully accessible terraced bungalows with a range of assistive technology.

## Dundalk Cheshire

In 2005, the Dundalk Cheshire Service commenced in partnership with the Clanmil Housing Association. Located close to Dundalk Town Centre, the service provides support for five individuals who live in their own privately-rented homes. Cheshire staff provide 24-hour help and support, assisting with all aspects of daily living, as well as vocational and educational needs.



# Life stories

## Barry's report

I moved into my new home in The Bungalows, Letterkenny on the 2nd of September 2008. Initially, there were some minor hiccups with the heating and some other things but nothing drastic and I have now settled in well.

The things that I have found to be different and much better in my life are:

- Having my own space and privacy.
- I can now come and go as I please.
- I can have long lie-ins in the morning when I am not working.
- Being able to do things when I want.
- Being able to cook.
- Having friends visit when you want them around.
- Being able to watch favourite programmes on television.
- Going shopping with P.A. (Personal Assistant) when I want, and going to the cinema.
- Being more independent and having the freedom to try new things and being able to build on certain interests, i.e. cooking.
- All of my family visit once a week.
- The enjoyment of going shopping for furniture and purchasing goods to make my house nice, bright and homely because it's where I will be staying for a long time.

I am very happy in my new home, and would recommend this for anyone who shares their home with someone else.

I also know and am comfortable and aware that if I was stuck for anything, I would know who to contact whether it be my key worker, personal assistant or Manager in the Apartments.

(This is Barry's story as told in conversation with Jean McKenzie, Cheshire Ireland.)

Sara Geraghty & Ciaran Nesbitt



### Eaglewood, Dun Laoghaire, Dublin

Eaglewood is a block of eight self-contained apartments, which are conveniently located close to Killiney, Dun Laoghaire and Dalkey, and are part of a private complex on Rochestown Avenue. The staff provide a range of supported living services to the tenants who have established strong links with the local community, and recently set up their own Power Soccer football team.



# Darragh's report



**My name is Darragh Moore. I was a successful public relations executive in Dublin when I was diagnosed with Multiple Sclerosis in 2002.**

I lived in temporary supported accommodation in the Blackrock Cheshire Home for a couple of months until I was offered a place in St. Bridget's Park, Greystones.

Due to the delays in the funding to Cheshire, it took a lot of serious lobbying to finally move into my home in September 2008. The lobbying involved the Health Services Executive (HSE), the Irish Independent and the Irish Examiner Newspapers, and TV3. As I was a public relations consultant, I had good training for the media work I had to do.

It was all worth it in the end. I now live in a beautiful two-bedroom house in a quiet area of Greystones that overlooks the sea.

When I lived in Dalkey in a retirement community under the Sue Ryder Foundation, my next door neighbours were forty years older than me (the average age was 80 years old). Now my neighbours are ten years younger than me. As a result, I have become the resident "ol' fella". All in all it was a very difficult eighteen months before I moved in, but now all my neighbours have moved in and I'm beginning to get used to the place despite the cutbacks of the Health Services Executive. We are getting very familiar with each other and have begun to secure transport to and from where we live.

We are a community of about ten people who are all wheelchair users. We live in Bellevue Demesne, just off St. Bridget's Park in Blacklion, Greystones. Over the past 18 months, we have grown into a tight-knit community and we all support and look out for each other.

## Emmanuel Cheshire Home, Mayo

Emmanuel Cheshire is located near Ballina in Co. Mayo. Six service users live at Emmanuel and three service users have their own homes in the town. A re-development plan is currently in preparation for new housing on the Emmanuel site.



Martin McGinty

# Innovative support solutions... 'Flatmates'

**During a visit to disability service providers in the U.S. in 2006, Cheshire staff learnt about a number of innovative support solutions which had been developed for people with disabilities.**

There is often a requirement for someone to be company for a person with a disability in their own home, and to provide a sense of security during certain parts of the person's day – which cannot be provided from the funding available.

One of the responses designed in the US to address this need has been the 'flatmate' model of support. In 2008, Cheshire introduced the 'flatmate' model to two service users in Dublin.

## 'Flatmates model', Dublin 2008

It is a life-changing experience for service users to move from residential care into their own house or apartment and start managing their lives. Although it can be daunting and challenging, it is a move that brings them into the community, allowing them live in their own home, take responsibility for their own lives and manage their staff with the support of Cheshire Ireland.

In order for the move to take place in a seamless fashion, lots of 'props' are necessary. A service plan is required for each individual and often there is a shortfall in finance so the budget does not allow for the necessary hours of staff support. To counteract this problem, Cheshire introduced the 'flatmate' idea to its services in Dublin.

The purpose of the flatmate is to play a vital role in making a home for the person they share with. Together with paid and unpaid supports and a Service Co-ordinator, the flatmate would contribute towards enabling each service user to live life on their terms, in a way that is valuable and meaningful to them.

To make this work effective, an agreement is drawn up between Cheshire Ireland, the service user and the other tenant (flatmate). This agreement clearly outlines how everyone will work together and the roles and responsibilities of each party. It also details how the agreement can be terminated.



## Galway Cheshire House

Galway Cheshire House is located in the Roscam area, close to Galway City. The centre consists of ten self-contained apartments, a communal lounge area, dining room, kitchen and physiotherapy room. There are also four Cheshire fully accessible apartments located close by.



## Greystones Cheshire, Wicklow

Between May and October 2008, tenants moved into the new bungalows acquired by Cheshire at St. Bridget's Park in Greystones.

The eight bungalows are part of a small social housing development and are fully wheelchair accessible with assistive technology and call system. The on-site Cheshire staff provide care and support to the residents.



The agreement works as follows:

Cheshire Ireland supports the service user and the flatmate to live in a positive way and create a home together. The Service Co-ordinator manages and supervises the staff who are employed to support the service user, and also ensure that regular communication is maintained so that all parties are working towards achieving the goals and ambitions of the service user.

- In return for companionship and care provided for the service user, the flatmate pays no rent or utility bills.
- Cheshire Ireland takes care of any property maintenance.
- Cheshire Ireland provides any necessary training, including manual handling, to the flatmate in order to ensure the safety and well-being of both service user and flatmate.
- The flatmate pays a security deposit of €300 to Cheshire Ireland as a protection against property damage. This is returned when the agreement ends.
- The flatmate agrees to be available to the service user for four evenings a week, instead of a member of Cheshire staff. A fortnightly roster dictates these evenings and hours.
- On those four evenings, the flatmate attends to the personal care needs of the housemate and if necessary also assists in helping him or her to bed.
- The flatmate is responsible for buying and preparing their own food. They also pay for any phone calls made on the landline.
- The flatmate is entitled to four weeks holiday per annum and is expected to give two weeks notice for any holidays planned.

As the home is a personal space for each person, it is important for the flatmate to build the right relationship with the service user while respecting confidentiality. The expectation is to link the service user into the local community; promote the service user's relationship with his/her family and maintain good communication with staff at all times.

During these difficult economic times, the flatmate scheme is a mutually beneficial arrangement for both people involved. It is a cost-saving for the flatmate and, because it is friendship orientated, it is of great benefit to the service user as it allows him or her to live independently and gain the many skills necessary for looking after a home.



# HR Initiatives in 2008

Bernard James, Audrey Kenneally  
& Ronan Brosnan



## Kerry Cheshire

Kerry Cheshire which is located near Killarney, opened in 1996 and consists of twelve self-contained apartments. Ten of the apartments are occupied and the other two are used for respite purposes. The staff provide 24-hour care and support to residents. Excellent links have been established with other local service providers such as Enable Ireland and the Irish Wheelchair Association.

### 1. Employee Handbook

In August 2008, a new Cheshire Ireland Employee Handbook was delivered to all staff. It contains information about all of the following:

- Vision
- Mission
- Our Core Values
- Details on the Employee Assistance Programme
- General terms and conditions of employment including:
  - Work hours, rest breaks & dress code
  - Pension scheme details
  - Health and safety information
  - Statutory leave entitlements
  - Grievance and disciplinary procedure
  - Occupational sick leave policy

It will serve as a useful source of information for staff and an aid for orientation and training. The handbook is available in hardcopy from Cheshire Ireland Central Office or from our website [www.cheshire.ie](http://www.cheshire.ie).

### 2. Employee Assistance Programme

On October 1st 2008, a Cheshire Ireland Employee Assistance Programme (EAP) was introduced through VHI Healthcare. The EAP provides employees with easy access to specialised information and confidential counselling services, and helps them in identifying and resolving personal issues such as health, marital, legal or emotional problems, which could impinge on their working lives.



## Navan Cheshire

In 2008, a new Cheshire support service, comprising of five rented, specifically adapted apartments, commenced in Navan, Co. Meath. Cheshire staff provide a range of care supports to the five individuals living in these apartments which are located within a complex of ninety other private apartments. Tenants receive a combination of tailored one-to-one staffing and on-call support when needed.



**The Employee Assistance Programme service is available to employees, their family members and those close to them.**

The EAP service is available to employees, their family members and those close to them. Cheshire Ireland hopes that in offering a confidential and independent EAP, our employees will have the right information and support to hand should they need it, helping them to maintain a good work-life balance. We aspire to being an employer for whom people want to work and the introduction of the EAP is an example of our commitment to supporting and assisting staff both at work and at home.

### 3. Performance Management and Development System

At Cheshire Ireland, performance management and development is a broad term to describe how an individual's work performance, career and development needs are managed. It can be seen as a process for establishing a shared understanding about what is to be achieved and how. Its goal is to contribute to continuous performance improvement by aligning individual and team performance with the strategy and objectives of the organisation. In short, it provides each individual with a roadmap of objectives which are in line with broader organisational targets.

In 2008, a Cheshire Ireland Performance Management and Development System was rolled out to Regional Managers, Service Managers and Co-ordinators in all three Cheshire regions, and to all Central Office staff.

The next roll-out phase will take place during the first half of 2009 and will involve staff at Assistant Manager, Head of Care and Team Leader level. It is envisaged that a Performance Management and Development System will be developed in partnership with staff, residents, management and union representatives, for staff at all other grades later in 2009.



Jane Fennessy and Mossie Forde

# Risk Management and Health & Safety

## Health & Safety Training for Service Managers

The 'management' of health and safety was emphasised in the Safety Health and Welfare at Work Act, 2005. In addition, an emphasis was placed on the need for 'competent' persons to manage health and safety. With this in mind, our Service Managers commenced a National Certificate Course in 2008. It was delivered by UCD through local colleges across the country and the training programme, coupled with the experience and knowledge of all our managers, will ensure they are equipped fully to manage all Health and Safety issues in our services.



## Newbridge Respite Centre, Kildare

This newly built respite centre is located on Standhouse Road in Newbridge. It has five bedrooms, all of which are en-suite and have kitchen facilities, as well as double doors which lead out onto a patio garden area. The centre has a large sitting room and a communal kitchen and also three 'carer' rooms which allow family members, personal assistants or friends to stay over. The centre is fully staffed.

## Work Positive Project

In September 2008, Cheshire Ireland, along with nineteen other organisations, was invited by the Health and Safety Authority (HSA) to participate in the 'Work Positive Stress Risk Assessments Pilot Project'. Three Cheshire services were selected to participate in the project which incorporates risk assessment by analysing the known causes of workplace stress.



# Implementing Standards and Quality Systems



*Aoife O'Toole  
Service Quality Manager*

## Basic Assurances

During 2008, six Cheshire Services continued their work implementing a quality system called 'Shared Values and Basic Assurances'. This work was beneficial in terms of identifying priority areas which matter to people using services and areas where services needed to make improvements such as:

- Supporting people to have Best Possible Health
- Developing individual plans
- Improving communications within the service
- Providing people with information around their rights
- Supporting people to access independent advocacy

## Health Information and Quality Authority (HIQA)

The Health Information and Quality Authority (HIQA) developed and released draft Standards for Residential Services for People with Disabilities. A Cheshire Ireland representative sat on the advisory group that worked on the development of the standards. Cheshire Ireland provided written feedback to HIQA on the draft Standards and facilitated focus groups with people living in Cheshire services who provided direct feedback to HIQA on the draft Standards.

In light of the new HIQA Standards, we are working to blend our existing Basic Assurances work into our compliance programme around the forthcoming Standards. It is our objective that into 2009, all Cheshire services will have action plans to meet the requirements of the final HIQA Standards.

## O'Dwyer Cheshire Home, Mayo

O'Dwyer Cheshire Home was opened in 1976 and it is located near Swinford in Co. Mayo. In 2008, five people moved from the main house to five apartments which were purpose-built on the grounds of the O'Dwyer Cheshire Home. These tenants receive care and support from staff in the O'Dwyer Cheshire.



## Individualising Services

1. Over twenty Cheshire Ireland staff attended the Service Design courses delivered by Dr Michael Kendrick in September and October 2008. The course in Dublin focused on the development and implementation of individualised service plans with a number of people currently living in Cara and Barrett Cheshire services.
2. During 2008, two Cheshire staff became accredited Personal Outcomes trainers with the Council on Quality and Leadership. Other Cheshire staff were trained during 2008 in using Personal Outcome Measures. This enabled staff to gather information to develop and implement a person centred plan with people living in Cheshire centres.
3. Ten people living in St Patrick's Cheshire Home have a staff member working with them on their individual plan. Working in this way enables us to ensure our services are responding to each person on an individual basis. It also means that we now have clear evidence as to how well we are supporting people to achieve outcomes in their life.
4. Cheshire Ireland is a member of the Network on Alternative Support with other disability agencies who, like ourselves, have committed to supporting people in more mainstream and individualised ways. This network provides the opportunity to:
  - share the experience of attempting to "do different and better"
  - hear about, learn and share good practices in individualising services at a national and international level
  - discuss issues which we and other agencies face in bringing change to existing congregated services.



### Rathfredagh Cheshire Home, Limerick

Rathfredagh Cheshire Home opened in 1971 and is located close to Newcastlewest in Co. Limerick. The centre provides accommodation for twenty-eight people and has respite and day services, as well as a physiotherapy gym and activity room. During 2008, work progressed on the apartments at Liosan Court, Gortboy in Limerick, which three Rathfredagh residents will move to once work is completed.



## Advocacy Supports

Two new booklets on advocacy were developed and circulated in all services:

- Supporting Advocacy in Cheshire Services: A Handbook for Staff
- Responding to Advocacy Issues: A Guideline for Managers

These publications give guidance on how people can be supported to access advocacy services and how staff can respond positively to concerns which are raised through advocates.

## Values Training

We began to deliver training on “Making Values Real’ in some of our older services towards the end of 2008. The purpose of this training is to develop a greater awareness in staff of the importance of values and rights in delivering quality support services. The training helps staff to explore how society’s and their own values, beliefs and assumptions have an impact on the lives of people we support. The training also states clearly what is expected of staff when at work in terms of putting Cheshire Ireland’s values and beliefs into practice in relation to people with disabilities.

## Richmond Cheshire House, Dublin

Richmond Cheshire House is right in the heart of Monkstown and has easy access to nearby Dun Laoghaire and Bray. It provides a residential service to twenty-three adults, many of whom also avail of external day services and workshops. In the summer of 2008, fifty-eight staff from Deloitte kindly volunteered and repainted many of the bedrooms and the main hall.



## Thanks to our volunteer photographers

Cheshire Ireland would like to sincerely thank the following photographers who volunteered their professional time to put together the many great photographs in this report.

David Frain, Frainphoto ([www.frainphoto.com](http://www.frainphoto.com)); Emily Miller, Emily Miller Photography ([www.emilymiller.ie](http://www.emilymiller.ie)); James Fraher, Bogfire Photography ([www.bogfire.com](http://www.bogfire.com)), Tara Donoghue ([www.taradonoghuephotography.com](http://www.taradonoghuephotography.com)); and Aisling O’Regan, Cork.

We would also like to thank our many ‘in house’ photographers for also supplying us with some great images from our centres.



Kasia Majchrzak, Deloitte



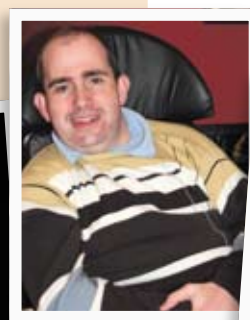
Mary O’Connell



Vernon Mulqueeney



Paddy Walsh



Bernard James



Catherine O’Mahony

## Income and Expenditure Account

For the year ended 31 December 2008

Rhonda Doyle



### St. Laurence Cheshire Home, Cork

St. Laurence Cheshire Home opened in 1964 in Glanmire, Co. Cork and provides residential accommodation for thirty people and also has respite rooms. In June 2008, the development of nine on-site self-contained apartments commenced, and we expect service users to move into their new apartments in the summer of 2009. One resident also began studying an Arts degree at University College Cork. This same resident gave presentations on Disability Awareness to Social Care students at the Life Learning Festival in UCC in 2008.

	2008 €	2007 €
<b>Income</b>		
Health Services Executive funding	28,755,999	27,306,542
FAS funding	915,256	918,818
EU and other public funding	264,626	224,376
Service user contributions	717,368	728,742
Interest earned	114,909	69,824
Fundraising, bequests/donations used for revenue purposes	540,473	231,068
Other income	537,010	846,425
	<b>31,845,641</b>	<b>30,325,795</b>
<b>Expenditure</b>		
Salary costs	24,598,036	22,936,767
Other operating expenses	7,302,865	7,135,585
Interest and similar charges	19,445	19,676
	<b>31,920,346</b>	<b>30,092,028</b>
(Deficit) / surplus before depreciation and amortisation	(74,705)	233,767
Depreciation	(1,128,109)	(1,180,837)
Amortisation	877,865	1,192,903
Total (deficit) / surplus for the year	(324,949)	245,833
Income achieved through fundraising and donations	240,876	1,247,843
Transfer to reserves	240,876	1,247,843

## Balance Sheet

As at 31 December 2008

	2008 €	2007 €
Tangible fixed assets	45,258,669	41,183,998
	<u>45,258,669</u>	<u>41,183,998</u>
Current assets:		
Stock	32,804	36,860
Debtors and prepayments	4,437,144	3,165,243
Cash at bank and in hand	4,247,542	6,328,235
	<u>8,717,490</u>	<u>9,530,338</u>
Creditors (amounts falling due within one year)	(4,629,799)	(4,434,101)
Net current assets	<u>4,087,691</u>	<u>5,096,237</u>
Total assets less current liabilities	<u>49,346,360</u>	<u>46,280,235</u>
Represented by:		
Revenue reserves	470,690	847,048
Allocated capital project fund	7,189,340	7,237,169
Premises reserve	0	1,109
Capital grants – deferred credit	25,483,763	22,062,995
Revaluation reserve	13,054,661	13,067,419
Fundraised and donated income reserve	3,147,906	3,064,495
	<u>49,346,360</u>	<u>46,280,235</u>

The above accounts are an extract from the Audited Accounts of The Cheshire Foundation in Ireland upon which PricewaterhouseCoopers have reported without reservation.

On behalf of the Board



**Mr Justice Ronan Keane**

20 May 2009



**Mr Eduard Merbis**

## St. Patrick's Cheshire Home, Carlow

St. Patrick's is situated in Tullow, Co. Carlow and provides residential support and care to twenty-one people either in the main house, the on-site self-contained apartments or in their own homes nearby. During 2008, an upgrade was carried out on the main house to improve accommodation and provide en-suite facilities. Work was also carried out on the dining area and it now incorporates a beautiful patio area which overlooks the River Slaney.



## Board of Directors

Mr. Justice Ronan Keane	<i>Chairman</i>
Tom O'Connor	<i>Vice Chairman (retired 18 June 2008)</i>
John Guinan	<i>(retired 17 June 2009)</i>
Laurence Crowley	<i>(retired 1 April 2009)</i>
Rosaleen McDonagh	
Eoin O'Morain	
Ed Merbis	
Dr Mark Delargy	
John O'Kane	
Bill Durkan	
Maeve Nolan	
Dr Patricia O'Brien	
Michael O'Mahony	<i>(appointed 18 June 2008)</i>
Owen Collumb	<i>(appointed 18 June 2008)</i>
Diane Davison	<i>(appointed 3 December 2008)</i>
Jerome Kennedy	<i>(appointed 3 December 2008)</i>



### Waterford Cheshire

Waterford Cheshire is located close to Waterford city and the centre consists of thirteen self-contained apartments along with excellent communal facilities. Staff provide support and care to the thirteen residents, and there are also four apartments available for respite. Many local disability and community groups rent out the centre's rooms and facilities and this contributes positively to the energy of Waterford Cheshire.

### Auditors

PricewaterhouseCoopers  
Chartered Accountants and Registered Auditors  
One Spencer Dock  
North Wall Quay  
Dublin 1

The Cheshire Foundation in Ireland (trading as Cheshire Ireland) is a company limited by guarantee, registered in Dublin, Ireland. Registered Office: Block 4, Bracken Business Park, Bracken Road, Sandyford Industrial Estate, Dublin 18.

Tel: 01-2974100  
Fax: 01-2052060  
email: [info@cheshire.ie](mailto:info@cheshire.ie)  
web: [www.cheshire.ie](http://www.cheshire.ie)

Company Register No: 20165  
Charity No: CHY5484



# Our centres

## East

### Ardeen Cheshire Home

Shillelagh, Co. Wicklow  
Tel: 053 942 9143

### Barrett Cheshire House

20/21 Herbert Street,  
Dublin 2  
Tel: 01 676 0865

### Blackrock Cheshire

Cross Avenue, Blackrock, Co. Dublin  
Tel: 01 283 5548

### Cara Cheshire House

Phoenix Park, Chapelizod, Dublin 20  
Tel: 01 671 2944

### Cheshire Community Living, Northern Area

Artane, Dublin 5  
Tel: 087 9524928

### Cheshire Community Living, Southern Area

Civic Centre, Ballyfermot Road,  
Ballyfermot, Dublin 10  
Tel: 01 6207187

### Dundalk Cheshire

Clanmil Community Centre,  
69 Claddagh Park, Tom Bellew Avenue,  
Dundalk, Co. Louth  
Tel: 042 932 9562

### Eaglewood

Apartment 78, Rochestown Avenue,  
Dun Laoghaire, Co. Dublin  
Tel: 01 235 2922

### Greystones Cheshire

6 Bellevue Demesne  
St. Bridget's Park, Blacklion, Greystones,  
Co. Wicklow  
Tel: 01 2556148

### Navan Cheshire

Apt C23 Bailis Village, Johnstown,  
Navan, Co. Meath  
Tel: 046 9050914

### Newbridge Respite Centre

'The Meadows', 356 Standhouse Road,  
Newbridge, Co. Kildare  
Tel: 045 446414

### Richmond Cheshire House

Richmond Park, Monkstown,  
Co. Dublin  
Tel: 01 280 6761

## West/North West

### Abbey View Residences

Chapel Hill, Sligo  
Tel: 071 917 11 55 / 071 917 1064

### Donegal Cheshire Apartments

Long Lane, Letterkenny,  
Co. Donegal  
Tel: 074 912 7678 / 074 912 7321

### Emmanuel Cheshire Home

Killala Road, Ballina, Co. Mayo  
Tel: 096 75864

### Galway Cheshire House

Curragrean, Merlin Park, Galway  
Tel: 091 771 762

### O'Dwyer Cheshire Home

Lismirrane, Swinford, Co. Mayo  
Tel: 094 938 4134

## South

### Cork Supported Accommodation Service

St. Laurence Cheshire Home, Lota Park,  
Glanmire, Co. Cork  
Tel: 021 482 2192

### Kerry Cheshire

St. Margaret's Road, Killarney,  
Co. Kerry  
Tel: 064 6635606

### Rathfredagh Cheshire Home

Newcastle West, Co. Limerick  
Tel: 069 83100

### St. Laurence Cheshire Home

Lota Park, Glanmire, Co. Cork  
Tel: 021 482 2192

### St. Patrick's Cheshire Home

Tullow, Co. Carlow  
Tel: 059 915 1386

### Waterford Cheshire

John's Hill, Waterford  
Tel: 051 871993

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Cheshire Ireland also provides support services to people living in their own homes across the country.

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### Central Office

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[www.cheshire.ie](http://www.cheshire.ie)



*Fran Hennigan and  
Bla Maguire*



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[www.cheshire.ie](http://www.cheshire.ie)