



VISION 2013



Strategic Direction
2008-2013

Foreword

It gives me great pleasure on behalf of the Chairman and Board of Directors of COPE Foundation to introduce you to the Strategic Direction for 2008 – 2013.

The year 2007 saw COPE Foundation celebrating fifty years of service to persons with Intellectual Disabilities and their families. In the Annual Report of 2007, the Chairman stated that this was *'an opportunity to consider past achievements and to re-state the future direction of COPE Foundation.'*

The Chairman in focusing us on the future direction of the organisation stated that into *'the future, COPE Foundation will extend itself to assist in fulfilling the potential of persons with intellectual disability and improve the quality of life and outcomes for a widening family of persons.'*

Through the Strategic Direction 2008 -2013, I wish to continue to provide focus to the work of COPE Foundation and ensure the realisation of our Vision, Mission and Goals.

I want to take this opportunity to acknowledge the commitment of all involved with the Foundation over the years and the contribution that has been made to the lives of persons with an intellectual disability and their families.

Maura Nash
Chief Executive.

August 2008

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Preamble: Past, Present & Future

Past

In May 1957 the Cork Polio and General Aftercare Association was formed to provide the necessary after-care facilities for persons suffering from poliomyelitis contracted during a severe epidemic in Cork in 1956.

When its work in this area was completed in 1959, it re-directed its activities to encompass services to children with Intellectual Disability in the City and County of Cork. The initial service commenced with eleven children having an upper age limit of twelve years.

The Association became known as COPE Foundation in 1988.

Future

Though much has been accomplished through the years, the Foundation is determined to ensure that further progress is made during the years ahead, so as to meet the ever changing and emerging needs of persons with an intellectual disability.

Present



COPE Foundation provides a comprehensive range of services for 1600 children and adults with an intellectual disability, through its system of early intervention, schooling, training, adult day services, supported work, housing, information and advice, at over 60 locations throughout Cork City and County and employs over 800 staff. Over the years, a large range of services, facilities and expertise have been developed by COPE Foundation to provide the comprehensive services that are available today. National and international contacts have played a vital role in this, as has partnership with key stakeholders (clients & their families, staff, volunteers, funders and referring agents), through the exchange of knowledge, expertise, ideas, methods and experience. This has resulted in COPE Foundation being the modern, progressive and dynamic organisation that it is today.

Introduction

In 2002, COPE Foundation undertook the review of its Vision, Mission and Goals using the Drucker Foundation Self-Assessment Tool. This was undertaken in collaboration with key stakeholders, namely Clients, Parents, Staff and Board Members. After lengthy consultation, deliberation, discussion and reflection, the Vision, Mission and Goals of the organisation were agreed, along with key strategic themes which set out the direction for the years 2002 - 2007.

Following on from the Drucker process, the Balanced Scorecard system was employed and implemented throughout the organization; this was utilized to translate the Vision, Mission, and Goals into operational terms. The Balanced Scorecard System is a comprehensive team based performance management system. It promotes wide involvement in strategic planning across the organisation, greater understanding of management system design, use of common management language, together with teamwork and effective communication. Much was accomplished during the years 2002 - 2007, some of which have been highlighted in our Annual Reports of 2002 – 2007.

Strategic Direction 2008 – 2013

COPE Foundation, in developing its Strategic Direction 2008–2013, builds on its achievements of 2002-2007. The purpose of the ‘Strategic Direction 2008-2013’ is to establish priorities and objectives, which will support the direction and development of COPE Foundation over the coming years; this will involve working closely with all key stakeholders. *(Appendix 1)*

There will be a need for the Strategic Direction to be sufficiently flexible to adapt to changes in disability legislation, statutory regulation, economic climate, national standards, best practice, increasing family expectations and, the emerging and unmet needs of clients. The Strategic Direction is underpinned by the Philosophy, Vision, Mission, Goals and Core Values of the organisation.



Philosophy

COPE Foundation is committed to providing services to a broad spectrum of people with intellectual disability, from individuals with profound disability who require extensive support, to people who have a considerable degree of independence. This kind of commitment calls for a wide range of programmes through which the individual can reach his/her full potential. The philosophy of COPE Foundation is based on the principles outlined below.

- ✚ People with intellectual disability have the same rights as other citizens;
- ✚ People with intellectual disability should be enabled to participate in the same patterns of living as other citizens
- ✚ People with intellectual disability are capable of development and growth given appropriate supports and services;
- ✚ People with intellectual disability and their families should be enabled to participate in decisions which affect them.

Person Centred

COPE Foundation is committed to a person centred approach to service delivery, whereby the person with intellectual disability is central to the development and provision of their individual person centred programmes.

Essential to this process is consultation with, and input from the clients themselves and/or their family.



**COPE FOUNDATION'S
VISION, MISSION, GOALS**

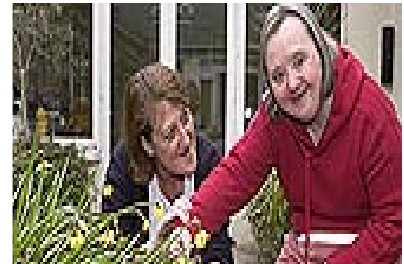


VISION

**To enrich the community
through the realisation of
the full potential
of all persons**

MISSION

**Fulfilling the potential of
persons with Intellectual
Disability**

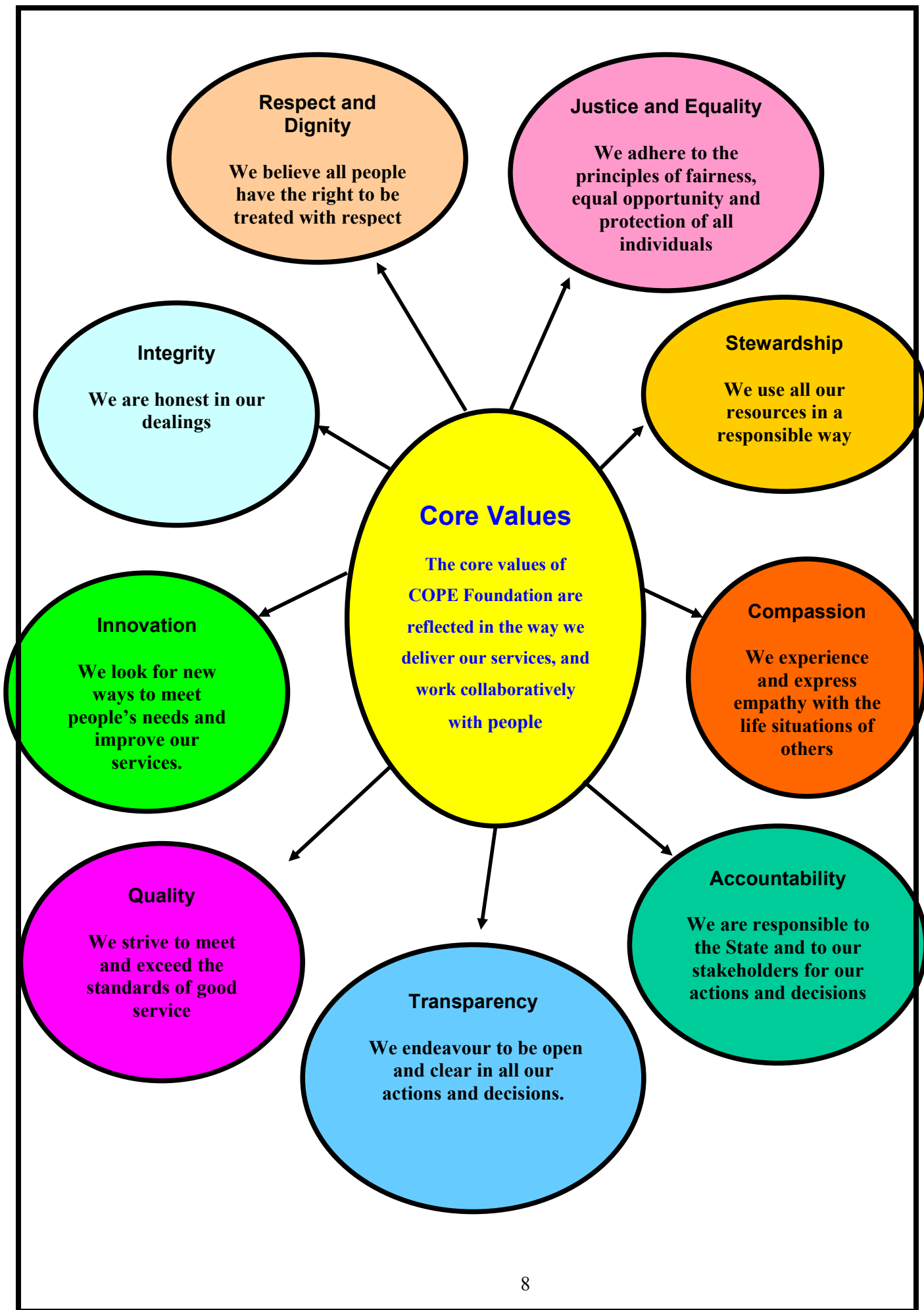


GOALS

**To strive to provide and develop the best
models of service and care for Persons with
Intellectual Disability**

**To lead and manage the business of COPE
Foundation in the most effective and efficient
manner in order to maximise the use of
resources for the benefit of persons with an
Intellectual Disability and their families**

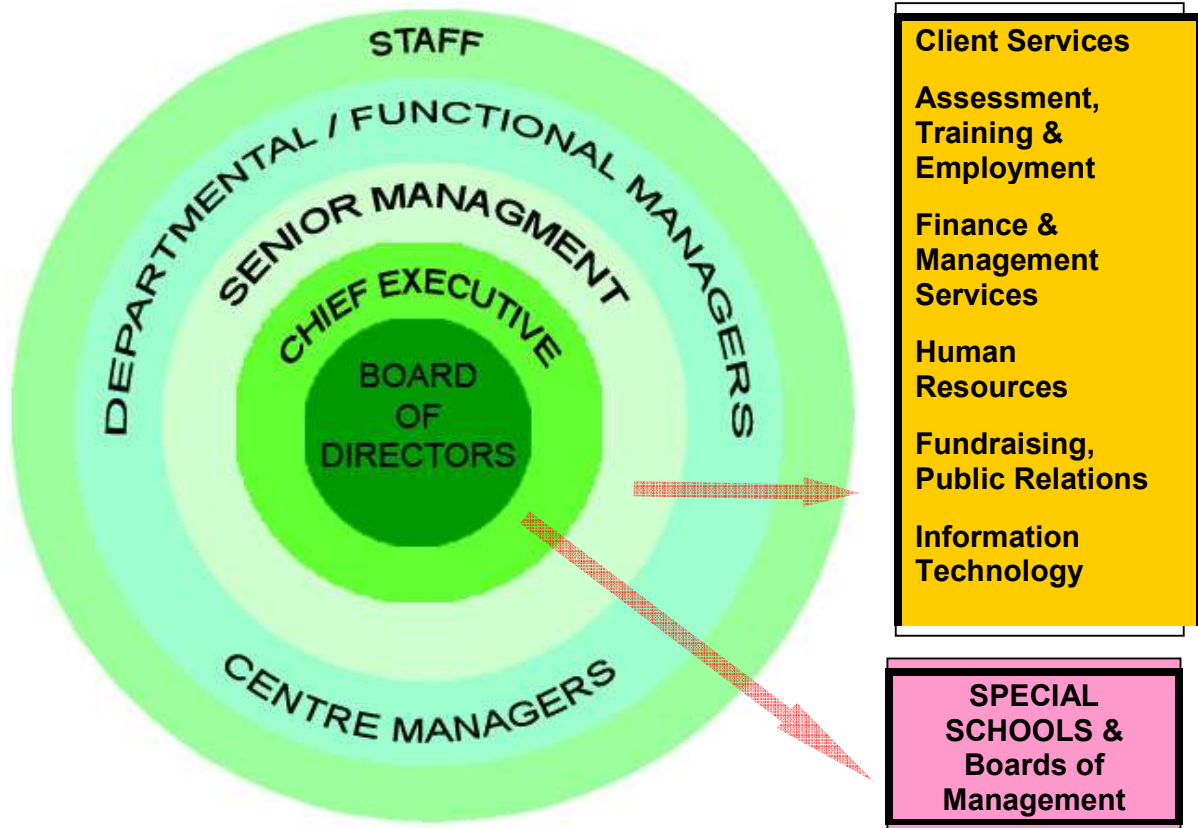
**To influence policy and best practice and to
advocate for persons with Intellectual
Disability and for their families**



GOVERNANCE

COPE Foundation is governed by a Board of Honorary Directors, elected by and acting on behalf of the fifty Members of the Foundation. The Directors, in turn, appoint a Chief Executive and staff, to carry out the day-to-day activities of the Foundation.

COPE Foundation's Organisational Structure



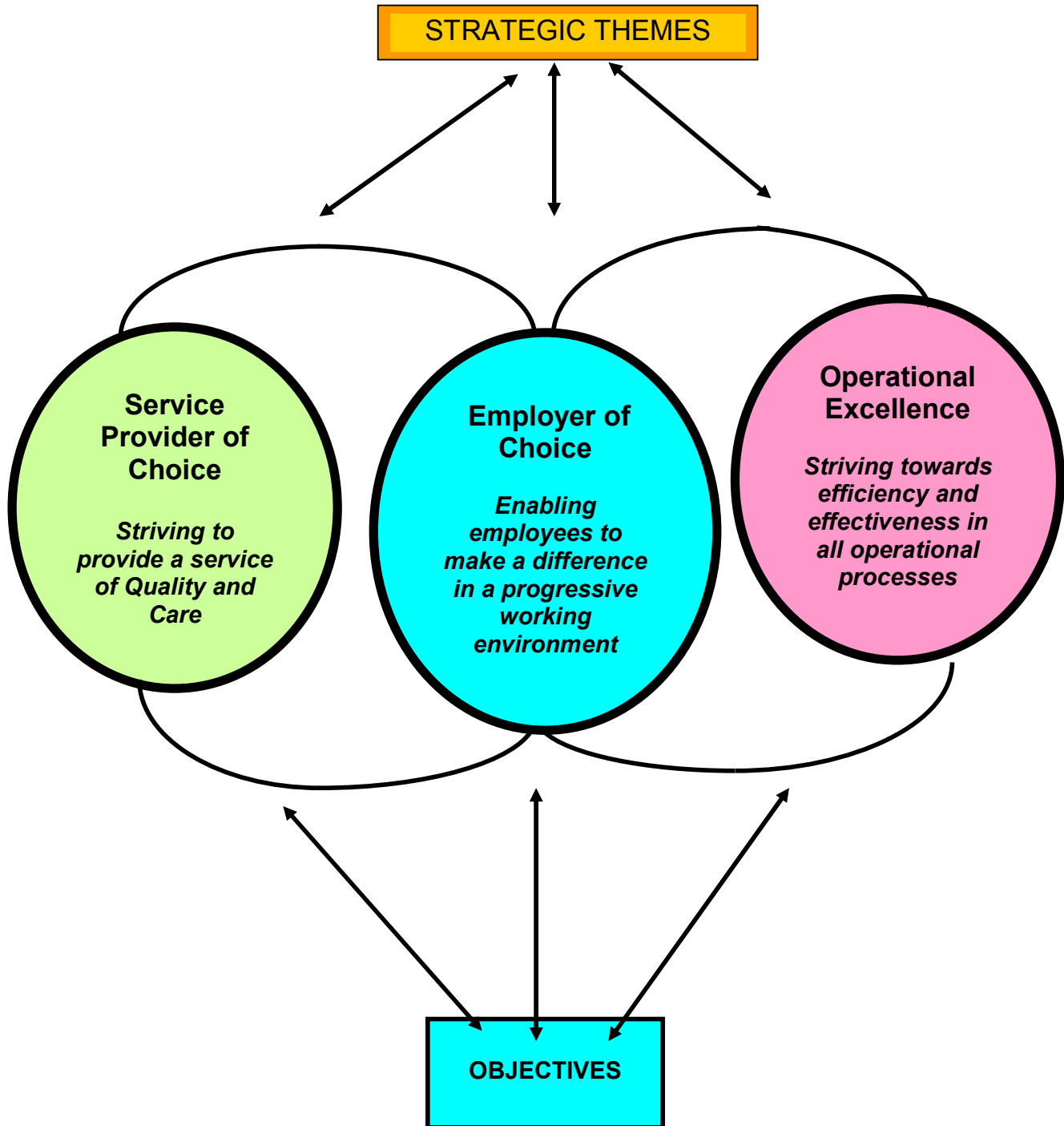
Committee Structure

The Board of Directors appoint Committees with expertise, consisting either wholly or partly, of Members of the Foundation. These Committees advise the Board on matters relating to the Foundation. The Committees currently are:

✚ Client Services/Development Committee	✚ Finance and Management & Information Systems Committee
✚ Fundraising Committee	✚ Property Resources Committee
✚ Human Resources Committee	✚ Pension Committee
✚ Research Committee	✚ Audit Committee
✚ Pension Trustees Committee	

**COPE Foundation's
'STRATEGIC DIRECTION 2008 – 2013'**

(The Strategic Direction is based on **three strategic themes**, each of which has a number of underlying objectives)



Strategic Theme

SERVICE PROVIDER OF CHOICE

To be a Service Provider of Choice requires gaining people's trust and confidence in the quality of service and care being delivered.

OBJECTIVES

- ✚ **To further develop COPE Foundation's comprehensive range of services and expertise of staff**
- ✚ **To strive to ensure the availability and continuity of places and services for those with unmet and emerging needs** *by developing and maintaining high quality infrastructure.*
- ✚ **To provide and develop the best models of service and care** *which are supported by evidence based standards*
- ✚ **To initiate new and innovative practice in service delivery**
- ✚ **To influence policy and best practice** *by advocating for persons with intellectual disability*
- ✚ **To continue raising awareness and providing training for staff on the prevention, detection and reporting of abuse.**
- ✚ **To provide a Person Centred Service** *which involves collaboration with clients and their families and recognises each individual's choices, preferences and dreams.*
- ✚ **To further promote and support the self-advocacy of clients** *by providing the opportunities for consultation, discussion and sharing of ideas with peers, staff, management and others.*
- ✚ **To encourage clients to be active citizens** *by facilitating opportunities to access and participate in education/training, employment, local communities and society.*
- ✚ **To promote the health and wellbeing of individuals** *by providing health education, information, practical support and referring to the relevant health professional when specific health needs are identified.*
- ✚ **To attract and train additional suitable volunteers** *which will significantly improve the support available to staff and which will impact favourably on the quality of service to clients.*

Strategic Theme

EMPLOYER OF CHOICE

To be an employer of choice involves enabling employees to make a difference in a progressive working environment

OBJECTIVES

- ✚ **To recruit, retain and motivate well-trained staff.**
- ✚ **To ensure that staff have the necessary information and training and are aware of the extent of their responsibilities and the standards expected of them.**
- ✚ **To provide a supportive working environment**
by promoting a culture of courtesy, dignity and respect for all staff in the workplace.
- ✚ **To provide an opportunity for staff learning and growth**
through continuous professional development and opportunities for career advancement.
- ✚ **To provide effective channels of communication**
which actively encourage and support staff to share their ideas and initiatives for the continuous development of the Foundation's services.
- ✚ **To provide an effective system of communication and support**
which offers each employee the opportunity to review and discuss with their manager their responsibilities, organisational and individual objectives, educational and training requirements and to receive feedback.
- ✚ **To promote multi-disciplinary teamwork**
which creates an opportunity for the positive and constructive interaction of a wide variety of staff of various categories and grades, and enables them to work in a harmonious and focussed atmosphere.
- ✚ **To provide the opportunity for staff to undertake research projects**
which contribute to the understanding of the needs of persons with an intellectual disability
- ✚ **To promote the health and welfare of staff**
by providing health education, practical support and employee information & counselling.
- ✚ **To promote a culture of innovation, flexibility, quality, pride and commitment to COPE Foundation and its Vision, Mission and Goals.**

Strategic Theme

Operational Excellence

Achieving operational excellence involves efficiency and effectiveness in all operational processes.

OBJECTIVES

- ✚ **To maximise funding**
by sourcing and obtaining all available revenue and capital funding.
- ✚ **To maximise productivity and value for money**
in relation to all expenditure as far as is reasonably practicable.
- ✚ **To further develop and promote an effective management system**
which will support the budget process, financial strategies, accountability and service delivery.
- ✚ **To plan, implement, audit and regularly review all processes**
to achieve optimal efficiencies.
- ✚ **To continue the development, implementation and review of systems, policies, guidelines and procedures** *in line with best practice and statutory regulations.*
- ✚ **To further develop and implement suitable management structures, communication & information systems** *to support the organisation.*
- ✚ **To further develop computerised systems**
to correlate statistics on complaints and other operational processes which will identify areas within the service that need to be improved.
- ✚ **To proactively deploy Risk Management Strategies**
which identify, minimise and respond to potential risks thus ensuring that services are provided as safely and reliably as possible.
- ✚ **To attract suitable volunteers**
who will contribute expertise as members of COPE Foundation and increase the number of volunteers who will be actively involved in our fundraising activities.

Translating the Strategic Direction 2008 – 2013 into Operational Terms

COPE Foundation will maintain the use of a Team Based Performance Management approach, using the *Balanced Scorecard* system, in order to realise the objectives of the Strategic Direction. The Balanced Scorecard System is practical in its use and, recognises the importance of effective team working in the delivery of the Mission and Goals of the Foundation. The system provides for the use of *Action Plans* and *Individual Progress Reports*. It ensures that the primary aspects of the day-to-day work, i.e. clients/customers, budgets, work processes and staff learning and growth, remain central to the work of the Foundation. Staff training will be provided to support the effective implementation of the Strategic Direction.

What are the benefits of a Team Based Performance Management approach (TBPM) (using the Balanced Scorecard System)?

TBPM:

- ✚ **Enables effective team working**
by providing a structure within which people can contribute to the Strategic Direction
- ✚ **Supports effective and participative planning processes**
linking team actions to the Strategic Direction
- ✚ **Provides for regular performance-review by the team.**
- ✚ **Enables better communication and participation with and among teams.**
- ✚ **Provides clarity on priorities and actions.**
- ✚ **Enables the development of leadership and other skills throughout the service.**
- ✚ **Enables a real sense of achievement and improves job satisfaction and morale.**
- ✚ **Promotes a more professional approach to work.**
- ✚ **Provides greater clarity on roles and responsibilities of each team member.**
- ✚ **Enhances feedback, staff learning and growth.**

The team, under the guidance of the departmental manager/ team leader, will decide with the team members, the key objectives to be met, for their particular area of work, based on the Strategic Direction. The objectives (*appendix 2*) identified will be developed into Action Plans.

When will Action Plans be used?

Action Plans will be used when introducing projects/initiatives at departmental/team level. Action Plans will be developed using the following template/format:

Departmental/Team Action Plan					
Departmental/ Team Objective	Leader	Team Members(s)	Agreed Actions	Review Date	Current Status

From this Action Plan, each team member will be allocated responsibility for specific tasks which contribute towards achieving the departmental/team objectives. Each team member will regularly review the progress of their own tasks in conjunction with the departmental manager/team leader using the *Individual Progress Report* template below:

Individual Progress Report			
Departmental Objective	Team Member Name	Team Member's Actions	Current status

Review of Action Plans

The Action Plans will be reviewed on a *quarterly* basis with the department manager/team leader to ascertain the current status and progress of the objectives of the departmental/team objectives.

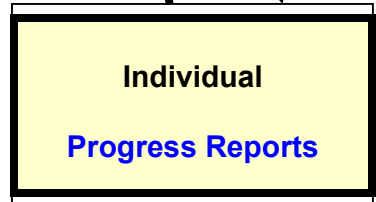
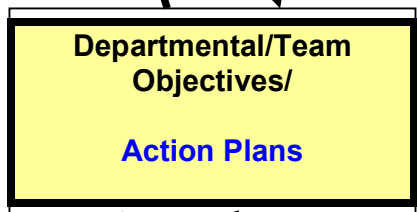
Cascading the Strategic Direction 2008 -2013



Organisation

Department/Team

Individual



Conclusion

The Strategic Direction 2008-2013 for COPE Foundation sets out the Objectives for the next five years. It will be important that staff from all areas of the organisation work in an interconnected and interdependent way, in order to realise the Strategic Objectives and, ensure the realisation of the Foundation's Vision, Mission and Goals. This in turn will create greater opportunities for our clients to be active citizens in a more inclusive society.



'The COPE Foundation Vision is that society and community are enriched when all members realise their full potential. This is true for the recipients of Services. It is also true for the givers of services namely, the full range of talented persons providing and facilitating the provision of services. Communities are enriched by supporting services in their areas. Society benefits by being aware of the inclusive ethos involved in their communities'. (Chairman, Annual Report 2007)

Appendix 1

Stakeholders: Clients, Families, Board of Directors & Members, Employees, Government/State Agency Funders

Appendix 2

Departmental/Team Objectives should be SMART:

- Specific:** Clear, unambiguous, straightforward and understandable
- Measurable:** May be related to quantified or qualitative performance measures
- Achievable:** Objective should be realistic and within known resources
- Relevant:** Linked to Strategic Themes and Objectives
- Time-Bound:** Building in target date and review dates.

COPE Foundation Services Cork City & County

COPE Foundation provides services to persons with intellectual disability throughout Cork City and County (Catchment Area). COPE Foundation also provides services to children with autism spectrum disorder in the North Lee catchment area. Cork City and County area measures about 150km East to West and 80km North to South.

COPE Foundation Services Cork City & County

