



THE REHAB GROUP

Five-year Strategic Plan Summary Document



RehabGroup

Investing in People, Changing Perspectives

Table of Contents

	Section	Page
	Foreword	1
1	Introduction	3
	1.1 Proud Beginnings	3
	1.2 Strategy at a Glance	3
2	Context	5
	2.1 Ireland	5
	2.2 Great Britain	7
3	Challenges	9
	3.1 Ireland	9
	3.2 Great Britain	9
4	Strategy	10
	4.1 Strategy Development Process	10
	4.2 Vision, Mission and Values	11
	4.3 Goals and Objectives	12
5	Organisation Capacity and Implementation	19
	5.1 Organisation Capacity	19
	5.2 Revised Organisation Structure	20
	Appendix 1: The Rehab Group	21



Foreword

This strategic plan is a very significant milestone for Rehab. We have made clear choices about the future direction of the organisation, and how we are going to evolve, change and improve. We are committed to achieving this change and we will be working to implement this plan swiftly.

We have made decisions about what kind of organisation we want to be. These decisions are based on the ideas and vision of our employees and the people who use our services, which were shared and explored in a comprehensive consultation process. We would like to thank the thousands of people who contributed to this important task.

Our new vision, mission and values reflect this and with our key goals give us a clear path for the future.

To achieve a more unified organisation, there will be significant changes to how we are organised – for example, we will reduce our entities to one in Ireland, one in Scotland, one in England and Wales. We want to be more flexible, more adaptable and we want to offer more choices to people who access our services. Our employees will work in a more integrated team, to allow us to provide more seamless services.

Our commitment to the people we support is central to what we do. We want them to know that we will be right there with them on their journey. Their success is our success, and their ongoing support is our reason for being.

This strategic plan recognises that we need to learn continuously, and improve continuously. We will support our employees to learn and develop. We will listen to their ideas and value their contribution.

We will develop a robust advocacy structure that gives people a real say in how services are delivered, and that supports people to make their voices heard, inside and outside of our services. We will be ardent in promoting the rights of people with disabilities and those we support, and will use evidenced-base, partnership and our combined energy to be an agent of change where this is needed.

We will strive to meet the expectations of the people we support, and as we develop we hope to exceed those expectations, and in doing so, raise them higher for the future. We will encourage people to have ambition for their lives, and to expect a fulfilled life of inclusion. We want people to dream things they never thought possible, and achieve them.

We will be a transparent and accountable organisation. We will meet regulatory standards and compliance.

In all of this, we want our employees to be supported, fulfilled and self-driven to deliver the best possible service that they can. We want them to progress in their careers, experience broad opportunities and use their ideas and expertise to drive improvements in how we work.

This is the future of our organisation, Rehab. We invite everyone who has an interest in bringing this future into being to come with us on this exciting journey. We will need your help, and we value your input.

Seán Egan
Chairman

Mo Flynn
Chief Executive



Lisa Martin with Mr John Swinney
MSP, Deputy First Minister and
Cabinet Secretary for Finance,
Constitution and Economy

I'm 19 and from Graingemouth. I started work at Haven Enterprises in Larbert in November 2014. Before I joined, I had planned to be a hairdresser but I developed a spinal condition. I needed to look at new options.

I always liked fashion and sewing in my spare time and the job at Haven was a great fit for me. I became a sewing machine operator. Since I've worked here, I've learned a load of new skills. I make work wear uniforms, in particular the tunics worn by NHS nurses. Over-locking, binding, making pockets and using three and five thread sewing machines are all new skills that I've been coached in for my role.

There are also opportunities for me here to get qualifications in the future. The support in Haven has been great, especially since I have a young son to look after at home. The team here has been ready to help with any problems, at any time. When I first started I couldn't operate any machines at all, but the training has been excellent and I settled in very quickly. I am very much enjoying learning new skills and working in Haven in Larbert.



1. Introduction

1.1 Proud Beginnings

In 1949 the Rehabilitation Institute was established to support people recovering from TB. The aims were simple and the outcomes transformative: to support a person's wellness and recovery, help them regain their independence and assist them to re-enter employment.

Almost seven decades later in 2015, the Rehab Group remains just as passionate about making a difference to the lives of the people who access and benefit from its services.

Today the Rehab Group is an independent international group of charities and public benefit companies which champions the value of diversity and inclusion for people with a disability or disadvantage.¹

Over 3,300 employees in over 200 locations provide health and social care, training and education, and rehabilitation, supported employment and commercial services in local communities to thousands of people in Ireland, England, Wales, Scotland, Poland and Saudi Arabia.

1.2 Strategy at a Glance

The Strategic Plan of the Rehab Group sets out a new vision, mission and values. These underpin the entire plan and are the core focus of everything that we hope to achieve. One of the strongest messages we want to send to the people who rely on us is that 'we will be with you on your journey'.

Different people need different types of support at different stages in their lives. In this plan, we commit to listening, to understanding, to advocating and to doing our utmost to provide the type of service that best suits an individual at their life stage.

We want to support people to achieve what they want. Our vision is big, and we want the dreams and hopes of the people we support, and their families, to be the drivers of what we do. The changes that we will make in this plan are driven by this underlying mission.

¹ See Appendix 2: The Rehab Group

Our Vision:

We are a charity that champions the value of diversity and inclusion for people with a disability or disadvantage, in their communities. Together, we will constantly learn and seek to provide excellent services to foster and enhance social and economic independence.

Our Mission:

Helping the people we serve to be more independent; helping them to contribute to and be more included in their communities; empowering them with the skills and confidence to be active in the workforce; and supporting them to be in charge of their health and wellness.

Our Values

Our values underpin all we do, shape who we are and how we work with one another, in our organisation and in the community:

Advocacy

Challenge exclusion and promote inclusion

Quality

- Strive for excellence in all aspects of our work

Dignity

- Respect the unique worth of every person (that includes people who access our services, families, employees and volunteers)

Justice

- Act with integrity, honesty, commitment and accountability in everything we do to ensure equity, fairness and transparency

Team Work

- Foster an environment that encourages change, growth, trust in our organisation and in partnership with others, working together as one Rehab team

Strategic Goals

Corporate Excellence

Rehab will build a sustainable model of services by maximising value, efficiency, transparency and governance across the Group

Integration

Rehab will use all of its capabilities to provide a personalised pathway to independence for the people who use our services

Voice

Rehab will champion the rights, needs and the voice of the people we support by promoting inclusion and challenging exclusion

Innovation

Rehab will foster innovation, be at the forefront of evidence-based practice and will enable our people to be leaders in their fields

People Transformation

Rehab will work together as one team building a strong unified culture, investing in the development of our employees and building a flexible skillset to deliver our services



2. Context

Rehab's strategic plan responds to the needs of the people we support and the way policy is developing in our key areas of health and social care, and education, learning and employability. Policy changes and developments will impact on the services we provide and the way we support people in Ireland and Great Britain. Some of these are summarised below.

2.1 Ireland

Ireland Health & Social Care

Many of the policy shifts in recent years support a move towards greater choice, greater independence, community based services, and supported, self-directed living.

New Directions (2012): Reform and personalisation of social support services for those with intellectual and physical impairments (adult day services)

De-congregation of residential care (2011): Moving people from congregated settings into the community.

Value for Money and Policy Review of Disability Services in Ireland (2012): Implementation of a number of initiatives including stricter quality assessments, operational reviews of Section 38 and 39 agencies and plans to change how the sector is organised

A Vision for Change (2010): Providing accessible, community-based, specialist services for people with mental illness in the community

Ireland Education, Learning and Employability

The employment inclusion rates for people with disabilities are still much lower than for the general population. We want to play a major role in supporting more people into jobs and to retain employment.

Further Education and Training Act (2013): SOLAS was established on 27 October 2013 whereupon FÁS was dissolved. SOLAS creates an integrated further education and training service coordinating education and training activities which were previously delivered by the VEC and FÁS. SOLAS works with the ETBs to support the development of further education and training programmes and curricula working with the private, public and not for profit sector providers.

Education and Training Boards Act (2013): Sixteen ETBs were established on the 1st July 2013 whereupon 33 Vocational Education Committees (VECs) were dissolved.

Qualifications and Quality Assurance (Education and Training) Act (2012): Provided for the QQI (Quality and Qualifications Ireland) which brought together FETAC, HETAC, NQAI and the Irish Universities Quality Board.



Education for Persons with Special Educational Needs Act 2004 (EPSEN Act) governs education up to age 18 for children with disabilities and special needs.

Solas Further Education and Training Strategy 2014-2019: This FET Strategy sets out the future direction for FET to ensure the provision of 21st century high quality further education and training programmes and services to learners, employees and employers.

Solas' Specialist Training Provision Operating Guidelines 2014: provides the basis on which specialist training operates under the auspices of Department of Education and Skills, with administration assigned to Solas and the ETBs, addressing the identified training needs of people with disabilities who are experiencing exclusion and labour market disadvantage.

Pathways to work Activation Policy (2012-2015) & Action Plan for Jobs: The Action Plan for Jobs is focused on stimulating employment growth; Pathways to Work on making sure that as many as possible of these new jobs are filled by people from the live register

The Disability Act 2005: A target of 3% of employees in the public sector will be people with a disability.

The Employment Equality Acts 1999 to 2011: Outlaws discrimination in a wide range of employment and employment-related areas as well as vocational training. Employers are obliged to make reasonable accommodations for staff with disabilities

Comprehensive Employment Strategy for People with Disabilities: A ten year comprehensive employment strategy for people with disabilities empowering employers to hire those with disabilities and to assist those who acquire a disability in their employment (due 2015/2016)

National Action Plan for Social Inclusion 2007-2016: Supporting working age people and people with disabilities through activation measures and provision of services to increase employment and participation

Draft National Disability Inclusion Strategy 2016-2019: NDA currently undertaking consultation on priority themes and objectives

Social Inclusion and Community Activation Programme (SICAP) 2015-2017: funding will be made available from the Department of Environment Community & Local Government in each county through this programme to support engagement with the most difficult to reach in the most disadvantaged areas, with a focus on youth , on interventions to address youth unemployment, and by preparing disadvantaged people and people with disabilities to take up mainstream services



2.2 Great Britain

Great Britain Health & Social Care

Community-based services and personal budgets provide major challenges that providers must address.

Health & Social Care

The Care Act (2014) England and Wales: A new framework for means assessment resulting in more incentives to keep people in their homes and to provide services in the community

Health and Social Care Integration: Encouraging the NHS, local government and other sectors to improve outcomes for people through far more effective co-ordinated working

Personal Budgets England and Wales: Individuals using their personal budgets to manage their social care needs in the way that best suits them

Great Britain Education, Learning and Employability

Working in partnership with government to provide people with the supports they need to get and keep a job and to progress is a key tenet of future employability service provision.

Department for Work and Pensions – Work Programme and Work Choice: Future Work Choice programmes may have a greater emphasis on payment by results and there may be a reassessment of the boundaries between Work Choice, the Work Programme and other funding pots available

Fulfilling Potential: Making it Happen: A detailed action plan for the Government to work with people with disabilities to bring about the societal changes needed to have a real and lasting effect on the day-to-day lives of people with disabilities.

The Disability and Health Employment Strategy: The focus is moving away from supporting individuals in separated, segregated employment to working with individuals and employers to ensure that the talents, skills and capabilities of disabled people and people with complex, long-term health conditions are harnessed

The Smith Commission (2014/2015): Following devolution as part of the Scotland Bill, the Scottish Parliament will take responsibility for all Welfare powers which support unemployed people through the employment programmes currently contracted by the Department for Work and Pensions



Gary Mullen, acting as Train Conductor in a recent photo shoot for the People of the Year Awards, with TV presenters Diana Bunici and Eoghan McDermott

Gary Mullen, Former Student, National Learning Network, Roslyn Park.

I wrote a letter in two parts – the first before I came to National Learning Network’s Roslyn Park College in 2013. Part one is called “that’s just what every day is like in my world”.

Here are some quotes from my letter: “Loss of appetite, paranoia, sleep deprivation, angry, sad, headaches, worthless, selfish, angry, lost, unappreciated, feeling like everything they do or do not do is wrong.”

“They feel like they can do nothing right, what they do is never good enough, always being judged (form of paranoia) loss of confidence, and then suicidal, loss of will and can’t find a reason to continue life. After that they accept the fact that they have created that the people in their lives and the rest of the world would be a much better place if they were not part of it.”

But the people I am talking about are really me. That was just what every day was like in my world.

Part two is still being written now. I’ve finished my course in Performing Arts, and I’ve moved on to a level 6 course in another college – one of two offers, no less. I have learned that I am an important person and this world is a better place that I am part of it. I have, to walk tall not be ashamed or afraid to speak to anyone about my experience.

I have learned an appreciation for theatre and Shakespeare in particular. I have been in four plays and a film, which was selected for the Dublin International Short Film Festival. I wrote a play: *If The Liffey Could Talk* which was staged for five nights last November in Drogheda, and people paid money to come and see my play.

I’ve been elected to the student national committee, and I’ve represented students at meetings with management, the Rehab CEO and with TDs and Ministers in Dáil Éireann.

I know that none of the above would have been possible if it was not for the staff and students of Roslyn Park College, the staff of Learning Network and of Rehab Group. I appreciate everything that I have been taught and I am so grateful for all the friends I made along the way. Now I can see the light at the end of the tunnel and I can recognise the signs of depression and mental health in others and I will do my utmost to help them as I have been helped.

I will leave you with the lines of Gary Mullen – me. “My life is based on a true story, keep the faith and live the dream. You can make your dreams real if you want them to be and never be afraid to ask for a little help along the way”.



3. Challenges

There are a number of macro-environmental factors which Rehab will need to take account of during the delivery of its five-year strategy arising from the political, economic, social, technological, and regulatory changes in Ireland and Great Britain. They will require Rehab to be adaptable, fully compliant, agile and innovative – providing solutions to some key policy challenges for society. The key challenges have been summarised below.

3.1 Ireland

- **Impact of Budget Deficits in the Health Sector:** Cuts to existing budgets, rising costs, price erosion, reduced service delivery
- **The Health Information and Quality Authority (HIQA) Legislation:** Significant resource requirements, both capital and revenue, to achieve compliance
- **Decongregation:** Giving people more control over their own lives (self-determination)
- **Recovery from the Recession:** The capacity of many voluntary organisations to implement government policies continues to be impacted by the financial crisis
- **Student Numbers:** The highly competitive education and learning environment in Ireland will require NLN to sharpen its competitive advantage to minimise the threats of competition
- **Rehab Enterprises Model:** Moving from the current model of providing segregated employment to one which is integrated into mainstream work within the community, with suitable supports for both the individual and the employer

3.2 Great Britain

- **Living Wage:** No requirement has been imposed on companies to pay the living wage, but instead a plan is being rolled out to enshrine a tax-free minimum wage in law and to raise the personal tax allowance to £12,500 by 2020
- **Commissioning:** The new commissioning regime will see a change in how organisations market themselves to appeal to individuals who have responsibility for how and where they spend their money (self-directed budgets)
- **Funding in the Skills Market:** There is a commitment from the Westminster Government to offer greater support to those with a disability in the next round of European Social Fund (ESF) Funding
- **Work Programme and Work Choice from 2017 onwards:** Keeping a watching brief on the development of Work Programme II and Work Choice II, in particular the funding, volumes and payment schedules for the Employment Seekers Allowance (ESA) cohort.

4. Strategy

4.1 Strategy Development Process

From February to September 2015, the Rehab Group embarked on a programme of work to develop its five-year strategic plan. Employees played a central role in putting forward ideas, getting involved in working sessions, team huddles, Working Group projects and the Transformation Team workshops. This has been critical to the success of developing a comprehensive strategy. There were a number of key components to the programme:

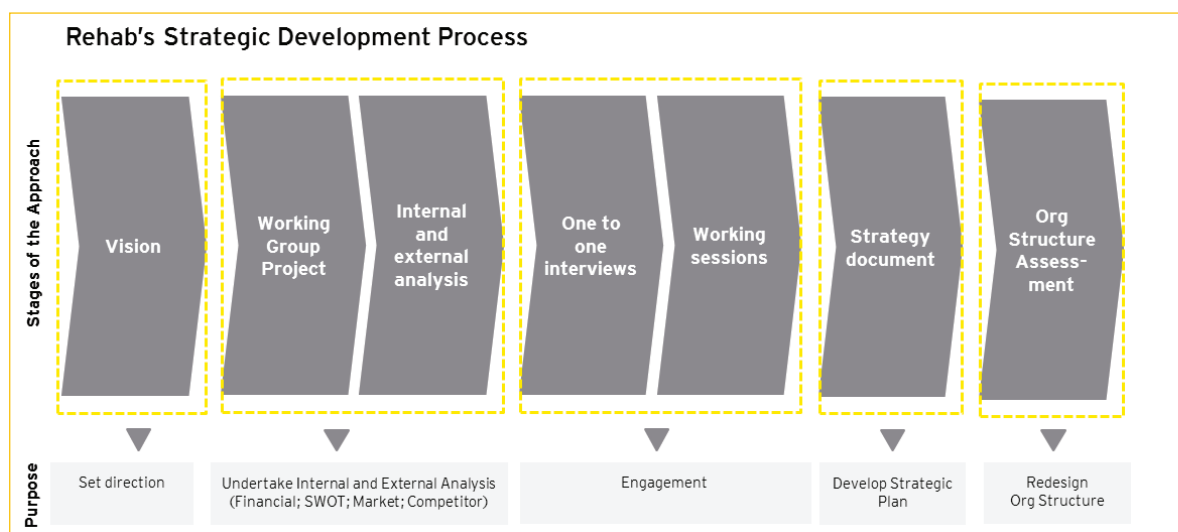
- An extensive employee engagement process led by the Working Group;
- A comprehensive business and financial analysis;
- Detailed market and competitor analyses;
- Development of the vision, mission, values and strategy through interactive sessions;
- Assessment and redesign of the current Organisation Structure.

The process involved a series of structured workshops attended by the Transformation Team who represented the interests of all parts of Rehab including the Board. Working sessions were also held with the Board at key points of the process.

An extensive engagement process was organised with the Working Group involving the coordination of four Working Group projects: Best Practice Analysis; Current Situation Analysis; Service User Engagement; and Vision 2020. One to one interviews were held with the Board, General Management Team, and a selection of external influencers such as funders and partners.

The process has delivered a new five-year Strategic Plan, a high level 3-year Implementation Plan and a revised Organisation Structure.

The strategy development process is depicted below showing: Stages of the Approach and Purpose.





4.2 Vision, Mission and Values

A new Vision and Mission statement and set of Values have been prepared. These reflect what employees and people who use the service chose as the ideas, values and dreams that they had for what kind of organisation Rehab should be. Through the Working Group projects, employees from across all parts of the Rehab Group engaged in discussion on Vision 2020 – where we want the organisation to be in five years' time, how we want it to work and what we want others to think about it. In addition, the Working Group, Top 50 senior management team and the Transformation Team participated in a series of structured workshop exercises on Vision. This is the result:

Vision

We are a charity that champions the value of diversity and inclusion for people with a disability or disadvantage, in their communities. Together, we will constantly learn and seek to provide excellent services to foster and enhance social and economic independence.

Mission

Our mission is focused on: helping the people we serve to be more independent; helping them to contribute to and be more included in their communities; empowering them with the skills and confidence to be active in the workforce; and supporting them to be in charge of their health and wellness.

Values

Our values underpin all we do, shape who we are and how we work with one another, in our organisation and in the community:

- Advocacy: Challenge exclusion and promote inclusion
- Dignity: Respect the unique worth of every person (that includes people who access our services, families, employees and volunteers)
- Justice: Act with integrity, honesty, commitment and accountability in everything we do to ensure equity, fairness and transparency
- Quality: Strive for excellence in all aspects of our work
- Team work: Foster an environment that encourages change, growth, trust in our organisation and in partnership with others, working together as one Rehab team

4.3 Strategic Goals and Objectives

Five key Strategic Goals have been identified across five important themes: Corporate Excellence, Integration, Voice, Innovation and People Transformation. These goals are set out below and form the basis of the activity of the plan.

Setting the strategic direction means making choices – choices which are grounded in what the Rehab Group does really well. The interesting, and potentially ground breaking strategic choice for Rehab, is how the organisation chooses to integrate across and amongst the many parts of its activity.

In doing this, Rehab can recreate its distinctiveness in areas which, conversely, demand increasing levels of standardisation. Standardisation in how we do certain things, in certain policy, procedures and procurements will have its place. However for those who live with a disability, who are marginalised and disadvantaged, the quality of Rehab's service offering for a family and/or a person living with a disability is grounded in the reassurance that Rehab offers a flexible and individualised service which is meaningful over the course of an individual's life. We will be with you on your journey.

The Strategic Goals each have a set of strategic objectives to guide implementation of the Goals and a set of Key Performance Indicators to measure their attainment. During the Strategy development project, Rehab teams developed the key activities which would support the implementation of the Strategic Goals. Each goal's key activities and key performance indicator is/will be detailed in a comprehensive implementation plan, against which progress will be measured.



John Moore who uses the service of RehabCare's resource centre, Quayside, Dundalk

Supporting Advocacy and Championing Rights:

I've been coming to RehabCare since about 2005. I am involved in NRAC – the advocacy committee here.

We are in the process of getting a push bar for the big door in the centre here so that it opens automatically. This will help me to use it more easily in my wheelchair and will help anyone who has trouble opening the door. It was my idea to get it changed and I brought it to the attention of the senior staff.

I enjoy it here. I have done cookery, jewellery and craft making, glass painting, and computers and iPads. Cookery and using iPad is my favourite. I like drama a lot too. In our variety show I was the Priest and performed the wedding ceremony. That might be a useful thing!

I've got involved in a lot of projects about wheelchair accessibility. When the new Tesco was built here in Dundalk, I was asked to help in the design, to make it better for wheelchair users. That was a good project. I'm on a committee called accessibility for all. Six or eight of us work together to try and make Dundalk more accessible – my neighbour is on it too. Some of the footpaths up the town are more difficult than others. We put forward different ideas to the council about what could change. It's a pretty recent thing and we hope to have our voices heard and make a lot of changes.

Goal 1: Corporate Excellence

Goal 1 Corporate Excellence	Description: This Goal focuses on building a sustainable model of services across The Rehab Group. In some cases, where there is a clear market need, Rehab will choose to invest. In other cases, Rehab will choose to divest after careful consideration of fit to its Strategy. A drive towards excellence will lead to greater value maximisation, efficiencies, and through compliance to the governance code for Community and Voluntary organisations, good practice in corporate governance. The Goal also signals a radical change both in terms of reducing the number of entities across the Group and reconsidering how Rehab is best structured to deliver its Strategy.
Strategic Goal	Strategic Objectives
Rehab will build a sustainable model of services by maximising value, efficiency, transparency and governance across the Group	<ul style="list-style-type: none"> ■ Maximise value, efficiency and compliance across the group's property and other asset portfolios ■ Reduce the number of entities across the Group, through the amalgamation of existing service delivery companies (RehabCare, NLN, Enterprises, Haven Momentum, TBG, Acorn. ■ Build sustainable support for services that address the needs of the people we serve, maximising our reach and expertise ■ Demonstrate adherence to corporate governance best practice ■ Invest in rebranding to create a strong, recognisable and trusted brand which can support the successful implementation of the Strategy ■ Invest in IT, to include MIS system and capability ■ Restructure organisation in order to match functions with the new strategy

This goal will change how Rehab is structured, fundamentally. We will become one team, and this will allow us to integrate and share better.

We will change what the organisation is called, and unite under a new name and identity that is fit for purpose and reflects our vision and mission.

We will be able to measure better what we do and what the people who use our services achieve, with our support – our impact as an organisation.

Goal 2: Integration

Goal 2 Integration	Description: The Integration Goal seeks to deliver a cross-cutting service delivery solution; one which offers a more holistic, end to end journey to people with a disability or disadvantage. Creating personalised pathways grounded in the core business of Rehab (care, education, learning, skills and employability) requires structural change which in turn will change the way employees work together to deliver services across Ireland and Great Britain.
Strategic Goal	Strategic Objectives
Rehab will use all of its capabilities to provide a personalised pathway to independence for the people who use our services	<ul style="list-style-type: none"> ■ Deliver integrated pathways for specific client groups ■ Deliver inclusive pathways for training, development and education leading to increased participation in employment ■ Consolidate Rehab's services (RehabCare, NLN, Enterprises, Haven, Momentum & TBG/Acorn) based on specialist outcome-driven services ■ Design and implement a sustainable and inclusive employment strategy ■ Determine geographical and service focus in Great Britain – exit and expansion strategies (set up focused hubs in targeted areas) ■ Validate the vocational rehabilitation training market in Great Britain ■ Determine Rehab's Work Programme II & Work Choice II positioning

We will provide a more seamless service which supports people at different life stages. We will use our specialist knowledge to develop and enhance our services in certain key areas.

We will make a real impact on employment, with an inclusive employment strategy.

Goal 3: Voice

Goal 3 Voice	Description: The Voice Goal seeks to position Rehab as the leading Charity for championing the rights, needs and the voice of people living with a disability and/or who are disadvantaged. The fundamental building blocks will be a robust and independent advocacy structure; a reputation for influencing policy with demonstrable success; and, as the organisation's brand strengthens, a revived fundraising strategy to support the Group's investment plans.
Strategic Goal	Strategic Objectives
Rehab will champion the rights, needs and the voice of the people we support by promoting inclusion and challenging exclusion	<ul style="list-style-type: none"> ■ Identify and understand what most concerns the people we serve and champion this ■ Build a robust and independent representation and advocacy structure ■ Join forces with partners (including other charities) to influence policy based on evidence and our reputation as experts in our fields ■ Build enhanced relationships with governments and partners ■ Identify gaps and advocate funding and commissioning (independent income)

We will support people to champion their own rights, and we will support those who need it to have a voice that will be heard.

We will have real and meaningful representation and advocacy structures, which allow people to work in partnership in the delivery of services.

We will work with people to plan future need and advocate with them for the service development and policy change that is needed to achieve their vision for their lives.

Goal 4: Innovation

Goal 4 Innovation	<p>Description: The Innovation Goal focuses on three areas – Business Development (BD); R&D; and specialist pathways. Creating one cohesive Group function, sharing knowledge and leveraging all the assets of the group is essential for a high performing BD function. Commitment to evidence based practice involves the use of research evidence (external to organisation) and practice evidence (internal to organisation) to identify critical mechanisms of change and new, more effective and more efficient service models. By capitalising on current expertise Rehab will share good practice thereby raising the standards of care across services. Rehab aims to become experts in the provision of person-first services which deliver the following key service user outcomes:</p> <ul style="list-style-type: none"> ■ Increased independence (including employment) ■ Increased social inclusion ■ Psychological wellness ■ Self determination
Strategic Goal	Strategic Objectives
Rehab will foster innovation, be at the forefront of evidence-based practice and will enable our people to be leaders in their fields	<ul style="list-style-type: none"> ■ Establish integrated Innovation function based on agreed specialist areas across Group (three project areas – BD, R&D & Specialisms) ■ Establish strategic partnerships for sharing and development of evidence based practice ■ Foster environment for our teams to build capacity in specialist growth areas ■ Review the set of accreditations across the organisation

We will leverage the knowledge of our people across the organisation to develop and innovate

We will become expert in person-first services which promote enhanced outcomes for people who use our services

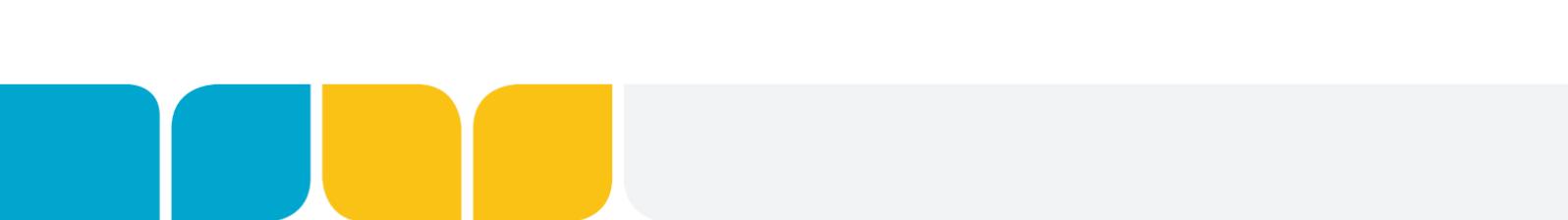
We will develop evidence-based practice based on research evidence to devise more effective and more efficient service models

Goal 5: People Transformation

Goal 5 People Transformation	Description: The People Transformation Goal provides the organisational development foundations to enable Rehab to achieve its five-year strategic plan. The goal is rooted in the establishment of the new organisational structure with aligned programmes of work in workforce planning, capability development, reward, performance management, behaviours and culture. Achievement of the goal will be through the effective leadership and management of the change process ensuring high levels of engagement with leadership, staff and wider stakeholders to enable understanding, readiness and championing of the changes anticipated.
Strategic Goal	Strategic Objectives
Rehab will work together as one team building a strong unified culture, investing in the development of our employees and building a flexible skillset to deliver our services	<ul style="list-style-type: none"> ■ Establish a fit for purpose organisational design for the Rehab Group ■ Establish a workforce profile aligned to the future organisational structure including phasing of key changes ■ Develop and implement an aligned workforce transition plan to ensure delivery of the future workforce requirements ■ Develop and implement a group wide reward structure underpinned by common grades, job roles and principles of equality ■ Establish capability development programme focused on prioritised cohorts of staff to ensure future organisational capability ■ Strengthen employee engagement and enablement of Rehab workforce ■ Strengthen performance management culture to drive accountability and enable improvements in organisational efficiency and effectiveness ■ Define and embed organisational behaviours to enable successful implementation of the strategy ■ Lead the change management process, including change impact, readiness and engagement activities

We will be a lean and efficient organisation, which is a progressive and fulfilling place to work, with enablement and engagement of employees and opportunities for job progression.

We will create a management culture that drives accountability and enables improvements and leads the change required to implement the plan.



Fiona Casey, Parent, RehabCare's The Meadows Respite Service, Navan, Co. Meath

The service my family uses is the children's respite service in Navan. I can put my hand on my heart and say it is a lifesaver for our family and me. Our son gets respite on a school day, so they collect him from school, look after him and bring him to school the next day. It gets me through till the next time. You can handle anything really, if you know you are going to get a break soon.

I think respite is crucial. For the families I know, it has saved marriages, friendships, relationships. It provides us with a lifeline to the outside world, and the ability to plan – we could never manage family or social events without it.

But we are worried for the future. There is no respite available in this county once children turn 18. I would like Rehab to plan for our child's long-term future. His needs won't disappear overnight, and in a way we will need respite even more as he grows into a strong young adult. There is a role for Rehab in advocating for the service he is going to need as well as providing the service now, and looking for partnership and support from parents. That has to be a massive priority.

I also want Rehab to look at the huge needs of young adults leaving school. Where we live there isn't anything suitable for young people whose needs are moderate to severe. Our son will need higher levels of supervision, and what would be ideal for him is an autism specific service. His education can't just stop when he leaves school, he will need a structured day with maths, reading, money management as well as lifeskills training, communication, etc. Young people like my son need this.

I would like to see Rehab plan for this and advocate on behalf of these young people. It has to be a partnership with the service user, the parent and the service. That that is the only way going forward, to be in partnership.



5. Organisation Capacity and Implementation

5.1 Organisation Capacity

The implementation of Rehab's Strategy will involve change at scale. The structures of the organisation will change, and the way in which we support the delivery of service will change. The organisation will focus on developing its organisational capacity to drive the change that is needed to deliver the strategy. A recently conducted employee survey pointed to the need for strong leadership with a clear vision, learning and development for employees, and challenging work opportunities. Rehab will respond to the needs of its business and organisation by building dynamic leadership, fostering a learning environment and supporting a values-led culture.

Leadership development will be a core focus. Existing and future leaders in Rehab will lead the change. Rehab needs the right leaders in the right roles, with the right competencies, espousing the organisation's values and role modelling positive behaviours.

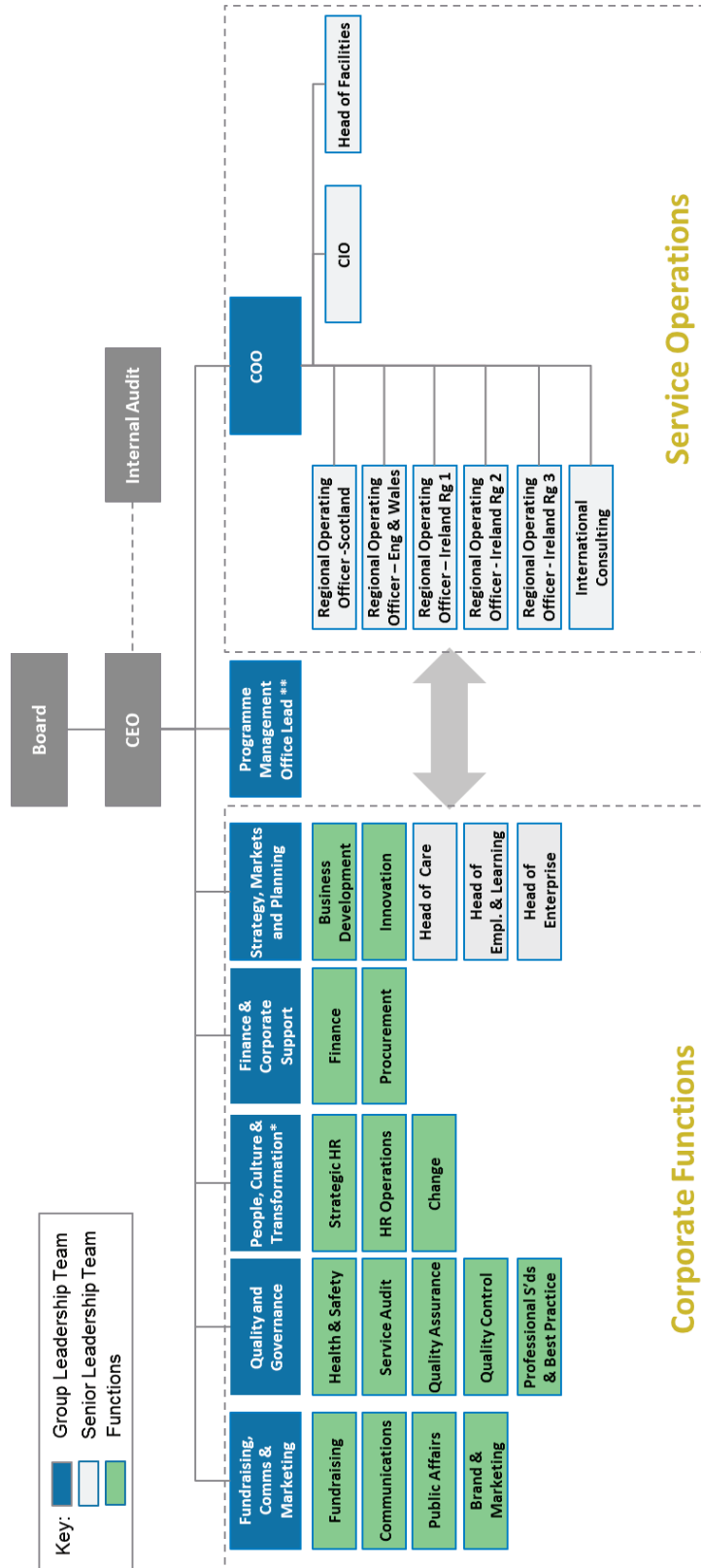
The new organisation structure represents a really new way of doing things for Rehab. It brings the management much closer to the people who use our services. It increases accountability. It supports the delivery of a more seamless service and encourages sharing of knowledge, sharing of expertise and development of new ideas.

It reflects a number of core features:

- Core executive leadership team
- Structured focus on strategy, markets and planning overseeing Care, Employment & Learning, and Enterprises as well as business development and innovation
- Chief Operating Officer responsible for co-ordinated delivery of services, including IT and facilities
- Interim programme management office to support the transformation of the organisation
- Investment in core capability areas such as fundraising, communications and marketing; quality and governance; people, culture and transformation; as well as finance and corporate support, to enable services to concentrate on service delivery and support compliance and development.

An assessment of the current organisation structure (As-Is assessment) was undertaken which analysed the current structure against process, technology and people. Recommendations were made to change, improve or sustain elements of the structure. A set of design principles was produced to guide the redesign of the organisation structure at Executive and Management levels. These options were all considered, and the preferred option will now be the new structure.

5.2 Revised Organisation Structure



*Finance and HR Business Partners will be aligned to regions

** PMO Lead is a Fixed Term role. Role will also take initial responsibility for leading change programme, information and IT.

Appendix 1: The Rehab Group

Health and Social Care	Education, Training and Employment	Enterprises	Fundraising	Head office
<p>RehabCare provides a range of support services to people with disabilities (intellectual, physical and sensory and mental health issues) and older people. Income is primarily contracted and received through Health Services Executive (HSE).</p> <p>Chaseley provides residential, respite and day care services for physically disabled people. Funding is provided by East Sussex City Council and the National Health Service (NHS).</p> <p>Momentum Care provides specialised brain injury health and social care across Great Britain. Sales are on a per customer basis received through NHS and local authorities. Also in receipt of UK National Lottery funding.</p> <p>Newgrove provides social housing. Capital is sourced through the Department of the Environment Community & Local Government Fund and some HSE funding.</p> <p>Polio Fellowship of Ireland in partnership with RehabCare provides day resource services funded by the HSE. Funding was also provided from the Charitable Lotteries Fund (CLF).</p>	<p>National Learning Network provides vocational and rehabilitative training and education to people with a disability, illness, mental health issue or other support need. Revenue is on a per student basis and received primarily from the HSE and Education and Training Boards (ETB) (service-level agreement (SLA) in place).</p> <p>TBG Consolidated comprises three entities Rehab JobFit (Joint Venture (JV) with Interserve), TBG and Acorn. All three provide learning and employability services. Revenue is generated primarily through contracts with the Work Programme and Skills Funding Agency (SFA).</p> <p>Momentum Skills provide training and employment services to disabled people. Sales are contract based through the Work Choice Programme and the European Social Fund (ESF).</p> <p>Rehab's International Consultancy team provides disability employment consultancy services in the Kingdom of Saudi Arabia (KSA). Sales are contract based and renewed annually.</p>	<p>Rehab Enterprises comprises three main businesses: Logistics; Recycling; and Retail. Sales are primarily non-contracted.</p> <p>Haven comprises three legal entities: Haven Products (whisky packaging, WEEE Recycling, print finishing, logistics and sign making through the recently acquired Sign Factory); Haven PTS (Protective Clothing, predominantly nurses' uniforms); and Redrock (document scanning and storage). All sales across Haven are based on commercial arrangements including the Haven PTS nurses' uniform contract with the NHS.</p> <p>Rehab Glassco (JV with third party) provides recycling services. Sales are on a customer & supplier contracted basis.</p>	<p>The Care Trust is a draw (JV with the Central Remedial Clinic). Sales are generated through door to door sales of subscriptions.</p> <p>Rehab Lottery (UK) was a UK based lottery. Sales were generated through retail sales of tickets and scratch cards.</p> <p>Rehab Lottery is an Irish based lottery operated by an outsourced partner, ELMCO. Sales are generated through retail sales of scratch cards and radio bingo cards. Previously generated eligible sales for the CLF.</p> <p>Rehab Foundation was the fundraising agent for the Rehab Group (operations now ceased). Income was generated through retail sales of bingo products, Bonanza draw, events and traditional fundraising.</p>	<p>Head office provides management services to the Rehab Group. Revenue is generated through management recharges and rental income. Previously in receipt of Charitable Lotteries Fund (CLF).</p>

The Rehab Group
Roslyn Park
Beach Road
Sandymount
Dublin 4
Ireland

Tel: +353 1 205 7200

Fax: +353 1 205 7211

Email: info@rehab.ie

Web: www.rehab.ie

Facebook: www.facebook.com/rehab25

Twitter: www.twitter.com/rehabgroup

YouTube: www.youtube.com/therehabgroup