Welcome

Welcome to the second edition of the New Directions bulletin. We bring you some of the activities that took place since the last issue and what will be happening for New Directions in 2016. Visit our website www.hse.ie/newdirections for more news and information. Enjoy reading this edition and please send us feedback.

What progress have we made in 2015?

There are six main areas of recommendations in New Directions and over the following few pages you will find an update on the progress we have made during the last few months to progress these recommendations. You will note that we have made more progress in some areas than others but we will try and make steady progress in 2016.

Making New Directions happen - recommendations

- Change management
- Policy into action
- Capacity for person centredness
- Clarify HSE role in work/employment
- Planning, monitoring & quality assuring
- Aligning funding
**Change management**

**Benchmarking**
In our last edition we gave information about the benchmarking tool that was developed to assist service providers to benchmark their services against the core values in New Directions. The tool was circulated to all day service providers for completion. All 75 service provider agencies returned this benchmarking tool and we now have some sense of the change journey that service providers are on to implement New Directions.

At the moment we are analysing the information received from all the service providers and we will be publishing the overall findings early in 2016.

Many of the service providers informed us that they had changed and reconfigured their day services in line with New Directions. We are now trying to draw together examples of positive change so that we can share the learning throughout the sector.

**New service locations (HUBS)**
A hub is a locally based service location in line with the principles within New Directions. We have developed some guidance regarding the principles and features of a “HUB” and these will be disseminated through the sector in December 2015. Through the support of Mr. Padhraic Dormer who represents those that use services on our national group, this guidance document was road tested with a group of his peers during the month of

**Policy into action**
This area of recommendation in New Directions involves partnership working between a number of government departments and agencies.

Discussions have commenced with the National Council for Special Education in regard to the need for more joined up work to support the transitioning of young people from school to mainstream and specialist services.

The Comprehensive Employment Strategy was launched on October 2\textsuperscript{nd} by the Taoiseach and the HSE will be working in partnership with all government departments and agencies that have responsibilities to deliver this strategy. The strategy is most relevant to the following of the twelve supports in New Directions: - **support for accessing vocational training and work opportunities**.
Capacity for person centredness

Development of person centred planning framework
The benchmarking exercise has informed us that the majority of service providers have a model of person centred planning in place for people that use services. However, we are also aware that there are many different forms of person centred planning and we need to be sure that everyone that receives a service has access to a model of planning that will uphold the principles of the person centred approach outlined in New Directions. With the support of the NDA we have commenced some work to develop a person centred planning framework and we will also be developing a training package to support this framework.

Developing an independent guidance service
As well as people’s choices and plans being at the centre of services, New Directions also advocates equity and fairness for all people that have need of HSE funded day supports. At the moment there are different protocols in place around the country in regard to how somebody is referred for services, how they are assessed etc.

New Directions recommends that an independent guidance service be developed to ensure that each person that needs a service will have equity of access. We have begun the work of scoping out what this independent guidance service would look like.

Work/employment
As well as advancing work under the Comprehensive Employment Strategy we have also commenced some work that is focused on reviewing our rehabilitative training programme and reconfiguring this service in line with New Directions.
Planning, monitoring & quality assuring

Interim standards
The HSE has now ratified the interim standards that will underpin the delivery of day services. A continuous quality improvement approach to the implementation of these standards has been developed and agreed. The implementation of the interim standards will be on a phased basis. The interim standards and the process for implementation are now available at www.hse.ie/newdirections.

Data – stock take of current data and how we move forward
During any programme of change, it is necessary to track that change and make sure that positive change is happening. At present we do not have any means of tracking that change and we have commenced some work to assess the data system that is used for some day services and to plan on implementing a system for all day services that will give us some good and accurate information regarding the service change.

Whilst this work will focus on service outputs, we will also be discussing the need for outcome based performance indicators in line with person centred principles in New Directions.

Aligning funding
We have not advanced any of the finance recommendations as yet as we need a dedicated finance resource to support this work. We also need to have an implementation structure at community healthcare organisation level to support the progression of the finance recommendations.
What we hope to achieve in 2016

Change management

Benchmarking
We will use the learning from the benchmarking exercise in a number of different ways:

1. We will arrange to share learning throughout the sector as to how services have brought about some of the change that New Directions requires.

2. Identify the greatest challenges to deliver New Directions so that we can support this change.

3. Develop a framework for individual service provider New Directions reconfiguration planning.

Local implementation structure
There are approx. 800 day service locations and 75 day service provider agencies throughout the country. It is therefore essential that we have a local implementation structure that is representative of all stakeholders in place throughout the country. These local structures will have to work closely with our national implementation group to make sure that the New Directions work plan for 2016 is implemented.

It is a priority that we get this up and running once the management teams are in place in the community healthcare organisations.

Policy into action
We will work in partnership to:

- Support the implementation of the Comprehensive Employment Strategy.

- Liaise with the National Council for Special Education in areas of mutual interest in our transitioning and pathways to service supports for school leavers.

Capacity for person centredness

Development of a person centred planning framework
Following the development of the person centred planning framework it will be disseminated throughout the sector along with the training package to support its implementation.

Developing a guidance structure
We will complete the scoping of an independent guidance service and seek approval of this new development structure.
What we hope to achieve in 2016 (continued)

Clarify HSE role in work/employment

We will arrange to have updated data regarding the number of people that are still receiving work or employment as part of their HSE funded day service. Once we have this updated information we will seek a meeting with the other government agencies and departments that have responsibility for vocational training and employment.

We will also consider the outcomes from the review of the rehabilitation training work and make recommendations for the future remit of this programme as part of New Directions.

Planning, monitoring & quality assuring

Interim standards

We will develop a communication plan to inform all stakeholders about the contents of the interim standards and the continuous quality improvement process that will be supporting the implementation of those standards.

We will also commence the implementation process by developing a self assessment tool for all providers to apply to their own service locations.

The recommendations arising from the work ongoing to identify what an independent guidance service would look like will be considered and progressed.

Aligning funding

A specific set of objectives will be developed to prioritise the finance recommendations contained in New Directions so that we will have definite targets for 2016. As part of these targets we will explore models of direct funding and develop some models for piloting.

New Directions – contact details

If you would like more information about New Directions please go to our

Website: [www.hse.ie/newdirections](http://www.hse.ie/newdirections)
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