

**CARF
Survey Report
for
Nua Healthcare
Services**

Organisation

Nua Healthcare Services
Johns Lane
Naas
Co. Kildare
IRELAND

Organisational Leadership

Liz O'Neill, Director of Services

Survey Dates

August 9-12, 2016

Survey Team

Peter Sproul, Administrative Surveyor

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Programmes/Services Surveyed

Behavioural Consultation Services
Community Housing
Community Integration

Survey Outcome

Three-Year Accreditation

Expiration: August 31, 2019



Three-Year Accreditation

SURVEY SUMMARY

Nua Healthcare Services has strengths in many areas.

- Despite its relatively brief history, Nua has grown to be a strong, mission-driven human service organisation that is highly respected by all stakeholders, particularly its service users.
- Nua's leadership operates to a high standard of performance and conduct, setting the example for all other staff members. Its executive leadership is responsive and supportive and continually honours the organisation's core principles and values in all relationships and all business and programme activities.
- The organisation's staff members feel valued. Their contributions and ideas are welcomed, resulting in an organisational culture that celebrates innovation and creativity and also facilitates the delivery of high-quality services to the service users and the community at large.
- The executive leadership recently set out on a "road show" that involved visiting all the homes to talk to the employees in a very personalised, informal setting. The resulting connections that were made served to gather helpful information and give the leadership visibility throughout the programme operations. This initiative also underscored Nua's commitment to openness and transparency in soliciting the ideas and involvement of its staff members at all levels.
- Consistent with the support provided to its staff, Nua is launching a "Great Place to Work" initiative in the coming weeks that will further enable it to attend to the needs and interests of its employees, thereby fostering a sense of teamwork and inclusion based on its core values. Nua is clearly determined to be an employer of choice in Ireland.
- Nua has invested in staff mentoring and talent management that enable its employees to obtain the skills and experience necessary to advance in the organisation.
- Nua has done an excellent job of setting strategic direction that will see its continued growth and serve many more service users in the coming years. The organisation's track record of strategic growth is very impressive and consistent with its mission and vision. Its expansion has also included establishing strength in administration, leadership and supervision, and clinical supports.
- Administratively, the organisation has done an excellent job of attending to all the issues and challenges related to risk management, finance, and human resources. The strength in infrastructure and administration has set the stage for excellent service delivery.
- Nua is a learning environment, dedicated to expanding the skills and knowledge of its staff members at all levels. The staff development initiatives are routinely sought out and implemented with the support and encouragement of the organisation's leadership. Professional development is a priority at Nua.
- The various departments and programmes are well coordinated and efficient.
- Communication among the programme staff, administration, clinical services, and executive leadership is seamless and smooth. This is especially valuable for a growing organisation dedicated to multi-disciplinary support, and also contributes directly to the high standard of service delivered to the service users.

- The organisation's data collection and analysis system is thorough and effective. Valuable information is captured and analysed for the purposes of quality improvement. As a result, Nua is well informed as it sets strategic direction and the specific goals and priorities as part of that direction.
- Nua puts tremendous emphasis on health and safety. It is embedded in the organisation's culture and is clearly something that the staff members at all levels focus on and think about in performing their daily duties.
- The organisation's quality assurance system is very comprehensive and involves a 360-degree follow-through on every element to ensure continuous quality improvement.
- The organisation has an impressive process regarding chain of communication regarding daily and weekly incidents and events through email, clinic meetings, and monthly meetings per service user that allows for real-time trending, analysis, and course correction.
- There is an excellent practice in place for highly individualised programming that respects and encourages choice in every aspect of the service users' lives.
- Financial protections and oversights are extensively documented in items such ledgers and asset books and frequently reconciled.
- The day services programme is commended for its flexible approach to scheduling and incorporating choice and service user input into the plans for each day. The fact that service users are able to come and go at their leisure and are not bound by certain programme hours gives them the flexibility to make decisions each day.
- The community outreach department has done a commendable job of developing jobsites in the community and building relationships to expand in this area over time. The New Direction Scheme has afforded the opportunity for service users to be paid and encourages the employers to fill positions in the workplace.
- There is extensive evidence of the use of visual supports in every aspect of programming. The staff members understand the importance and effectiveness of these tools and enthusiastically implement them.
- When interviewed, the staff members were very vocal about Nua being a great place to work and excited about the opportunity for growth within the organisation. They appreciate the challenge and the reward of supporting the service users to reach their goals.
- The staff members are incredibly knowledgeable about and attentive to the needs and desires of the service users. They demonstrate great care for the service users, and when asked what they are most proud of in their jobs, they consistently pointed to the progress and achievements of the service users.
- The new electronic records system, which is in its initial implementation stage, is robust and comprehensive. It is estimated that the system will reduce the paperwork time of care workers by 75 percent, allowing the staff more face-to-face time with the service users. The system for medication administration is well integrated and anticipated to be a huge boon in medication administration and reduction of medication errors.
- The homes are beautiful, spacious, well decorated, and respectful of the service users and their needs. Those homes with more than one resident have secondary living or relaxation rooms, allowing the resident a chance to relax away from others yet be outside of his or her bedroom. All homes have lovely gardens, many with activity equipment. These gardens enhance the beauty of the homes while allowing the service users access to the outdoors.

- Community integration is apparent throughout the services with daily plans, including multiple trips into the community to access a variety of community venues and services.
- Choice is a core value of Nua. The service users have ongoing and continual access to choice of activities, schedules, goals, and locations for community integration. The service users are very aware that they can choose and change their minds about something at any time.
- The clinical team adds a level of sophistication to the delivery of high-quality behavioural, nursing, and outreach supports. This team is well coordinated within the organisation and ensures that evidence-based practices are infused in individualised service delivery such that the service users are making substantial, transformational changes in their lives.

Nua should seek improvement in the area(s) identified by the recommendation(s) in the report. Any consultation given does not indicate non-conformance to standards but is offered as a suggestion for further quality improvement.

On balance, Nua delivers high-quality services and supports that are valued and appreciated by its primary stakeholders, most notably the service users and their families. Nua has earned the reputation of being an organisation that effectively supports service users with significant challenges in a person-centred model. Through extensive growth since its beginnings in 2004, Nua has built a strong, vibrant human service organisation that enables services users with an intellectual disability to establish a home, develop meaningful relationships, and contribute to their community in dignified and rewarding ways. The organisation is very strong administratively, with clear emphasis placed on finances, human resources, risk management, accessibility, and health and safety, which collectively set the stage for exceptional service delivery. Nua's leadership is highly respected for nurturing a culture of excellence and innovation throughout the organisation. The staff members are well trained and have the skills necessary to deliver day-to-day support as well as clinical expertise that assist the service users to reach their goals. The organisation has, in a very efficient and determined way, set performance targets and collected data as an important part of its ongoing quality improvement programme. Nua is commended for operating from a strong, comprehensive set of values and principles that serve as motivation to all stakeholders and guide all relationships. Nua is a mission-driven organisation that is poised to expand strategically in the coming years, further developing its capacity to serve the Republic of Ireland in effective, individualised ways. Nua has embraced the CARF standards as an important part of its ongoing quality improvement framework and is commended for its efforts in preparing for and proceeding through its initial CARF accreditation survey.

Nua Healthcare Services has earned a Three-Year Accreditation. The organisation is recognised for its efforts to provide quality rehabilitation services and encouraged to remain current with the CARF standards as it addresses the areas for improvement noted.