



**crann**

Solutions for families with neuro-physical disabilities



# Three Year Strategy

## 2023 - 2025

### Vision Statement

This plan supports continued advancement of our 2Gen Model of Care - the delivery of sustainable funding, service delivery, impact measurement structures and supporting the people who make it possible.

The key deliverables for this Strategic Plan are:

### Service Provision

Delivering high-quality, connected services which anticipate and respond to the needs of children, adults and families living with neuro-physical disabilities.

### Awareness

Communicating effectively and reciprocally to maximize knowledge, understanding and impact.

### People

Build on the excellence of the Crann team, providing the training and supports to ensure that together we can deliver this strategy and better serve our community.

### Evidence

Building evidence for proof of concept and delivering system change in how services for people with disabilities are planned, delivered, and funded.

### Revenue

Identifying & securing sustainable funding to support targeted expansion of Crann's activities.



## » Crann's Vision Statement

To change the system of service delivery in Ireland, by providing a cohesive, inclusive, and accessible model of care, which delivers better health, wellbeing and increased participation in work, education and leisure for children, adults and families living with neuro-physical disabilities.

## » Crann's Mission Statement

To build a sustainably-funded organisation which supports more children, adults and families living with neuro-physical disabilities by providing innovative, progressive, and accessible holistic services, underpinned by a widely communicated evidence base that is generated with our valued stakeholders.

## » Culture & Core Values

Our set of values, beliefs, and behaviours will not only impact the way we interact as a team, but also the way we are perceived and regarded by our stakeholders. The values, vision, and mission statements are the foundation for how we translate our culture and strategic initiatives into action.



### Collaborative

We are team players. Because we'll achieve more by working together. With you and your family. By seeking out partnerships and embracing collaboration.

### Confident

We exist to transform services and society for people living with neuro-physical disabilities. We base our services on a world-class model of care. We generate the evidence to provide the most progressive approaches for our community.

### Compassionate

We understand how difficult life can be at times. The frustrations. The obstacles. The fears. We will listen, we will hear you and we will do what we can to make things easier, to provide holistic support for people living with neuro-physical disabilities.

### Cheerful

We're a friendly bunch with a positive attitude. We're kind-hearted by nature. A smile goes a long way. We give everybody a warm welcome, respecting that everybody is unique. Championing equality, diversity, inclusion and belonging.

### Creative

We don't see problems; we see ways to overcome them. Onwards and upwards. We will forge a way forward with holistic family support. Creating new services and changing attitudes.

### Competent

We value our skills & competencies as they enable us to better support the people who use our services.

## Foundational Pillar 1

» Building a sustainable funding model which enables delivery of this strategy.

### Priority 1.1

Build a diverse funding model to optimise income from each income stream.

**Desired Outcome:** We achieve our annual income goals.

### Priority 1.2

Improve the quality of our data and reporting analytics.

**Desired Outcome:** We have the data to measure performance, identify further efficiencies and opportunities for growth.

### Priority 1.3

Build compelling Cases for Support.

**Desired Outcome:** We have the materials which clearly articulate the value of the Crann Centre and why funders should support our work.

### Priority 1.4

Secure statutory funding for the services within our Model of Care.

**Desired Outcome:** 100% of our programme (service) costs are funded by the HSE through SLAs.

## Foundational Pillar 2

» Sustainable delivery of high quality integrated services to an increased number of families

### Priority 2.1

Build further depth into our current service offerings.

**Desired Outcome:** The services we provide offer greater support levels to clients and their families. Crann becomes an indispensable service provider in the health care sector.

### Priority 2.2

Increase the number of adult clients (and their families) who are using Crann services.

**Desired Outcome:** More adults with neuro-physical disabilities & their families are benefiting from the services in our Model of Care.

### Priority 2.3

Expand and Improve Operational Structures

**Desired Outcome:** We are delivering better response times and increased outputs.

### Priority 2.4

Build the education and career pathways pillar of Crann's Model of Care.

**Desired Outcome:** We are supporting people with neuro-physical disability & their families to set & achieve their education and independence goals. We are realizing the potential of our Impact Hub.

### Priority 2.5

Increase our training offerings for HCP's, Educational Professionals, SNAs & carers so as they can better support families with disabilities.

**Desired Outcome:** Increased take up of our programmes leading to better outcomes.

## Foundational Pillar 3

➤➤ Continuously improve our impact measurement & management system and research capabilities

### Priority 3.1

Systemize Outcomes, impact measurement process and reporting.

**Desired Outcome:** Client services, marketing, & fundraising have the best most up to date data.

### Priority 3.2

Complete Annual Social Return on Investment (SROI) evaluations.

**Desired Outcome:** SROI process supports continuous improvement and builds evidential case for proof of concept.

### Priority 3.3

Build proof points for 2Gen for disability through collaborations with 2Gen for disability focused organisations in the USA.

**Desired Outcome:** Our collaborations are providing additional data points for proof of concept for the 2Gen approach for disability services.

### Priority 3.4

Develop and Implement a sustainably funded Research Strategy.

**Desired Outcome:** Our research is increasing our knowledge and supporting proof of concept.

## Foundational Pillar 4

➤➤ Attract and retain the best people through strengthening our culture and HR practices

### Priority 4.1

Retain the Crann Centre's talented team.

**Desired Outcome:** We retain the key skills knowledge and experience essential to our future growth and development.

### Priority 4.2

Prioritise individual Learning & Development Plans.

**Desired Outcome:** Our team have the knowledge and skills to deliver the strategy.

### Priority 4.3

Recruit and integrate volunteers who enhance our culture, skills and capacity.

**Desired Outcome:** Our volunteers are fully integrated, recognised and valued.

### Priority 4.4

Promote, Diversity, Equality, and Inclusion in the Crann team.

**Desired Outcome:** Our diversified team is enhancing our culture.

## Foundational Pillar 5

» Fully Integrate the Ascend 2Gen approach as our strategic framework

### Priority 5.1

All programmes are intentionally designed to support family members individually and collectively.

**Desired Outcome:** Through our 2Gen approach we are supporting children siblings, adults, parents and carers towards better health & wellbeing and increased participation in work, education, and leisure.

### Priority 5.2

Build bi-national collaborative partnerships with fellow *2Gen for Disability* organisations, Turnstone of Indiana and Easterseals Crossroads 2Gen.

**Desired Outcome:** We have *2Gen for Disability* implementation partners who are increasing the proof points of the 2Gen approach.

### Priority 5.3

Implement a funded 5-year longitudinal study to demonstrate proof of concept for the 2Gen approach to disability services.

**Desired Outcome:** We have the funding, resources & partners to commence the longitudinal study in 2023.

### Priority 5.4

Leverage our 2Gen for disability approach, to increase funding opportunities with Foundations and High Net Worth Individuals (HNWI).

**Desired Outcome:** We have transformational sustainable funding.

## Foundational Pillar 6

» Become the recognised solutions provider for families living with neuro-physical disability

### Priority 6.1

Raise awareness of Crann with our target audiences - families with neuro-physical disabilities, health care professionals, donors & the public (volunteers & fundraisers).

**Desired Outcome:** Increased client procurement, audience action and advocacy.

### Priority 6.2

Build brand affinity (reputation) through storytelling & activity that allows people to understand who we are, feel passion for what we do and engage with us.

**Desired Outcome:** Established and successful annual campaigns & assets targeting each target audience.



## Foundational Pillar 7

» Build & sustain collaborations which support our strategic objectives

### Priority 7.1

Build the partnerships in the USA with Easterseals Crossroads, Turnstone of Indiana, and The Greg Fehribach Centre.

**Desired Outcome:** We have collaboration partners which are adding to the evidence of 2Gen in practice and supporting proof of concept.

### Priority 7.2

Maximise our collaboration with Riley Children's Hospital/Indiana University School of Medicine.

**Desired Outcome:** The collaboration delivers opportunities for knowledge transfer and programme developments which benefit children, adults, and families in both locations.

### Priority 7.3

Maximise the opportunity of collaborations with academia, peer organisations, corporate and strategy organisations.

**Desired Outcome:** We have partnerships which support programme development & delivery, impact measurement and research strategy. These collaborations enhance our Case for Support.



## Key Deliverables by 2025

- » We are serving 800 families.
- » We are generating €2.2m per annum in funding.
- » We are the recognised provider of services for people with neuro-physical disabilities.
- » We have completed year 3 of longitudinal research to prove the 2Gen approach for disability.
- » We have achieved the Great Place to Work Award.
- » There are 150 active volunteers who love being part of Crann.