

Independence Inclusion Recovery



# Birchwood Highland

## Strategy 2010 to 2015



*Independence - Inclusion - Recovery*

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A Company Limited by Guarantee in Scotland 105400

Registered Charity No SC003198

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## Company history

Birchwood Highland was founded in 1987 and is both a Charity and a Company Limited by Guarantee.

We work with people over the age of 18 who are experiencing severe and enduring mental health issues and some who have a learning difficulty.

We work within the recovery ethos, which means supporting people to live productive lives even if symptoms persist.

We have a 23 bed Recovery Centre in Inverness in which we provide support to service users in 13 self contained apartments (one is shared) and 9 single rooms under a contract with the Highland Council. The Recovery Centre was only the second facility of its type in Scotland when it opened in 2008.

We also provide Housing Support services in Inverness, Easter Ross, Lochaber and Caithness.

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## Mission

Birchwood Highland exists to improve the quality of life of people with mental health issues and complex needs by promoting Independence Inclusion & Recovery.

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## Aims

We aim to:

- ▶ Aid recovery through a model that promotes a person's choice and control over their lives.
- ▶ Ensure that experiencing mental ill health does not present a barrier to achieving individual goals and participating in society.
- ▶ Facilitate access to advice, support and mainstream opportunities in employment, education, arts, sports and leisure.

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## Strategic objectives

Our strategic objectives are to:

- ▶ Provide services that are recognised through external evaluation as being of the highest quality, and use outcome measures to evidence the impact of the work we do.
- ▶ Promote the ethos of recovery in mental health and to apply that principle to our work with other groups.
- ▶ Influence decision makers about standards, practices, policies and legislation both locally and in Scotland.
- ▶ Develop a broader range of services mainly, but not exclusively, for people with mental health problems (and) to improve provision to these clients.
- ▶ Examine opportunities to provide services through competitive tendering, partnerships and other means by which we can both add value and give even greater financial stability to the organisation.
- ▶ Be flexible and responsive to the needs of service users and continuously improve our services.
- ▶ Ensure we continue to be attractive employers through developing training resources for staff and involving staff as much as we can in the running of the organisation.

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## Strategic outcomes

This is a series of strategic outcome measures developed in consultation with our staff:

- ▶ An increase in people's capacity to live independently.
- ▶ Reductions in financial hardship by ensuring people access services and benefits they are entitled to.
- ▶ Increased ability through self-confidence & self-worth to achieve personal goals.
- ▶ Reduced feelings of isolation through increased integration into the community.
- ▶ Increased readiness for work, education and volunteering.
- ▶ Reduction in unnecessary hospital admissions through better self-management of symptoms.
- ▶ People adopting lifestyles that promote their health and wellbeing.

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## Values

Birchwood Highland believes in the following values:

- ▶ Always asking 'How does this benefit the people we support?'
- ▶ Working in partnership with others if this will produce better outcomes for our service users.
- ▶ Showing respect for every service user and involving them systematically in the development of services - and the organisation - whenever they are willing.
- ▶ Being open and transparent in our work.
- ▶ Ensuring that the priorities we adopt are well informed.
- ▶ Developing our staff through training and broader experience.

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## Priority developments

We consult and involve.

The key drivers for us are the views of our service users, volunteers and staff.

Through dialogue with them, we are able to form our overall strategic direction and develop our Strategy and Business Plan.

Membership of Birchwood Highland Service Users' Association is open to all users of Birchwood Highland Services, and representatives from the Association and local service user groups are involved in consultations relating to service and policy development. There is also an annual questionnaire for service users.

Our Trustees are involved in strategic discussions, which identify specific actions and priorities, and in taking decisions about the final direction.

Externally we try to ensure that we have close contact with Highland Council key staff over service delivery issues, and the support that the statutory sector is looking for.

Achieving meaningful involvement and engagement with both the health authority and the Council can be challenging for an individual voluntary organisation. We attempt to make use of generic opportunities for the voluntary sector in addition to meeting and commenting on any

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specific proposals for new service initiatives that we have. Engaging with other voluntary organisations helps us to avoid duplication and identify opportunities to build on and improve what others have started.

## Priorities

The Trustees have reviewed the strategic direction of the organisation and have identified four short term, three ongoing and three medium term business priorities.

We are mindful of the potential workload that these imply, but there is substantial overlap amongst them. In agreeing these, the Trustees have been mindful of our core mission, which is the quality of care of people with mental health needs. They have reaffirmed this, but recognise that in the current environment it is not possible to operate in isolation, and complementary service opportunities will help the charity deliver its core mission. Accordingly, the Trustees have determined that our services must have at least an 80% mental health focus overall.

## Immediate priorities

1. Maximise the ongoing development of services provided at the Recovery Centre
2. Seek joint opportunities with other organisations who work with young adults, in which we can bring our expertise in mental health and training.
3. Develop the role of volunteers in our services.
4. Seek opportunities to provide services and develop our experience of working with adults with alcohol-acquired brain injury.

## Ongoing priorities

1. Broaden the organisational base.
2. Review governance arrangements and strengthen the Board in light of service developments.
3. Examine the opportunities for influencing and for partnerships both locally and nationally.

## Medium term priorities

1. Develop ideas for increasing opportunities in employment using a more overtly social enterprise model.
2. Seek opportunities to deliver a Recovery Centre outwith Inverness.
3. Develop the knowledge and capacity to develop a service for offenders.

