



Strategy 2027

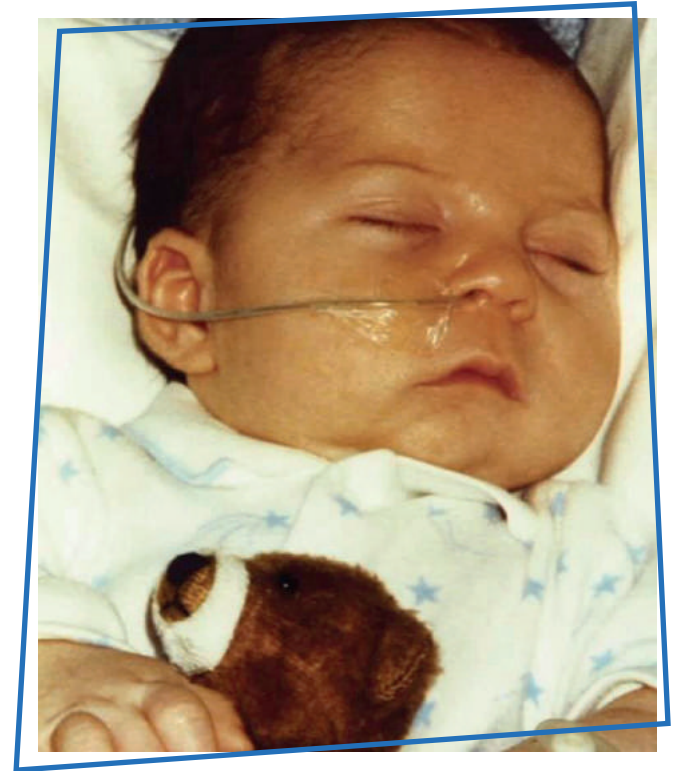


About Jack and Jill

The Jack and Jill Children's Foundation is an Irish children's charity founded by parents Jonathan Irwin and Mary Ann O'Brien in 1997, based on their experience of caring for their son Jack.

We fund and provide in-home nursing care and respite support to families caring for children, up to the age of six, with neurodevelopmental delay associated with a severe cognitive delay. This may include children with a brain injury, genetic diagnosis, cerebral palsy or undiagnosed conditions. Another key part of our service is end-of life care for all children up to the age of six, irrespective of diagnosis.

We mobilise a crew of community nurses and carers, operate seven days a week, with no means test, no red tape and no waiting list. We have supported over 2,800 families since our establishment. This support is often described as 'a gift of time' or a 'lifeline', giving parent carers a break from their 24/7 care regime, safe in the knowledge that their child is well cared for at home, where they belong.



Jack Irwin

29 Feb 1996 - 13 Dec 1997

Strategy Development Process

The strategy development process was led by a Steering Team comprising of Jack and Jill's senior managers and two liaison nurse managers with oversight and input from the Board, feedback from staff and facilitation by an external consultant Will Devas of Growth Potential.

Jack and Jill's Vision, Mission and Values were reviewed and renewed and, in conjunction with an extensive stakeholder consultation, formed the bedrock of the process to help decide on Jack and Jill's priorities until the end of 2027.

That stakeholder consultation was guided by the principle that all feedback is a gift, and we want to extend our deep gratitude to all those who gave their time to inform this strategy - families that are and have been supported by Jack and Jill, key partners and collaborators in the care community, supporters, funders, our Board and staff.

Having reviewed all the stakeholder inputs the Steering Team analysed the external and internal context within which Jack and Jill operates, considered the key challenges to overcome and opportunities to pursue and outlined Jack and Jill's response. Informed by this analysis, an overarching Goal and five Strategic Objectives were agreed upon, each with metrics and high-level actions indicating how they will be achieved and how progress will be measured.

We will review and refresh Strategy 2027 on an annual basis.

We are very proud of this document and to be part of the Jack and Jill story and journey ahead.



Our Values

Our Vision

An Ireland where every family has the care and support they need for their child, when and where they need it

Our Mission

Empowering the families we support to care for their child at home, by funding and delivering nursing, respite and advocacy



Child and family centred care

We are a kind and caring organisation, with the child and family at the centre of everything we do



Compassion

We act with compassion and empathy, always



Community

We believe in standing with, and for, the communities we serve, working together as one team to make a real difference



Courage

We are determined and innovative in giving support, confidence and hope to our families and our team



Integrity

We show integrity by being honest, trustworthy, and respectful



Our Goal

One team delivering and funding a high quality, agile and efficient service, demonstrating real impact for the families under our care.



Strategic Objectives, Metrics and Actions

The following are the five Strategic Objectives, the achievement of which will advance the mission of Jack and Jill for the period 2023-2027. The metrics are clear and measurable indicators of successful achievement of the Strategic Objectives. The actions outline at a high level how these Strategic Objectives will be achieved.

1	Strategic Objective	Metrics	Actions
	<p>Service: Maintain and continually improve our high quality and agile in-home nursing and respite service with proven impact for all families under our care</p>	<ol style="list-style-type: none"> 1. Agreed framework for annual measurement and evaluation of our service by YE 2024 including defined metrics that demonstrate impact 2. Year on year improvement in metrics defined in evaluation framework 2025-2027 3. Integrated systems to improve efficiencies across the organisation in place by end of 2027 	<ol style="list-style-type: none"> 1. Research, analysis and collaboration with other care providers to share learning and inform our framework for measurement and evaluation by Q2 2024 2. To demonstrate real impact, capture stories and relevant service delivery data (such as hours, family numbers, type of support in homes, diagnoses, referral pathway etc) 3. Complete a service evaluation with an external academic body by YE 2026 4. Audit and assess all systems across the organisation and develop and implement systems integration plan

2	Strategic Objective	Metrics	Actions
	<p>Collaborate: Collaborate with our key partners to support effective service delivery in the community, influence policy and secure funding</p>	<ol style="list-style-type: none"> 1. By end of 2027, to have successfully advocated with key partners to define and help fill the respite care gap 2. Annually be involved in relevant care and respite studies with universities and thought leaders 3. Deliver 10-15 speaking engagements per year e.g. conferences, roundtables, and lectures positioning Jack and Jill as a leader 4. Effective quarterly meetings with the HSE across service provision 5. Write two joint research or funding proposals annually with relevant partner(s) 	<ol style="list-style-type: none"> 1. Develop, implement and review an advocacy strategy with relevant key partners 2. Identify research opportunities that are relevant to our families 3. Identify, attend and present at relevant conferences/events 4. Proactively build our network and relationships to increase the quality and effectiveness of our partnerships 5. Build a culture of collaboration from the inside out to achieve common goals 6. Explore and identify opportunities for joint funding proposals

3	Strategic Objective	Metrics	Actions
	<p>Team: Happy, engaged and valued team working efficiently and effectively together to support a high-quality service</p>	<ol style="list-style-type: none"> 1. Improved and utilised annual staff engagement survey results 2. Annual retention and attrition rates and trends more favourable than charity sector average 3. Developed compensations and benefits scale by YE 2023 4. Finalised HR plan by YE 2023 5. Finalised Hybrid/Flexible working arrangements by YE 2023 	<ol style="list-style-type: none"> 1. Develop a comprehensive HR plan to attract and retain the best staff and volunteers, including encouraging engagement in personal and professional development and promoting health and well-being 2. Develop a fair compensation and benefits framework across the whole organisation that is informed by benchmarking as a guideline, as a priority 3. Quarterly evaluation of Internal communications through questionnaire and listening groups 4. Develop Hybrid/Flexible working arrangements and find a new office 5. Create clear career pathways and succession plans within each department

4	Strategic Objective	Metrics	Actions
	<p>Funding: Sustain and grow funding to maintain the service</p>	<ol style="list-style-type: none"> 1. HSE funding representing 33% of operational budget by YE 2026 2. Secure multi-year funding arrangement with HSE by YE 2026 3. Demonstrate 70% Charitable Commitment Percentage 	<ol style="list-style-type: none"> 1. Enhance integrated funding strategy across Retail, Fundraising and Communications 2. Grow and develop the fundraising, communications, retail, finance and nursing teams 3. Grow and develop the most effective fundraisings streams across – Statutory, Corporates, Trusts and Foundations, Regular Giving, Retail Expansion, Major Donors and Community Fundraising 4. Maximise multi-use storytelling opportunities and capitalise on media and corporate partnerships 5. Conduct annual survey to benchmark brand awareness and trust 6. Explore and identify opportunities for joint funding proposals 7. Continue to carefully identify, monitor and reduce charity expenses where possible 8. Demonstrate value to key funders through impact reports

5	Strategic Objective	Metrics	Actions
	<p>Governance: Ensure we have effective and integrated corporate and clinical governance that underpins our service</p>	<ol style="list-style-type: none"> 1. Produce clinical governance documentation by YE 2023. To be reviewed annually 2. Retain Charities Institute of Ireland Triple Lock certification 	<ol style="list-style-type: none"> 1. Review, collate and reinforce where necessary, current documentation, insurance level, risk register, process and procedures over clinical governance 2. Document clinical governance arrangements and implement any necessary changes/updates, engaging and informing relevant stakeholders 3. Implement quality improvement tools, to monitor and evaluate standards of care 4. Develop a comprehensive risk management model. Ensure an open and integrated approach across the organisation to reviewing and mitigating risks 5. Clear succession planning for the Board, leadership team and across the full organisation 6. Ensure crisis preparedness and update our crisis management plan annually

