

# Strategic Plan 2021 – 2024

## About Us

For over fifty years, Chime has championed for equal rights, greater accessibility and opportunities for individuals impacted by Deafness and Hearing Loss. As a charity, Chime has a role in breaking down barriers to inclusion and self-determination for Deaf and Hard of Hearing people.

We deliver on our strategic goals through our core services, which include Specialist Services, Technology and Advice and Information Services. In addition, we drive awareness of key issues through our campaigns and advocacy work.

### CHIME SERVICES INCLUDE:

- Advice and Information
- Children and Family Support
- Social Work and Counselling
- Community Services
- Group Support
- Camps, Family Events and Activities
- Residential Services
- Day Services
- Young Adults Mentoring Programme
- Assistive Technology
- Seminars and Information Sessions





## Mission and Vision

### OUR VISION

A society with no limits or barriers for anyone living with Deafness or Hearing Loss.

### OUR MISSION

Our mission is to empower people through advocacy, technology, community support and specialist services, all delivered with a deeply caring and personal approach that puts our clients at the heart of everything we do.

## Our Values

At Chime, we are determined to work with our values in mind. We want to create a service and support network that is inclusive and empowering, has a positive impact, shows integrity and is collaborative.



### AIM HIGH AND THINK BIG

We respect diversity and recognise the worth and dignity of every person.



### DO THE RIGHT THING

Our person-centred approach is open, honest, ethical and fair and we are proud of what we do.



### TOGETHER IS BETTER

Teamwork is important to us. We strive to build meaningful relationships and to create more accessible services and supportive communities.



### MAKE A DIFFERENCE

We work together with dedication, empathy, creativity and passion to meet the needs of our clients.



## The Strategic Plan

The Strategic Plan was developed over the first six months of 2021 and signed off by the Board in July 2021. This plan covers the goals of the organisation for the core areas of our work.

### THE SIX GOALS ARE:

- Specialist Services
- Community Services
- Brand & Advocacy
- People & Culture
- Finance
- Impact & Quality



*Our Goal is to help create a world where Deaf and Hard of Hearing people can live their lives to the full.*

*We empower through Advocacy, Technology, Community Supports and Specialist Services, making our clients the centre of our attention.*

*We aim to bring this vision closer to reality by 2024 with the following objectives.*



## Specialist Services

### OBJECTIVE:

*Develop and expand individualised specialist services for people at critical stages of their journey with Deafness and Hearing Loss.*

### METRICS:

1. Children's Hub in place by YE 2022
2. Support 1,000 children annually under Social Care and Technology Services
3. 10 clients living in a home of their choice and supported by Chime through the language of their choice
4. 150 Young Adults supported by EXPLORE programme by YE 2024
5. 2 Day Service locations supporting 40 clients at a time by YE 2024







## Community Services

### OBJECTIVE:

Fully developed, consistent community service, (offering social, assistive technology and personal supports).

- METRICS:**
1. Fully defined Hearing Loss Support, Deaf Support, Tinnitus Support, Cochlear Implant Support and Assistive Technology services by YE 2022
  2. Full complement of services available in all regions
  3. 144 Group sessions, covering all service areas, supporting 720 attendees annually
  4. Support 60 more Deaf adults through person-centred plans annually
  5. Provide 480 Outreach Clinics per year supporting 10 clients per clinic
  6. 5,000 audiology appointments annually



## Brand & Advocacy

### OBJECTIVE:

Increase awareness of, and referrals to, Chime whilst building supports and understanding of the impact of Deafness and Hearing Loss.

- METRICS:**
1. Chime Brand Awareness & Engagement.
    - Spontaneous brand awareness → 15% by 2024
    - Prompted brand awareness → 33% by 2024
  2. Increased Referrals to Chime
    - Overall increase by 20%
  3. Improved lives through State supports and services
    - **i.** Chime Services: Grow Chime State funding
      - Funding for MDT secured through advocacy by Q1 2022
      - Residential services (10 clients)
    - **ii.** Wider Sector: Advocacy campaign to achieve the following
      - HSE Mental Health Service in existence fully restored
      - Audiology waiting lists are reduced by 50%-20% increase in the provision for hearing aids
      - Universal timely access to SLT for Deaf/Hard of Hearing children
  4. A more accessible society through greater public awareness and understanding of Deafness and Hearing Health:
    - Positively influence Attitudes and Behaviours re Hearing Health – average age of first test is a year younger
    - Benchmark access to employment and education





## People & Culture

### OBJECTIVE:

*Grow capability and enhance culture to be a great place to work.*

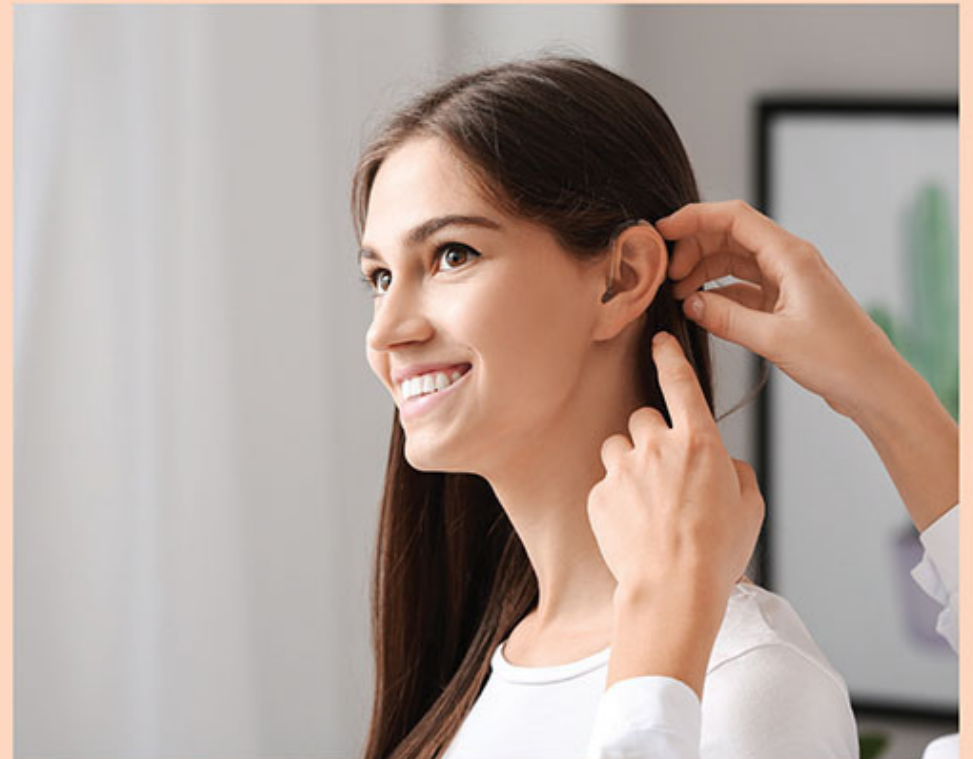
- METRICS:**
1. People Strategy developed by Q2 2022
  2. Improve staff engagement through employee engagement surveys increasing promoters to 82% and specific focus surveys when required
  3. Create an environment to thrive by doubling T&D investment by YE 2023
  4. Individualised T&D plans by YE 2022 and reviewed six monthly
  5. Undertake culture audit and develop a plan to address recommendations by YE 2022

## Finance

### OBJECTIVE:

*Maintain our financial independence by building an appropriate level of unrestricted reserves and generating additional sustainable funds to ensure delivery of strategic objectives.*

- METRICS:**
1. Hold unrestricted reserves which equate to approximately ten weeks of annual operating costs
  2. Operate activities under HSE Service Level Agreements at breakeven overall while increasing the annual surplus generated by our Assistive Technology and Fundraising by 50%







## Impact & Quality

### OBJECTIVE:

*Demonstrate that our services are person-centred, impactful and carried out to a high standard.*

### METRICS:

1. Implement a client experience programme (commence by Q2 2022)
2. Carry out and publish a Service Evaluation Report on one service every year
3. Publish an Annual Impact and Quality Report
4. Develop and implement Action Plan to address results and non-compliances of both reports by YE 2022

## HEAD OFFICE

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The National Charity for  
Deafness and Hearing Loss

Company limited by guarantee  
registered in Ireland No. 21627.