

# Strategy 2025



Praxis  
Care



[praxiscare.org](https://praxiscare.org)

# A Bridge from Mission to Vision

Hello. We'd like to welcome you to Praxis Care 2025, A Bridge from Mission to Vision, our organisational strategy for the coming five years.

This is an exciting time for Praxis Care as we move forward with new leadership and changing health and social care environments across the four jurisdictions in which we work.

This strategy, built on a clear vision, bridges us from where we are now to where we want to be in five years' time. Its focus is on taking that journey together in meaningful partnership with all those with whom we engage. It is a challenging strategy and one we are confident is absolutely right for us and those who commission and make use of our services.

Our vision is for Praxis Care to be

**“Leading the co-production of innovative, individualised care and support approaches across the UK, the Isle of Man and Ireland.”**

This strategy sets us on the pathway to achieving that vision. We are tremendously excited by the opportunities it presents to us and the journey that we are on.

To set the scene, here are a few words from some key voices and opinion shapers in our organisation—our Chair and the people who use our services.



# Chair's Foreword

We are experiencing exciting times at Praxis Care, with a burgeoning demand for services driving significant growth and development of services.



**Ken Brundle**  
Chairman

Over the past few years, we have refined the vision for the charity to reflect our particular focus on meeting complex needs within Mental Health, Autism and Learning/Intellectual Disability, shaped around the individual's requirements.

At Praxis Care, we are continuously striving to identify the very best, internationally recognised models of care and practice and will continue to invest in training our people to the highest level, to deliver to those exacting standards. Our commitment to research and training has been demonstrated by the investment in our Windsor Avenue Training facility and our deepening relationship with Queen's University of Belfast, where we have supported the establishment of the first Professorial Chair in Social Care.

As we go forward, we will seek to improve our quality of care, through innovative research, involvement of our service users and staff in service design and improvement and an unwavering commitment to ethical values and governance.

By continuously improving and keeping faithful to our values, we will ensure both the growth and strength of Praxis Care.

# Making our lives better – The UP in Policy Group

The User Participation (UP) in Policy Group consists of a number of Praxis Care service users.

We meet several times a year to assist Praxis Care to develop and review its policies and strategies, devise information leaflets for service users, participate in research and feedback projects and represent Praxis Care at external events.

As part of its work, the members of the group have contributed ideas on a number of areas which we feel would help make our lives better. These have helped Praxis Care to set its vision, its mission and the objectives that will help the organisation get to where it wants to be. Here's what we think:

It's important for us to be involved on a daily basis in discussions, handovers and completion of documentation that informs our service delivery. We would like to see further involvement approaches developed that work for us.

Praxis Care already helps us in becoming more independent but we'd like to be able to access more experiences—especially around employment and training

opportunities. Our contact with our friends and families and the chance to make and enjoy time with new friends is also really important and we would like to do this more often.

People come into our homes to support us. It's really important that they are caring and friendly, as well as having all the right skills. If we can get more involved with their recruitment, we think that would be a really positive thing. We'd also like to be more involved in their training too—we know what works and we think we can help.

We'd really like to help design our houses and gardens. Where we live and who we live with are big issues in our lives and if we can have more involvement and input on this that would be really positive.

We already talk a lot about Praxis Care and we would like to get more involved in Praxis Care's marketing and promotion. We'd like more of our stories and experiences to be

shared. We know what good services are. Praxis Care has a lot of surveys and audits and we'd like to get more involved in this and to help Praxis Care develop quality measures that look at things that are important to each of us.

Praxis Care does a lot of research and we are involved in this already. We'd like to be involved as much as we can—it's great for us and it's great for Praxis Care, too, and we also think it could help other people.

So, we want to be even more involved! That would certainly help make our lives better and we think it would help make Praxis Care even better too.

# Who we are

Praxis Care is a charity. We were born out of a single purpose – to make a positive and sustainable difference.

To do this, we have worked alongside people affected by mental ill health, learning/intellectual disabilities, autism spectrum conditions and dementia for 40 years.

You can now find Praxis Care across the United Kingdom, the Republic of Ireland and the Isle of Man; we are very happy to be there!

We work in partnerships to develop and deliver individualised care, support and accommodation arrangements for and with every service user with whom we engage. Every person is valued and at the centre of what we do. Together, we make differences.

We are passionate about opportunity, choice, meaningful care journeys and improved health and wellbeing outcomes for everyone we support. We work in partnership to achieve that.

We are guided by our vision, mission and values; by professional and regulatory standards; by best practice research and by the feedback we receive from the people who use our services.

We have particular experience of successfully working in partnerships to enable people with complex needs to have the opportunity to live in their own homes and to be active and valued members of their communities.

We aim to help make every life the best it can be every day.

## Our Vision

Leading the co-production of innovative, individualised care and support approaches, across the UK, the Isle of Man and Ireland.

## Our Mission

Empowering lives that are valued, meaningful and inclusive, regardless of the complexity of need, every day.



# Our Values

These are what make Praxis Care unique, ensuring we make the right decisions and guiding us in our work with service users, each other and the wider community.



## Passionately Caring

Praxis Care is so much more than a job. We are aware of the enormous trust placed in us and value the uniqueness and potential of every person we support.



## Compassionate

Compassion for people who face real life challenges in their lives is a defining component of what makes us Praxis Care.



## Person Centred

We assist people to make informed choices about their own lives and shape the support they receive around their individual needs and aspirations.



## Acting with Integrity

We uphold the rights of every person, ensuring their confidentiality, privacy and dignity are respected. We act with honesty and transparency in all interactions with our service users, their families, our staff, our partners and the public.



## Innovating & Improving

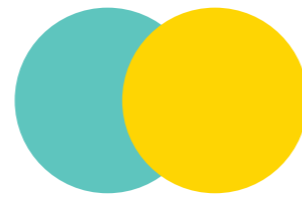
We are committed to continuous innovation through practice-based research, development of our staff and feedback from the people we support.



## Protecting Individuals

The best interests of service users are paramount. We work in partnership with other organisations, safeguarding individuals, ensuring risk is managed and encouraging positive risk taking.





# One Charity, Four Jurisdictions

As much as we work together to enable opportunities, positive outcomes and growth for each person with whom we engage, we have the same aspiration for our organisation.



We are compelled to make Praxis Care the best that it can be and accessible to as many people as possible.

We are proud to have developed across four jurisdictions over four decades. Growing from our first services in Northern Ireland, we now also work in the Republic of Ireland, the Isle of Man and England. Across the organisation, our staff and volunteers work alongside over 1,300 people in over 280 settings to help create the opportunity for every life to be the best it can be every day.

Key to our successful growth has been a shared value base and a desire to continuously improve. We source best practice from around the world and, drawing on this, develop our models of service and practice. Partnership with those we work with, alongside a commitment to quality, investment in the development of our

staff and a learning mind-set, has been the foundation of our success to date and will continue to underpin our future development.

We recognise that the way we work needs to reflect differing national and local contexts as well as the varying needs of each service user. We will translate our person-centred approach into our organisational approach, adapting how we work and how we are structured to local, regional and national needs, regulations and requirements.

There remains much to do and much to change. Praxis Care is passionately committed to this journey and to its challenges. We are excited by the opportunity; we are motivated by our vision; we will continue to improve and expand wherever we can make a positive difference to people's lives.

## Northern Ireland

Social care in Northern Ireland is delivered by a combination of statutory, private and voluntary sector providers. Praxis Care is the largest charity provider of care services locally. As a provider for people with learning disabilities, mental ill health, dementia and autism spectrum conditions, we are unique in the breadth of our service delivery and experience.

Future demand for services will be influenced by increasing demographic trends in autism spectrum conditions, mental ill health and dementia prevalence. This, coupled with a policy shift away from long stay hospital provision and in conjunction with departmental initiatives, such as the Learning Disability Service Model, will lead to a further increase in demand for community-based services.

Personal choice, reflected in an increased uptake of self-directed support, will fuel the demand for increasingly personalised, bespoke services for people across a broad spectrum of needs.

The primary challenges faced by Praxis Care and other providers are similar. The continued pressure on public funding and the difficulty of effective workforce planning is perhaps the most significant challenge to sustaining quality in existing services and expansion to meet growing need.

We will develop our employer brand, based on our values, our career pathways, the excellence of our training and the reward packages for

our staff. We will continue to lobby for funding to a level commensurate with need.

Praxis Care is a large and well-established charitable organisation, with a track record of significant experience and person-centred provision across a range of needs. Our challenge is to maintain and improve on our high standards and to develop into new areas of increasing complexity. Our experienced staff teams in Northern Ireland are key to this continued success and development.

## The Republic of Ireland

Praxis Care is a growing organisation in the Republic of Ireland. We provide a range of services to both children and adults with intellectual disabilities, autism spectrum conditions and mental ill health.

Services are delivered through a mix of HSE direct provision, private provision and Section 38 and Section 39 service providers — of which Praxis Care is one.

There is increasing demand for our service offer and approach. More people are living longer with complex behavioural conditions and mental ill health and their changing needs will continue to inform service provision and scale. A key challenge is to respond promptly and appropriately to growing demand while meeting the developing regulatory requirements and providing the skilled and qualified workforce required to ensure a consistent, high quality of service delivery.

A significant programme of Government-led reform is underway to inform future service provision. The key drivers to this are de-congregation, improved regulation, delivery of services that are value for money, improved day service provision and a more robust approach to safeguarding.

It is our intention to continue to proactively respond to and engage in the debate associated with these developments. Our aim is for Praxis Care to consistently provide the highest quality of care and support to the people with whom we work and engage, along with their families, while continuing to grow and develop.



## England

The health and social care sector in England is mature, expansive and highly regulated. There is extensive provision across all tiers, strong competition, price sensitivity and a range of commissioning sources and approaches. There is a commitment to care and treatment at home, to an individualised approach and to an integrated journey through the system for each person engaged in it.

Social Value, co-production, safety, quality, use of assistive technology, outcomes, innovation and value for money are key drivers for commissioners. There is also a growing uptake of investment in personalised budgets which reinforces the importance of enhanced control over service provision by those using it.

Achieving the funding levels required to create opportunities for people with the most complex needs to live the lives they choose in their communities is one of the many challenges. We will rise to these challenges.

Praxis Care is well established in England within particular localities, with a range of good quality service provision. However, on a national scale our footprint is small and we are not well known. Our opportunity, therefore, is large and our intention is to proactively respond to it. We will develop our offer, build our brand, continue to innovate and make a positive and sustainable difference for the people we support and in the places we work.

## The Isle of Man

The health and social care sector on the Isle of Man is developing in response to structural changes at the Government level and recent external audits and reviews. The approach is to deliver an integrated health and social care offer to the Island's residents and to do so to a world-leading standard. As a setting, its defining characteristic is its island status. This informs resource availability, workforce mobility, service resilience and viability.

Commissioning and Regulation are both government functions. The island is a Crown Dependency and has strong linkage with the legislature of Great Britain but is a self-governing and independent jurisdiction, with its own legislation and policy approach.

Health and social care provision is developing on the island, as is the infrastructure to manage increasing levels of health and behavioural complexity. The public and charitable sectors are the predominant service providers. There is a commitment to care and treatment at home, to repatriation, to an individualised approach and to an integrated journey through the system for each person engaged in it.

Safety, quality, outcomes, innovation and value for money are key drivers. Accessing sustainable funding, appropriate wages for staff and community living opportunities for people with the most complex of needs remains challenging.

Praxis Care is well established on the island, across a range of good quality service provision. Our footprint is moderate and we are relatively well known. Our opportunity is proportionately large and our intention is to proactively respond to it, growing our positive contribution to the health and wellbeing outcomes of the population.





# The Praxis Bridge

Whilst we have a destination in mind – becoming **“Leaders in the co-production of innovative, individualised care and support approaches across the UK, the Isle of Man and Ireland”** – progress to it will be determined by our performance across nine key areas. We have called these our **“Pillars of Success”**.

They will be the focus of our strategic objectives. The Pillars bridge us from mission to vision. This is the Praxis Bridge.

Praxis 2025 is a 5-year strategy. We need to manage the delivery of our strategy, check our progress along the

way and adapt as required. We will use the Balanced Score Card (BSC) approach, already adopted across the organisation, to align our strategic objectives with our business, departmental and operational plans to enable us to measure our performance.

## Our strategic objectives

- To improve the health and wellbeing of the people we engage with
- To have the right staff with the right competencies in the right place at the right time to help co-deliver excellent services
- To ensure robust processes support delivery of positive outcomes for all the people we engage with
- To meet the budgeted targets for surplus and growth



## Our nine Pillars of Success

### 1. The voices of people who use our services

Our service users are our inspiration and our purpose. The opportunity to engage with each of them is a privilege.

We want to further develop our co-production approach, to fully recognise the expertise of each person about what works for them. We want this to have a transformative impact on individual lives and in our models of provision and practice. This objective will challenge every aspect of our activity, every day. We are up for the challenge! We will:

- Optimise opportunities for service user involvement at all levels, across the range of our activities.
- Embed co-production approaches in all of our objectives.
- Evidence its impact.
- Regularly seek feedback from those using our services, using it to learn, adapt and improve.

### 2. Outcomes for our service users

We are outcomes inspired! Outcomes need to be sustainable, meaningful and enabling. They should consistently promote a way of life that is relevant to and chosen by each person we support and engage with.

Outcomes need to be co-developed and owned by each service user, soundly evidenced, and should

facilitate appreciation of progress made as well as a look forward to further opportunity. We work in this way now; we will continue to develop and invest in this way of working.

We are keen that our enthusiasm and commitment to outcomes goes beyond the boundaries of our services, rather that we become a valued and accessible contributor to our local communities and across the sector as a whole—adding social as well as personal value through outcomes. We will:

- Evidence outcomes and continue to develop our offer and approaches.
- Develop further our measures for wellbeing and our responses to them.
- Develop further our understanding of and contribution to social value.
- Ensure that meaningful, individualised goal setting remains the cornerstone of our thinking and measurement of success.
- Share our outcomes.

### 3. Our people

We would not have a service offer without our staff and volunteers. They are our most valuable and prized asset, a regular inspiration and the single most important determinant of the quality of our service offers. Our staff are the embodiment of our values, mission and vision, on each shift, every day.

Health and social care work can be demanding physically and mentally for all who engage in it. It is our responsibility to equip, support and sustain our staff to work effectively in those environments.

We are committed to ensuring that Praxis Care is the natural home for people who are motivated to have a career in this sector, share our values and want to make a positive difference in people’s lives.

We want our staff to feel supported, valued, empowered and motivated to be the best that they can be every day. We will:

- Continue to develop sector-leading salary and benefits offers.
- Refine the recruitment and induction pathway, to ensure positive engagement from candidacy through to confirmation in post.
- Invest in developing the skills of our staff, enabling them to consistently be the best they can be.
- Invest in management and leadership development at all levels in the organisation.
- Develop partnership opportunities with like-minded organisations to lobby and advocate for effective social care funding and workforce planning, across the sector, in all jurisdictions.



#### 4. Our partnerships

We are reliant on effective partnership working every day—from the smallest action through to the strategic development of our organisation.

We want to continue to nurture and develop partnership approaches across and outwith Praxis Care, to collectively make a bigger difference. We will:

- Invest in inter-organisational partnership and collaboration across the sectors in which we work, to the benefit of service users.
- Continue to build long-term relationships based on a shared value base.
- Collectively bring forward innovation and new approaches.
- Share our learning.

#### 5. Our governance

Governance provides us, our service users, funders, regulators and partners with the assurance that everything we do meets external and internal standards and that our services, in particular, are safe and effective. The sustained quality of our offer is the foundation from which our services have developed and from which our charity will continue to grow. We will:

- Continue to develop our governance systems to ensure we have real-time information on the key quality and risk indicators with the attendant escalation mechanisms.

- Invest further in the development of our metrics and analytical reports for quality and governance, across the activity of the organisation.
- Continue to develop the internal audit function, to include increased access to additional direct assistance for operational teams when concerns arise.
- Ensure cross-organisational learning is a routine feature of our processes and culture.

#### 6. Our accommodation

The homes we live in and the environments in which we work are important contributors to our health and wellbeing.

Our service users and our staff deserve high quality living and working environments that are right for them and shaped around their requirements. We need to continue innovating and investing in our living and working environments. We will:

- Continue to develop partnerships in all jurisdictions with housing providers whose values and visions align with ours.
- Invest further in our asset management infrastructure.
- Develop corporate service capacity that is aligned to current needs and our growth strategy.
- Research and innovate in the critical area of the physical environment.

#### 7. Our communication

Communication is really important to us. We need to communicate effectively with those with whom we already engage and people who could benefit from our support, might want to work for us, might commission services from us or could form partnerships with us. To achieve all of this we will:

- Ensure our communication is consistently relevant, timely and considered and uses appropriate formats.
- Adopt an honest, transparent and informative approach whilst respecting the individual's right to privacy and confidentiality.
- Embrace the opportunities to increase the effectiveness of our communication, by utilising new and diverse platforms.
- Constantly advocate for the people who use our services and, together, promote their voices.

#### 8. Our research and innovation

Praxis Care has a vibrant research department, working to sector-leading standards with service users, our staff and universities across the UK and the Republic of Ireland. The department's purpose is to form an evidence base and guide the development of our models of support and practice, share learning and help inform policy development in the sector.

This is a critical driver of improvement and innovation in our organisation. We will continue to develop and expand this function. We will:

- Increase the educational, research and training placements in our services.
- Extend our research network internationally.
- Develop further relationships and share evidence and outcomes with representative organisations from across the sector.
- Continue to innovate in terms of service development, delivery and analysis.
- Become a recognised centre of best practice and education in the sector.

#### 9. Our finances

It is important that our organisation and individual services are on a sound financial foundation, so that everyone who benefits from our support, works for us or is in partnership with us can rely on our continued contribution.

It is also important to us that we deliver value for money and, particularly as a charity, behave responsibly and with probity in all our financial matters.

Our financial objectives will be geared to investing in the skills development of our staff and volunteers, the research upon which improved models of practice will be based, high-quality living environments for each of our

service users and the consistent delivery of quality, person-centred provision. We will:

- Further enhance our systems and infrastructure, to improve real-time information in support of budgetary management, monitoring and decision making.
- Continue to invest in the improvement of service delivery within financial parameters.
- Enhance our ability to evidence value for money and the added economic and social value to local communities, generated by our contribution.
- Only engage in new service initiatives where we are confident that the funding supports sustainability and a high quality of provision.
- Remain engaged in making the case for funding levels that can attract and retain high-quality, committed staff in this vital sector.



# Andy Mayhew, our Chief Executive

This is an ambitious strategy, based on a sound value base and a clear vision of what we want to achieve.



**Andy Mayhew**  
Chief Executive

Importantly, Praxis Care 2025 reflects confidence in our staff, across the organisation, who have shown what is possible by their inspirational work and dedication. We are excited by the challenge of helping more people find approaches that work for them. We are particularly motivated to help make community living a reality for those who have hitherto been marginalised, due to the complexity of their needs and the obstacles they have faced.

Realisation of the vision will involve openness and a commitment to learning at all levels in the organisation, continuously. This is not new; our growth to date is based on our ability to adjust what we do in light of what does and doesn't work, for each person we serve.

As we continue to grow, to meet the escalating needs across the four jurisdictions in which we work, we will do so with a common mission, vision and value base and an infinite variety of support solutions. This approach will be driven by the unique needs and aspirations of those who trust us to work alongside them and provide them with support. Shaping our services around the individual is not only the most effective approach, it is the right approach. It is the Praxis Care approach.



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