



**Brain Injury
Matters**

STRATEGIC PLAN 2023 – 2026

FOREWORD

Brain Injury Matters (NI) was established in 2013 as an independent regional third sector organisation supporting, empowering and advocating on behalf of those individuals and families affected by acquired brain injury (ABI). An Acquired Brain Injury is damage to the brain which occurs after birth and is not related to a congenital or a degenerative disease. These impairments may be temporary or permanent and cause partial or functional disability or psychological maladjustment (WHO, 1996).

Over the past 10 years, BIM (NI) has earned a reputation for developing and delivering a range of innovative programmes and initiatives led by a diverse team of clinicians. Building upon the success of its current strategy “**Looking to the Future**”, we have developed our new strategic framework based upon a process of research, consultation and detailed discussions involving the board, staff team and stakeholders. Our new strategy “**Living Beyond ABI**” provides the strategic and operating framework to guide the next stage of our growth and development. This strategy will be supported by a detailed operational plan developed annually.

In delivering this strategy, we acknowledge the contribution and support of our funders, board, volunteers, staff, families and beneficiaries who together have influenced and supported our work. Central to this has been the voices of our participants who are at the heart of our service development and delivery.



Claire Sullivan (Chair)



Joe Mc Vey (CEO)

STRATEGIC FRAMEWORK

OUR VISION STATEMENT

Living beyond Acquired Brain Injury

OUR MISSION STATEMENT

To support, empower and advocate on behalf of all those affected by ABI.

VALUES

We are guided and led by the following values:

Integrity: we work to the highest professional standards, consistently and with honesty.

Inclusion: we involve our participants in the design and delivery of our work.

Respect: we treat everyone with respect and compassion.

PRINCIPLES

Our work is:

- evidence informed and clinically led;
- innovative and collaborative;
- committed to considering the whole person; and
- recognises the value of early intervention.

OUR PRIORITIES

Our outcomes are focused on the following areas:

- 1.Children and Youth Services
- 2.Adult Services
- 3.Engagement and Advocacy
- 4.Organisational Stability and Effectiveness

OUTCOME MEASURES

Accessibility: can people access our services easily?

Effectiveness: do our services make a difference?

Acceptability: do we meet people's expectations?

PRIORITY 1: CHILDREN & YOUTH SERVICES

OUR FOCUS

To support children, young people and their families impacted by ABI to have a greater sense of independence, self-confidence, and self-esteem.

KEY ACTION AREAS

- To develop and deliver programmes supporting children (0-12) and their families
- To develop and deliver programmes supporting young people (13-18) and their families
- To work in partnership with key organisations
- To facilitate greater access to and benefit from appropriate statutory services.
- To develop new initiatives in keeping with our mission.

OUTCOME MEASURES ¹

How much are we doing?

- Number of children and young people engaged
- Number of families engaged
- Contact time with children and families
- Number of meetings and collaborative opportunities with partners, both statutory and voluntary

[1] To meet the needs of BIM both standardised and service-specific questionnaires are employed. The former allows comparison within and across services, and the latter allows the unique needs of BIM stakeholders to be identified and supported.

How well did we do it?

- Quantitative and qualitative feedback from participants and family members
- Quantitative and qualitative feedback from stakeholders and partners
- Internal and external evaluations

Is anyone better off?

- Improved family relationships: families will have a greater understanding of ABI and its impact on all family members²;
- Increased confidence to access services: families will have increased knowledge of the services and support available for those impacted by ABI;
- Improved wellbeing: families will be better equipped in coping with everyday issues of an ABI³;
- Improved social and academic integration: families will be more involved in school and community life⁴.

[2] Family Empowerment Scale (Koren et al., 1992) at Intake, Midpoint and Discharge (standardised measure of empowerment in parents)

[3] Strengths and Difficulties Questionnaire (Goodman, 1997) with Impact Supplement completed at intake, midpoint and discharge (standardised measure of emotional symptoms, conduct problems, attention, peer relationship problems and prosocial behaviour).

[4] The Youth Efficacy/Empowerment Scale (Koren et al., 1992) completed at intake, midpoint and discharge (standardised measure of beliefs of self, service and system).

PRIORITY 2: ADULT SERVICES

OUR FOCUS

To support individuals and their families impacted by ABI to have a greater sense of independence, self-confidence, and self-esteem.

KEY ACTION AREAS

- To deliver an innovative and effective wellbeing programme
- To deliver an innovative and effective physical activity programme
- To deliver a needs-led counselling service
- To maintain and develop partnerships
- To develop new initiatives in keeping with our mission

OUTCOME MEASURES

How much are we doing?

- Number of individuals engaged across the programmes
- Contact time with clients
- Number of meetings and collaborative opportunities with partners, both statutory and voluntary

How well did we do it?

- Quantitative and qualitative feedback from participants and family members
- Quantitative and qualitative feedback from stakeholders and partners
- Internal and external evaluations

Is anyone better off?

- Increased confidence and self-esteem: people have a greater understanding of their condition and adjust to life after an ABI.
- Improved family wellbeing: people and families feel supported long-term and are better equipped in coping with everyday issues of an ABI.
- Improved social integration and independence: people develop new interests and skills in creative and leisure activities and are more involved in community life.

PRIORITY 3: ENGAGEMENT & ADVOCACY

OUR FOCUS

Brain Injury Matters:

- Is recognised by statutory and voluntary partners as a key part of the landscape of ABI services.
- Actively raises its profile and promotes public awareness of acquired brain injury.
- Delivers an effective new Advocacy Service.
- Facilitates greater access to and benefit from appropriate statutory services.

KEY ACTION AREAS

- To build and maintain positive relationships with statutory and voluntary partners
- To participate fully in all ABI networks sub-regional, regional and national
- To develop and implement an ongoing marketing and communications plan
- To implement a volunteer engagement plan
- To implement an Advocacy Programme

OUTCOME MEASURES

How much are we doing?

- Number of meetings with partners
- Number of meetings with networks
- Marketing Plan outputs delivered

How well did we do it?

- Feedback from participants
- Feedback from partners
- Feedback on our public profile

Is anyone better off?

- Improved outcomes for beneficiaries
- Improved access to services

PRIORITY 4: A STABLE & EFFECTIVE ORGANISATION

OUR FOCUS

Building an income base that supports the delivery and development of services and maintains and builds our team (staff, board and volunteers).

KEY ACTION AREAS

- Develop an organisational fundraising strategy and action plan
- Building a balanced income base from the statutory, voluntary, community and corporate sectors
- Maintaining an appropriate level of reserves
- Providing timely and robust financial planning and oversight
- Ongoing recruitment and retention of team members
- Ensuring appropriate training and professional development for team members
- Effective governance in place and reviewed annually
- Maintaining an appropriate risk management framework
- Ensuring a robust policy framework
- Maintaining effective IT systems
- Maintaining Investing in Volunteers (IIV) accreditation
- Maintaining an appropriate evaluative framework for the organisation
- Pursuing business development opportunities in line with our mission

PERFORMANCE MEASURES

How much are we doing?

- Timely reports to the sub-committees and Board
- Timely reports to the Charity Commission
- Timely reports to funders

How well did we do it?

- Organisational Resilience:
 - Meeting financial targets
 - Satisfaction levels: participants, staff, board, funders, volunteers
 - Meeting compliance requirements
 - Maintaining Investing in Volunteers (IIV) accreditation

Is anyone better off?

- Effective Governance
- Effective Financial management and control
- Risk management framework in place
- Demonstrating public benefit

