

Annual Report 2013



**Reporting on year
01/01/2012 - 31/12/2012**



**Sr. Mary Anna
Lonergan,
Chair, Board, SCJMS /
Muiriosa
Foundation**

As you will read in the CEO's Report of 2012 activity, the 12 months from January 1st 2012 to December 31st 2012 was a uniquely pressurised and testing period for the organisation. Insofar as this was the maiden voyage of the Board of the Muiriosa Foundation in assuming full governance responsibility, they were certainly sailing into strong and prolonged headwinds. However, we all – staff, managers and executives, Board members – survived and successfully reached the shore at year's end.

I would like to commend the undaunted and unstinting support of Board members throughout the year. In particular, I would like to pay tribute to the rich and sustained contribution made by John Kincaid over the past seven years. John who had been a Board member for the previous seven years, retired from the Board towards the end of the year. The Board profited enormously from John's deep experience in the health sector, his incisive intelligence and unique blend of independence, rigour and supportiveness.

I would also like to pay tribute to all families and staff members who responded so flexibly and resiliently during this past very difficult year. It was a trying and at times bruising year for all involved, particularly those charged with the responsibility for navigating us through the challenges and hazards which we encountered over the course of the year.

Signed: *Sr Mary-Anna Lonergan*
Chair, SCJMS / Muiriosa Foundation Board

Scale and Impact of Funding Reduction in 2012

2012 has been the most challenging year we have had to confront in relation to funding cuts by HSE on foot of the financial crisis besetting the State. We had €1.6 million less available to us in 2012 to fund activity. As annual cuts are cumulative, the combined impact of 2011 and 2012 cuts is that there was €2.8 million less in 2012 than in 2010.

As set out in last year's annual report, we had begun to run out of road by the start of 2011 in looking to source "savings" in non-pay categories of expenditure (heat, power and light; transport; maintenance, et cetera) and had to target pay costs in 2011 to generate the necessary level of savings.

This strategy continued in 2012. If one compares the number of staff employed on 21/12/2012 with the figures quoted for 31/12/2011 in last year's report, the drop in staffing levels is evident. Reduced level of staff translates into a lowering of the quality of the support and level of responsiveness that can be offered to individuals and their families. We are greatly concerned by this now relentless – 2012 was the fourth successive year of cuts – erosion of quality. However even more negative scenarios would unfold for service users and families were we to fail to live within our reduced and reducing financial means.



Brendan Brodeick
CEO
SCJMS /
Muiriosa Foundation

The impact of the allocation cut in 2012 is also evident in the financial details set out in the back of this report. Whereas we had got through 2011 on a financially break-even (a small surplus of €22,000) basis, you will see that we registered a current-year deficit of €308,522 in 2012. This 2012 over-spend needs to be recovered in 2013 *in addition to 2013-specific cuts imposed by HSE*.

We ran very significant financial deficits throughout the first half of the year. Our strategy from the outset had been to identify measures that would reduce costs while introducing the least disruption to the arrangements on which service users and families depend. While it takes time to design and consult on measures and further time before these measures yield their full effect in “savings”, the actual cuts to allocation kick-in at full force from January 1st. Hence a cumulative deficit of €630,000 by the end of June. The cost-recovery measures which we had to implement spanned

- ◆ The non-replacement of people who reached retirement age or resigned;
- ◆ The non-replacement of staff availing of HSE “Early Exit” Schemes;
- ◆ Non-replacement of staff on maternity leave;
- ◆ Reducing the number of Sundays in the year during which community respite houses open;
- ◆ Providing over-night respite for children and adults from the same house on alternate weeks rather than having dedicated children’s and adults’ houses;
- ◆ Redeploying staff to displace agency costs;

- ♦ Replacing a number of “live” night cover arrangements with sleep-over arrangements;
- ♦ Capping the total number of staffing hours to be allocated in residential services.

These measures were implemented through the *Croke Park* framework (The Public Service Agreement 2010-2014).

Noteworthy Achievements in 2012

Notwithstanding the acute pressures flowing from the allocation cuts, much progressive and ambitious work was also completed in 2012. Around Easter time we transferred 5 residents from the HSE congregate-care setting at *Lough Sheever* campus to community houses. Later in the summer we completed a similar exercise in relation to 14 residents in HSE’s *Alvernia* complex on the site of St Fintan’s Mental Health facility in Portlaoise. This involved a major recruitment initiative and a very significant investment in orientation and preparation of the selected staff. Because of the HSE-imposed moratorium on employment, we collaborated with *ttm* to source staff. An innovative feature of the recruitment was to cast the net wider than is usual in sourcing people to work within this sector. The advertisements clarified that *Both candidates with previous experience of working in disability services and candidates with no previous experience will be actively considered.*

We are as interested in speaking with candidates with broad life experience and a track record of resourcefulness, problem-solving acumen, initiative, as we are in speaking with academically qualified disability professionals. The response to the recruitment campaign was unprecedented. Our success in supporting people through this transition was greatly enabled by a grant from *Genio* to fund a project manager for a 12-month period.

We also succeeded in transferring 6 individuals from the campus at Moore Abbey into community settings. (Our plan to move 11 individuals from the campus at St Mary's, South Hill, Delvin to the community was forestalled by a decision of the Labour Court during the summer confirming that a 2008 Labour Relations Commission agreement between staff and management still held, despite the radically altered funding landscape since 2008. Moving ahead with the transfer on the terms of the original agreement was not financially sustainable. It is our intention to revisit this matter in 2013 by putting a new proposal to staff which hopefully will find common ground.)

When the Person-Centred Wing was established in early 2010 the aspiration had been *to develop and sustain 15-20 exemplars of person-centered practice over the next two years.* The PCW has comfortably exceeded these aspirations and is now, we believe, in the vanguard of national initiatives promoting this exciting approach to supporting individuals with an intellectual disability to *get a life – a going-somewhere life.* The defining feature of the Person-Centred Wing is supporting each person via exclusively individualised arrangements—the practice of supporting people in groups is avoided entirely. I would like to take this opportunity to congratulate and commend Josephine

Glackin, Director of the PCW, for her leadership and resolve in so skilfully “landing” this strategic priority and to the senior co-ordinators who have been associated with this initiative from the outset: Lavinia Donoher-Connolly, Caroline Bracken, Colm Conroy, Paula-Jayne Geraghty and Sean Bohan. By the end of the year detailed plans had been developed by the PCW to put in place arrangements based entirely on individualised supports for two residents who had spent decades in very traditional, institutional settings. Designing and sustaining arrangements for those two individuals will be the most ambitious and challenging work undertaken to date.

Expansion of Management Executive Team

Stephen O’Rourke, our IT Manager, joined the Management Executive Team (MET) in December. The new informational and managerial capacities which we have had to acquire over the past four years to deal with allocation cuts has underlined the critical role of our IT systems in generating essential information to guide decision-making. In this regard, it is also appropriate to convey gratitude to the Congregation of the Sisters of Charity of Jesus & Mary for the funding which they made available to us some years ago to develop our IT infrastructure. Without the capability which this has introduced, it is very hard to see how we could have come through these recent difficult years without very significant reductions in services.

As signalled in last year's Annual Report, 2012 was the first year of the service being formally governanced by the Board of the Muiriosa Foundation. While at one level the arrangement represents seamless continuity with what had been in place for the preceding eleven years, the ultimate responsibility for parenting the organisation rested with the Muiriosa Board. Of all the years to assume these responsibilities, 2012 was the crucible test of nerve and resilience. I would like to take this opportunity to thank them for their steadiness and support throughout the year.

Signed:

Brendan Broderick, CEO.

	REGIONS			TOTAL
PROGRAMMES	WEST-MEATH/MEATH	LAOIS/OFFALY	SOUTH KILDARE	
RESIDENTIAL				
Campus-based	34	N/A	50	84
Community-based	65	68	56	189
DAY SERVICES				
Adults	135	140	126	401
RESPIRE				
Centre-based	Overnights 1,034	Overnights 3,064	Overnights 944	Over- nights 5,042
Share-A-Break — Family-based respite	Overnights 6,023	Overnights 3,322	Overnights 998	Over- nights 10,343
MULTI-DISCIPLINARY SUPPORTS	32.81 WTE multidisciplinary staff supporting over 500 children as members of HSE teams, all adults in SCJMS / Muiriosa settings, in addition to adults associated with other service providers.			
PRE-SCHOOL				
Children	9	19	N/A	28

Breakdown of community residences across the organisation

◆ Number of houses in which more than five people reside:	1
◆ Number of houses in which five persons reside:	11
◆ Number of houses in which four persons reside:	13
◆ Number of houses in which three persons reside:	13
◆ Number of houses in which two persons reside:	11
◆ Number of houses in which a single person resides:	14
Total number of community residences:	63

N.B. These numbers do not capture those supported by the Person-Centred Wing.

Breakdown of residential campus settings

Name of Service setting	Numbers
◆ Moore Abbey	
St Brigids Unit, campus-based residential	11
St Josephs Unit, campus-based residential	15
Chalets, campus-based residential	11
Woodside, campus-based residential	13
TOTAL	50
◆ St Mary's, South Hill, Delvin	
St Mary's Campus	34
TOTAL	34

RESIDENTIAL CAMPUS SETTINGS	Numbers
OVERALL COMBINED TOTALS	84

Adult Day Centres

Laois / Offaly

Name of Service	WTE	Headcount
Acorn Outreach	3.21	4.00
Coinneal House	6.79	6.00
Dove House	36.16	32.00
Arden Heights / Glendaniel	1.00	1.00
Kilbride Street	9.82	10.00
Oak House	23.88	22.00
Rowanberry	29.03	29
Tanyard	18.20	14.00
Teach Mhuire	9.82	8.00
Total	137.91	126.00

South Kildare

Name of Service	WTE	Headcount
Monasterevin Resource Centre	10.20	11.00
Teach Aontas	8.90	12.00
Rathangan Resource Centre	13.30	14.00
Emilian House	6.60	8.00
Woodside Day Service	7.00	7.00
Centre-based Employment	23.08	27.00
The Haven & The Primrose	14.35	30.00
Outreach services	20.00	20.00
Supported / Open Employment	5.50	11.00
Total	108.93	140.00

Longford / Westmeath / Meath

Name of Service	WTE	Headcount
St Mary's Day Service	43.60	7100
Lisadell / Cill Cuan	36.00	49.00
South Hill Enterprise	14.00	15.00
Total	93.60	135.00

ADULT DAY SERVICES	WTE	Headcount
COMBINED OVERALL TOTAL	340.44	401.00

Pre-schools

Laois / Offaly

Name of Service	WTE	Headcount
Marian, High Street	5.03	6.00
Marian, Arden Vale	6.00	6.00
Kolbe Pre-School	4.88	7.00
Total	15.91	19.00

Longford / Westmeath / Meath

Name of Service	WTE	Headcount
Lir	8.50	9.00
Total	8.50	9.00

PRE-SCHOOLS	WTE	Headcount
OVERALL COMBINED TOTAL	24.41	28.00

Respite Services

CENTRE-BASED

Laois / Offaly

Name of Service Setting	No of overnights "nights"
Laois Respite Service	756
Fountain View	687
Arden Heights	761
Wood of O	860
Total	3064

South Kildare

Name of Service Setting	No of overnights "nights"
Moore Abbey campus	778
Family support house	166
Total	944

Longford / Westmeath / Meath

Name of Service Setting	No of overnights "nights"
College View, Mullingar	1034
Total	1034

CENTRE-BASED	No of overnights "nights"
OVERALL COMBINED TOTALS	5042

SHARE-A-BREAK (Host family-based respite)

Numbers	Laois / Offaly	South Kildare	Longford / Westmeath / Meath
Number of host families	58	27	81
Number of service users	101	30	102
Number of "overnights" provided	2913	679	5257

AS AT 31/12/2012

Overall organisation

Headcount – 833 (625.69 Whole Time Equivalents)

South Kildare

Headcount – 340, (264.49 Whole Time Equivalents)

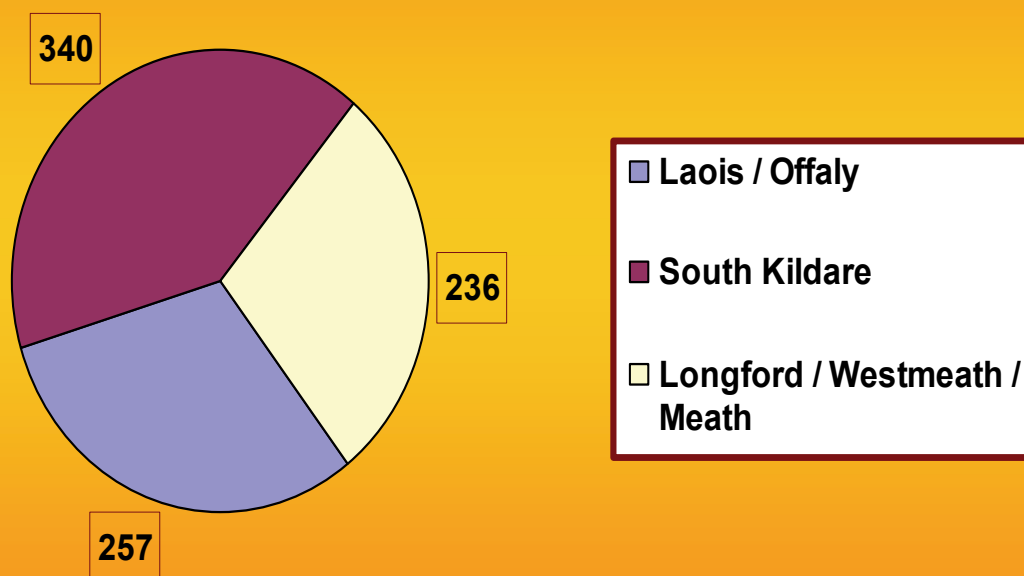
Laois / Offaly

Headcount – 257, (182.77 Whole Time Equivalents)

Longford / Westmeath / Meath

Headcount – 236, (178.43 Whole Time Equivalents)

Employee Numbers as at 31/12/2012



SISTERS OF CHARITY OF JESUS & MARY COMBINED SERVICES

For the year ended 31st December 2012

Revenue Account Without the effects of *FRS 17

	€
Pay Expenditure	38,640,686
Non Pay Expenditure	<u>6,689,100</u>
Gross Expenditure	45,329,786
Income	<u>4,184,094</u>
Net Expenditure	41,145,692
Approved Allocation	40,837,168
Deficit	(308,524)

Narrative Summary

The organisation commenced 2012 with a cumulative reserve deficit of €80,825. The deficit attributable to 2012 “trading” was €308,524. Thus the cumulative reserve deficit for the year beginning 01/01/2013 is €389,349

- * The reference to FRS 17 (i.e. Financial Reporting Standard 17 which relates to profiling pension fund assets and liabilities) relates to a defined benefit scheme with 45 members. The figures quoted above do not include the pensions-related factor attributable to this defined benefit scheme.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MUIRÍOSA FOUNDATION

We have audited the financial statements of Muiriosa Foundation for the year ended 31st December 2012 which comprise the Income and Expenditure Account, Cashflow Statement, Balance Sheet and the related notes. These financial statements have been prepared under the accounting policies set out therein.

Respective responsibilities of directors and auditor

As described in the Statement of Directors' Responsibilities the company's directors are responsible for preparing the financial statements in accordance with applicable law and Generally Accepted Accounting Practice in Ireland including the accounting standards issued by the Financial Reporting Council as modified by the specific accounting requirements of the Minister for Health and Children.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

This report is made solely to the company's members, as a body, in accordance with Section 193 of the Companies Act, 1990. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

We report to you our opinion as to whether the financial statements give a true and fair view in accordance with Generally Accepted Accounting Practice in Ireland as modified by specific accounting requirements specified by the Minister for Health and Children which are set out on page 12 (Modified Generally Accepted Accounting Practice in Ireland) and are properly prepared in accordance with the Companies Acts, 1963 to 2012. We also report to you whether in our opinion: proper books of account have been kept by the company and whether the information given in the directors' report is consistent with the financial statements. In addition, we state whether we have obtained all the information and explanations necessary for the purposes of our audit, and whether the financial statements are in agreement with the books of account.

We report to the members if, in our opinion, any information specified by law regarding directors' remuneration and directors' transactions is not disclosed and, where practicable, include such information in our report.

We read the directors' report and consider the implications for our report if we become aware of any apparent misstatements within it.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MUIRÍOSA FOUNDATION

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland), issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error.

In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion, the financial statements give a true and fair view, in accordance with Modified Generally Accepted Accounting Practice in Ireland, of the state of the company's affairs as at the 31st December 2012 and of its surplus for the year then ended and have been properly prepared in accordance with the requirements of the Companies Acts, 1963 to 2012.

We have obtained all the information and explanations we consider necessary for the purposes of our audit. In our opinion, proper books of account have been kept by the Company. The financial statements are in agreement with the books of account.

In our opinion, the information given in the directors' report is consistent with the financial statements.

O'Connell Court,
64 O'Connell Street,
WATERFORD.


Maurice Kirwan FCA
For and On Behalf of
MK Brazil
Chartered Accountants
& Registered Auditor
27th September 2013.

Vision Statement

Each citizen with an intellectual disability leading a meaningful and fulfilling life

deeply embedded

within and positively valued by their community,

confident of

their central involvement in determining their critical life choices and support arrangements,

and assured by

the active presence in their lives of a strong personal network of family, friends, supporters and advocates.

Service Mission

Sisters of Charity of Jesus & Mary/Muiriosa Foundation facilitate citizens with an intellectual disability and their families to make choices that promote their best interests, choices that optimally capture the balance of empowerment and necessary safeguard through:

- ◆ Listening carefully and deeply to citizens with intellectual disability and their families;
- ◆ Working in partnership with citizens with intellectual disability, their families, statutory agencies, and community groups;
- ◆ A combination of direct and mediated support.

28th April 2008

