



Annual Report 2016



**Reporting on year
01/01/2015 - 31/12/2015**



**Sr Mary-Anna Lonergan
Chair, Board of
Muiriosa Foundation**

This annual report outlines the 2015 chapter in the unfolding life of Muiriosa Foundation. As you will see, 2015 was in general a successful year insofar as we were able to progress our main strategic objectives.

The issue of governance in the not-for-profit charities' sector has been a recurring theme across different media over the past 18-24 months. Muiriosa significantly enhanced its governance capacities in 2015 by introducing two new committees: an Audit Committee focussing on the financial risks associated with our operations and a Risk

Committee whose remit is to review our recognition and mitigation of non-financial risk. The Audit Committee is chaired by Mr Francis Donnelly and the Risk Committee by Mrs Ita Smyth. The introduction of new blood onto the Board in 2014 (3 new members) was complemented in 2015 by the recruitment of two new Board members: Francis Donnelly and Jim O'Brien. We would like to take this opportunity to convey our appreciation to *Boardmatch* in assisting with this recruitment.

The counterbalance to the recruitment of two new directors was the departure of two long-serving Board members: Beatrice Dardis (in August) and John Coleman (in May). Beatrice and John offered stalwart service to the Foundation over the past decade. Each exemplified the best values of voluntary contribution to the onerous responsibilities of governance.

2015 was the first year since 2008 in which there was a palpable sense that the jeopardy to the continuity of current services might be receding. I would like to take this opportunity to acknowledge the successful endeavours of the CEO and the Management Executive Team in navigating us through these straitened channels, managing to both launch and secure new initiatives while maintaining current services, notwithstanding an eroding financial base. Hopefully 2016 will allow more ambitious pursuit of our goals and aspirations.

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

The highlight of the year was our successful tender submission to HSE to assume responsibility for 21 individuals in Westmeath who had historically been supported in HSE directly provided arrangements. The 21 individuals associated with the tender had been living in four community group homes (with five individuals in each of three houses, and six in a fourth house). These individuals had formerly been residents of congregate care settings at Lough Sheever, St. Lomans' Hospital, Mullingar, and at St. Peter's, Castlepollard.



Brendan Broderick
CEO
Muiriosa Foundation

While Muiriosa had been similarly involved in taking over responsibility for 19 individuals from HSE in 2012, the additional challenges presented

with this tender application were a) the number of people living in individual houses, some involving shared bedrooms (in contrast to Muiriosa where over 50% of group homes have three or fewer residents); b) the level of compatibility within the groupings; and c) very significant levels of behaviours of concern. These settings had been the subject of very critical HIQA reports – there was an obligation on the successful bidder to quickly address the HIQA-identified deficiencies with a view to meeting registration standards.

The contract was awarded in December 2015.

Time to move on from congregated settings:

The annual reports of 2015 and 2014 describe significant progress in supporting people to move from congregate care settings at South Hill, Delvin, and Moore Abbey, Monasterevin, to more intimate, community-based arrangements (29 people had moved during 2013, and a further 8 in 2014). During

2015 five individuals from Moore Abbey campus moved to community settings (two people returned from houses in the community to the campus due to their unfolding nursing needs). 2015 was a hiatus period in progressing this key objective in South Hill, Delvin. The main focus during the year was on planning the move of 4 of the 9 remaining residents. To this end a suitable Mullingar-based property was sourced and secured on a long-term lease. But the additional revenue funding needed to support this move was not secured during the year. While the 87 individuals referenced in last year's report had moved from congregate care to community settings *without requiring additional resource* (i.e. working within existing available resources), we have run out of road in our capacity to support more people to transfer within our current funding base. We were disappointed to receive news in late 2015 that the

South Hill campus was not listed as one of the eleven national priority sites. Whereas each of the eleven priority sites is, we understand, essentially operating under closure notices from HIQA, the situation at South Hill is more nuanced – while St. Agatha’s Unit at South Hill has been registered by HIQA, this registration was acceded to on the understanding *that it would not continue* operating as a designated centre from January 1st 2017.

HIQA: There were thirty 18-outcome inspections conducted by HIQA during 2015. There were also one ‘monitoring inspection’ which looked at 9 outcomes. In total, the number of outcomes inspected by HIQA across the organisation in 2015 was 549. 78.8% of these outcomes were deemed to be *compliant* or in substantial compliance (profiled as *minor* in the matrix). 17% of outcomes were found to be non-compliant (*moderate*) and 4% were non-compliant (*major*).

The designated centres inspected reflect a representative selection across each of our three regions. The major focus of management is directed on centres and outcomes which attract ratings of major non-compliance. 50% of these ratings are accounted for by two designated centres, including the unit at South Hill which we have committed to close by end 2016. We trust that this warts-and-all profiling of our

HIQA performance gives a comprehensive and balanced picture. (Media coverage of this topic is generally sensationalist and alarming. Centres are represented as having “failed” unless they register a 100% level of compliance, with equal “non-compliance” status being accorded to settings which secure 17 compliant outcomes and one non-compliant and those registering 1 compliant outcome and 17 non-compliant ones.)

HIQA pay particular attention to organisational policies. They examine their adequacy, currency, and the fidelity with which they are implemented. While this introduces rigour and clarity, it can also nurture a mindset which seeks policy-prescribed guidance for every scenario that arises. A survey of our policy landscape in mid-2015 revealed the existence of 115 separate items of policy. Many of these policy documents are dense with detail and elaboration, sometimes running to more than 50 pages. Very few consist of 20 pages or less. Two sets of risks flow from such a level of policy coverage:

- 1) The capacity of individual staff members to maintain a working knowledge of such detail;

- 2) The erosion of the expectation that sometimes what is required is the exercise of discernment and judgement (the comment of John Armstrong, an Australian disability consultant, at HSE's national summit on November 18th 2015 is apposite in this regard: organisations which default to policy prescription as a means of responding to events which require discretionary judgement calls may inadvertently be disempowering staff and contributing towards a bystander dynamic within organisational culture, a dynamic which may ultimately introduce safeguarding risks).

Person-Centred Wing: The annual report 2012 noted that “By the end of 2011, the Person-Centred Wing was actively supporting 20 individuals in this exclusively individualised fashion”. As of late September 2015 that number had climbed to 45. Of these, 16 (36%) are deemed to require *high* support; 21 (47%) *medium* support, and 8 (18%) *low* support. While there is an imperfect correlation between category of support and number of hours of support per week, in general *low* equals 10 to 16 hours per week, *medium* is 20 to 30 hours per week, and *high* involves 85 hours plus. Apart from developing competence in tailoring personalised supports for individuals, a major achievement of the Person-Centred Wing is an approach to risk management which challenges and qualifies the iron assumption underpinning traditional models that everybody needs 24x7 support arrangements (the resources released for alternative deployment by this breakthrough are very significant). A related insight is the recognition that an individual's support needs is not a fixed quantum. Depending on the individual's life circumstances, the level of support needed may fluctuate (and not always in an upwards direction) significantly.

There are essentially two categories of individuals supported within the Person-Centred Wing:

- 1) Individuals (and families) who have a very explicit preference for individualised, self-directed (and/or family-directed) arrangements;
- 2) Individuals who can only be safely supported within the context of an individualised arrangement (in relation to their own safety or the safety of others grouped with them).

It is important to note that alongside the Person-Centred Wing, there are also 17 individualised arrangements in other Muiriosa residential programmes. (While these arrangements overlap with the Person-Centred Wing in being individualised, it is probably fair to say that they may represent single-person versions of typical community group homes, sometimes lacking the driving focus on self-direction, inclusion, and on the leveraging power of social roles which lies at the heart of the Person-Centred wing's vision.)

Finance:

As you can read at the back of this report we turned a small surplus (in the context of our overall allocation approximately 0.6%) in 2015. For much of the year it looked as if we were going to run a very significant deficit due to a number of national (rather than Muiriosa-specific) cost drivers. By November a forecasted deficit of €2.5 million seemed likely. (To put this into context the total spend on our 4 dedicated respite centres in 2015 was €1.24 million.) However HSE ultimately delivered the additional funds necessary (late in December), vindicating our reasonable expectation that the funding would eventually arrive (a more nervous, risk-averse Board might have had recourse to service-trimming economies earlier in the year!)

Charities & Fundraising:

Given the recurring focus in the media over the past 18 months on not-for-profits and charities, it may be apposite to include a statement on Muiriosa's orientation to fundraising. Muiriosa is a Section 38 agency as set out in the Health Act 2004. In effect – and unlike Section 39 agencies (most disability providers which emerged from parents and friends initiatives are Section 39 agencies) – we fall within the greater HSE 'family'. While we are governed by independent voluntary boards, our employees are paid as per Dept of Health consolidated salary scales, our overall employment numbers are counted within the HSE 'head count', and the vast majority of our employees are members of a public service pension scheme. Section 38 agencies provide services *on behalf of* HSE. These services are contractually underpinned by a Service Agreement. Both HSE and families expect a professional service. Our expectation is that HSE will fully fund the services provided rather than make a contribution towards running costs. Muiriosa Foundation does not fundraise from the public. From time to time we do receive unsolicited donations from families or various community groups. The total amount of such monies received in 2015 was €60,973 (0.14% of our total expenditure of €43,324,126).

Muiriosa Foundation enjoys registered charity status with the Revenue Commissioners. Accordingly we are exempt from taxes such as corporation tax, capital gains tax, capital acquisitions tax, and local property tax. It has no wider meaning or significance than this. Much media commentary fails to distinguish between Section 38 agencies and charities whose activity is largely or wholly dependent upon fundraised monies from the public.

Muiriosa Foundation takes the view that the State and the public are best served by Muiriosa staff and management ensuring that the significant public monies we receive are deployed as cost-effectively as possible rather than diluting our focus with extraneous fundraising activities.

Signed: Brendan Broderick
CEO
Muiriosa Foundation

Service Activity Levels

SERVICES	REGION			TOTAL
	WESTMEATH / MEATH / LONGFORD	LAOIS / OFFALY	SOUTH KILDARE	
RESIDENTIAL				
Campus-based	10	N/A	24	34
Community-based	76	65	80	221
DAY SERVICES				
Adults	104	150	119	373
RESPIRE				
Centre-based	Overnights 810	Overnights 1667	Overnights 891	Overnights 3,368
Share-A-Break — Family-based respite	Overnights 7,429	Overnights 3,996	Overnights 996	Overnights 12,421
MULTI- DISCIPLINARY SUPPORTS	31.46 WTE multidisciplinary staff supporting over 500 children as members of HSE teams, all adults in Muiriosa settings, in addition to adults associated with other service providers.			
PRE-SCHOOL				
Children	9	20	N/A	29
PERSON- CENTRED WING	45			

Breakdown of community residences across the organisation

◆ Number of houses in which five persons reside:	14
◆ Number of houses in which four persons reside:	16
◆ Number of houses in which three persons reside:	13
◆ Number of houses in which two persons reside:	15
◆ Number of houses in which a single person resides:	16
Total number of community residences:	74

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	0
St Josephs Unit, campus-based residential	14
Chalets, campus-based residential	2
Woodside, campus-based residential	8
TOTAL	24
◆ St Mary's, South Hill, Delvin	
St Mary's Campus	10
TOTAL	34

RESIDENTIAL CAMPUS SETTINGS	Numbers
OVERALL COMBINED TOTALS	34

Adult Day Centres

Laois / Offaly

Name of Service	WTE	Headcount
Acorn Outreach	3.59	4.00
Coinneal House	6.80	7.00
Dove House	35.57	40.00
Guirteen	1.00	1.00
Kilbride Street	9.36	10.00
Oak House	18.25	19.00
Rowanberry	34.50	36.00
Tanyard	22.60	25.00
Teach Mhuire	7.60	9.00
Total	139.27	151.00

South Kildare

Name of Service	WTE	Headcount
Monasterevin Resource Centre	8.40	9.00
Teach Aontas	9.00	11.00
Ballagh	1.00	1.00
Emilian House	5.60	9.00
Woodside Day Service	2.00	5.00
Centre-based Employment	13.08	17.00
The Haven & The Primrose	13.53	21.00
Outreach services	29.61	33.00
Supported / Open Employment	2.00	2.00
Individualised Support Services	7.00	7.00
Total	91.22	114.00

Longford / Westmeath / Longford

Name of Service	WTE	Headcount
St Mary's Day Service	15.00	15.00
Lisadell / Cill Cuan	54.00	54.00
South Hill Enterprise	11.00	11.00
Aster	3.00	3.00
Saoirse	15.00	15.00
Therapeutic Farm	3.00	3.00
Collinstown	3.00	3.00
Total	104.00	104.00

ADULT DAY SERVICES	WTE	Headcount
COMBINED OVERALL TOTAL	339.02	373.00

Pre-schools as at 31/12/2015

Laois / Offaly

Name of Service	WTE	Headcount
Marian, High Street	0.38	2.00
Marian, Arden Vale	4.82	7.00
Kolbe Pre-School	4.15	11.00
Total	9.35	20.00

Longford / Westmeath /

Name of Service	WTE	Headcount
Lir	9.00	9.00
Total	9.00	9.00

PRE-SCHOOLS	WTE	Headcount
OVERALL COMBINED TOTALS	18.35	29.00

Respite Services as at 31/12/2015

CENTRE-BASED

Laois / Offaly

Name of Service Setting	No of overnights "nights"	
	Adults	Children
Laois Respite Service	596	304
Offaly Respite Service	527	240
	1123	544
Total	1667	

South Kildare

Name of Service Setting	No of overnights "nights"
	Adults
Moore Abbey campus	740
Family support house	151
Total	891

Longford / Westmeath / Meath

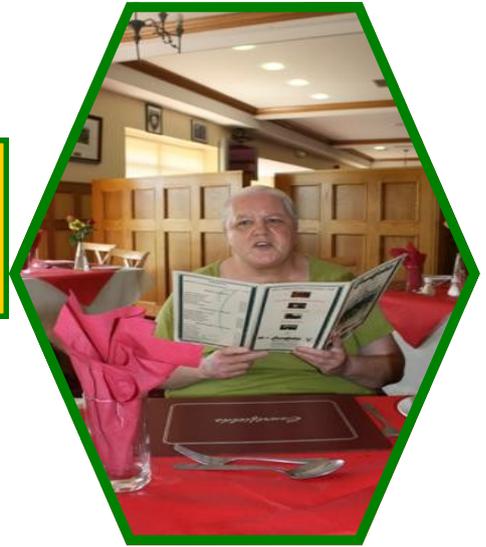
Name of Service Setting	No of overnights "nights"	
	Adults	Children
College View, Mullingar	462	348
Total	810	

CENTRE-BASED OVERALL COMBINED TOTALS	No of overnights "nights"
	3368

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

Detail	Laois / Offaly	South Kildare	Westmeath / Meath / Longford
Number of host families	75	40	103
Number of service users	83	39	151
Number of days/ overnights provided	3,996	996	7,429

Ann Finlay enjoying a meal out — so much to choose from on the menu!



Daphne O'Callaghan lending a helping hand to raise funds for Cara Rescue Dogs

AS AT 31/12/2015

Overall organisation

Headcount – 817, (706.78 Whole Time Equivalents)

South Kildare

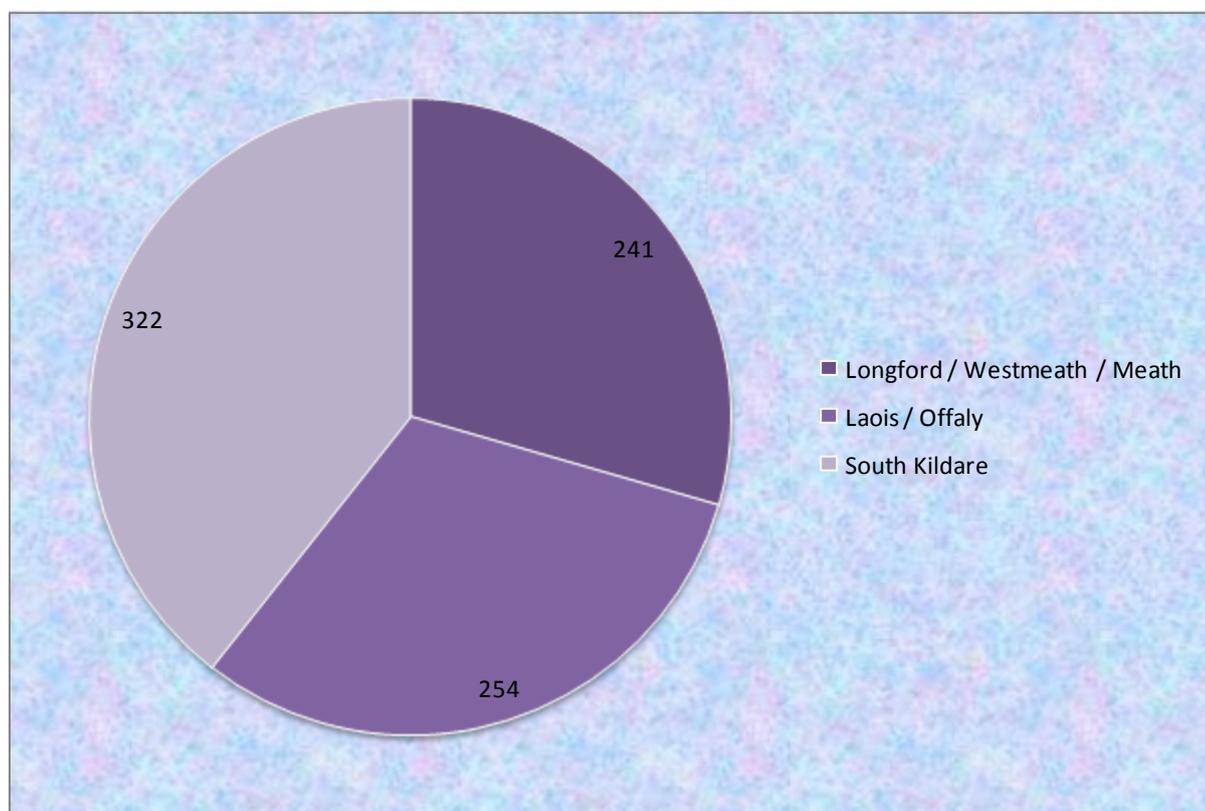
Headcount – 322, (291.08 Whole Time Equivalents)

Laois / Offaly

Headcount – 254, (211.21 Whole Time Equivalents)

Longford / Westmeath / Meath

Headcount – 241 (204.49 Whole Time Equivalents)



MUIRÍOSA FOUNDATION COMBINED SERVICES

For the year ended 31st December 2015

Revenue Account Without the effects of *FRS 17

	€
Pay Expenditure	40,563,125
Non Pay Expenditure	<u>7,345,110</u>
Gross Expenditure	47,908,235
Income	<u>3,934,964</u>
Net Expenditure	43,973,271
Approved Allocation	44,200,847
	<hr/>
Surplus (deficit)	227,576

N.B. A figure within brackets represents a deficit.

Narrative Summary

The organisation commenced 2015 with a cumulative reserve deficit of €748,269. The surplus attributable to 2015 “trading” was €227,576. Thus the cumulative reserve deficit for the year beginning 01/01/2016 is €520,693

- * 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 MUIRIOSIA FOUNDATION

We have audited the financial statements of Muiriosa Foundation for the year ended 31st December 2015 which comprise the Revenue Income & Expenditure Account, Capital Income & Expenditure Account, Balance Sheet, The Statement of Changes in Equity, Cashflow Statement and the related notes. The financial reporting framework that has been applied in their preparation is Irish law and generally accepted accounting practice in Ireland including the accounting standards issued by the Financial Reporting Council and promulgated by Chartered Accountants Ireland (Generally Accepted Accounting Practice in Ireland) as modified by the specific accounting requirements of the Minister of Health including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland.

This report is made solely to the company's members as a body in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters that we are required to state to them in the audit 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 or the company's members as a body for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditor

As explained more fully in the Directors' Responsibilities Statement set out on page 5, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and otherwise comply with the Companies Act 2014.

Our responsibility is to audit and express an opinion on the financial statements in accordance with Irish law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors/trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MUIRÍOSA FOUNDATION

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31st December 2015 and its surplus for the year then ended; and
- have been properly prepared in accordance with the relevant financial reporting framework and, in particular, with the requirements of the Companies Act 2014.

Matters on which we are required to report by the Companies Acts 2014

- We have obtained all the information and explanations, which we consider necessary for the purposes of our audit.
- In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited.
- The financial statements are in agreement with the accounting records.
- In our opinion the information given in the directors'/trustees report is consistent with the financial statements

Matters on which we are required to report by exception

We have nothing to report in respect of the provisions in the Companies Act 2014, which require us to report to you if, in our opinion the disclosures of directors'/trustees' remuneration and transactions specified by law are not made.

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



John Foley FCA
For and on behalf of
MK Brazil
Chartered Accountants
& Registered Auditor
20th May 2016.

Laois/Offaly

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Access	0	0	0	0	0	0	0	0	0	0	1	0	1
Dignity & Respect	0	1	0	0	0	0	0	0	0	0	0	0	1
Safe & Effective Environment	0	1	0	3	1	1	1	1	0	2	0	0	10
Communication & Information	0	0	0	1	0	0	0	0	0	0	0	0	1
Participation	0	0	0	0	0	0	0	0	0	0	0	0	0
Privacy	0	0	0	0	0	0	0	0	0	0	0	0	0
Improving Health	0	0	0	0	0	0	0	0	0	0	0	0	0
Accountability	0	0	0	0	0	1	0	0	0	0	0	0	1
Other	0	0	1	1	0	0	1	0	0	0	0	0	3
Clinical Judgement	0	0	0	0	0	0	0	0	0	0	0	0	0
Vexatious Complaints	0	0	0	0	0	0	0	0	0	0	0	0	0
Nursing Homes/ residential care for older person (65 and over)	0	0	0	0	0	0	0	0	0	0	0	0	0
Nursing Homes/ residential care for older person (64 and under)	0	0	0	0	0	0	0	0	0	0	0	0	0
Pre-school inspection services	0	0	0	0	0	0	0	0	0	0	0	0	0
Trust in Care	0	1	1	0	0	0	0	1	0	1	0	0	4
Children First	0	0	0	0	0	0	0	0	0	0	0	0	21

South Kildare

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Access	0	0	1	0	0	1	0	0	0	0	0	0	2
Dignity & Respect	0	0	0	0	0	0	1	0	0	0	1	0	2
Safe & Effective Environment	0	0	0	0	0	1	0	0	0	0	0	3	4
Communication & Information	0	1	0	0	0	0	0	0	0	0	1	0	2
Participation	0	0	0	0	0	0	0	0	0	0	0	0	0
Privacy	0	0	0	0	0	0	0	0	0	0	0	0	0
Improving Health	0	0	0	0	1	0	0	0	0	0	0	0	1
Accountability	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	1	0	0	0	0	0	0	0	1
Clinical Judgement	0	0	0	0	0	0	0	0	0	0	0	0	0
Vexatious Complaints	0	0	0	0	0	0	0	0	0	0	0	0	0
Nursing Homes/ residential care for older person (65 and over)	0	0	0	0	0	0	0	0	0	0	0	0	0
Nursing Homes/ residential care for older person (64 and under)	0	0	0	0	0	0	0	0	0	0	0	0	0
Pre-school inspection services	0	0	0	0	0	0	0	0	0	0	0	0	0
Trust in Care	0	0	0	0	0	0	0	0	0	0	0	0	0
Children First	0	0	0	0	0	0	0	0	0	0	0	0	0

Westmeath / Meath

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Access	2	0	0	0	1	1	2	0	0	0	0	0	6
Dignity & Respect	0	0	0	0	0	0	1	0	1	0	0	0	2
Safe & Effective Environment	0	0	1	0	1	1	2	1	1	0	0	0	7
Communication & Information	0	0	0	0	1	0	0	0	2	0	0	0	3
Participation	1	0	1	0	0	0	0	0	0	0	0	0	2
Privacy	0	0	0	0	0	0	0	0	0	0	0	0	0
Improving Health	0	0	0	0	0	0	0	0	0	0	0	0	0
Accountability	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	1	1	0	1	0	0	0	1	2	0	0	6
Clinical Judgement	0	0	0	0	0	0	0	0	0	0	0	0	0
Vexatious Complaints	0	0	0	0	0	0	0	0	0	0	0	0	0
Nursing Homes/ residential care for older person (69 and over)	0	0	0	0	0	0	0	0	0	0	0	0	0
Nursing Homes/ residential care for older person (64 and under)	0	0	0	0	0	0	0	0	0	0	0	0	0
Pre-school inspection services	0	0	0	0	0	0	0	0	0	0	0	0	0
Trust in Care	0	0	0	0	0	0	0	0	0	0	0	0	0
Children First	0	0	0	0	0	0	0	0	0	0	0	0	0

Attendance at Board Meetings 2015

Name	29/01/2015	19/03/2015	21/05/2015	10/09/2015	19/11/2015
Sr. Mary Anna Lonergan	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>
Beatrice Dardis	<i>Present</i>	Apologies	<i>Present</i>	Retired	
Catrina Corcoran	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>
Deirdre Flinn	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>
Francis Donnelly (new commenced May 2015)			<i>Present</i>	<i>Present</i>	<i>Present</i>
Ita Smyth	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>
Jim O'Brien	<i>Present</i>	<i>Present</i>	<i>Present</i>	Apologies	<i>Present</i>
John Coleman	Apologies	Apologies	Retired		
Kate Quinlan	<i>Present</i>	Apologies	<i>Present</i>	<i>Present</i>	<i>Present</i>
Leslie Stevenson	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>	Apologies
Mary Culliton	Apologies	<i>Present</i>	<i>Present</i>	Apologies	Apologies
Peter O'Reilly	Apologies	<i>Present</i>	Apologies	<i>Present</i>	Apologies

Top 20 highest salaries

No	Salary Scale	No	Salary Scale
1	115K - 120K	1	75K - 80K
1	95K - 100K	8	70K - 75K
1	85K - 90K	6	65K - 70K
2	80K - 85K	2	60K - 65K

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

