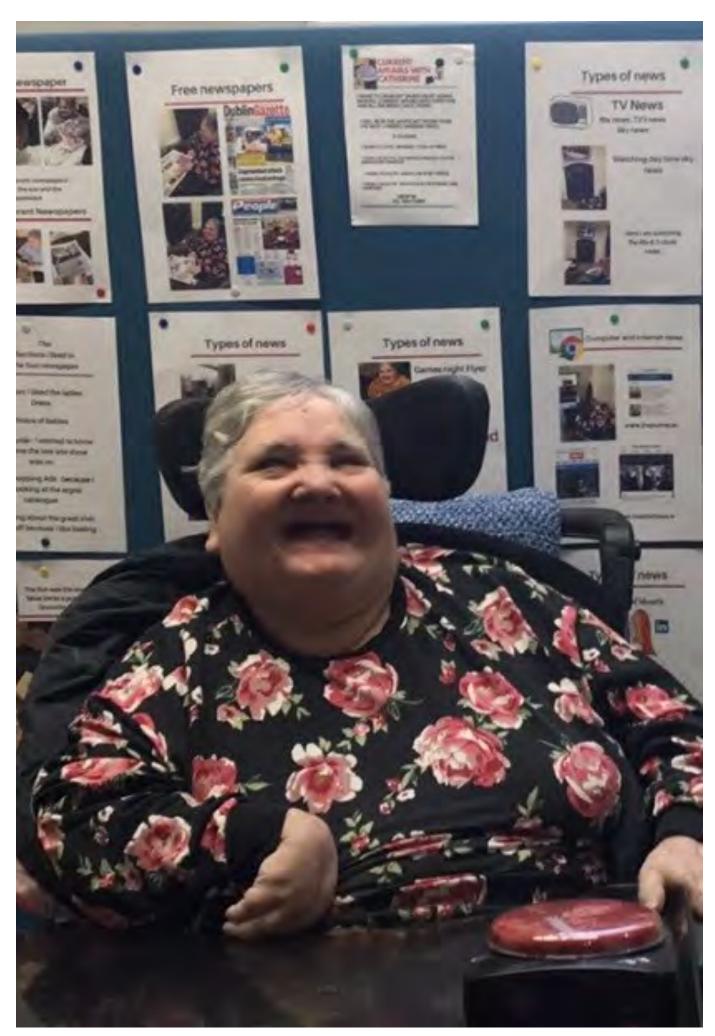


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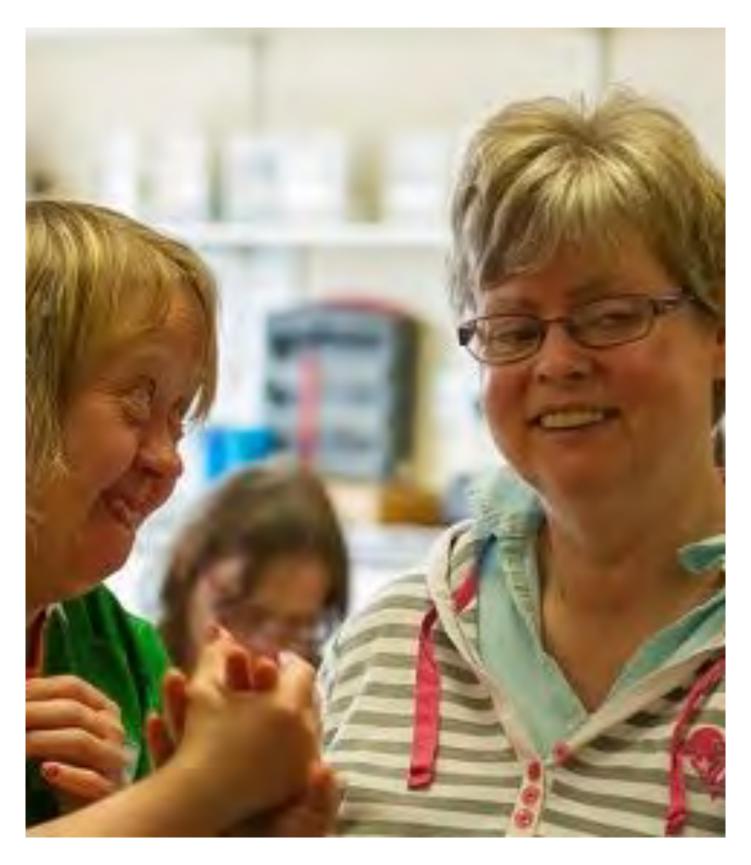
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Overview of the history and mission of the Daughters of Charity Disability Support Services

RESPECT



Overview of the History and Mission of the Daughters of Charity Disability Support Services

Background of the Daughters of Charity

The commitment of the Daughters of Charity to persons with an intellectual disability in Ireland goes back to 1892 when they were given charge of the infant school in the Cabra Auxiliary of the North Dublin Union, as St. Vincent's Centre, Navan Road was then designated.

In 1925, St. Vincent's became a specialised service for persons with an intellectual disability from any part of the thirty-two counties. This remained a reality for many years and it was not until more recent decades that policy changed and services focused on catering to specific catchment areas.

Over the years the Service developed in response to the changing needs as the stigma associated with intellectual disability diminished. The Service began transitioning from a parentalistic approach to the provision of services to a person centred individualised approach based on the fundamental principals of human rights. That thinking is clearly expressed in the Mission Statement of the Daughters of Charity Service.

Mission Statement

According to the spirit of St. Louise de Marillac and St. Vincent de Paul and inspired by their Christian vision of service to those most in need, the Daughters of Charity Disability Support Services recognises that each person possesses a unique dignity and potential.

We are committed to:

- The development of the potential of each person with an intellectual disability in an atmosphere characterised by love, respect and creativity.
- Enabling each person with an Intellectual Disability within the Service to take his/her place in society and in turn to contribute in a meaningful way.
- Giving priority to people with the greatest need.
- Advocacy and to the promotion of justice for persons with intellectual disability.

The Daughters of Charity Disability Support Service (DOCDSS)

The Daughters of Charity Disability Support Services is a significant provider of services and operates from centres and houses in the community in Limerick, North Tipperary, Offaly and Dublin. Over the years the Daughters of Charity have been leaders and innovators in promoting standards, developing and delivering high quality responsive support services and today they continue to promote justice and equality.

Sr Marian Harte Retires After 43 Impactful Years

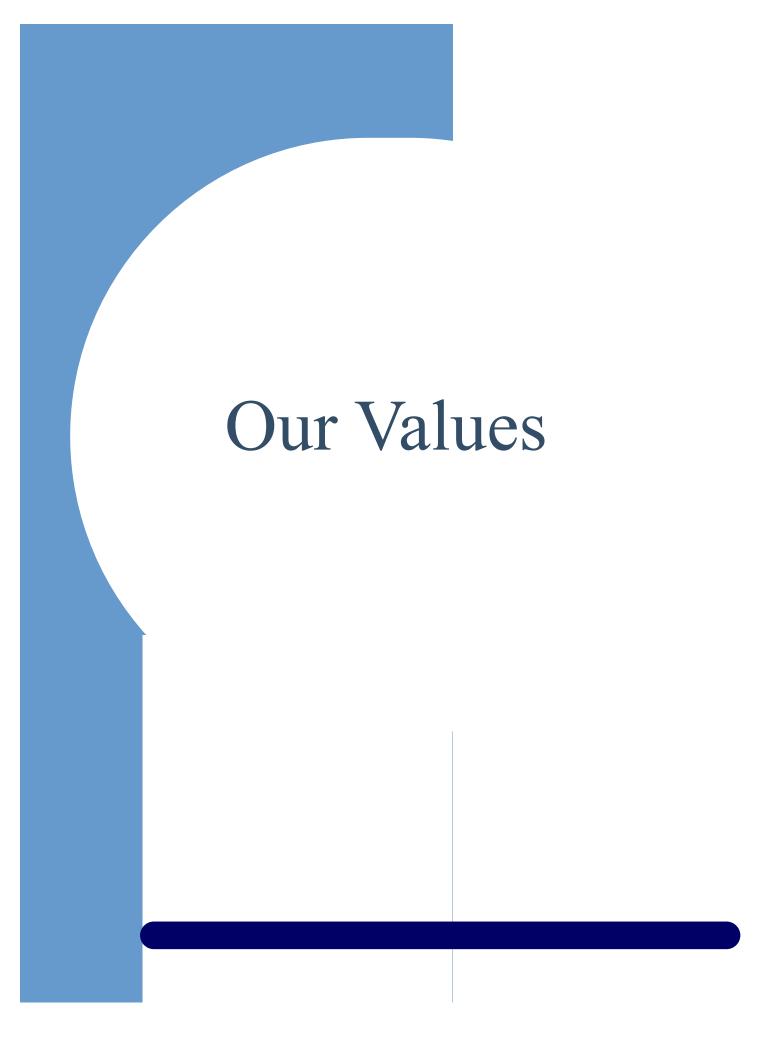


Our greatest responsibility to the legacy of Sr Marian and the Daughters of Charity is to honour those who came before us and those who come after, to "leave the organisation in a better place."

Across Sr Marian's career she has had such an impact on service delivery, leading out on person centredness before it ever became a buzzword! Character is forged by how we respond to challenges, and Sr Marian faced these challenges head on, always with a creative solution, which made her a natural leader. Sr Marian has always been so innovative in her approach, with such a can-do attitude, ensuring the delivery of a quality driven, cost effective service. She always had a higher purpose, always having supported individuals at the core of her decision making. And it is this person, that everyone who works in the Service is going to miss so much – her knowledge, her expertise, her support, her friendship to everyone is phenomenal – she really is the heart of the Service.

Sr Marian embodied the ethos and values of the Service, of the caring attitude towards others, the person centredness, the creativity, how we collaborate, the excellence, and justice, how we continually advocate for others – Sr Marian is an exemplar in terms of how it should be done. It is also significant that Sr Marian's retirement brings with it the last Daughter of Charity employed by the Service. And it brings to forefront the issue of legacy. As a Service and staff, it is our greatest responsibility to the legacy of Sr Marian and the Daughters of Charity to honour those who came before us and those who come after, to "leave the organisation in a better place." We are all stewards of this organisation and caretakers of its lineage. Our actions today will echo beyond time, and as such Sr Marian's actions is our legacy – to care for the service, to maintain its values, ethos and philosophy and keep these at the core of everything we do, to care for the people, and to keep going forward.

Sr Marian, you will be missed.



CREATIVITY



OUR VALUES

Working together with people to live their best lives through the delivery of quality

Our Mission is: Working together with people to live their best lives through the delivery of quality services. DOCDSS's core values, are based on the rich history of the organisation. These values continue to underpin what we do well, what we will improve on, and what we need to do to achieve our vision for the people we support. These values are:

Service

Holistic approach characterised by quality and compassion

Respect

A high regard for the dignity of each person.

Excellence

Developing and maintaining the highest standards.

Collaboration

Mutual support for the total development of each person.

Creativity

Being innovative, imaginative, and resourceful.

Justice

Advocating for the rights of the people the organisation supports.

Our Values cont.

Working to these values and this mission, the DOCDSS currently provides a range of support services to over 2900 individuals and their families. Our continuum of services includes residential and home-based respite, home sharing respite, family supports, individualised supports, day supports and range of residential and community based supported living to children and adults. Within the above continuum of supports the DOCDSS has developed leading-edge expertise in the development and delivery of supports in a number of specialist areas including: autism; working positively with behaviours of significant concern; end of life supports, mental health and intellectual disability and supporting individuals with dementia live their best lives.



Service Highlights

EXCELLENCE



2019 HIGHLIGHTS

100%

improved systems doubled the appointments seen by the OT department

30 YEARS

promoting community living, integration and inclusivity

600

The amount of hours volunteered by Corporate employees

€12k

the amount of money donated toward corporate volunteer projects

35

individuals to transition from congregated settings to community housing across

Limerick and Nth Tipperary over the next two years

4,751

Staff attended in-house training

25

graduates from the ASDAN programme

6

Staff successfully completed SSDL certification

1086

Number of nights provided by Respite

Statements
from the
Chairperson



Chief Executive Officer

SERVICE



CHAIRPERSON'S STATEMENT

Sr. Goretti Butler



I am very pleased on behalf of the Daughters of Charity Disability Support Services CLG to welcome the 2019 annual report of the activity of the Disability Support Services including the audited accounts. The Board met on ten occasions during the year. There were significant challenges throughout the year: budgetary negotiations with the HSE, the impact of the INMO strike and the damage to the service buildings by Storm Emma to name a few but these were overshadowed by significant triumphs: the launch of the Limerick Masterplan and visit by the Board to the campus, the opening of a National Memory Clinic in Tallaght Hospital through a tripartite agreement between DOCDSS, Trinity College and Tallaght Hospital, the successful rollout of GDPR training to staff,

the acquisition of a Housing Manager for the Marillac Housing Body and the DOCTRID VI Conference in the National University of Ireland Galway.

The theme of 2019 could be described overall as one of growth and change. In this regard, I am pleased to advise that much work was undertaken this year to help guide the organisation into the future, including work on a new strategy plan that will guide the Service into the next decade. The plan was developed with mindfulness to the changing expectations for service provisions, adherence to international protocols that support rights for persons with disabilities, and our needs as a service to adapt to increased demands while preserving the excellent standards of supports and care we offer. As ever, the Service continues to be guided by our core values, highlighted by projects, events and activities such as: the very successful TEES New Directions Hub initiative in Huntstown, the collaboration with the Limerick Youth Theatre for their Annual Arts Show, and the work being performed by the "Its My Life" programme – which empowers the people we assist to determine the nature of their supports and guide them to achieve their goals in life. Exciting new training programmes have been introduced for staff to assist them with the changing expectations for skills and life development for the people we support.

Further change occurred when we bid adieu to Sr. Marian Harte, our long-serving Director of Nursing who gave 43 years of service to the organisation. She was a living embodiment of the values of the Daughters of Charity through her compassion, leadership, and desire to have a positive and lasting impact on the lives of the people we support. Her departure marks the end of an era, as she was the last member of the Order to be a full-time employee of the Service. It is however in keeping with the legacy of the Daughters of Charity as we always strive to leave an organisation when it is time and when we know it is in a place to stand on its own and grow towards a bright future. We have every confidence that the Chief Executive, Natalya Jackson and her Executive Team, have the skills and capability to take the Service to great places whilst also holding on to the guiding ethos and values that make the Service a place of compassion and caring.

CHAIRPERSON'S STATEMENT

Sr. Goretti Butler

Also departing the Service this year was our long-time, esteemed Board Member, Michael Doyle. Whilst we lament losing his many years of experience, we remain deeply grateful for his commitment and efforts in placing the organisation in the sound position we find ourselves heading into 2020. We are however very fortunate in welcoming Professor Kieran Murphy to the Board and look forward to working with him in the years ahead. We would also like to extend our thanks to existing Board Member John O'Quigley who we are pleased to announce was appointed Vice-Chairperson of the Board.

We remain extremely grateful to those who so generously support us: the dearly departed and their families who remember the Service in bequests, our donors who assist us in completing projects that we could never aspire to do without their financial assistance, and our volunteers who give so freely of their time and energy.

Finally I take this opportunity to thank our partners and colleagues in the HSE and other funding bodies including RESPECT for their support and assistance during the year. I especially thank our dedicated, hardworking Staff, and our Board Members who give so generously of their time and experience. Without their immense contribution we could not provide the incredible support service that we deliver to the individuals we support and their families today.

With Every Blessing,

Sr Goretti Butler DC

Chairperson

CEO'S STATEMENT

Ms. Natalya Jackson



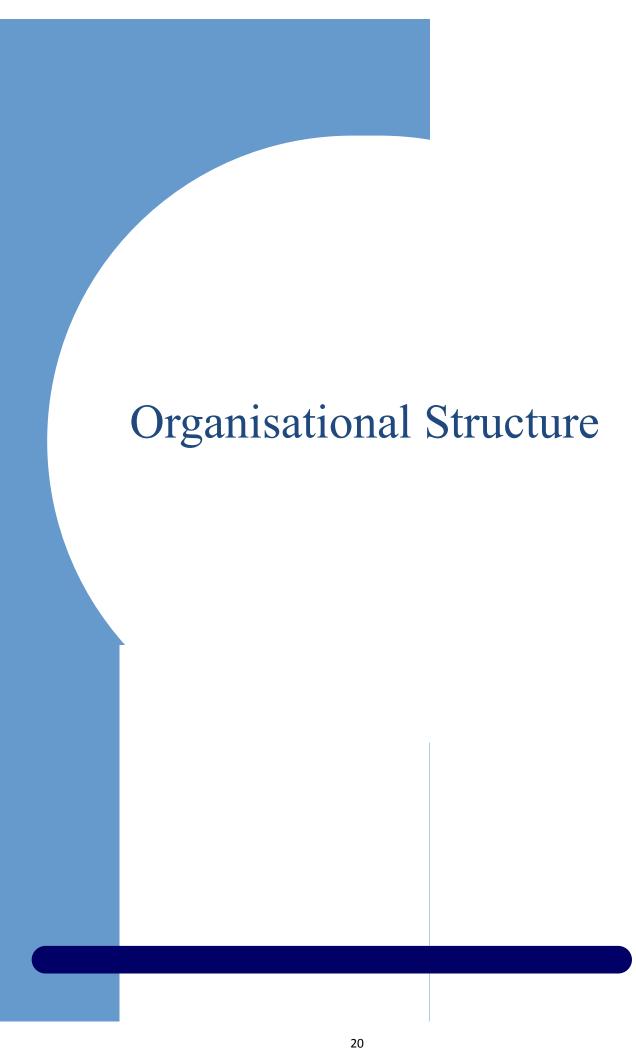
2019 has been a year filled with much change and even more opportunities to take the organisation into exciting new directions. I wanted to pay tribute to Sr. Marian Harte on her retirement after four decades of service to the organisation and the people it supports. The Daughters pride themselves on building organisations from the ground up, mentoring them, and moving on when they feel that the Service they have built is in a great position and can stand and grow on its own two feet. We pay tribute to the work of Sr. Marian and all who came before her by continuing to grow the Service into exciting new directions, and in ensuring their legacy is preserved by continuing to be creative, progressive and innovative throughout the

changing times.

2019 saw tremendous changes, some that will be felt in the years to come. We commenced work on the new overall Service strategy, which will serve as our guiding template for service provision and advocacy for the next five years. We are guided by a mission to progress with changing expectations for service provisions and pushing for change at society level. Key to these efforts will be the newly created positions of Director of Quality, Safety, and Risk and Director of Governance, Strategy, and Planning. These roles will ensure that we are in line with best practices as employed on a national and international level, that we look to the future with service development and funding opportunities, and that we do so with a keen eye on enhancing quality, managing risk and following health and safety standards.

2019 was a year of growth and development across the Service. The appointment of a Transforming Lives Project Officer to support the decongregation project to transfer 35 residents across Limerick and North Tipperary to community models of living over the next 2 years and also complete Person Centred Planning and Discovery process with these residents. These de-congregation projects will help inform the comprehensive plans for eventually transitioning nearly all the individuals we support to community living which is a key goal under the new Service strategic plan.

2019 saw the introduction of new programmes designed to promote independence and self-directed support options. One programme I wanted to highlight is the 'Its My Life" programme – which facilitates one-on-one supports to determine what that supported individual wants to achieve, and what supports, and steps will help them achieve a great quality of life. "Its My Life" is guided by the Social Role Valorisation (SVR) theory – a set of ideas and practices that challenge us to push past old expectations for persons with intellectual disabilities and seek out quality and meaningful roles. We plan to introduce more training and seminars in this area for staff and families in the next year as we seek to create new opportunities for the individuals we support to achieve the good things they want in life. As we move into this next decade for the Service, we want to be an advocate for the people we support – to be a force for change in opportunities and maximisation of potential. We will be looking across the Service for ways we can promote equity of opportunity based on what the individuals we support look to accomplish. It is their life, and we will be here to help them make the best of it.



BOARD OF DIRECTORS



Sr. Goretti Butler DC



Sally Byrne



Michael Doyle



Noel Kidney



Sr. Justine O'Brien DC



Dr Danny O'Hare



John O'Quigley



Sr. Bernadette MacMahon



Prof. Kieran Murphy



Sr Sheila Ryan DC



Rory Staines

SENIOR MANAGEMENT TEAM



CEO Natalya Jackson



ACEO Limerick/ Nth Tipp Michelle Doyle



ACEO Dublin Liz Reynolds



Director of Nursing Sr. Marian Harte



Director of Finance Roger Hynes



Clinical Director Dr Niamh Mulryan



Director of Human Resources Deirdre Rudden



Director of Logistics Derek Tallant

CORPORATE GOVERNANCE

Governance Structure

The DOCDSS was incorporated in 2014 as a company limited by guarantee and not having a share capital. The DOCDSS was established under a Memorandum of Association which recognised the objects and powers of the Company and its governance under its Articles of Association and by the Board of Directors.

The purpose of the service is to provide a range of supports and services to people with disabilities. The DOCDSS is a registered Charity with the Charities Regulator Authority, registered number 200884035.

The DOCDSS has been granted charitable status under Sections 207 and 208 of the Taxes Consolidation Act 1997, Charity Number CHY 21097.

The DOCDSS is registered with the Companies Registration Office (CRO), Company number 527694.

The activities of the company are charitable in nature and all income is applied solely towards the promotion of the charitable objectives of the Company

Governance

DOCDSS has in place key governance structures and operational systems across the organisation that are set up to support and monitor performance across the organisation.

The Board of Directors are responsible for the overall control, governance and management of the DOCDSS. The Board delegate to day management of the DOCDSS to the CEO and the Executive team. The Board in 2019 was represented by 11 board members who bring a wide range of professional and individual expertise to the board room. All Board members are engaged on a voluntary basis. At the August Board meeting Mr Kiernan Murphy was appointed to the board. In November 2019 longstanding member Mr Michael Doyle stood down from the Board after years of dedicated service. The main board met on 10 occasions across the year and the below chart lists the Directors attendance at the meetings:

Board Member	Jan	Feb	Mar	April	May	June	Aug	Sept	Oct	Nov
Sr Goretti Butler	Х	٧	٧	٧	٧	Х	٧	٧	٧	٧
Sr Justine O'Brien	٧	٧	٧	٧	Х	٧	٧	٧	٧	٧
Sr Sheila Ryan	٧	٧	٧	Х	٧	٧	٧	٧	٧	٧
Sr Bernadette MacMahon	٧	Х	٧	٧	٧	٧	٧	Х	٧	٧
Sally Byrne	٧	٧	٧	٧	٧	Х	٧	Х	٧	٧
Noel Kidney	٧	٧	٧	٧	٧	٧	٧	٧	٧	Х
Daniel O'Hare	٧	Х	٧	٧	٧	Х	٧	Х	٧	٧
Michael Doyle	٧	٧	٧	٧	٧	٧	٧	Χ	٧	٧
John O Quigley	٧	٧	٧	٧	Х	٧	٧	٧	Х	Х
Rory Staines	٧	٧	Х	Х	٧	Х	Х	Х	٧	٧
Kiernan Murphy							٧	٧	٧	Х

CORPORATE GOVERNANCE

Governance cont.

Within the Board structure the following subcommittees operate to review and oversee governance and performance in their respective areas.

- Quality and Risk Committee.
- Audit, Finance and Remuneration Committee.
- Nominations Committee.

The DOCDSS Executive team responsible for the day to day management across 2019 was made up of the following roles:

CEO Natalya Jackson
ACEO Limerick/ Nth Tipp Michelle Doyle

ACEO Dublin Liz Reynolds

Clinical Director Dr Niamh Mulryan

Director of Finance Roger Hynes

Director of HR

Deirdre Rudden

Director of Logistics

Derek Tallant

Director of Nursing

Sr. Marian Harte

In 2019 the Board supported the decision to appoint two new roles to the executive team, these were Director of Quality Safety and Risk and Director of Governance, Strategy and Planning. It is planned both roles will commence in early 2020.

The role of the Director of Quality, Safety and Risk will be the Executive lead role with responsibility to ensure that a robust quality, risk and safety management framework is in place across the organisation, with associated structures and processes in place to ensure that best practice is embedded at all areas of the organisation. The Director will also be operational and strategic support in the areas of regulatory compliance, risk management, incident management, health and safety, policy governance and development.

The Director of Governance, Strategy, and Planning will be the Executive lead to coordinates governance, strategy and planning in consultation with the CEO, Board, Executive Team and senior managers across the Service, to ensure the Service operates under an active corporate governance and compliance framework in line with best practice. The role will support the CEO in implementing strategy through operationalisation of plans and future developments, including identifying external funding streams for service development.

DOCDSS Service Coordinating Committee meets every 6-8 weeks. It includes the full Executive Management Team and Service Managers from across the Service and Quality and Risk Officers.

CORPORATE GOVERNANCE

Governance cont.

Both the Limerick, North Tipperary and Dublin services have Regional Management Teams membership of which includes the operational, functional and Multidisciplinary leads for the region.

Key Organisational governance committees in place to support and oversee the performance and monitoring across the organisation include:

- Heath and Safety Committee.
- Safeguarding Committee.
- Infection Control Committee.
- Medication Management and Administration Committee.
- Reported Medication Incidents.
- Its My Life Champions Shared Learning Forum/ PCP Committee.
- Restrictive Practise Committee.
- Advocacy Committee.





OPERATIONS

Overview









The Board of Directors are responsible for the overall control, governance and management of the DOCDSS. The Board delegate the day operation management of the DOCDSS to the CEO and the Executive team. Within the Executive team the Assistant CEOs for Limerick/ North Tipperary and Dublin, are responsible for overall governance and management of operations and service delivery in their region within budget, and sustaining close working relationships and negotiating with the HSE and other stakeholders such as local authorities, regulators, families and individuals we support. Both ACEO's are responsible for driving change and sharing vision and strategy and ensuring that deliverables/key performance indicators are achieved. They have responsibility and oversight of day to day operations and services. They act as advocate and conduit between service managers and heads of departments to the HSE, the Executive Team and the CEO.

The following two reports outline key 2019 activities in the Limerick, North Tipperary and the Dublin regions.

OVERVIEW CONT.

The Daughters of Charity Disability Support Services in Limerick, North Tipperary, Offaly provide a wide range of services and supports for adults and children with disability

Number of people availing of supports across the Limerick/ North Tipperary / Offaly Services



This increase in 2019 was mainly attributed to an increase of children accessing East Limerick Children's (ELCS) Network team. There were 13 deaths in the service during 2019. Eight of those occurred in St. Vincent's Centre, three day attendees, while one resident died in St. Anne's and CRS Limerick respectively. In 2019, four day attendees/ residents transferred to other services and one resident transferred from St. Anne's services to St. Vincent's Centre to support changing needs due to dementia. Seven less people attended adult respite services. There was an increase of two school leavers and one RT leaver to Day services in September 2019. There was an increase of two children accessing Home Sharing Respite Services during 2019.

Locations of services in Limerick, North Tipperary, Offaly for Adults

- St. Vincent's' Residential Services, Lisnagry, Limerick including Community house in Cappamore, Lisnagry & Raheen and day services.
- Community Residential Services in environs of Lisnagry, Annacotty and Castletroy, Limerick.
- St. Anne's Residential Services, North Tipperary and Offaly.
- Training, Enterprise & Employment Day services in various location in Limerick.
- St. Annes Day Services at various locations in North Tipperary and Offaly.
- Sejare Adult Respite Houses.

Locations of services in Limerick, North Tipperary, Offaly for Children

- San Joseph Children's Respite.
- Home Sharing Services.
- East Limerick Children's Services Network Team.

OVERVIEW CONT.

At the end of 2019, the total number of people accessing DOCDSS across North Tipperary, Limerick and Offaly was:

Residential Services	Respite Services	Day Services	East Limerick Children's Services (ELCS)
312	100	405	863

A Breakdown of Numbers of Persons Accessing the DOCDSS across in Limerick, North Tipperary/Offaly

St. Vincent's Residential Services	St. Anne's Residential Services	CRS LK	St. Vincent's Day Services	St. Anne's Day Services	TEES Limerick	Respite	Home Sharing	ELCS
113	113	86	144	121	140	83	17	863

Overall Key Achievements in 2019

St. Vincent's Centre

- Improved regulatory compliance in Limerick Services with four full compliances for four centres in St. Vincent's Centre.
- St. Vincent's Centre Limerick received a commendation in Excellence in Healthcare Management for their work on community living and participation at the Irish Healthcare Awards for the move to community living from Lisnagry for four ladies living in Russelheim.
- Three residents from St. Vincent's Services Limerick presented a poster at the Disability National Sharing Day at the Rotunda Hospital on 25th September. Their poster titled "Supporting ordinary lives in Ordinary Places" showcased how they have truly embraced community living and are enjoying the good things in life since moving to Russelheim in Raheen in November 2017.
- The project plan for Decongregation of the three congregated settings in St. Vincent's campus progressed with the purchase by HSE Estates of three houses. Renovations commenced and it is expected that residents will start to transition to community living in 2020. Transition plans are developed for all internal or external transfers.

OVERVIEW CONT.



OVERVIEW CONT.

CRS

- The Inclusive Research network is a group of people who come together to do research on ideas and issues that matter to them. Two residents in CRS Limerick are part of the Irish Research Network. The IRN launched the findings of their latest study called **Doctors and Us** on the 12th November in the Castletroy Park Hotel. This is the fourth major research project to be carried out and focuses on people with intellectual disability and the positive and negative experience of visiting their doctor. The hope is that the book will be given to GP's to understand what people with disabilities need.
- Congratulations to one CRS resident who competed in the World Special Olympic Games 2019 winning Gold, Silver and Bronze medals in her three Bocce events.
- Ladies from Limerick, who are members of the ALPS group attended the DOCTRID conference to support their peers. These ladies presented at DOCTRID V in 2018.

TEES

• The Daughters of Charity and the Limerick Youth Theatre have been successfully collaborating since 2010. This year proved no different, with the excellent production of "Dats Limerick Citaay". A total of 150 people took part, with 80 being supported individuals from the Daughters of Charity service. Rehearsals were underway all around the city and in Castletroy. There was dancing, drama, music and prop making in our centres in the city, with dance and choir collaborations with TY students at Ard Scoil Ris and Laurel Hill schools.



OVERVIEW CONT.

- Supported individuals from Innovation Centre participated in a 5 week dance programme held in Castleconnell Parish Hall. The programme is run by Ballyhoura Development with the involvement of TY students from Pallaskenry Secondary School. The aim of the programme is to promote social inclusion and integration in ones local community while also focusing on person centeredness for expression and creativity through music and dance.
- Supported individuals from Daughters of Charity, Innovation Centre, Castletroy and the Training Centre, Lisnagry, participated in a 12 week Community Care Module with Transition Year students in Castletroy College. The programme ran from September to December 2018. Activities included Computers, Art, Sports and Music. Both supported individuals and TY students enhanced their social inclusion and community involvement skills. On the final day each person displayed their creative work and were presented with a Certificate of Participation
- Congratulations to the Seven Graduates from LIT who graduated from their Leadership, Advocacy and Independent Living Certificate Course.



OVERVIEW CONT.

- The Lions travelled to Ballyclare RFC in Co Antrim on the 7th June to take part in 2019 Wooden Spoon International Tag Rugby Tournament. The Team prepared since January for this exciting tournament where they played teams from Ireland, England, Scotland and Wales.
- The Patterns Dance Collective performed at a symposium "Advancing the Role of the Registered Nurse in Intellectual Disability" on the 16th October in the Ashling Hotel Dublin. Patterns Dance Collective is mentored by Contemporary Dance Artist, Angie Smalis, she accompanied the group to Dublin along with musician Katie Fitzpatrick.

St. Anne's

- Significant improvement in attaining regulatory compliance in St. Annes for 2019 from previous years of major non-compliance. This is directly related to the increased employment of nurses and social care workers and completion of outstanding training of care staff in Fetac level 5 Intellectual Disability Practice together with enhanced governance structures in this region.
- Another resident from St. Anne's, also presented a poster at the National Sharing Day titled "It's my Life" and captured the principles of person centredness, community inclusion and active citizenship.
- Glassderrymore, a new community house in St. Anne's opened in December 2019 to support the transition of three residents in unsuitable placements to live in an environment more suited to their needs.

St. Anne's Day Services

• The closure of Damer Day services on 27th March in St. Anne's Roscrea due to Health and Safety issues had a significant impact for 24 people. However, through creativity and individualized planning day service staff were redeployed to various locations and services continued for residents in the Villas and at other locations to ensure individuals have enhanced activities' and community inclusion.



• In July, three individuals from The Orchard and one individual from The Stables, attended Moneygall Community garden for a six week programme as part of social meaningful role in the community.

Overview

- Sixteen individuals, with the support of staff, across day services in St. Anne's completed a basic CPR course in July in Dooley's Hotel, Birr, under the instruction of Birr First Responders. Each participant was given the opportunity to be involved in a group discussion in relation to Heart Attacks and Cardiac Arrest.
- A number of individuals from St. Anne's day services attended a youth engagement workshop organised by Disability Federation of Ireland. The aim of the workshop was to engage young people in an open forum about their rights, and to capture their lived experiences in exercising them. The discussion was be based on the general principles found within the United Nations Convention for the Rights of Persons with Disabilities (UNCRPD).
- In November three individuals from Ormond Resources/Stafford St. Nenagh with the support of staff had the opportunity to explore the Social Farming Adventure. This project was financially supported by Department of Agriculture and North Tipperary Leader Company. Social farming is nationwide and offers a service to individuals who uses health and social services, or who have various other needs with the opportunity for improved community connections, increased self-esteem and improved health and well-being. It provides the opportunity to do 'ordinary things in ordinary places'.

East Limerick Children's Services (ELCS)

East Limerick Children's Services (ELCS)

The Multi Disciplinary Team in East Limerick Children's Service undertook an initiative to look at the current pathway for premature children that was developed in line with the Bright Horizons clinic and updated it in accordance with recommendations from Evidence Based practice including the NICE guidelines

Across service areas

- The appointment of a Transforming Lives Project Officer to support the decongregation project to transfer 35 residents across Limerick and North Tipperary to community models of living over the next 2 years and also complete Person Centred Planning and Discovery process with these residents.
- Evidence of a high level of community involvement and participation for all residents as part of person centred planning and role of social role valorisation.
- Continued roll out of social role valorisation programme and training for all staff

Overview

- Day Services in Limerick and North Tipperary Services have all completed their self-assessment on all 7 Themes of the EASI Tool to review standards as set out in New Directions. This self-assessment will be submitted to the HSE for review at the end of March 2020.
- Continued commitment to reduction of shared bedrooms for residents in CRS and St. Vincent's centre.
- Reduction in safeguarding incidents and significant physical assaults for staff due to in depth review of individualised support plans, transitions from large campus based residential centres, and provision of individualized day and/ or residential supports.
- The Physiotherapy and Occupational Therapy Departments collaborated with their colleagues in Dublin and presented at the second HSE AFFINITY Symposium in Dublin on September 18th on care pathway for Promoting Falls Awareness and Bone Health in Intellectual Disability.

SERVICE RECRUITMENT DRIVE



Overview

Locations:

Daughters of Charity Disability Support Services - Dublin provides a wide variety of supports to children and adults who use the service.

1.1 Locations in Dublin of Services for Adults:

St. Vincent's Centre, Navan Road, Dublin 7.

St. Josephs Centre, Clonsilla, Dublin 15.

Community Residential Services in Dublin 7, 15, and County.

St. Louise's Centre, Glenmaroon, Dublin 20.

Training Enterprise and Employment Services at various locations across CH09.

1.2. Locations in Dublin of Services for Children:

Oakridge in Blanchardstown, Dublin 15.

Development Education Centre (DEC), Navan Road, Dublin 7.

Children's Respite, St. Vincent's Centre, Navan Road, Dublin 7.

Keena House, Navan Road, Dublin 7.

In 2019 across all Dublin Services, teams focused on person centeredness within the context of national policies such as, "Time to Move on from Congregated Settings" and "New Directions – Review of Adult Day Services".

This focus ensured that significant progress was made in terms of de-congregation and individualised services with Service Managers in campus settings developing plans and driving projects, which aimed to ensure all individuals were included in their community and were themselves at the centre of all decisions which affected them.

2.0 Overview of DOCDSS - Dublin:

2.1 St. Vincent's Centre, Navan Road - Service Manager : Mary Reynolds

Consists of 10 bungalows on campus in Dublin 7 area and 2 houses in the community in Dublin 15 area.

Specialist Services:

High Support/Behaviours of concern.

Autism specific in low arousal environments.

Complex healthcare needs.

New Admissions to St Vincent's Residential Service

	2018	2019	Variance
St. Vincent's Residential Service	2	1	-1

Overview cont.

Residential Services Provided:

	2018	2019	Variance +/-
St Vincent's Residential Service	81	79	-2
Number in High Support/Complex Needs Units	14	14	-
Number in Other Residential Units	67	65	-2
Number aged 65+	8	9	+1
Number aged 70+	9	8	-1
Number aged 80+	0	0	-
Number aged 90+	0	0	-

Respite Service:

Provision of overnight intermittent short breaks in a home from home environment to adults with moderate/severe intellectual disability who require significant support.

No of beds - 4

No of overnight respite nights provided: 1086

No of day respite sessions provided: 18

Adult Overnight Respite Services/Day Respite Service - St Vincent's Centre

	2018	2019	Variance
Overnight Respite	1037	1086	+49
Day Respite Sessions		18	

Adult Day Services:

Provides services to 176 individual at locations on campus and 6 hubs in the community. Provides bespoke specialist day services supports for individuals with high support needs.

	2018	2019	Variance
St. Vincent's - Adult Day Services for Individu-			
als in Residential Services	110	104	-6
St. Vincent's – Adult Day Services for those	62	67	+5
attending from home			

Key Achievements/Developments 2019:

- The Galvin Building opened in January providing sessional day/evening programmes to 37 individuals who reside on campus.
- 2 entries submitted to "chance to shine "arts performing festival. One for drama "Moving Changing Being" and another for dance "Here I am world" which was overall winner.
- Summer camps for day attendees requiring high support.
- Person Centred workshop facilitated by Professor Brendan McCormack.
- 23 individual who use the service commenced ASDAN Modules.

Overview cont.

Key Achieve cont.

- 20 participants achieved the ASDAN towards independence certificates.
- 2 participants were first to achieve Gaisce The President's Award Bronze Level programme.
- 1 participant received QQI Level 2 Award in communications (literacy) from the CDETB Adult Education Finglas.
- 10 individuals attended Special Olympics motor activities development training.
- Trinity College P PALS. 3 individuals participated to become physical activity leads in their community.

2.2 St. Josephs Residential Service Clonsilla – Service Manager: Eilish Madden

In 2019 St. Joseph's/Sonas Residential Service provided residential service to 104 people in Clonsilla.

This comprises of St. Rosalie's in Portmarnock, which provided residential services for 7 people.

Specialist Residential Service:

- High Support.
- Specialist Dementia Service.
- Care of the Older Person.
- Complex Medical needs.
- Palliative Care.

Residential Services Provided:

	2018	2018	2019	2019	Vari	ation +/-
	St. Joseph's	St. Rosalie's	St. Joseph's	St. Rosalie's	St. Joseph's	St. Rosalie's
Overall number of residents	100	7				
			98	7	-2	-
Number in High Support/ Complex Needs Units	23	7	25	7	+2	-
Number in other Residential Units	77	0	73	0	-4	-
Number aged 65 years+	11	2	12	2	+1	-
Number aged 70 years+	41	1	37	1	-4	-
Number aged 80 years+	11	0	14	0	+3	-
Number aged 90 years+	1	0	1	0	-	-

Key Achievements/Developments 2019:

Launch of new initiative in Day Service – "Culture Club" which focused on cultural arts, amenities and activities with excursions to Hill of Tara, Book of Kells in Trinity College, National Concert Hall and many more.

Overview







- Launch of Day Services Newsletter.
- Continued work on New Directions in Day Services.
- Brain Health Awareness week in March which involved a programme of talks, activities and events.
- Opening of new sensory garden in Sonas funded by donations from families, friends and constructed with the help from volunteers from Citrix, Unilever, Valro and Salesforce.
- First ever award ceremony for the undergraduate programme in ID Nursing saw the internal placement of year being awarded to specialist dementia unit.
- Launch of 'It's My Life Programme' of learning, which provides staff with an introductory knowledge of values to practice Social Role Valorisation Theory.
- Advocacy Group co-ordinated retreat for all individuals with guided meditation and reminiscence.
- Visit to high support unit by Head of Social Care HSE CH09.
- Approval of 2 CNS posts:
 - Behaviours of concern.
 - Care of the older person.

Adult Day Services:

St Joseph's Centre	2018	2019	Variance
St. Joseph's - Adult Day Services for Individuals in Residential Services	98	92	-6
St. Joseph's – Adult Day Services for those attending from home	1	1	-

2.3 St. Louise's Centre – Service Manager: Michael Stokes

Provides residential and day services care to 52 people. There are 9 bungalows on a campus based setting with a specialist service for dementia.

New Admissions to St. Louise's Residential Service

	2018	2019	Variance +/-
St. Louise's Residential Service	0	1	+1

Overview

Residential Services Provided:

	2018	2019	Variance +/-
St Louise's Centre Overall number of residents	51	51	
3 1 0 1 m annua 0 1 0 2 1 0 3 1 m annua 0 1	0.1	0.7	-
Number in High Support/Complex Needs Units	0	0	-
Number in other Residential Units	51	51	-
Number aged 65 years+	16	16	-
Number aged 70 years+	3	4	+1
Number aged 80 years+	0	0	-
Number aged 90 years+	0	0	-

Key Achievements/Developments 2019:

Fit for life initiative.

IPAD club established.

"Sing up sing out" choir launched.

Visit by Mrs. Sabina Higgins.

Progress on New Directions.

Commencement of self directed supported living programme.

It's My Life training for staff.

Day Service involvement in 7 clubs in local community.

Health Promotion Improvement Co-ordinator post secured for 2 years.

CNM3 post introduced to management structure of centre.



2.4 Community Residential Services (CRS, Dublin) - Service Manager: Mary Lucey Pender

Provided support in 36 houses in the Dublin 7/15 area with 1 house in Booterstown. Celebrated 30 years service to 139 adult men and women.

New Admissions to Residential Services in CRS, Dublin

	2018	2019	Variance
CRS, Dublin	1	0	-1

Overview

Residential Services Provided in CRS, Dublin:

	2018	2019	Variance +/-
	CRS, Dublin	CRS, Dublin	CRS, Dublin
Overall number of residents	143	139	-4
Number in High Support/Complex Needs Units	0	0	0
Number in other Residential Units	143	139	-5
Number aged 65 years+	4	3	-1
Number aged 70 years+	12	15	+3
Number aged 80 years+	8	8	0
Number aged 90 years+	1	1	0

Adult Overnight Respite Services/Day Respite Service - CRS, Dublin

	2018	2019	Variance
Overnight Respite	1869	2160	+291
Day Respite Sessions	30	46	+16
No of People Availing of Respite	79	74	-5

Provision of respite services in one house – Ardcuan.

Number of Beds=8

Number of overnight Respite nights provided: 2160

Number of day respite sessions provided: 46 sessions

Key Developments/Achievements 2019:

- Purchase of house in Dublin 15 area.
- Celebrated 30 years service.
- Supports 6 individuals in private rented accommodation.

2.5 Training Enterprise & Employment Services (TEES, Dublin) - Service Manager: Acting Teresa Foran

Provides person centred supports and services to 174 aged 18 years and over who have mild/moderate ID.

Key Developments/Achievements 2019:

- Opened new hub in Mulhuddart Village.
- Implemented the Ability Project to TU Dublin Learners.
- Progression with New Directions.

Overview

- Poster Presentation at Conference in DCU on New Directions.
- Self supported directed living training for staff.
- Collaborated with DOCTRID on number of research activities.
- Participated in Draoicht Community Engagement Programme.
- Participated in Adopt a Patch with Fingal County Council Volunteering Nursing Home.
- Programme in TU Dublin completed by 6 people.
- Supported employment work experience with 26 people in supported paid employment 9 full-time.
- 17 people are engaged in work placements in the community.
- Commencement of co-ordinator working specifically with individuals who have Autism.

2.6 Oakridge Children's Services - Service Manager: Theresa O'Loughlin

Oakridge Children's Services provides supports to children, young persons and their families from 0-18 years, who meet the criteria for DOCDSS and live in the catchment area of Dublin North West.

Provision of supports to children, young persons aged 5-14 years, who present with complex needs associated with mild intellectual disability Autism spectrum disorder and physical or sensory disabilities, who are not already receiving or eligible to be waitlisted with another service provider across Dublin North West.

- Early Services Oakridge: Preschool 0-6 years
- Development Education Centre (DEC): 5-18 years for children with severe/profound ID with multiple complex needs and/or behaviours of concern.
- DEC 2 ASD: For children with ASD high support needs
- Keena House: Residential Service for 3 individuals who require high support.
- Respite Sancta Maria: Overnight /Day Respite.
- Family Support Service: Family Support and Connect.
- After School: Providing after school and Saturday supports.

Children's Residential Services

	2018	2019	Variation +/-
Overall number of residents	3	3	-

Children's Services - Overnight Respite Services/Day Respite Service

	2018	2019	Variance +/-
Overnight Respite	813	891	+78
Day Respite Sessions	162	125	-37
No of Children Availing of Respite	39	49	+10

Overview

Key Developments/Achievements 2019:

- Assess of Need (AON) process approval of 5 clinical posts to carry out AON's.
- Approval for development of CAMHS 0.5 team for children with mild intellectual disability under Vision for Change.
- Clinical Nurse Management post established for ASD Specialist Service.
- Summer Camps:
 - ♦ ASD High support camps
 - ♦ August Programme
 - ♦ Connect.
- Participation in inter agency training for clinical team members across HSE CH09 in preparation for PDS.
- Programme initiated by community nurses children with ASD/ID to successfully access venepuncture and ECG's
 in hospital settings in order to have medication appropriately presented by CAP.
- Project lead by 6 months on medication management in Children's Services.
- Discharges initiated on SADT team approximately 30 in 2019 which allowed intake of 40.
- Ongoing collaboration with the HSE and agencies in CH09 in working towards reconfiguration of Children's Disability Services.
- Family Fun day.
- Opening of Oakridge Sensory Play Garden.
- Presentations at:
 - ♦ DOCTRID Conference
 - ♦ National PDS Conference
- SADT team introduced Autism awareness projects in schools.
- Further developments of after school projects for high support children.

Overview



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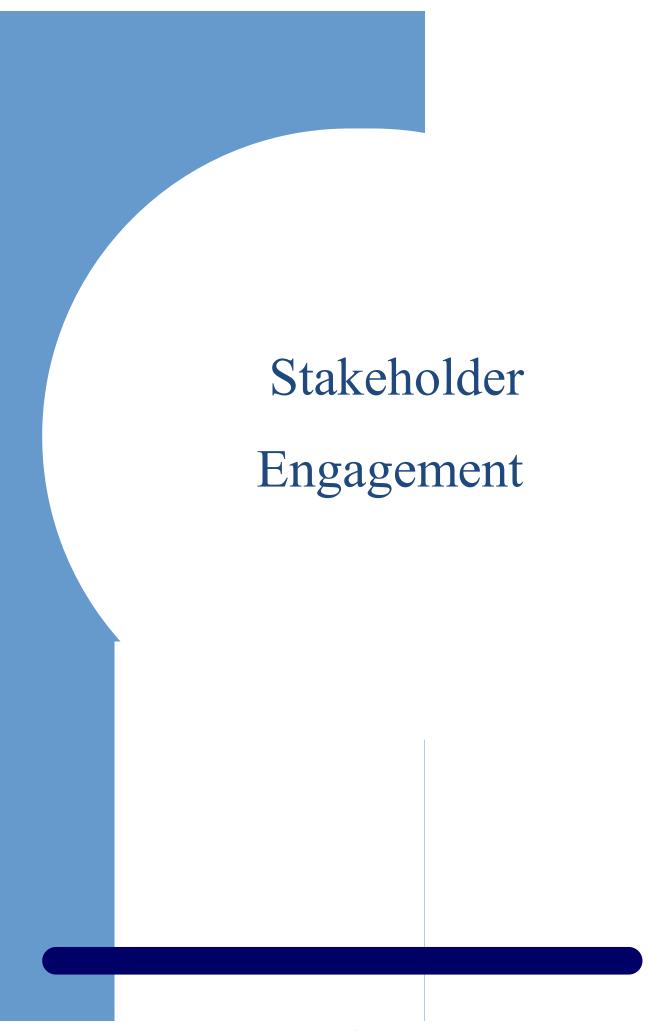
Overview

3. Demographics Year-End 2019:

CHILDREN'S SERVICES DUBLIN

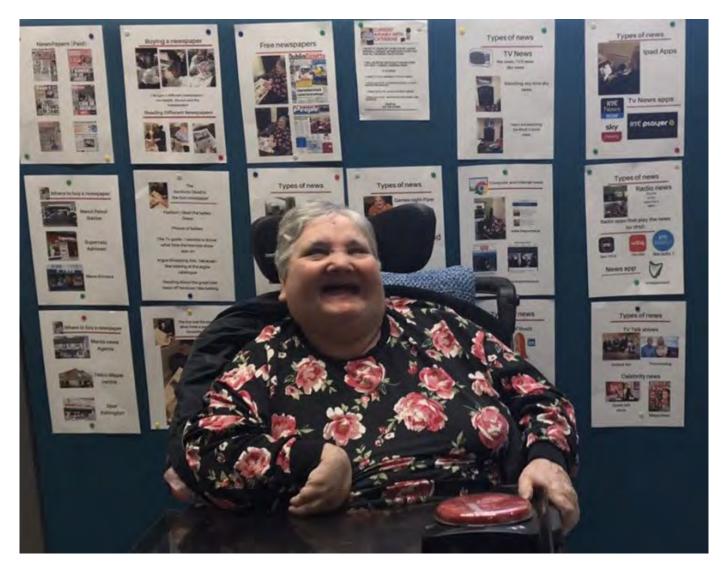
NUMBERS ATTENDING	NUMBERS ATTENDING BY SERVICE PROVIDED	
Oakridge Clinical Support	79	
Oakridge Pre-School	15	
Support to Mainstream School	158	
DEC	26	
ASD Intensive Child Day Service	2	
St. Vincent's School	70	
SADT	216	
Total	568 +235 Waitlisted SADT	

RESPITE /FAMILY SUPPORT SERVICES	
Sancta Maria Respite Designated Centre x 1	4 plus I crisis bed – currently at capacity Number of overnight respite nights provided: 891 Number of day respite sessions provided: 125
Family Support	33 Children /23 Adults + 60 waitlisted
Connect	38 (21 Children /17 Adults)





CATHERINE'S STORY



Catherine O'Mahoney successfully completed an ASDAN module on Current Affairs. She achieved this by researching different types of news, and from there she started up her own Newsletter—Catherine's Monthly Gossip. This grew into presenting sessions of news to others in the advocacy room in St. Vincent's Centre. Using her iPad and AAC equipment she carried out interviews with the CEO, staff working in St. Vincent's centre and the Irish ladies rugby team.

SERVICE STRATEGY

A primary objective in 2019, for the newly appointed CEO was to lead out on the development of a future strategy for the organisation that would build on the achievements of the 2012 to 2016 Service strategy.

During 2019, an extensive consultation process took place to develop our new strategy. Stakeholders were asked what was working well and what we needed to change or do to improve the lives of the people we support. The consultation process included workshops, surveys and interviews with families, staff, the DOCDSS Board, and external stakeholders including the Department of Health, HIQA and the HSE.

Consultation workshops with families took place in Dublin, Roscrea and Limerick, which were also attended by some of the individuals we support. Alongside the workshops, a consultation survey was issued to all families.

Staff consultation workshops took place in Dublin, Roscrea and Limerick. Specific workshops were facilitated with clinicians and service managers, and with the management team. Alongside the workshops all staff had the opportunity to partake in a consultation survey seeking their input and feedback to inform the strategic process.

Engagement meetings were held with a wide range of external stakeholders including CEO of Health Information and Quality Authority (HIQA), senior managers with the Department of Health and Children, Health Service Executive, CEO's in CHO3 and CHO9; and Mary McCarron, Professor of Ageing and Intellectual Disability, School of Nursing and Midwifery, Trinity College Dublin.

Based on this extensive consultation, a number of workshops were held with senior managers and clinicians to analyse the consultation feedback and to create our new strategy.



Key environmental factors that shaped the new strategy were identified as follows:

 HIQA National Standards for Residential Services for Children and Adults with Disabilities, 2013 HIQA new national standards for adult safe-guarding (HIQA/Mental Health Commission) HSE Safeguarding Vulnerable Persons at Risk of Abuse Policy, 2014 Department of Health Disability Regulations Value for money and policy review of disability services in Ireland, 2012 HSE 'Effective participation in decision making – planning for ordinary lives in ordinary places' 2018 National Disability Authority - draft outcomes for disability services 2016 Vision for Change 2006 Assisted Decision Making (Capacity) Act 2015 Disability Act 2005 Staff turnover and the impact this has on continuity of care Inequities in funding/staffing in some areas – impact on capacity to meet need and waiting lists e.g. for therapy services Families want more information to help them prepare for the future Build on existing wellbeing and learning and development programmes Focus more on continuous learning and development across all services - HIQA compliant Need for robust communications channels and better communications with families and staff Lack of fit for purpose ICT systems – to capture all service data Need for investment in ICT 	Our external environment Opportunities and challenges	Our internal environment What do we do well? What needs to improve?
 Public Sector Equality and Human Rights Duty, Irish Human Rights and Equality Act 2014. Need to promote what we do and the services we provide We need to promote and share what we do we 	 with Disabilities 2018 Transforming Lives reform programme New Directions Report - Day Services, 2012 Time to Move on from Congregated Settings a Strategy for Community Inclusion, 2011 Progressing Disability Services for Children and Young People Slaintecare Implementation Strategy 2018 National Disability Inclusion Strategy (NDIS) 2017-2021 HIQA National Standards for Residential Services for Children and Adults with Disabilities, 2013 HIQA new national standards for adult safeguarding (HIQA/Mental Health Commission) HSE Safeguarding Vulnerable Persons at Risk of Abuse Policy, 2014 Department of Health Disability Regulations Value for money and policy review of disability services in Ireland, 2012 HSE 'Effective participation in decision making – planning for ordinary lives in ordinary places' 2018 National Disability Authority - draft outcomes for disability services 2016 Vision for Change 2006 Assisted Decision Making (Capacity) Act 2015 Disability Act 2005 Equal Status Acts 2000-2015 Public Sector Equality and Human Rights Duty, Irish Human Rights and Equality Act 	 vices across multiple locations Strong commitment to values Person centred culture Skilled committed caring trained staff Willing to accept challenges and change Need for more respite services Need to provide meaningful activities for the people we serve Strong regulatory environment – can create risk averse culture Staffing vacancies and shortages e.g. multidisciplinary teams, therapy posts Staff turnover and the impact this has on continuity of care Inequities in funding/staffing in some areas – impact on capacity to meet need and waiting lists e.g. for therapy services Families want more information to help them prepare for the future Build on existing wellbeing and learning and development programmes Focus more on continuous learning and education Good governance and management Strong compliance across all services - HIQA compliant Need for robust communications channels and better communications with families and staff Lack of fit for purpose ICT systems – to capture all service data Need to promote what we do and the services we provide We need to promote and share what we do well and act as influencers for change in the disabil-

Key environmental factors continued::

Our external environment Opportunities and challenges	Our internal environment What do we do well? What needs to improve?
 HSE People Strategy 2019-2024 Public Service Stability Agreement 2018-2020 Partnerships with other public bodies and private sector service providers Annual HSE Service plan Funding cuts and the need for more investment Individualised funding models and personalised budgets HSE Disability Capital Plan Alternative funding streams Funding for school leavers Housing/rental market access Changing profile and needs of people we serve e.g. ageing population, transitioning from children to adult services, people living with elderly parents, children/young people with complex high support needs, ASD/behaviours of concern New family support models Needs and expectations of families Community inclusion and openness Lack of capacity/funding for MDT support for school leavers Access to and availability of specialist services e.g. dementia Waiting lists for services Demand for more respite services Recruitment and retention challenges Shortages in staffing e.g. therapy posts 	Need to promote and expand our areas of expertise - e.g. ASD/behaviour of concern, complex high dependency needs, dementia Need to build on our advocacy model and lead in a human rights based approach Willingness to proactively implement change e.g. Assisted Decision making (Capacity) Act 2015, national policies Need to value and expand our volunteer base Build better research capacity and share and influence practice Opportunity to be seen as a leader/provider of excellence nationally in our specialist services

At the end of 2019 a final draft of the Strategy was prepared and due for presentation and ratification by the Board of DOCDDS.

Ethical & Clinical Governance

COLLBORATION



MULTI DISCIPLINARY TEAM

COLLABORATIVE WORKING

2019 was a busy year for the multi disciplinary teams within the Daughters of Charity Disability Support Services. Throughout the year departments reviewed and refined their allocation of resources to meet the emerging and changing needs of individuals we support and their families.

The Multi Disciplinary
Team provide a myriad
of services



The multidisciplinary teams are based throughout the Dublin, Limerick, Roscrea and Tipperary Service. They continued to deliver support and respond to requests across all services. In addition to their core MDT role during the year each department has contributed locally and nationally to service innovations such as advocacy, safeguarding, updating service policy in line with best practice and HIQA requirements. Provided vital training to individuals we support, staff, family members and volunteers.

Challenges

2019 has also brought many challenges, work has been carried out throughout the various departments to respond to the challenges and support individuals and their families, to alleviate pressures, maintain effectiveness and efficiency and ensure good practices throughout the service. This work reflects the ongoing experience and commitment of team members who continue to be responsive and flexible in meeting the needs of those we serve.

Collaborative Working

In 2019 the MDT collaborated both internally and externally, making links with organisations throughout Ireland. Here are some of the organisations that the multi disciplinary team collaborated with:





















Within the DOCDSS, our teams also collaborated with each other. Easy read versions of MDT Annual Review Form and Do Not Attempt Resuscitation Document were developed. Accessible documentation was created between St. Anne's Roscrea and External Day Services. Speech and Language Therapy and Social Work collaborated on the creation of an updated Advocacy Leaflet/brochure. Psychology and the SLT team collaborated together and developed an easy read booklet *What is Psychology* and Psychology in Roscrea developed a Positive Behaviour Support (PBS) Plan template based on research and best practice guidelines. Psychology also delivered training to managers on the template, and how they can effectively use it.

The OT Department together with SLT, established an interdisciplinary Pathway for Feeding for children with complex needs, to augment already existing interdisciplinary support, a new Feeding Clinic which sits on top of a 3 tier Feeding Support Pathway was established to provide support to families and children who present with complex aversive feeding challenges.

Improvement to the Quality of Services

To improve the quality of their services, the OT Department undertook a monitoring and evaluation exercise. The department sought feedback from those using OT services, this feedback led to improvements in the Seating Clinic services, which included doubling of the frequency of clinics from two per month to four. The appointments capacity per year has improved from just fewer than 100 to a maximum of just over 200 appointments in a year.

This has significantly decreased the waiting times for appointments from months to weeks in some cases. This capacity building exercise was achieved through going into partnership with one additional Customised Seating Specialist supplier to augment the existing one.

An audit of the Dublin Psychology waiting list was also conducted, outcomes of which included a reduction of numbers and waiting times for individuals they support.

MULTI DISCIPLINARY TEAM CONT.

Provision and support of clinical education placements

The physiotherapy department provided six placements in 2019.

OT Department continued its partnership with the Discipline of Occupational Therapy, TCD, to provide clinical placements for student Occupational Therapists and to promote the role of Occupational Therapy in supporting adults and children with ID.

Lisnagry, Roscrea SLT facilitated six student placements, these placements foster student learning and development.



Training for individuals we support, volunteers and staff

- Training on emotional understanding and regulation was provided by the psychology team to two groups of eight individuals, as well as parallel carers' groups.
- Accessible talks on "what is psychology" were delivered by the psychology team to the Dublin day service hubs.
- Development of an evidence-based Positive Behaviour Support Plan template by the psychologist in Roscrea, and delivery of training to managers to support effective implementation.
- Training carried out on Positive Behaviour, Emotional
 Awareness and Wellbeing by the Dublin psychology team with staff
 in schools and preschools. Staff in schools reported to have found it

useful to have gained a variety of practical approaches and useful resources they could use in their work to help children to develop a language around emotions in the context of play and learning.

- Training was provided by the Dublin psychology team on Promoting Learning Through Play in preschools, the aim being to support staff's understanding around the importance of early play and develop effective teaching strategies when interacting with children. Outcomes included staff being better able to promote and support children's play, learning opportunities and emotional wellbeing, as well as better facilitate their inclusion (particularly those in the mainstream settings).
- The physiotherapy department provided five in-service training sessions along with easy read materials to Training, Enterprise and Employment.

MULTI DISCIPLINARY TEAM CONT.

Training to individuals we support and staff cont.

- The OT Department's Paediatric team developed a sensory processing training pathway, which was
 then followed up by subsequent delivery of sensory processing training to families, school and preschool staff.
- The Social Work Department delivered safeguarding training to twenty volunteers
- A senior OT from Roscrea was 'Awarded Postgraduate Certificate' and SI Practitioner Status

Highlights

- The OT Department together with SLT, established an interdisciplinary Pathway for Feeding for children with complex needs, to augment already existing interdisciplinary support, a new Feeding Clinic which sits on top of a 3 tier Feeding Support Pathway was established to provide support to families and children who present with complex aversive feeding challenges
- Psychology continues to support approximately 145 adults and 280 children and families
- A much needed administrative post was developed for the MDT, which has been welcomed by all teams
- The physiotherapy department established a musculoskeletal clinic for CRS and Phoenix View
- The orthotic clinic for children and adults continues to see on average 25 people per clinic or 600 people per year



Poster and presentations

AFFINITY National Falls Prevention and Bone Health Symposium

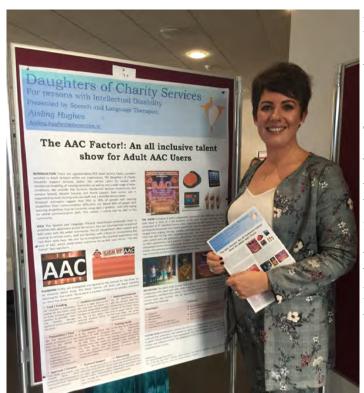


DOCDSS Representative:

Bernadette Flood

The Falls Prevention and Management Working Group had a poster accepted and Melinda McCabe, Physiotherapist Manager/Chairperson presented at the symposium. Bernadette Flood, Senior Pharmacist also had a poster accepted for this symposium

Augmentative and Alternative Communication Conference, Leeds



DOCDSS Representative: Aisling Hughes

The SLT Department has completed a considerable amount of work in promoting Augmentative and Alternative Communication (AAC) across the service especially with individuals who experience difficulty with expressive communication. To this end Aisling Hughes was invited to represent the Daughters of Charity and present her poster on 'The AAC Factor!: An all inclusive talent show for Adult AAC users at the AAC conference in Leeds, England.

PSYCHIATRY & MHID TEAMS

Overview

The Mental Health Intellectual Disability (MHID) (Dublin) team for adults is comprised of consultant psychiatrists, senior psychologist and CNS. In 2019, the child mental health services were provided by a part-time child psychiatrist and with plans to recruit a senior psychologist and CNS to develop a Child and Adolescent Mental Health Service (CAMHS-ID).

In 2019, the psychiatry/MHID team provided mental health support to over 330 adults in the Dublin area.

The DOCDSS MHID team had representation at national for including:



Quality Services

Dr Fionnuala Kelly (Consultant Psychiatrist) was on secondment throughout 2019 to the HSE as National Clinical Lead for Mental Health of Intellectual Disability. This role is part of a Service Improvement Project within the Mental Health Division. Fionnuala developed the interim National Guidance Document for Mental Health Intellectual Disability (MHID) teams and liaised with individuals attending services, their families and advocacy organisations. Fionnuala's secondment to the HSE provided a wonderful opportunity to represent intellectual disability services at a national forum. Her absence was ably covered by Dr Martin McLoughlin who had previously worked in the DOCDSS as the Clinical Director.

PSYCHIATRY & MHID TEAMS

Cont.

Training

The DOCDSS is a training site for both basic and higher specialist training in intellectual disability psychiatry for junior doctors. In 2019 four junior doctors participated in this training placement.

The psychiatrist team developed the mental health module of TCD's postgraduate course in Ageing and ID. This module forms part of the first year of the MSc programme.

Research

Psychiatry team members have presented and lectured at local and international conferences. Outputs also include international peer reviewed publications and the preparation of a book chapter which will be published in early 2021.

MHID team supported the development of the SOOTHE EU funded project which was rolled out in 2020. This project involves the co-creation of materials to support good mental health designed in collaboration with people with intellectual disability in Ireland, Spain and the Netherlands.

Challenges

In addition to providing mental health services, many of the team are also involved in service committees, supervisory roles, education, research and within sub-specialities such as epilepsy, high dependency care and dementia. The CHO3 area continued early development of their local MHID team with the HSE scoping recourse requirements.

Plans for 2020





SERVICE



MISSION MENTORING

The Daughters of Charity Disability Support Services strive to achieve a distinctive ethos that is rooted in the Daughters of Charity identity, mission and core values. Our mission and core values challenge us to make a difference each day and is seen in the dedication and commitment shown by our staff and volunteers in their daily work and interactions throughout the Service.

To help us deepen and celebrate our awareness, understanding and integration of our mission and values throughout all levels of the Service, a number of ongoing initiatives and educational programmes took place in 2019, e.g. Heritage, Philosophy and Mission module presented during Induction days; Core Values Workshops; Mission Mentoring course.

Mission Mentoring course



A group of eighteen colleagues from across the Service completed the Mission Mentoring course in June and had their graduation in October. This course consists of 10 modules presented 1 day each month and participants also completed a project on enhancing greater awareness and integration of our core values.

St. Louise's and St. Vincent's feast-days

Both St. Louise's day (9th May) and St. Vincent's day (27th Sept) was celebrated with great enthusiasm and creativity across the Service. We celebrate these days as a reminder of our Service's identity knowing that a clear sense of our identity gives focus to our Service and helps us to carry out its mission and values.

As well as having celebrations to mark our founders day, some of the areas organised fundraising activities for the St. Vincent de Paul Society and for the Daughters of Charity missionary work in Thigio, Kenya.



Reflection day

In November, a reflection day was organised for Persons in Charge and Day Service managers, it was facilitated by John Doherty and Sr. Áine MacNamara. The theme of the day was: Caring for yourself in order to nourish your own spirit in the context of the Daughters of Charity heritage, mission and values.

HUMAN RESOURCES

REFLECTING OUR CULTURE— Right people, Right place at the Right time.



2019 we continued our journey of on-going assessment and re-invention in order to ensure that the HR Department was supporting the Organisation to have the right people, in the right place at the right time.

We started with looking at how we attract staff. This involved looking at our website, our application form and our overall process. We decided to create a new way to advertise the Organisation using an online platform for candidates that is accessed via our website and also allows for external branding through multiple recruitment sites. All staff were trained in the process and it was rolled out across the Organisation in May 2019.

This online platform has meant that we are able to attract, and process candidates in a more streamlined way and the Organisation's branding and profile is reaching a wider audience. Month on month we saw applications rise. From May –December 2019 we have had just under 20,000 job views on our recruitment page on our website with a conversion rate from application to interview of 10.49%.

Over the summer we launched the competency based approach to interviews. This involved presentations on how to identify the right people for the right roles by ensuring that we have a consistent approach to how we interview and equally that our interview process reflects our culture, our values and our ethos.

In 2019 we launched our first Staff Wellbeing survey as part of our new Wellbeing initiatives. Here are some of the findings from those who participated in the survey:

50% indicated positive mental health

95% feel supported by line managers and by their colleagues

85% feel they know what their job is and how to do it as well as the department objectives

80% feel they are not pressured to work long hours

90% feel they have choices in deciding how to do their work and that working time is flexible

RDS Healthcare Recruitment Fair

The HR Department had a recruitment stand at the Healthcare Fair in the RDS in October 2019. It was a great day supported by staff representing all aspects of the Organisation from service managers to front line staff. It was a very beneficial branding exercise and extremely successful from a recruitment perspective. We directly recruited 5 staff from the fair day.

Challenges for 2020

The ongoing recruitment of registered nurses in intellectual disability is a major challenge for the HR Department for 2020.



The DOCDSS is committed to excellence in service provision, providing high quality, person-centred support to individuals who access our services. We recognise that in order to achieve this we must be committed to promoting a culture of learning within our organisation through the provision of quality learning and development opportunities for all our staff. We also acknowledge that in order for us to excel in this area, we must have a staff team that feel supported by a robust system of training and development.

Our evolving training system seeks to ensure that our staff not only access mandatory training requirements, but have access to a greater suite of training that allows them develop their skills and supports them to deliver the best possible service. In doing this it supports the individuals we are privileged to support to access the good things in life, living full and meaningful lives within their community.

2019 was a busy year in staff learning and developing teams in Dublin, Roscrea and Limerick. Collectively they supported 4,751 DOCDSS staff attend over 321 in house organised training programmes.



The nature of these programmes primarily covered mandatory training needs in a wide number of areas including:

- Managing behaviours of concern
- GDPR
- Fire safety
- People moving and handling training
- HACCP
- Hand Hygiene/Infection Control
- Safeguarding and medication management

Training programmes delivered also provided and supported staff skill development training in many areas including:

Dysphagia management

- Managing difficult complaints
- Trust in Care
- Assistive decision making
- Dementia supports
- Social Role Valorisation

"It's My Life" staff training programme was first developed by Daughters of Charity in 2016. At this time the training module was developed and rolled out specifically to build staff's capacity, knowledge and practical skills in the area of Person Centred Planning. In 2018, the content and scope of It's My Life training programme was thoroughly reviewed and expanded to encompass all training delivered to staff in the following areas:

- Values to Practice
- Person Centred Planning
- Social Role Valorisation

The revised "It's My Life" training programme was successfully piloted in 2019. This DOCDSS in-house training programme sets out to provide all staff with:

- An introductory knowledge and framework of the Social Role Valorisation (SRV) theory and its practical application in support services.
- An in-depth understanding of the essential steps and components required to build individualised Person Centred Plans.

GDPR and Children's First

GDPR training

526 staff
participated

To support all staff to understand the principles of good data management and ensure we operate in line with regulation and best practise, a GDPR training programme was delivered across the service, 526 staff completed this training 2019. In addition to the above in house training programmes staff completed online training in the area of Children's First. The further development of online training options for in house strategy is a key objective for the training team going forward.

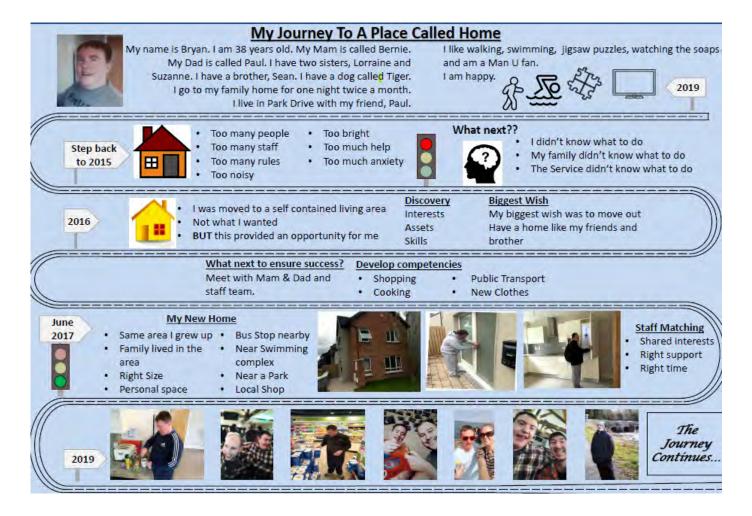
External Training

Genio Self Supported Self Directed Living (SSDL) certificate

> 6 staff awarded certiciate

The DOCDSS staff learning and development policy supports staff to apply to pursue external training opportunities. These personal development opportunities allows staff enhance their competences in a range of areas relevant to their role. During 2019 6 DOCDSS staff successfully completed and graduated from the Genio Self Supported Self Directed Living (SSDL) certificate. Participants took this training back to their service to lead out on new initiatives and approaches with the individuals they support.

Poster and presentations



HSE Disability National Sharing Day



On September 25th 2019, Bryan presented a poster, telling his story of how, using the *discovery process*, enabled him to develop skills and abilities to take control of his life, thus giving him access to many of the good things in life. Bryan's poster takes us on a journey, from 2015 when he lived in a congregated setting, to 2019, to his home in the community, near his relatives, gaining skills, competencies, friendships and family life along the way.



Comments from some of the individuals who completed the programme include:

Doing Ordinary things, in ordinary places, at ordinary times. This for me sums up the key learnings from the SSDL program. It truly was a life changing experience. The perspective it offered opened my eyes to the value of the basic things in life that many of us take for granted.

Elaine Nolan

Completing the course has lead to new innovative opportunities both for those I support and myself.

Donna Fletcher

Staff were also supported to pursue training opportunities in the area of:

- Palliative care.
- Dementia care.
- Train the trainer programmes and leadership.

The NMPDU

The NMPDU partners to the DOCDSS facilitated many nursing staff pursue higher level degree and masters programmes in their area of practise expertise. Along with the learning, a key benefit of this resulted in staff leading out and completing key research initiatives as part of their programmes.

DOCDRID

Throughout 2019 the DOCDSS continued to support the Daughters of Charity Technology Research into Disability (DOCTRID) Research Institute, established by RESPECT. The underlying principal of DOCTRID is that research should be based on the real needs of people with ID and ASD and they should be participants in research designed to develop effective evidence-based treatments, technologies and interventions.

A number of research projects through it's ASSISTID and Hegarty programmes included the participation of service supported individuals, their families and staff. Staff throughout the service participated directly in research projects and indirectly by facilitating supported individuals to participate in a number of research projects which greatly informed the research outcomes.

In September, a number of DOCDSS staff and supported individuals attended the International DOCTRID VI Conference, hosted by NUIG. Staff and supported individuals presented and contributed in the two days of panel presentations, poster sessions and workshops based on the conference theme "Transitions across the lifespan for people living with Autism and /or Intellectual Disability". The conference was a wonderful opportunity in promoting the multidisciplinary research and work being carried out in the service. It also provided a platform to share ideas and evidence-based research which makes a huge difference in the lives of people with Intellectual Disabilities and Autism Spectrum Disorders.

2020 Key objective

The expanding mandatory training requirements relevant to our support service continued to place increasing demand on the training supports in 2019. In 2020 and beyond, a key objective will be to review all in house training requirements and methods of delivery to see how we can best support training for staff through a combination of face to face, online, in house and external training expertise. In addition to this there is a need to identify, and implement a service wide training management system.

LEARNING & DEVELOPMENT



VOLUNTEER PROGRAMME

Overview

By involving volunteers in the Daughters of Charity Disability Support Services it has opened up the Service to a wider and a more diverse range of people. Our volunteers have varied talents and skills and volunteer both directly with individuals on a one to one basis or in a group setting, and indirectly gardening, maintenance and administration. Currently there are 201 people volunteering their valuable time throughout the Service and we are very grateful to have such an incredible and generous group of volunteers. 2019 continued to be a busy year for both Dublin and Limerick, Roscrea. Below is a short snapshot of the volunteer programmes.

Volunteering

The core group of our volunteers across the service fill the role of befriender which enables them to engage one to one basis. It is important that people are matched with similar interests, thus enabling long lasting friendships where both volunteer and the person they support make a significant difference to each oth-







Volunteers are also involved in drama and music sessions, knitting circles, gardening, and facilitating computer, iPad classes. These activities are a result of requests and preferences from individuals we support. Volunteers also contribute their time for Service events events held in St. Vincent's Centre, Dublin.



Positive Developments

In 2019 the Development Education Centre garden project got off to a great start. With volunteer support of a local Dublin builder we have surveyed the garden area, met with a landscape architect, and drawn up 3D plans, and we have started fundraising. It is an ambitious, but do-able garden transformation project led by volunteers and a supportive DEC committee.

Recognition



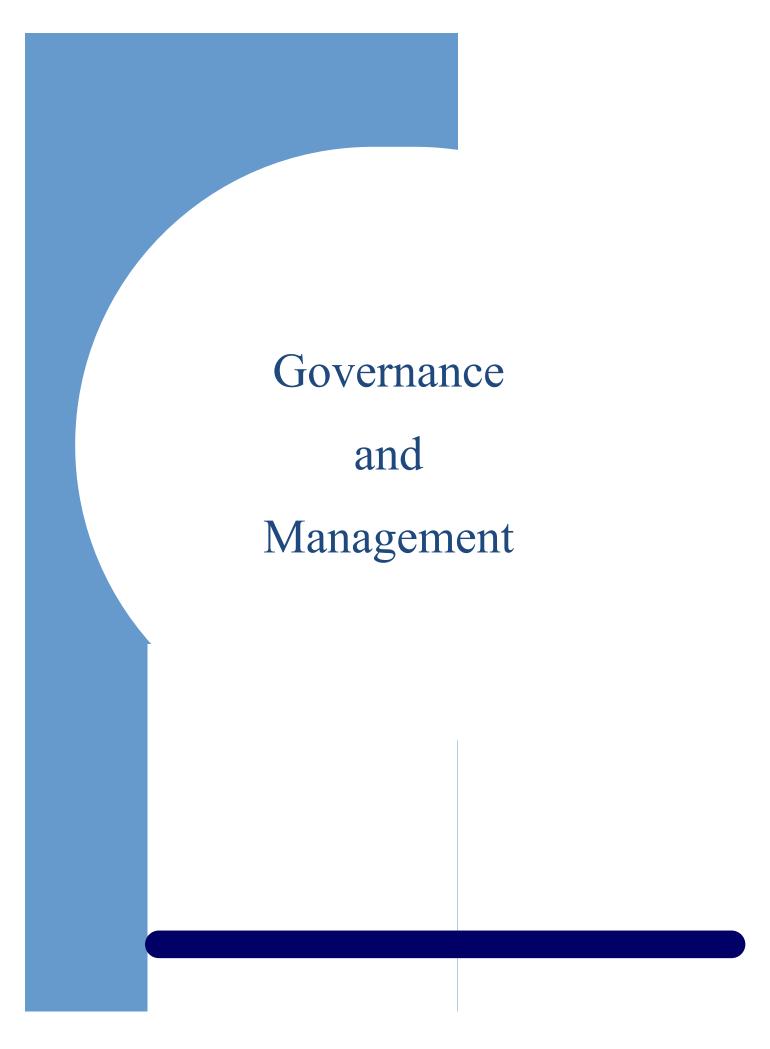
Volunteers give so much of their valuable time to the Service so showing appreciation is really important. In recognition of our volunteers a breakfast meeting was held in Roscrea and a Christmas lunch in Lisnagry. For such as the Children's family fun day and sporting our Dublin volunteers they were invited to a tour of Glasnevin Cemetery, and a coffee morning in the Boat House in Farmleigh. These are annual events enjoyed by all and give our volunteers a chance to meet up and share stories of their volunteer experience.

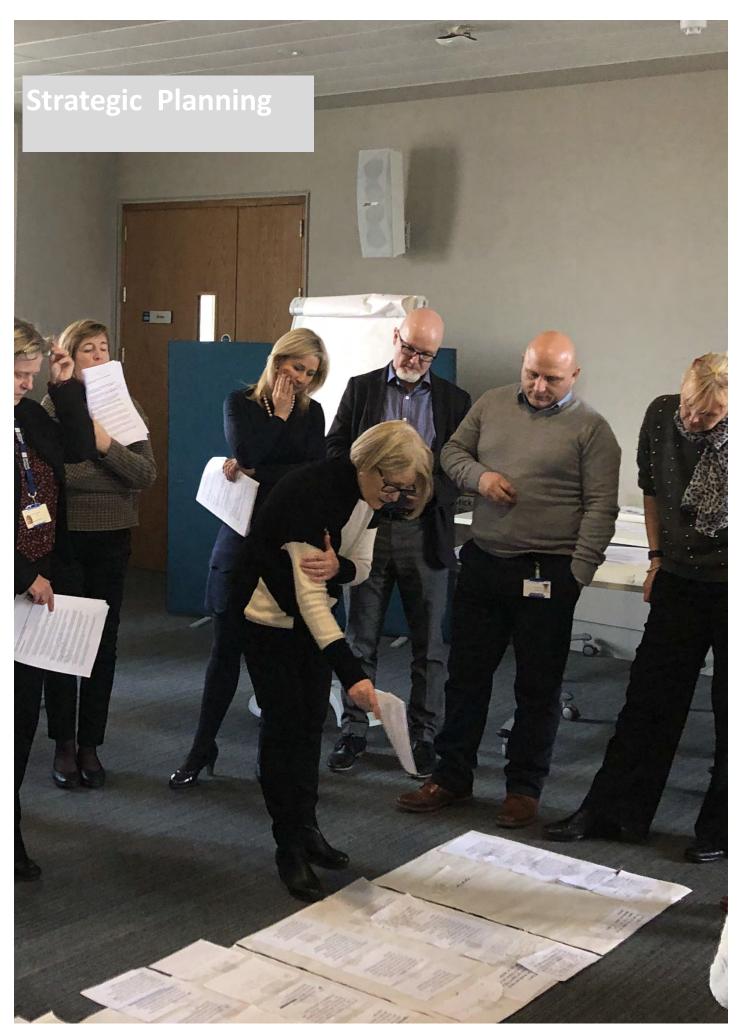
Corporate volunteers donated over €12,000 and

Volunteered over 600 hours of their time

Our corporate volunteers achieved so much and worked in all weathers. Garden make-overs, fence and furniture painting, cleaning and clearing, money management workshops, and facilitating mock interviews. In total, corporate volunteers (Citrix, Salesforce, Valero, Pivotal, Unilever and Expeditors) donated over €12,000 and volunteered over 600 hours of their time. All monies donated went directly to the projects the volunteers worked on. Without the invaluable support of the DOCDSS staff these days would not happen.







QUALITY & COMPLIANCE

National Standards for Residential Services for Adults and Children with Disabilities.

All the DOCDSS residential services operate to the National Standards for Residential Services for Adults and Children with Disabilities. In 2019 there were 89 designated residential services registered with HIQA, 46 of these were within the Limerick North Tipperary services and 43 were within the Dublin services.

Complaints

Complaints data for 2019 have been collated and reported on internally and externally to HSE. Each region monitors and managements complaints in their areas reporting them nationally through internal reporting structures.

Complaints data across the service continues to provide positive indicators that complaints reported are actively listened to and responded to. The service also did a full review of the complaints policy in 2019; this resulted in the scope of the policy being expanded to include complaints and compliments. Training was provided within the service to support the roll out of the policy and continues to drive a positive reporting culture across the service.

Key Quality Initiatives across the service in 2019.

- Central to the strategy development process was to identify across our services, what was working well, and what we needed to change or do to improve the lives of the people that we support. As part of its commitment to deliver potent and relevant services that support individuals live their best lives the organisation commenced the recruitment of a Director of Safety, Quality and Risk for the service in December 2019. It is hoped that an appointment will be made in early 2020. The role of the Director of Quality, Safety and Risk is to ensure that a robust quality, risk and safety management framework is in place across the organisation, with associated structures and processes in place to ensure that best practice is embedded at all areas of the organisation.
- Full compliances with the regulations were achieved with HIQA in 4 centres in Limerick.
- High level of community involvement and access for individuals supported in day and residential supports.
- Efforts have been sustained to continue to build service capacity to support individuals to identify and pursue the good things in life they want to achieve.
- 6 staff completed the Self Directed Supported Living Programme (SSDL).
- Day Service teams have completed the self assessment process against New Directions standard using the EASI tool and continue to work toward the development of the New Directions model into service operation.

QUALITY & COMPLIANCE

Quality cont.

- It's My Life Training Programme was successfully piloted in 2019. The programme of learning was also allocated Social Reform Funding to roll out the training in congregated settings.
- The Its My Life Assessment of Need and Preference (IANP) tool was developed and tested.
- Its my Life project commenced in 2018 and has continued in 2019 with 2 individuals currently accessing supports and being supported to self direct supports. The operation of the service to date has created much learning, many challenges and successes for the individuals since it commenced operations.
- The person centred culture project funded by the NMPDU is progressing in St. Josephs and new initiative commenced in Navan Road in 2019.
- Team members from the service were an integral part of stakeholders group that supported families in successful negotiations for new special school in Dublin 15.
- Opening of sensory Exploratory play garden in Oakridge
- Graduation of 25 people with ASDAN award in Day Services following successful achievement of specific learning modules.
- The appointment of a Transforming Lives Project Officer to support the decongregation of 24 residents from The Villas in Roscrea and 11 residents from St. Vincent's Centre, Lisnagry.
- Three residents from Limerick and Roscrea Service areas presented on the changes to their lives due to transferring to community living from congregated settings at HSE Disability Services National Sharing Day in September 2019.
- 18 residents, 8 in Roscrea, 2 in St. Vincent's Centre and 8 in CRS Limerick moved into homes that were either developed, upgraded or purchased to support these residents changing needs or hancing their original living environment.

RISK MANAGEMENT

The Service has strategic, financial, operational and compliance objectives for each area of activity it engages in. DOCDSS is committed to positively delivering on these objectives and recognises that factors in the internal and external environment could prevent, and/or delay the achievement of individual and Service objectives. It is the policy of DOCDSS to operate a risk management framework that facilitates the Service to manage risk on an integrated basis i.e. inclusive of all risk, whether to do with the management or service delivery processes. This involves proactively identifying risks that threaten the achievement of objectives e.g. the delivery of high quality supports, safe care, and compliance with legal and regulatory requirements, and to putting in place actions to reduce these to an acceptable level.

Risk Management

Operating Framework



In February 2019, a revised Risk Management Operating Framework was presented and agreed with the Executive Management Team and the Board, for roll out across the service. The framework sets out a structure of Service risk registers at local, regional and national levels.

This structure provides a means to place in context, understand, identify, assess, evaluate and treat all risks relevant to the area. The DOCDSS framework is aligned to ISO31000 Risk Management - Principles and Guidelines, and the HSE Integrated Risk Management Policy. Alongside this the Service's risk management policy was reviewed and updated to ensure it operated in line with the framework. The roll out of a staff training programme was commenced. All of these actions were taken to support the Service to positively identify and seek to mitigate all risks that might negatively effective objectives at local, regional and organisational level.

While good progress was made in 2019 in the roll out of the new risk management framework it was not fully operational by year end. Work on this will continue in 2020. The full roll out of this framework, and its ongoing development will be strongly supported by the Board's decision to appoint a Director of Quality, Risk and Safety for the Service. This post should be in position in the first quarter of 2020.

In December 2019, 21 risks remained open on the Service Organisational risk register. With proposed actions and treatments 2 of the risks remain high with 12 deemed medium risk and 7 low risk.

HEALTH AND SAFETY

The success and positive impact of the wide range of supports provided by the organisation is dependent on the expertise, creativity and dedication of our staff teams working across the Service. In 2019 there was a total of 2,351 staff working within the DOCDSS;



In all service activities we seek to maximise the health and safety and wellbeing of staff and those individuals that we support through a robust Health and Safety Framework. This operates at local, regional and national level and is supported by a culture of positive reporting, shared learning and reflection.

During 2019 the Director of Logistics led out on Health and Safety Governance across the Service. They were supported in this role by the regional Quality and Risk Officers. Quarterly reports and analysis on Health and Safety data for the service was generated for the DOCDSS Quality and Risk Board Committee, with monthly reports provided to the DOCDSS Board. DOCDSS data and analysis informed the organisation risk and management strategy.

Key components of the DOCDSS Health and Safety Framework include:



1713 Incidents reported across the service



During 2019 the National Health and Safety Forum met 5 times. Key areas that the committee focused on during this period included:

- Review of the organisation's Health and Safety Statement, Fire Policy and Manual Handling Policy.
- An active review of linkages between Health and Safety at Work Statement and supporting procedures and those in place to support individuals with behaviours of concern. A key focus of the review was to ensure both were aligned and supported by effective good communication and documentation to maximise staff safety and wellbeing while at work
- Analysis of staff absences as a result of reported incidents
- Staff wellbeing initiatives
- Sustainable Energy programme of work

During this period the Service had two visits from the Health and Safety Authority, one in Roscrea and one in Dublin. External reporting of incidents took place across the year as required with all staff absences three days or more being reported to the Health and Safety Authority.

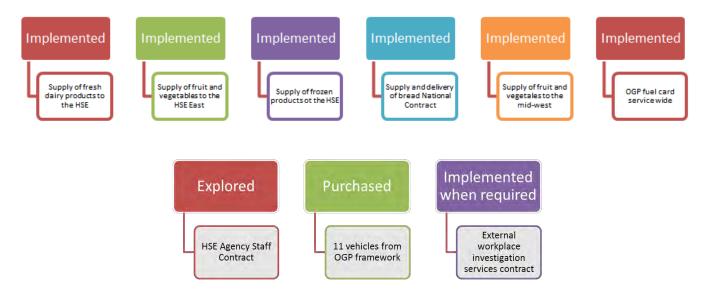
A key challenge in the health and safety framework in operation across the service is that it is a paper based system. The need for a comprehensive incident management system is a key priority of the service to start to address in 2020 and beyond.

PROCUREMENT

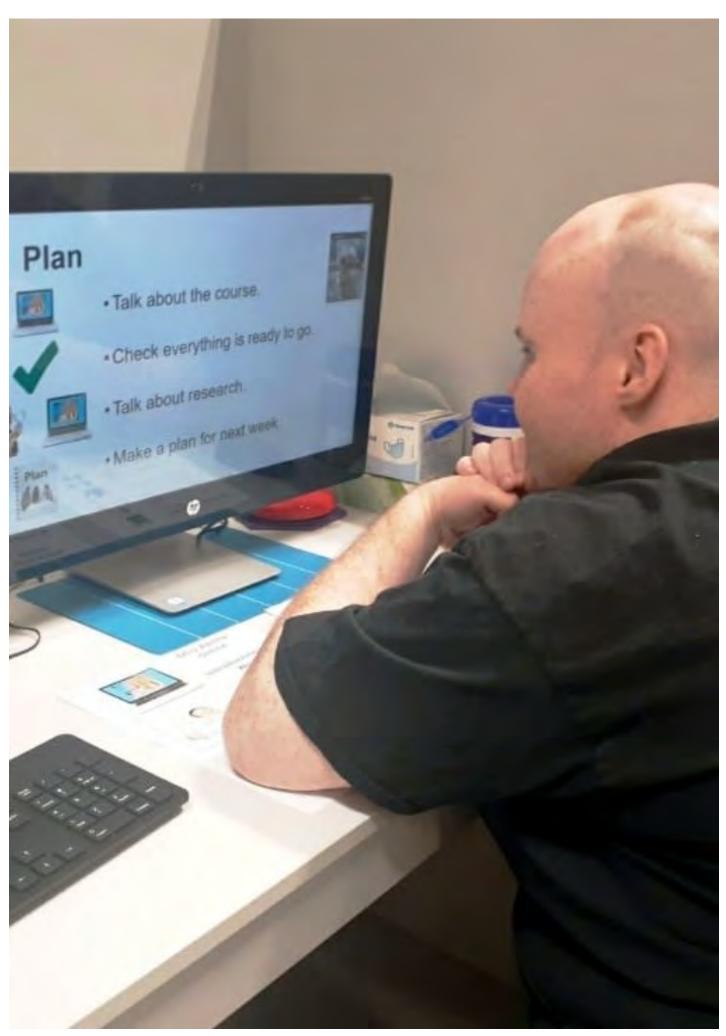
The Daughters of Charity Disability Support Services continue to embrace and actively drive towards Procurement compliance throughout 2019, in line with our SLA and the EU Directive on Public Procurement.

Active transitioning to Office of Government Procurement (OGP) and HBS Procurement Contracts, where suitable, combined with running in-house Tenders under established Frameworks, and quotation processes for below threshold expenditure is evidence of compliance with procurement standards.

During the course of 2019 the following OGP and / or HBS contracts were implemented, availed of, or explored for use:



A tender process for Contract Cleaning Services across the Service was commenced during 2019 under an established Framework. This process is targeted for completion in 2020.



ACCESS TO INFORMATION

The service as a Data Controller is cognisant of its obli- **Priorities for 2020.** gations and responsibilities under Data Protection Legislation 2018. In 2019, we continued to work through the programme of work identified from an external GDPR • Audit completed in 2018 by Data Privacy Consultants.

The priorities focussed on the following;

- Development of the service register of data processing activities, otherwise known as the RoPA on to an IT System known as Privacy Engine.
- Data Protection Officerr rolled out staff training on General Data Protection across the services, the primary learning outcome being that staff are informed of the principles of data protection to enhance data management practices and their accountability therein.
- Development of Policies Procedures DOCS 085, Data Breach Management Policy and Procedure and DOCS 085, Data Protection Subject Access Procedure and DOCS 085 Data Protection Agreement Templates were issued to all areas. Draft of DOCS 085 Data Protection Policy, Procedures and Guidelines commenced.
- Enhanced governance systems through the identification and training of Data Champions across the service to support the implementation of the Audit Recommendations. This was delivered by the external privacy consultancy support in collaboration with the DPO. Subsequent to this training, the DPO facilitated a number of workshops to progress the RoPA with the data champions.

Data Protection.

Identification and completion of the relevant data protection agreements. As a Public Body, we are open and transparent in processing request for information. We received 19 subject access requests for records, all of which were processed in full or part with third party personal/sensitive data redacted. Please refer to log of all requests received in 2019.

- Finalise and issue DOCS 085 Data Protection Policy and Protection and Guidelines.
- Implement actions from Policy Implementation Plan.
- Review/monitor actions from the external audit in collaboration with the Executive Team and Senior Management. Review Privacy Notice.
- Reflect risks in the service's organisational risk register with agreed actions and timeframes.
- Continued staff training and reflect any changes in legislation. Generate learning alerts as required.
- Participation in data protection/NFVB networks.

Freedom of Information

The FOI Act 2014 is another means to access personal and non-personal information. In 2019, 34 requests for requests were received and processed in full or part depending on any Third Party Personal Information. Please refer to log of requests received in 2019.

There is no evidence of requests for reviews of requests processed or complaints to the Office of the Information Commissioner and/or the Office of the Data Protection Commissioner which suggests a high degree of transparency within the service in line with the spirit of both Acts.

The service also encourages data subjects to access information at local level in line with Administrative Access to Service User and Service Related Records, DOCS 027.

Priorities for 2020.

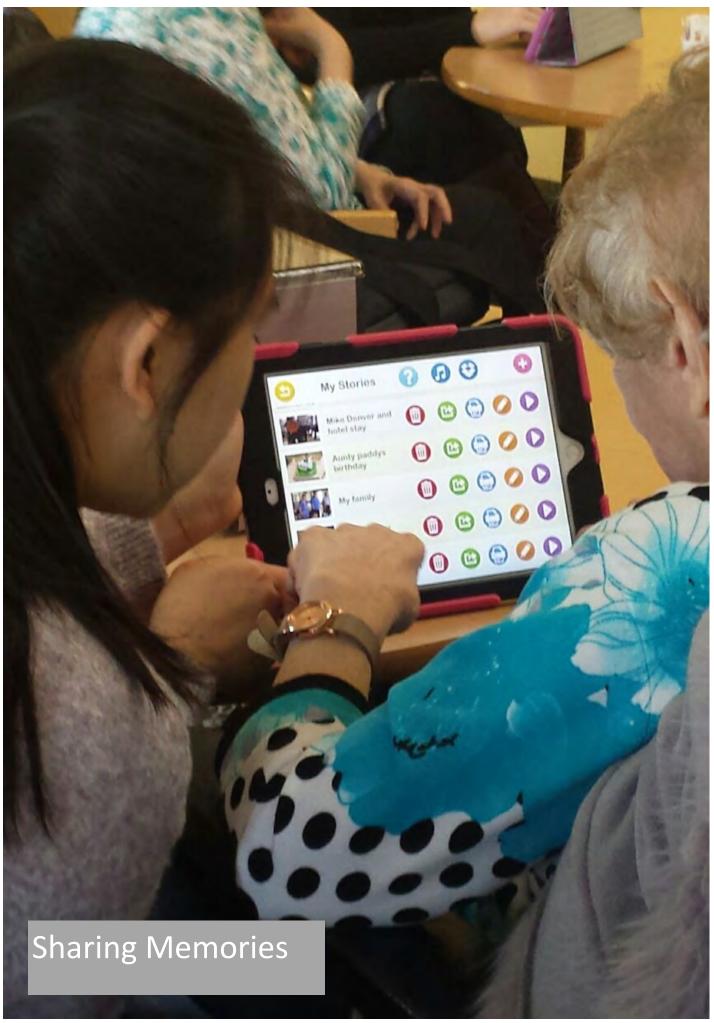
Update current FOI Policy and Policy Implementation

Review of Publication Scheme in line with FOI legis-

Staff Training and Development on FOI to include guidance on data quality/accuracy and archiving process in line with Policy

Participation in FOI Networks, Central Policy Meetings on FOI and NFVB Network.





FINANCIAL PERFORMANCE

2019 was another financially challenging year for the Service. While our total income declined by €11m from 2018 levels, the 2018 income figure included the value of properties donated by the Daughters of Charity of St. Vincent de Paul amounting to €15.4m. However, our operational income increased by €3.5m or 3.7% and our costs increased by €2.9M or 2.2%, resulting in a surplus of €550,399 or 0.4% of operational expenditure. Regionally, both Dublin and Limerick reported surpluses of €655k and €308k respectively, while the North Tipperary/Offaly service reported a deficit of €411k. The delivery of high quality services within very restrictive and limited resources remains a very serious challenge for the Service. The HSE remain our main source of funding amounting to €121m (2018: €117m) or 92% of operational income.

Our pay costs, representing 86.1% of total expenditure, increased by €3.3m or 3% on 2018 levels as a result of national pay awards. Our non pay costs dropped by 2.2% or €406k. Included in the 2018 costs are additional maintenance costs to improve the fire safety levels in our community residences.

Our balance sheet may appear quite strong with total "equity" of €26.9m at the end of 2019. However, when the value of donated properties are excluded the value of our equity is an accumulated deficit of €1.4m ,which is effectively represented by our net current liabilities of €1.3m.

The financial statements have been prepared under the going concern basis, audited by Pricewaterhouse-Coopers and provide a true and fair view of the company's results and balance sheet.

Financial Performance

INCOME AND	EXPENDI-			
TURE ACCOU	JNT BY RE-			
GION				
Year ended	DUBLIN	LIMERICK	NTH TIPP/ OFFALY	TOTAL
31 December				
2019	$oldsymbol{\epsilon}$	ϵ	ϵ	$oldsymbol{\epsilon}$
State funding	73,201,069	35,689,656	17,928,157	126,818,882
Other funding _	3,801,328	1,431,361	661,340	5,894,029
Total income _	77,002,396	37,121,017	18,589,497	132,712,910
Expenditure				
Pay Non pay ex-	65,036,964	32,416,241	16,462,943	113,916,148
penditure _	11,310,790	4,398,018	2,537,555	18,246,363
Total pay expenditure _	76,347,754 76,347,754	36,814,259	19,000,498	132,162,511
Surplus/ (deficit) for the financial				
year _	654,642	306,758	(411,001)	550,399

Financial Performance

BALANCE SHEET	2019	2018
AS AT 31 DECEMBER 2019	€	€
Fixed Assets	28,261,325	29,073,588
Current assets		
Debtors	7,802,799	8,577,277
Cash at bank and in hand	4,403,749	1,640,274
	12,206,548	10,217,551
	(12.545.25)	
Creditors	(13,545,356	(12,919,021)
Net current liabilities	(1,338,808)	(2,701,470)
Net liabilities	26,922,517	26,372,118
Capital and reserves		
Profit and loss account	26,922,517	26,372,118
Total equity	26,922,517	26,372,118

