



*Sisters of Charity of
Jesus & Mary
Services*



MUIRÍOSA
FOUNDATION

Annual Report 2012



**Reporting on year
01/01/2011 - 31/12/2011**



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

This will be the last annual report issued under the aegis of the *Sisters of Charity of Jesus & Mary*. Next year's annual report will bear the insignia of the *MuirIosa Foundation*. I would like to take this opportunity to thank all of those whose collaborative efforts ensured that this key corporate objective would be delivered on time. It has been a long-cherished aspiration of the *Sisters of Charity of Jesus & Mary* that the particular ethos of the congregation would endure and flourish in the future and it was with this aim in mind that the

congregation crafted the new corporate entity, the *MuirIosa Foundation* (MuirIosa being a fusion of the Irish names for Mary and Jesus). It is with equal measures of relief and excitement that we approach this new developmental stage in the evolution of what was commenced at Moore Abbey in the late 1940s.

As you will see from the CEO's report, this past year brought many challenges on the financial and service-delivery fronts. I would like to commend Brendan Broderick, CEO, the Management Executive Team, the Senior Managers' Network, the Local Managers' Network, and all staff members for responding with such flexibility, responsiveness, and commitment throughout the year.

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



Nationally the intellectual disability sector approached 2011 with very considerable trepidation. Cuts in allocation of between 5.5% and 7% had been mooted in the run-up to the Minister for Finance's budget statement. Bearing in mind the fiscal and economic straits confronting the State, the disability sector secured a significant degree of protection through the Minister for Disability limiting any cuts in allocation to 1.8%. The implications for this organisation was a reduction in allocation of a little over €750,000 – plus a range of associated cost pressures which required us to achieve savings in the region of €1.2 million against the previous year. While this involved significant management and reconfiguration, we were able to maintain all areas of service delivery during the year without any discontinuity and also register a break-even financial performance within the year.



Brendan Brodeick
CEO
SCJMS /
Muiriosa Foundation

By the end of 2011, we had absorbed in the region of €4.25 million of allocation cut and additional cost pressures during the 3-year period from the 1.1.2009 until 31.12.2011. Our efficiency measures were initially front-loaded on non-pay (maintenance, transport, heat, power and light etc.) costs. These measures delivered an efficiency bounty of €1.6 million – non-pay spending was managed downwards from €8.1 million to €6.5 million. By the start of 2011 we had begun to run out of road in looking to non-pay categories for the further set of savings necessary to keep pace with continuing cuts in allocation. As payroll costs constitute 85% of our cost base, we found ourselves having to target pay costs as a source of savings in 2011.



Reducing our exposure to premium payments, which are most concentrated on weekends (particularly Sundays), was one of the major recovery strategies. This impacted most significantly on the 264 people who reside in full-time accommodation provided by the service. While we managed to maintain safe and appropriate arrangements for these people, they experienced significant opportunity costs. Many experiences and activities that we would have liked to support dropped off the agenda – the necessary staffing levels were not affordable. We found ourselves in a position of having to trim back on the number of staff we could allocate to these settings, again notably during the weekends.

During 2011 fourteen members of staff took advantage of the *Voluntary Exit Scheme* introduced by government. A disproportionate number of those availing of this scheme (5 out of 14; 36%) came from the category of management and administration. Among those to depart were two HR specialists, two members of the finance team and also one of our three regional managers. None of these people have been replaced. Their duties have been divided out and absorbed by other staff members. The departing regional manager's responsibilities were shared by the Director of Finance and the head of our Person-Centred Wing. While this demonstrates a high level of flexibility and responsiveness on the part of our workforce, it also renders us significantly more vulnerable to delay and disruption of key functions in the events of circumstances such as maternity or sick leave.

Notwithstanding the constraints and pressures of diminishing financial and human resources, services were maintained and, indeed, some **pioneering and innovative work** was established on a firm footing in 2011. This was most notably evident in the case of **the Person-Centred Wing**. We had established this new entity within the organisation in late 2009 / early 2010 with a view to acquiring the competence and capacity to design, install and sustain individualised supports for those



service users and families who wanted “a life” and lifestyle that was firmly embedded within their local communities and who consequently required tailored supports, *individualised to their own particular needs and circumstances*, rather than relying on more traditional group-delivered programmes. While this may not be an aspiration or vision held by all service users and families, there is an increasing appetite and demand from consumers to be supported differently to the manner in which services have traditionally operated. By the end of 2011, the Person-Centred Wing was actively supporting 20 individuals in this exclusively individualised fashion. The findings to date are that service users secure much better outcomes in terms of their own sense of satisfaction and fulfilment – also, interestingly, these support arrangements are generally more cost-effective and better value for money than services provided through more traditional methods. (To reiterate: this way of working may not be for everybody. It is primarily intended for those who prize and value quality and the dimensions of being *embedded within and contributing to local community and to society* over seeking fixed long-term arrangements.)

There was also a significant advance in our thinking about **risk-assessment and risk-management** over the course of the year. Whereas in the past we had been inclined to manage risk primarily through increasing staffing ratios, the contracting financial situation has forced us to recognise that such approaches are over-generalised and wasteful and that more rigorous, focused and proportionate measures are necessary. Over the course of the year, we became particularly sensitised to the opportunity costs to all those who are dependent on the same resource base from adopting non-evidence based approaches to risk assessment. A working group was established during the year who have made a major contribution to assisting us to recast our orientation to the assessment and management of risk. Their work had a significant impact in assisting us to put more cost-effective arrangements in place across a range of settings.



The combined influences of the learning derived from the Person-centred Wing and a refinement of our understanding of what is necessary to deliver on our corporate Vision Statement (which you can consult on our website www.muiriosa.ie) led us to develop far-reaching proposals on **re-designing organisational structures** to ensure that they are better aligned with the core strategic objective of *concentrating all resources on creating person-centred, value-adding outcomes for each service user*. This new way of organising ourselves involves moving away from an organisational structure anchored in programmatic divisions (day services, residential services, respite supports, multidisciplinary supports) to a constellation of planning and delivery “cells and areas” which take a 360 degree look at what really matters from the service users’ perspective and which are headed up by a manager who is the **single point of accountability** for all the investment of time, energy and other resources which the organisations makes (or fails to make) on the service users’ behalf. We want to move from a structure of three regions by four programmatic divisions to one of between seven-eight geographic areas. We recognise that if we are to effectively respond to the person on the basis of “*what is most important to you?*” and “*what would make the biggest difference to your life?*” then we must move from compartmentalising lives into the administratively convenient programme divisions of day services, residential services etc. During the latter part of the year, there was significant investment of time in “proofing” and design-enhancing these ideas in consultation with our senior manager and local manager networks.

Other noteworthy developments during 2011 were:

1. The closure of the Assessment and Advisory Clinic at Moore Abbey (which had operated for almost 40 years) and the conversion of this building into a domestic-scale residence for a group of long-time Moore Abbey residents who had been living in a more institutional-like arrangement. The displaced clinicians are now being accommodated in the Main House at Moore Abbey;



2. A significant upgrade of the fire-protection systems throughout the Moore Abbey campus;
3. Forming a strategic partnership with HSE Midlands to close the “congregate care” institution at *Alvernia* on the grounds of St. Fintan’s Hospital, Portlaoise. A joint-application was made to the *Genio Trust Fund* which was successful – and which is due for implementation in 2012.

A long-cherished goal which did not come to fruition in 2011 (as anticipated) was the plan to relocate 16 of the remaining 35 residents on the Southill campus in Delvin to domestic-scale houses in the community. An arrangement which had been made with staff members and trade unions in 2008 proved to lack financial sustainability in the more straitened circumstances of 2011. We will be placing a significantly adapted proposal before the Labour Court in 2012.

Paralleling and shadowing the very busy agenda throughout the year was the task of completing the **transfer of governance responsibility** for the services from the congregation of the *Sisters of Charity of Jesus & Mary* to the not-for-profit limited liability company which had been established by the Sisters as its governance successor the *MuirIosa Foundation*. This long-gestating ambition was first mooted with the Department of Health in June 1994, subsequently with the former Midland Health Board and former Eastern Regional Health Authority in 2001, and more recently with HSE during 2006. For a variety of reasons, notably pension-related issues in the wake of turbulence across various asset categories, closure on the intention proved elusive. A renewed commitment was made to complete this work in 2011. This entailed a delivery of a complex matrix of related and interdependent tasks throughout the year involving transfer of property titles, pensions issues, insurance, negotiation with contractors, securing consents from various statutory and regulatory bodies, introducing new banking arrangements, securing consent of and



co-ordinating actions with Revenue. A joint-committee of board members and executive management ensured that this process remained on track. Paul Smyth, Director of Finance, was both the nerve centre and conductor of this formidable feat of co-ordination. The MuirIosa Foundation duly assumed governance responsibility for the services on the 1.1.2012.

While this represents a new era in the evolving history of the services, it also reflects a high level of continuity. The current board of the MuirIosa Foundation have been guiding and directing the services over the past 12 years in their parallel role as an Interim Advisory Board to the congregation of the *Sisters of Charity of Jesus & Mary*. The chairperson of the *MuirIosa Foundation* is Sr Mary Anna Lonergan, the local religious superior at Moore Abbey.

Signed: Brendan Broderick.

Brendan Broderick, CEO.



Service Activity Levels

	REGIONS			TOTAL
PROGRAMMES	WESTMEATH/ MEATH	LAOIS/ OFFALY	SOUTH KILDARE	
RESIDENTIAL				
Campus-based	34	N/A	62	96
Community-based	51	60	57	168
DAY SERVICES				
Adults	136	149	134	419
RESPITE				
Centre-based	Overnights 1104	Overnights 3504	Overnights 1253	Overnights 5681
Share-A-Break — Family-based respite	Overnights 5257	Overnights 2913	Overnights 679	Overnights 8849
MULTI- DISCIPLINARY SUPPORTS	35.77 WTE multidisciplinary staff supporting over 500 children as members of HSE teams, all adults in SCJMS / Muiriosa settings, in addition to adults associated with other service providers.			
PRE-SCHOOL				
Children	8.5	27	N/A	35.5

Breakdown of community residences across the organisation

◆ Number of houses in which more than five people reside:	1
◆ Number of houses in which five persons reside:	11
◆ Number of houses in which four persons reside:	13
◆ Number of houses in which three persons reside:	9
◆ Number of houses in which two persons reside:	9
◆ Number of houses in which a single person resides:	10
Total number of community residences:	53

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

Breakdown of residential campus settings

Name of Service setting	Numbers
◆ Moore Abbey	
St Brigids Unit, campus-based residential	13
St Josephs Unit, campus-based residential	18
Chalets, campus-based residential	18
Woodside, campus-based residential	13
TOTAL	62
◆ St Mary's, South Hill, Delvin	
St Mary's Campus	34
TOTAL	34

RESIDENTIAL CAMPUS SETTINGS	Numbers
OVERALL COMBINED TOTALS	96



Adult Day Centres

Laois / Offaly

Name of Service	WTE	Headcount
Acorn Outreach	3.00	3.00
Coinneal House	7.00	7.00
Dove House	37.76	42.00
Glendaniel	1.00	1.00
Kilbride Street	9.82	10.00
Oak House	24.62	25.00
Rowanberry	27.68	32.00
Tanyard	17.62	19.00
Teach Mhuire	8.01	10.00
Total	136.51	149.00

South Kildare

Name of Service	WTE	Headcount
Monasterevin Resource Centre	10.20	11.00
Teach Aontas	7.60	9.00
Rathangan Resource Centre	12.50	13.00
Emilian House	6.40	7.00
Woodside Day Service	6.00	6.00
Centre-based Employment	23.73	23.00
The Haven & The Primrose	13.05	27.00
Alcheringa	8.00	8.00
Outreach services	21.00	23.00
Supported / Open Employment	3.50	7.00
Total	111.98	134.00



Longford / Westmeath / Meath

Name of Service	WTE	Headcount
St Mary's Day Service	43.60	72.00
Lisadell / Cill Cuan	36.00	49.00
South Hill Enterprise	14.00	15.00
Total	93.60	136.00

ADULT DAY SERVICES	WTE	Headcount
COMBINED OVERALL TOTAL	342.09	419.00

Pre-schools

Laois / Offaly

Name of Service	WTE	Headcount
Marian, High Street	5.00	6.00
Marian, Arden Vale	7.00	7.00
Kolbe Pre-School	10.00	14.00
Total	22.00	27.00

Longford / Westmeath / Meath

Name of Service	WTE	Headcount
Lir	8.50	8.50
Total	8.50	8.50

PRE-SCHOOLS	WTE	Headcount
OVERALL COMBINED TOTAL	30.50	35.50



Respite Services

CENTRE-BASED

Laois / Offaly

Name of Service Setting	No of overnights "nights"
Mountrath	976
Fountain View	954
Arden Heights	932
Wood of O	642
Total	3504

South Kildare

Name of Service Setting	No of overnights "nights"	No of days
Moore Abbey campus	1094	
Family support house	159	4
Total	1253	

Longford / Westmeath / Meath

Name of Service Setting	No of overnights "nights"
College View, Mullingar	1104
Total	1104

CENTRE-BASED OVERALL COMBINED TO- TALS	No of overnights "nights"
	5861



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

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



AS AT 31/12/2011

Overall organisation

Headcount – 878, (668.28 Whole Time Equivalents)

South Kildare

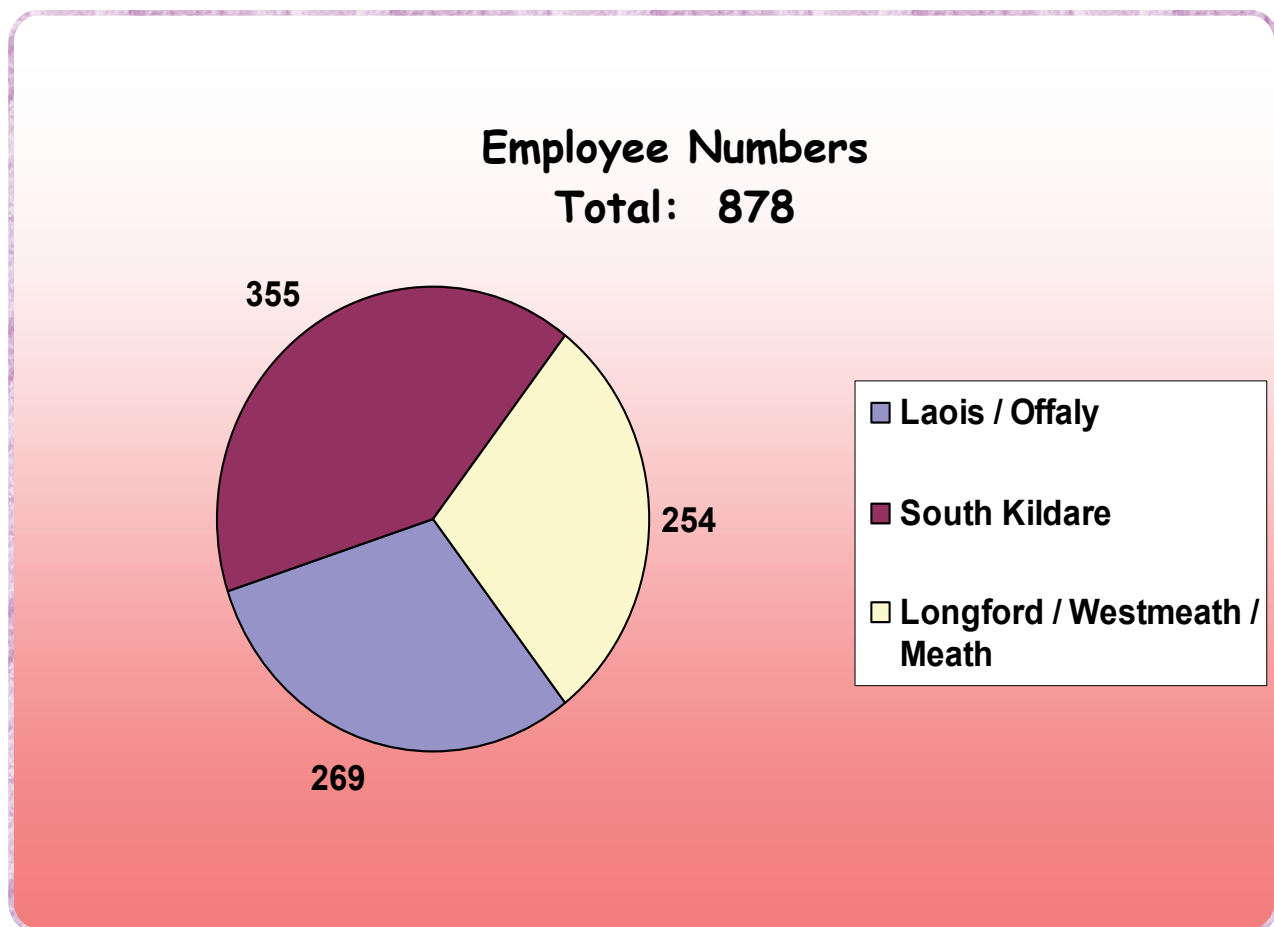
Headcount – 355, (280.13 Whole Time Equivalents)

Laois / Offaly

Headcount – 269, (196.80 Whole Time Equivalents)

Longford / Westmeath / Meath

Headcount – 254, (191.35 Whole Time Equivalents)



SISTERS OF CHARITY OF JESUS & MARY COMBINED SERVICES

For the year ended 31st December 2011

**Revenue Account
Without the effects of *FRS 17**

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Pay Expenditure	38,176,479
Non Pay Expenditure	<u>6,490,191</u>
Gross Expenditure	44,666,670
Income	<u>4,497,391</u>
Net Expenditure	40,169,279
Approved Allocation	40,191,252
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Surplus	21,973

Narrative Summary

The organisation commenced 2011 with a cumulative reserve deficit of €102,798. The surplus attributable to 2011 “trading” was €21,973. Thus the cumulative reserve deficit for the year beginning 01/01/2012 is €80,825

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



**AUDITORS' REPORT TO THE BOARD OF DIRECTORS OF
THE SISTERS OF CHARITY OF JESUS & MARY - COMBINED SERVICES**

We have audited the financial statements on pages 1 to 16 which comprise the Revenue Income and Expenditure Account, Capital Income and Expenditure Account, Balance Sheet and the related notes. These financial statements have been prepared under the historical cost convention, and accounting policies set out therein.

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

Respective Responsibilities of Directors and Auditors

The Board of Directors are responsible for the preparation of financial statements in accordance with applicable Irish Law and accounting standards. Our responsibilities, as independent auditors, are established in Ireland by statute, the Auditing Practices Board and by our profession's ethical guidance.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with Department of Health Guidelines. We also state whether we have obtained all the information and explanations we require for our audit, whether the financial statements agree with the books of account, and we report to you on our opinion as to whether the service has kept proper books of account.

Basis of Opinion

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

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

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



**AUDITORS' REPORT TO THE BOARD OF DIRECTORS OF
THE SISTERS OF CHARITY OF JESUS & MARY - COMBINED SERVICES**

Opinion

In our opinion the financial statements give a true and fair view of the state of the services' affairs as at the 31st December 2011 and of its revenue surplus for the year then ended and have been properly prepared in accordance with Department of Health Guidelines.

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

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


Maurice Kirwan FCA
For and on behalf of
M.K. Brazil
Chartered Accountants
& Registered Auditors,
9th July 2012.



Vision Statement

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

deeply embedded

within and positively valued by their community,

confident of

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

and assured by

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

Service Mission

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

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

28th April 2008



SCJMS/
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SCJMS/
MF



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