

Annual Report 2014



**Reporting on year
01/01/2013 - 31/12/2013**



**Sr. Mary -Anna Lonergan
Chair
Muiriosa Foundation Board**

I would like to salute the achievements of our staff and executive which are set out in this report. While Muiriosa's ethos is not much given to self-promotion or drawing attention to ourselves, I do believe that the achievements recorded in this report in relation to actively implementing key government policy objectives – supporting people to move from institutionalised, congregate care settings to community ones; and the development of a model of self-directed individualised supports – are noteworthy and creditable.

That these “hard yard” achievements were secured during a time of a hugely eroded resource base and via reconfiguration of current resources is in many ways quite remarkable.

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

The highlight of the year was the transfer of 29 individuals from our traditional campuses at Moore Abbey and South Hill, Delvin to ordinary homes in local communities. 17 individuals moved from St Mary's, South Hill, Delvin and 12 from Moore Abbey. All of these moves were achieved by reconfiguring available resources – no additional funding was sought or provided to support this move.



Brendan Broderick
CEO
Muiriosa Foundation

The transfer of these 29 people means that since 2008, the start of our recent “austerity” era, we have succeeded in transferring 77 individuals from old-style institutional (“congregate care”) arrangements to community based ones. 58 of these individuals were Muiriosa Foundation service users. 19 individuals were people who had been living in HSE-managed residential institutions in Mullingar and Portlaoise. Other than the service users who transferred to Muiriosa from HSE, all moves were managed within currently available resources.

Of this set of 77 individuals, 12 are in a single-person arrangement; 10 reside within the context of a house accommodating 5 individuals; and the balance reside in houses accommodating between two and four individuals.

The transfer of individuals from so-called congregate care settings to community-based ones is a major government priority. We have been very heartened by the ingenuity and flexibility of staff members to effect such change in the teeth of very significant funding cuts over those past six years.

The ultimate goal in supporting people to move from institutional settings to community is to promote local presence and community inclusion. The aspiration is that these individuals will grow strong connections and relationships with their neighbours and assume roles in their community that are valued, transforming their sense of identity – both in terms of how they perceive themselves and how others perceive them – from persons with a disability to people who have a strong and relevant contribution to make and whose disability is but one, and no longer a defining, feature. This requires carefully targeted investment which must be nurtured incrementally and sustained long-term. The very significant number of staff members we have lost as a result of cutbacks since 2008 has undermined our capacity to effectively promote these community inclusion aspirations. This is a matter of disappointment for service users, staff members, and families of service users. Notwithstanding this regret, the value in promoting a movement from institutional living to life in local communities is vindicated by the immediate positive impact it has on privacy, comfort and dignity, and on reducing the personal stress levels under which people are living

Person Centred Wing

The Person-Centred Wing (PCW) continued to flourish and expand during 2013 delivering handsomely on the investment in expanding its infrastructure in 2012.

It now supports 30 people – 16 whom are supported on a 24 x 7 basis.

The PCW takes as its imperative the requirement to support the individual to *get a life* rather than *access a service*. Its point of departure is the person's own vision of a life worth living. The level of ambition of what is being pursued is significantly higher than in conventional services. Furthermore – and perhaps the most distinctive element – the supports are developed in a highly tailored, individualised manner. The individual is not supported in a group context (i.e. alongside other individuals with an intellectual disability).

In 2013 we were in a position to design and sustain arrangements for people with very significant support requirements. During our apprenticeship years in this very different way of working (2010 and 2011) we sought to build up our skills and competence by generally working with individuals whose support needs were not at the higher end of the complexity or intensity spectrums. The level of competence and confidence maturing within the team over the past 12 months equipped us to address more daunting frontiers. Of particular reassurance was the growing evidence base that the costs incurred in supporting people in this way are generally significantly less than the costs incurred in supporting people in more conventional service settings.

Recognition of the advances we have made in this area was evidenced in our invitation from the *National Federation of Voluntary Bodies* to feature this work as a keynote plenary presentation in their week-long *Immersion* event in Killarney on 22nd April. Such was the response to this presentation, we were requested to present a more in-depth profiling of the work in a follow-on event in Mullingar on the 24th September.

Statutory Regulation

Statutory registration and inspection was introduced to the disability sector in November 2013. The 34 regulations set out in *Statutory Instrument 367 of 2013* became the formal benchmarks which services are required to meet.

There was a very high level of investment of time and energy in 2013 gearing ourselves up for the introduction of statutory inspection. We welcome the introduction of formal registration and regulation to the sector and are hopeful that it will enhance standards in a manner similar to its very positive impact in the nursing home sector. There is however a level of wariness and apprehension that the regulations as drafted and the orientation to inspection may draw too heavily on the nursing home model. Given the sustained efforts over the past two decades to move

intellectual disability services from a medical model to a social, community, and citizenship one, there are anxieties that our residential settings may be benchmarked against nursing home exemplars rather than ordinary domestic settings. There is also a concern that the preoccupation with compliance and *conformance* may out-trump the focus on *performance* and compromise our capacity to deepen and extend the achievements mentioned earlier in this report.

Funding

2013 was the sixth successive year of funding cuts in the intellectual disability sector. The percentage cut applied in 2013 was 1.2%. The Minister for Health had advised of this scale of cut in January 2013. For much of the year HSE sought to impose a significantly higher cut which introduced a significant level of uncertainty and anxiety.

Over the course of the year we had been projecting a very significant level of deficit. The main cost-containment strategy adopted was that of capping the number of staffing hours allocated to residential settings. While this proved effective in financial terms, it introduced significant opportunity and quality costs for service users. Our capacity to support service users to access social and community opportunities was significantly compromised, particularly during weekends. It was a bitter irony to find ourselves in this position on the threshold of statutory inspection and regulation.

Ultimately we ended the year with a current-year financial surplus of €51,567. Achieving a surplus was largely the result of an end of-year adjustment by HSE. Earlier in the year when issuing us with our funding allocation HSE had indicated a cut of €376,000 linked to what was described as an *Employment Control Framework*. This cut was applied to our base allocation **on a recurring basis**. However at the end of 2013 HSE added back an amount in the value of €376,000 (again linked to the descriptor *Employment Control Framework*) on a **once-off basis** – i.e. while they fully reversed the 2013 cut, it will apply in 2014. But for this late reversal, we would have run a deficit in 2013 of approximately €320,000.

The government concluded the Haddington Road Agreement (HRA) with the trade unions in 2013. This agreement cut the salaries of those earning in excess of €65,000 and also changed certain terms and conditions of employment on an emergency basis. HSE advised us that they were deducting €269,000 on a half-year basis linked to Haddington Road (the Haddington Road changes had effect from July 1st 2013). This corresponds to an annualised HRA-related cut of €538,000. Full implementation of the various cost-containment enablers within the HRA allows us to save just under €340,000, i.e. €200,000 less than the level of cut imposed. This is a very worrying development looking forward to 2014 – we face the renewal of the €376,000 of Employment Control Framework cut and a further cut of €200,000 linked to Haddington Road.

Changes to management structure

In 2013 we introduced a very significant change to our management structure, reconfiguring a number of existing managerial posts into seven Area Director positions. Traditionally our services have been divided and managed on a programme basis, e.g., different managers for residential services, day services, respite services, and clinical services. While there was a clear logic underpinning this way of organising ourselves it had the disadvantage of there not being a single point of accountability for each service user. Given our determination to achieve a person-centred service rather than a service focused on programmes and facilities, we recognised the necessity of appointing a single Area Director with full responsibility for all activity and each service user within her area. Three Area Director positions were created in Westmeath / Meath, two in Laois / Offaly, and two in Kildare. We are confident that this change will facilitate more integrated and personalised experiences and supports for individual service users. The motor driving all that is happening within each area will be the individual's *Person-Centred Support Plan*.

As with the transfer programmes mentioned earlier in the report, this change was achieved via reconfiguring existing posts and without incurring additional costs.

Management and administrative supports

In recent years there has been much comment about waste in the health sector through the proliferation of managerial and administrative posts. Persons involved in management and administrative duties have emerged as the softest of targets for casual negative comment. Within the public discourse we are approaching the point where investment in management and administration is equated with waste.

There has been a reduction of staff employed in Management / Administration in Muirosá Foundation of 24% between the close of 2008 and the close of 2013. 16.45 whole-time equivalent positions have been lost. As a number of these postholders were working on a part-time basis the actual headcount number of individuals lost to our Management / Administrative function is significantly higher. The erosion of our management and administrative resource was not pursued as a targeted initiative on our part. Under the employment moratorium introduced in 2009 we did not have the discretion to replace such positions. Given the requirement in 2012 and 2013 to reduce the staffing hours in residential settings, we would in any case have been reluctant to replace management or administrative functions as posts became vacant.

I would like to pay tribute to the enormous flexibility and burden-sharing evidenced by our management and administrative staff over the past two years. People have stepped into the breach and taken on tasks and functions which had to be redistributed accordingly as others retired or resigned. We are now at a dangerous stage in terms of the thinness of our managerial and administrative cover. Our concern about this is such that it has been formally posted on the organisation's risk register. Further erosion of our resources in these areas through retirements, sick leave, maternity leave will jeopardise significant functions in finance, human resources, and administrative supports to staff directly supporting service users.

Signed: Brendan Broderick, CEO.

	REGIONS			TOTAL
SERVICES	WEST-MEATH/MEATH	LAOIS/OFFALY	SOUTH KILDARE	
RESIDENTIAL				
Campus-based	18	N/A	37	55
Community-based	68	78	65	211
DAY SERVICES				
Adults	113	151	117	381
RESPIRE				
Centre-based	Overnights 933	Overnights 1173	Overnights 925	Overnights 3,031
Share-A-Break — Family-based respite	Overnights 6,009	Overnights 3,123	Overnights 1,149	Overnights 10,281
MULTI-DISCIPLINARY SUPPORTS	30.18 WTE multidisciplinary staff supporting over 500 children as members of HSE teams, all adults in Muiriosa settings, in addition to adults associated with other service providers.			
PRE-SCHOOL				
Children	7	21	N/A	28

Breakdown of community residences across the organisation

◆ Number of houses in which five persons reside:	13
◆ Number of houses in which four persons reside:	18
◆ Number of houses in which three persons reside:	11
◆ Number of houses in which two persons reside:	13
◆ Number of houses in which a single person resides:	15
Total number of community residences:	70

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

Breakdown of residential campus settings

Name of Service setting	Numbers
◆ Moore Abbey	
St Brigids Unit, campus-based residential	0
St Josephs Unit, campus-based residential	17
Chalets, campus-based residential	11
Woodside, campus-based residential	11
TOTAL	37
◆ St Mary's, South Hill, Delvin	
St Mary's Campus	18
TOTAL	18

RESIDENTIAL CAMPUS SETTINGS	Numbers
OVERALL COMBINED TOTALS	55

Adult Day Centres

Laois / Offaly

Name of Service	WTE	Headcount
Acorn Outreach	3.59	4.00
Coinneal House	6.79	7.00
Dove House	35.57	41.00
Kilbride Street	9.82	10.00
Oak House	22.43	25.00
Rowanberry	29.01	32.00
Tanyard	18.79	21.00
Teach Mhuire	8.00	10.00
Total	135.00	151.00

South Kildare

Name of Service	WTE	Headcount
Monasterevin Resource Centre	10.20	11.00
Teach Aontas	8.20	11.00
Emilian House	5.60	6.00
Centre-based Employment	18.38	23.00
The Haven & The Primrose	11.23	21.00
Individualised Support Service	4.00	4.00
Day Service from Home	28.80	31.00
Supported / Open Employment	5.00	10.00
Total	91.41	117.00

Longford / Westmeath / Meath

Name of Service	WTE	Headcount
St Mary's Day Service	23.43	27.00
Lisadell / Cill Cuan	37.40	54.00
Saoirse	10.47	13.00
Collinstown	4.00	4.00
South Hill Enterprise	11.16	15.00
Total	86.46	113.00

ADULT DAY SERVICES	WTE	Headcount
COMBINED OVERALL TOTAL	312.87	381.00

Pre-schools

Laois / Offaly

Name of Service	WTE	Headcount
Marian, High Street	2.05	4.00
Marian, Arden Vale	5.09	9.00
Kolbe Pre-School	3.90	8.00
Total	11.06	21.00

Longford / Westmeath / Meath

Name of Service	WTE	Headcount
Lir	3.50	7.00
Total	8.50	9.00

PRE-SCHOOLS	WTE	Headcount
OVERALL COMBINED TOTAL	14.56	28.00

Respite Services as at 31/12/2013

Centre-based

Laois / Offaly

Name of Service Setting	No of overnights "nights"	
	Adults	Children
Laois Respite Service	703	400
Offaly Respite Service	470	433
Total	1173	

South Kildare

Name of Service Setting	No of overnights "nights"
	Adults
Moore Abbey campus	764
Family support house	161
Total	925

Longford / Westmeath / Meath

Name of Service Setting	No of overnights "nights"	
	Adults	Children
College View, Mullingar	515	418
Total	933	

CENTRE-BASED OVERALL COMBINED TOTALS	No of overnights "nights"
	3031

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

Detail	Laois / Offaly	South Kildare	Longford / Westmeath / Meath
Number of host families	67	44	99
Number of service users	69	48	130
Number of days/ overnights provided	3,123	1,149	6,009



Fiona Fennin out and about enjoying a cup of coffee

Ger Moore preparing to feed the troops



Ann Cleary busy doing her weekly shop

AS AT 31/12/2013

Overall organisation

Headcount – 801, (596.95 Whole Time Equivalents)

South Kildare

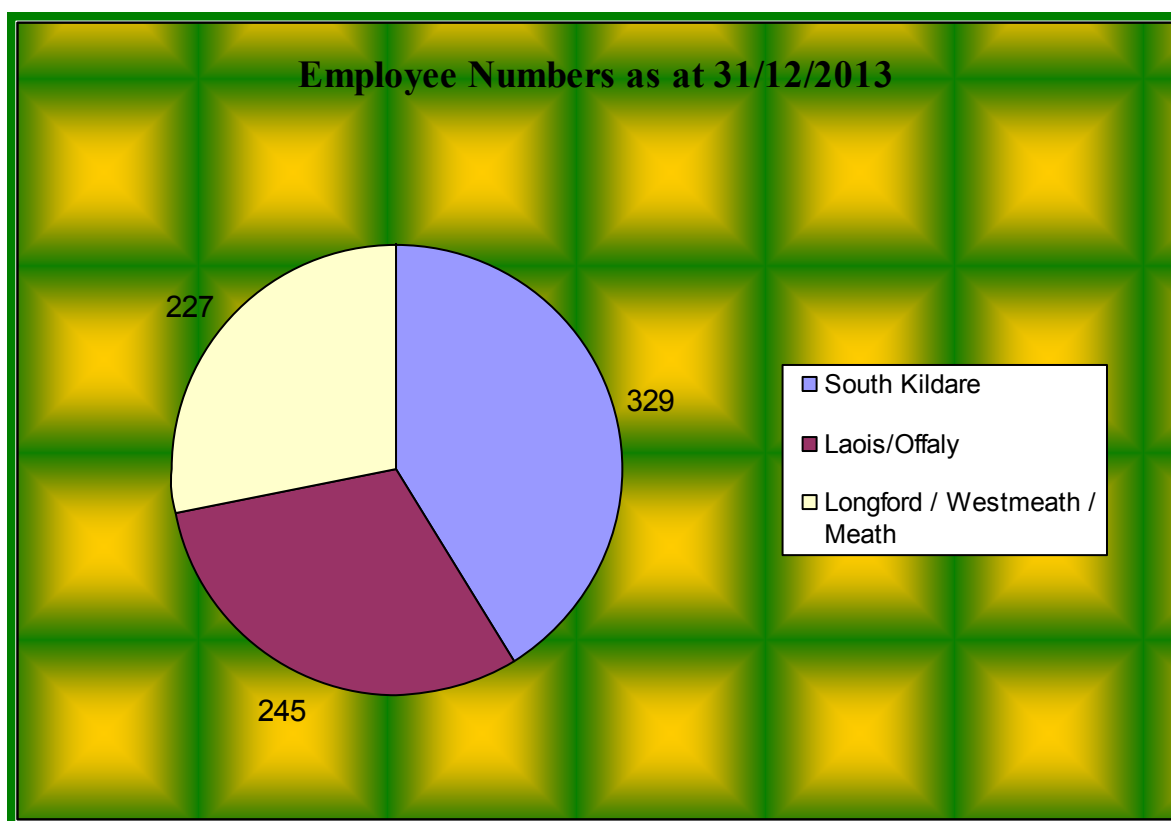
Headcount – 329, (250.97 Whole Time Equivalents)

Laois / Offaly

Headcount – 245, (177.52 Whole Time Equivalents)

Longford / Westmeath / Meath

Headcount – 227, (168.46 Whole Time Equivalents)



MUIRÍOSA FOUNDATION COMBINED SERVICES

For the year ended 31st December 2013

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

	€
Pay Expenditure	37,730,971
Non Pay Expenditure	<u>6,583,973</u>
Gross Expenditure	44,314,944
Income	<u>3,978,479</u>
Net Expenditure	40,336,465
Approved Allocation	40,388,032
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Surplus	51,567

Narrative Summary

The organisation commenced 2013 with a cumulative reserve deficit of €389,349. The surplus attributable to 2013 “trading” was €51,567. Thus the cumulative reserve deficit for the year beginning 01/01/2014 is €337,782.

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MUIRIOSIA FOUNDATION

We have audited the financial statements of Muiriosa Foundation for the year ended 31st December 2013 which comprise the Revenue Income & Expenditure Account, Capital Income & Expenditure Account, Balance Sheet, Cashflow Statement and the related notes. The financial reporting framework that has been applied in their preparation is Irish law and generally accepted accounting practice in Ireland including the accounting standards issued by the Financial Reporting Council and published by Chartered Accountants Ireland (Generally Accepted Accounting Practice in Ireland) as modified by the specific accounting requirements of the Minister of Health.

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

Respective responsibilities of directors and auditor

As explained more fully in the Directors' Responsibilities Statement set out on page 4, the directors are responsible for the preparation of the financial statements giving a true and fair view.

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

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion, the financial statements give a true and fair view, in accordance with Modified Generally Accepted Accounting Practice in Ireland, of the state of the company's affairs as at 31st December 2013 and of its surplus and cash flows for the year then ended and have been properly prepared in accordance with the requirements of the Companies Acts, 1963 to 2013.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF MUIRÍOSA FOUNDATION

Matters on which we are required to report by the Companies Acts 1963 to 2013

We have obtained all the information and explanations which we consider necessary for the purposes of our audit. In our opinion, proper books of account have been kept by the company. The financial statements are in agreement with the books of account. In our opinion the information given in the directors' report is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the provisions in the Companies Act 1963 to 2013 which require us to report to you if, in our opinion the disclosures of directors' remuneration and transactions specified by law are not made.

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


John Foley FCA
For and on behalf of
MK Brazil
Chartered Accountants
& Registered Auditor
30th May 2014.

Laois / Offaly

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Treatment/Service Delivery	1	1	1	0	0	0	1	0	0	0	1	1	6
Communication	0	0	2	0	2	0	0	0	0	0	0	0	4
Staff attitude Manner	0	0	0	0	0	0	0	0	0	0	0	0	0
Infection Control	0	0	0	0	0	0	0	0	0	0	0	0	0
Facilities, Buildings	0	0	0	0	0	0	0	0	0	0	1	0	1
Residential Accommodation / Food	0	0	0	0	0	0	0	0	0	0	0	0	0
Cancellations	0	0	0	0	0	0	0	0	0	0	0	0	0
Delays, Waiting Times	0	0	0	0	0	0	0	0	0	0	0	0	0
Clinical Judgment	0	0	0	0	0	0	0	0	0	0	0	0	0
Vexatious Complaints	0	0	0	0	0	0	0	0	0	0	0	0	0
Nursing Homes/ Residential care for Older People	0	0	0	0	0	0	0	0	0	0	0	0	0
Pre-school	0	0	0	0	0	0	0	0	0	0	0	0	0
Trust in Care	0	0	0	0	0	0	0	0	0	0	0	0	0
Children First	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	1	0	1	1	0	0	0	3

Westmeath / Meath

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Treatment/ Service Delivery	0	0	1	0	0	0	0	0	0	0	0	2	3
Communication	0	0	0	0	0	0	0	0	0	0	0	0	0
Staff attitude Manner	0	0	0	0	0	0	0	0	0	0	0	0	0
Infection Control	0	0	0	0	0	0	0	0	0	0	0	0	0
Facilities, Build- ings	0	0	0	0	1	0	1	0	0	0	0	0	2
Residential Accommodation / Food	0	0	1	0	0	0	0	0	0	0	0	0	1
Cancellations	0	0	0	0	0	0	0	0	0	0	0	0	0
Delays, Waiting Times	0	0	0	0	0	0	1	0	0	0	0	0	1
Clinical Judgement	0	0	0	0	0	0	0	0	0	0	0	0	0
Vexatious Complaints	0	0	0	0	0	0	0	0	0	0	0	0	0
Nursing Homes/ Residential care for Older People	0	0	0	0	0	0	0	0	0	0	0	0	0
Pre-school	0	0	0	0	0	0	0	0	0	0	0	0	0
Trust in Care	0	0	0	0	0	0	0	0	0	0	0	0	0
Children First	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	1	0	0	0	0	0	1

South Kildare

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Treatment/Service Delivery	0	0	0	0	0	0	0	1	1	2	0	0	4
Communication	0	0	0	0	0	0	0	0	0	2	0	0	2
Staff attitude Manner	0	0	0	0	0	0	0	0	0	0	0	0	0
Infection Control	0	0	0	0	0	0	0	0	0	0	0	0	0
Facilities, Buildings	0	0	0	0	0	0	0	0	0	0	0	0	0
Residential Accommodation / Food	0	0	0	0	0	0	0	0	0	0	0	0	0
Cancellations	0	0	0	0	0	0	0	0	0	0	0	0	0
Delays, Waiting Times	0	0	0	0	0	0	0	0	0	0	0	0	0
Clinical Judgement	0	0	0	0	0	0	0	0	0	0	0	0	0
Vexatious Complaints	0	0	0	0	0	0	0	0	0	0	0	0	0
Nursing Homes/ Residential care for Older People	0	0	0	0	0	0	0	0	0	0	0	0	0
Pre-school	0	0	0	0	0	0	0	0	0	0	0	0	0
Trust in Care	0	0	0	0	0	0	0	0	0	0	0	0	0
Children First	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	1	0	0	0	0	0	0	0	0	1

Attendance at Board Meetings – 2013

Name	31.1.13	21.3.13	30.5.13	19.9.13	28.11.13
Sr. Mary Anna Lonergan	Present	Present	Present	Present	Present
John Coleman	<i>Apologies</i>	<i>Apologies</i>	Present	Present	Present
Catriona Corcoran	Present	Present	<i>Apologies</i>	Present	Present
Beatrice Dardis	Present	Present	Present	Present	Present
Deirdre Flinn			Present – <i>new member</i>	Present	Present
Peter O'Reilly	Present	Present	<i>Apologies</i>	<i>Apologies</i>	Present
John Scanlon	Present	Present	Present	Present	Present
Ita Smyth	Present	Present	Present	Present	Present

Top 20 highest salaries

Job Title	Salary	Job Title	Salary
CEO	116,601	Director of Nursing	71,320
Principal Clinical Psychologist	93,043	Area Director	65,066
Senior Clinical Psychologist	86,317	Area Director	65,066
Senior Clinical Psychologist	81,353	Area Director	65,066
Regional Director Laois / Offaly	74,551	Area Director	65,066
Corporate Compliance Manager	74,551	Area Director	62,534
Human Resources Director	74,551	Area Director	62,534
Director of Finance	74,551	Nurse Tutor	62,514
Regional Director Westmeath/ Meath	74,551	Area Director	61,491
Head of Social Work	73,754	Clinical Nurse Manager (Grade 3)	61,491

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

