

ANNUAL REPORT 2017

Respite | Rehabilitation | Resassurance





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CHAIRPERSON'S REPORT

Sean Benton

Chair of the Board of Directors

One of the greatest achievements for Our Lady's Hospice & Care Services in 2017, was finalising the development of a new state-of-the-art 36 bed palliative care unit in Harold's Cross to ensure privacy, dignity and professional excellence at end of life.

The building works commenced in 2015 and our first patients were admitted to the unit in November 2016 with the final rooms being developed throughout 2017. The unit, which is due for completion in 2018, was costed at €15,000,000 and came in slightly under budget. 100% of the building costs were fully funded by the generosity of our donors. The HSE contributed almost €1,000,000 towards fit-out costs. This development is an outstanding achievement, and one that will have a major impact on the quality of end of life care for this and the next generation.

With the completion of the new palliative care in-patient unit the Board of Directors can now turn its focus to 'Phase 2' of the organisation's Master Development Plan. This will involve the development of a shared Day Hospice/Hospital, Out-Patient Department, and Community Palliative Care base. The centralisation of these services will free up much space throughout the organisation and will support in integrating the care of our patients and residents across our three services.

Throughout 2017, the staff and volunteers received a number of significant awards for the high quality care and staff welfare services provided at Our Lady's Hospice & Care Services, winning gold at the Irish Heart Foundation Active @ Work award; Irish Healthcare Awards – commendation for RMDU reproductive outpatient service; HSE Excellence Awards – commendation for Schwartz Rounds. The Investing in Volunteers

quality award was obtained with very positive feedback on the enhancement and quality of service provided by our Volunteers. Congratulations to all.

On behalf of the Board of Directors, I would like to thank all the staff and Management of the Hospice, led by Audrey Houlihan, CEO. Throughout the many challenges there has always been a focus on maintaining high quality in the delivery of services to our patients, residents and their families. This, in conjunction with the services of our volunteers, ensures the continued support of the public and our many fundraisers, which we rely on more and more each year.

The Board of Directors had a number of changes to membership in 2017. I am very happy to welcome as new Directors; Ms. Helen Nolan, Ms. Kay Connolly, Dr. Terry McWade, Mr. Eugene Murray and Mr. Sean Dorgan. I would also like to thank those who stepped down from the Board, Mr. Michael Lyons, Ms. Teresa Harrington and Ms. Geraldine McSweeney, for their invaluable contribution over many years. In-line with governance recommendations, Dr. Joan Cunningham, Medical Director, resigned as a Board Director, but continues to attend Board meetings. Mr. Eugene Murray and Mr. Sean Dorgan are currently on the Board of the Wicklow Hospice Foundation, which, upon completion of the Wicklow Hospice building, will be under the governance of Our Lady's Hospice & Care Services – another milestone development in our long and distinguished history.

Board of Directors

Mr. Sean Benton, Chair

Ms. Mary Rose Gearty

Mr. Stephen Walsh

Dr. Brendan Clune

Mr. David Strahan

Mr. Brian Murray

Resignations from the Board of Directors in 2017

Ms. Geraldine McSweeney

Ms. Teresa Harrington

Mr. Michael Lyons

New additions to our Board of Directors in 2017

Dr. Terry McWade

Terry is CEO and Co-Founder of Valitacell, an early stage biotechnology company. Previous executive roles include Deputy CEO in the RCSI, Principle in the Boston Consulting Group (London), and CEO of Servier Laboratories (Denmark). Terry sits on the Board of the Institute of Banking, and on the Registration and Continuing Practice Committee and Audit Committee of the Medical Council. He was formerly Chair of the European Vaccine Initiative and Deputy Chair of the Dublin Dental Hospital.

Ms. Kay Connolly

Kay Connolly, RGN, MSc, Chief Operating Officer, St. Vincent's University Hospital. As COO, she is responsible for strategic management and operational performance across the organisation. Ms. Connolly is accountable for the organisational performance of the hospital and ensuring the objectives of her role and vision for success are aligned to international and national best practice and guidelines. She provides leadership, management, clinical expertise and support across the organisation and works collaboratively, constructively and respectfully with the CEO and the executive management team in implementing the hospital's strategic and operational objectives.

Mr. Sean Dorgan

Sean Dorgan was previously Chairman of Ulster Bank Group, Tesco Ireland, Dublin Institute of Technology and Irish Management Institute (IMI); he was also Secretary General of two Government Departments, and CEO of Chartered Accountants Ireland and of IDA Ireland. He is currently Chairperson of Wicklow Hospice Foundation and a board member of the Irish Cancer Society.

Ms. Helen Nolan

Helen Nolan is Secretary to the board of Bank of Ireland Group since 2009. She has senior executive experience as Head of Internal Audit and Head of Finance in banking and insurance roles. Helen is responsible for all aspects of board and corporate governance, has senior executive experience in successful banking and life assurance businesses and has led the development and implementation of the investment strategy for the Bank's main DB Pension Fund. Helen has extensive audit and accounting experience, and has Chaired the Audit Committee of the Department of Agriculture for six years.

Mr. Eugene Murray

Eugene Murray is former CEO of the Irish Hospice Foundation; he is a member of the board of St Luke's Hospital; member of various national health councils, committees and forums; in RTE, he was a member of the Executive Board, Director of Business Planning and Head of Television Current Affairs.

[Please visit \[olh.ie\]\(http://olh.ie\) for details of all our directors, our audited accounts and previous annual reports.](#)

CEO'S REPORT

Audrey Houlihan

Chief Executive Officer

I am delighted to present our annual report, reflecting our activities and their impacts for our patients, residents and their families for the year 2017.

As Chief Executive Officer, I am extremely proud of the contributions made by our wonderful staff and volunteers, which make our achievements possible. I would like to personally thank every one of them for their exceptional commitment and on-going dedication, which enables us to deliver excellent and person-centred services.

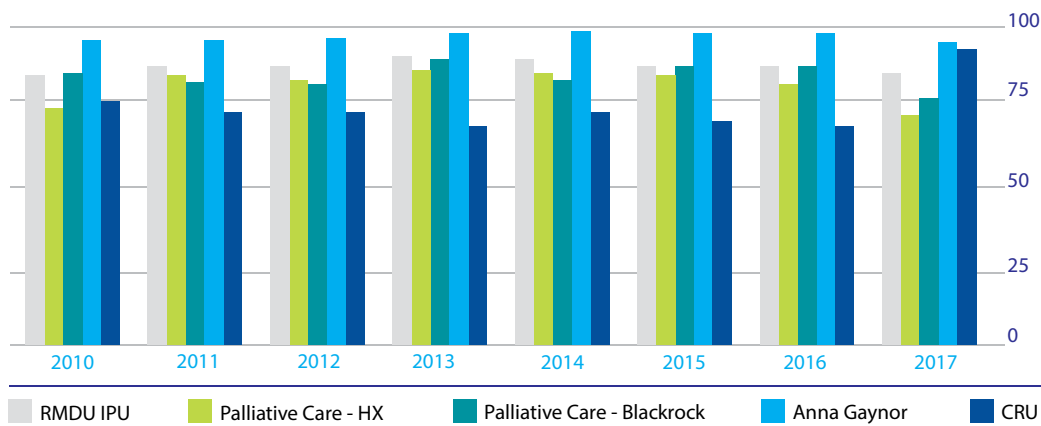
Overall, 2017 proved to be another busy year with increased demand and activity for all our services. We provided care to over 4,200 patients across all our services as well as providing over 10,700 specialist palliative homecare visits to patients in their own homes.

Palliative Care redevelopment in Harold's Cross

Throughout 2017, we continued the largest and most ambitious project in our organisation's history – the development of 36 new state-of-the-art single palliative care bedrooms to ensure privacy, dignity and professional excellence at end-of-life. 100% of the almost €15,000,000 building costs for this capital development programme, due for completion in early 2018, was funded by the generosity of our donors, whose contribution made a significant difference to those who need our care.

The HSE supported with a one-off capital grant of €980,142 for fit-out of the new unit and we are grateful for their support.

Annual Occupancy





4,200

The number of patients we cared for in 2017, a 9% increase on the previous year

I would also like to thank all staff involved in the redevelopment of our in-patient unit for their dedication and commitment to delivering upon such an important project.

Strategic Plan

2017 was a busy year for the planning and development of our new Strategic Plan 2017 – 2022. We undertook a comprehensive process of consultation with our service users, staff, Board of Directors, management team, volunteers and external partners, funders and stakeholders, whilst aligning nationally with clinical strategy programmes for the delivery of new models of integrated care.

The strategy was developed following a period of HSE and HIQA audits and inspections. As such, it places a huge emphasis on strong healthcare, corporate and financial governance so that those depending upon and supporting Our Lady's Hospice & Care Services can be assured of the highest quality standards and transparency in all that we do. This includes a focus

on: compliance, legislation, regulation, inspection and internal and external audit functions, ensuring efficiency and accountability.

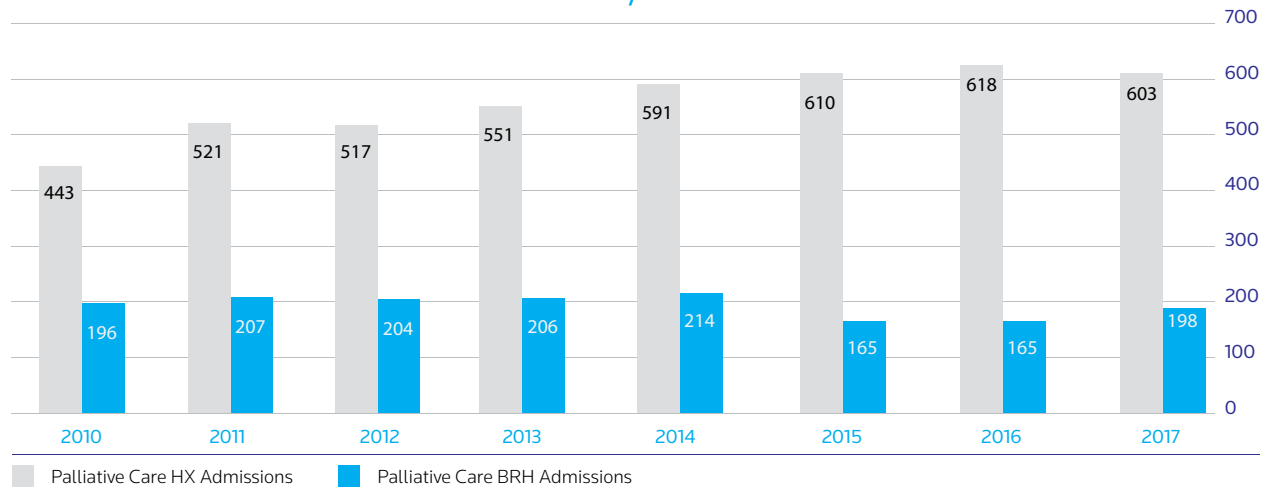
The resulting strategic plan, for the period 2017 to 2022, is ambitious and progressive and strives to deliver upon our core vision: to provide the highest quality of life for our patients and residents. The new strategic plan will be further developed and launched in 2018.

Innovation

In 2017, the Clinical Nurse Specialists in Community Palliative Care led the ECHO (Extension for Community Healthcare Outcomes) project to support nursing home staff improving their palliative care knowledge and skills. This brought together our palliative care multi-disciplinary team and staff from nursing homes in South Dublin. It was supported by the All Ireland Institute of Hospice and Palliative Care and funded by the HSE.



Palliative Care Admissions Analysis

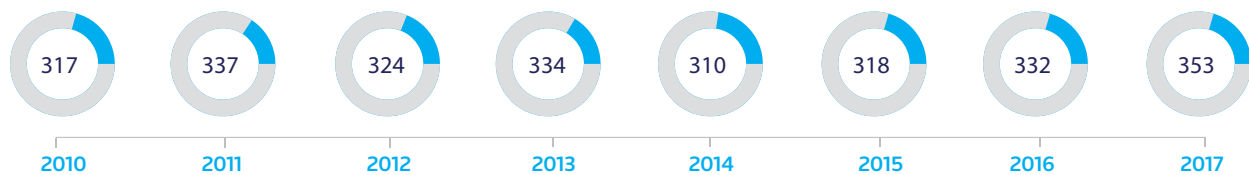


Community Specialist Palliative Home Care

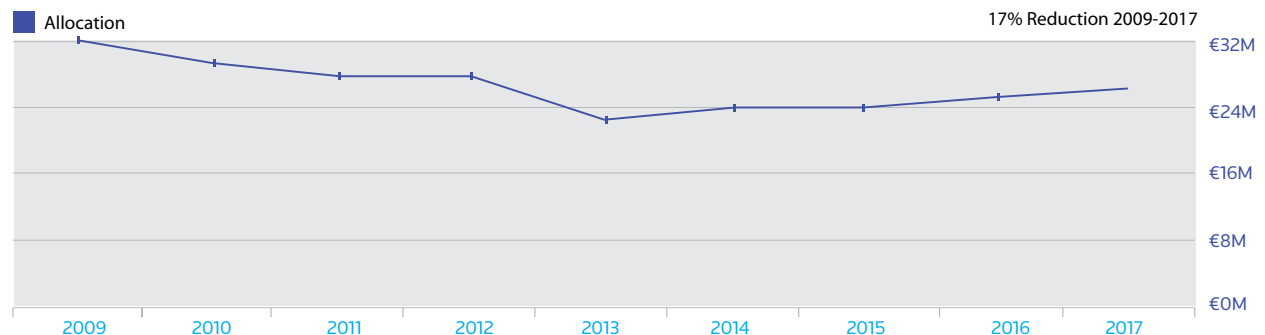
	2010	2011	2012	2013	2014	2015	2016	2017
Total Patients Seen	973	1060	1047	1151	1219	1361	1449	1404
Number of Referrals	965	1074	1050	1149	1192	1292	1311	1278
Number of First Visits	741	825	850	962	1032	1141	1193	1151
% of Non-Malignant	16%	21%	21%	26%	28%	32%	30%	32%
Total Number of Visits	9954	10843	10435	11147	11536	11204	12374	10718

CRU Admissions

Community Reablement Unit (CRU) Admissions from 2010 - 2017



Core HSE Funding



Senior Management and Retirements

There were no changes to the composition of the Senior Management Team in 2017 and I would like to thank the team for their support throughout the year. In October 2017, we wished Dr Denis Donohoe well in his retirement. Dr. Donohoe had been us for 29 years as Medical Director for Older People’s Services. We welcomed Dr. Róisín Purcell as Consultant Geriatrician in 2017 and wish her well in her new role.

Sincere thanks to Deirdre Rowe who retired as Occupational Therapist Manager and Deputy Head of Clinical Services after 35 years service.

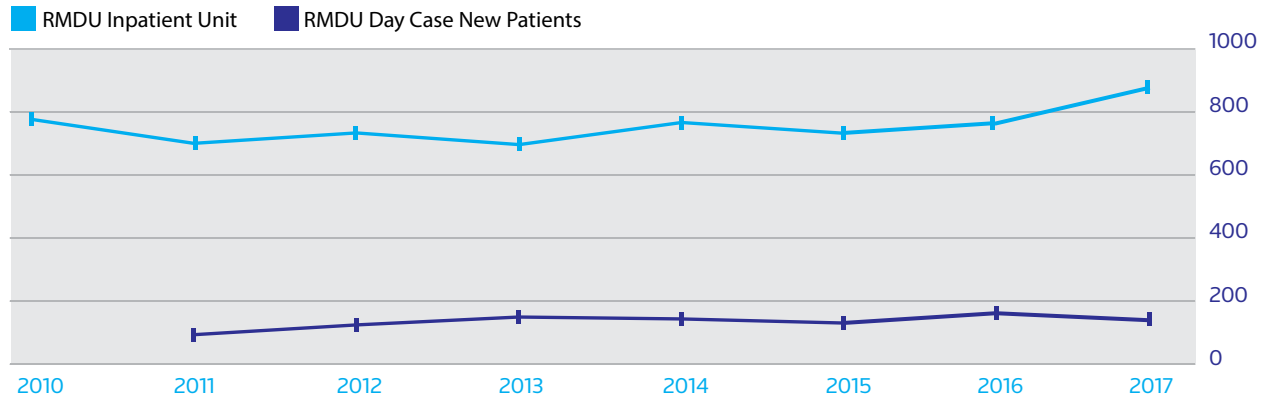
A fond farewell also to Mary Canning for an astonishing 48 years service. Mary retired from her role as Household Supervisor.

Volunteers

On behalf of all the team, I would like to thank our 330 incredible volunteers without whom we could not provide the level of care that we do for our patients, residents and families. Words cannot express how much they bring to our organisation. Not only do our volunteers assist with supporting our services but they inspire us all every day with their good humour, dedication and hard work. We are enormously grateful for all their support.

A highlight for 2017 was being awarded the ‘Investing in Volunteers’ quality standard for best practice in volunteer management by Volunteer Ireland, the national volunteer development agency. Congratulations to all our volunteers and staff for achieving this prestigious award, a first for hospice care in Ireland.

RMDU Admission Analysis



In-Patient Statistics

	2010	2011	2012	2013	2014	2015	2016	2017
Palliative Care HX Admissions	443	521	517	551	591	610	618	603
Palliative Care BRH Admissions	196	207	204	206	214	165	165	198
RMDU IPU	774	698	731	694	764	730	772	851
CRU Admissions	317	337	324	334	310	318	332	353
Care of the Older Person	23	46	41	50	78	49	59	100
Level 2 Palliative Care		31	22	34	56	22	32	46
NHSS (Fair Deal)		15	19	16	22	27	27	25
Dementia Respite								29

Human Resources

The primary aim of our HR Service is to provide a high quality and person-centred service for our 600 staff by developing and facilitating an environment that values people, efficiency and delivers excellent care. 2017 was no different and we continued to focus on the employee experience within Our Lady's Hospice & Care Services.

A number of employee engagement initiatives took place in 2017 led by our diversity, employee wellbeing groups and staff council. We were delighted that our health and fitness initiatives were recognised with The Gold Standard Active@Work Award from the Irish Heart Foundation.

Working with our Staff Council and Education & Research Centre, we also advanced access to education for staff via our Bursary Award Scheme.

We were delighted to welcome 68 staff on board to our organisation in 2017. Despite a moderate turnover of 6.5%, attracting and retaining talent remained one of our challenges in 2017 with 77 competitions managed during the year. A proactive approach to recruitment practices was adopted for high turnover

positions with an increased use of recruitment panels, which significantly reduced delays between employees leaving and commencing. We continue to survey all of our new staff and those who leave us to help identify changes and improvements we can make to our employee experience.

Governance and compliance

We continued our journey of governance and compliance in 2017 and much work was undertaken in this area.

Early in the year our insurance moved to the State Claims Agency under the clinical indemnity scheme.

We established a Board of Directors Nominations Committee to oversee succession planning for the Board.

In collaboration with key stakeholders, we made significant organisational strides towards compliance with GDPR (General Data Protection Regulation) legislation, continued compliance with the National Garda Vetting Bureau Legislation as well as managing other employment law changes and challenges.



In September, our registration HIQA inspection took place and the report was extremely positive.

HSE's internal audit covering the period 2006 – 2015 was finalised in 2017.

In late 2017, there was media coverage relating to an audit covering the period 2008 – 2015. The central focus of the audit concerned the bequeathing of property in Spain whose sale did not produce the expected benefit. As soon as the audit raised this issue, the CEO and the Board of Directors, launched an independent external investigation. The Board of Directors also reported its concerns to all the relevant authorities; the Gardaí, the Charities Regulator and the HSE.

The Board of Directors and senior management apologise unreservedly for not having more robust financial controls in place to prevent any such issue arising. We would like to reassure all our supporters that we have introduced a suite of financial policies with checks and balances to improve our financial procedures and to ensure transparency, governance and best practice. Our primary concern at all times remains the needs and care of our residents, patients and their families and we deeply regret how these past events may affect how our supporters and partners think of us. We would like to take this opportunity to thank all our patients, partners, donors and friends who supported us throughout this challenging time.

In late 2017, as part of the HSE's review schedule for Section 38 Hospital/Hospice groups, Prospectus commenced a compliance review of Our Lady's Hospice & Care Services and we await the outcome of this review.

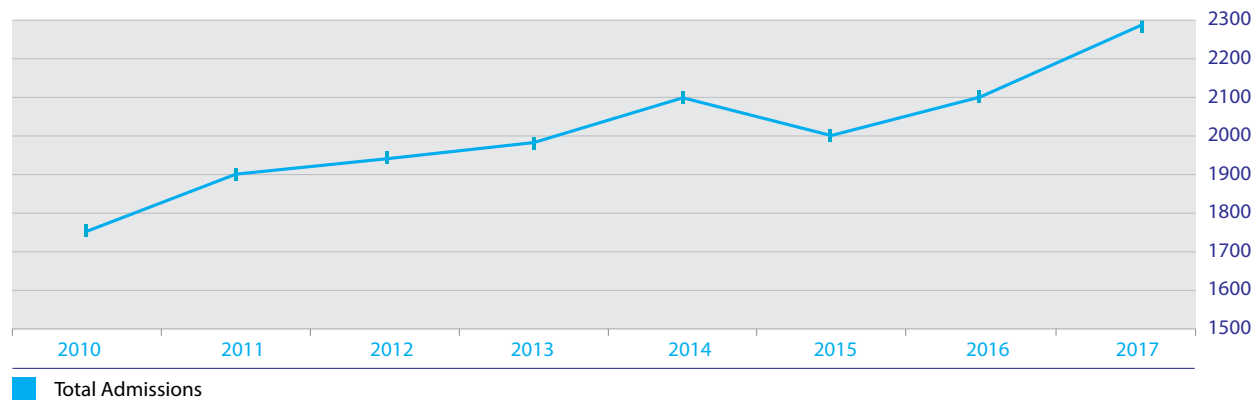
Fundraising

Our generous donors continue to be at the heart of all that we do and without our supporters we simply could not provide the level of service for which we are best known. On behalf of all our residents, patients and their families, I would like to thank our generous donors most sincerely for their continued support.

2017 was a record year for the Fundraising and Communications Department, raising €6,175,768 – the highest amount ever raised. We directly raised €3,635,486 while €2,556,352 was generated from those who kindly remembered us in their wills. I would like to extend our most grateful thanks to all those who supported us.

As part of our fundraising efforts for the redevelopment of our Palliative Care Unit, we continued to work closely with our Founding Partners, Massey Bros. Funeral Directors and Kiltiernan Cemetery Park, both of whom have committed to a multi-annual programme of support. We are deeply indebted to both for their generous support, particularly Robert Maguire of Massey Bros. Funeral Directors and Paul Cullen of Kiltiernan Cemetery Park who have enthusiastically supported of our fundraising ambitions.

Total Admissions



(Patients with a longer length of stay during 2015 contributed to lower admission rates across the year)



Voluntary Hospice Group - National Hospice Fundraising Campaigns

2017 was also an exciting year for the two national hospice fundraising campaigns; 'Hospice Sunflower Days' and 'Ireland's Biggest Coffee Morning for Hospice Together with Bewley's'. Up until this point, these two campaigns had been coordinated centrally by the Irish Hospice Foundation and in early 2017 the transfer of responsibility for coordinating these two national campaigns was agreed between the Irish Hospice Foundation and the Voluntary Hospice Group comprising of Our Lady's Hospice & Care Services, St. Francis Hospice, Milford Care Centre, Marymount University Hospital and Hospice, Galway Hospice and Northwest Hospice. It was agreed that moving forward, the two national campaigns would be centrally co-ordinated by the national hospice and specialist palliative homecare service providers directly.

By appointing a National Projects Manager and working collaboratively, the 'Support Your Local Hospice' movement was established incorporating 90% of the national hospice and specialist palliative homecare service providers across Ireland. 'Ireland's Biggest Coffee Morning for Hospice Together with Bewley's' was the first national fundraising event coordinated directly at a local level and moving forward in 2018, both national fundraising campaigns will be coordinated by the 'Support Your Local Hospice' movement.

2017 was also a truly special year for 'Ireland's Biggest Coffee Morning for Hospice Together with Bewley's' as the campaign celebrated not only its 25th anniversary but also the celebration of a 25 year partnership with Bewley's. Over €1,600,000 was raised nationally or a 6% increase on the previous year. A staggering 4,145 coffee mornings took place in enjoying over 500,000 cups of Bewley's coffee. The 'Support Your Local Hospice' movement would like to thank Bewley's on behalf of the national hospice and specialist palliative homecare service providers for their generous, long-standing and dedicated commitment to hospice care across Ireland.

HRH, The Prince of Wales

One of the highlights of 2017 was the visit of His Royal Highness, The Prince of Wales, to our Harold's Cross site. Our Lady's Hospice & Care Services was chosen as palliative care is an area of personal interest for Prince Charles. He has a long history of supporting hospice care in the UK, where his work highlights the need for excellent care of the elderly and for all at end-of-life.

Prince Charles visited our new specialist Palliative Care Unit, our Day Hospice and our award-winning 'Journey of Life' garden where he met with many patients, residents, staff and volunteers.

Finally, I would also like to thank our volunteer Board of Directors who serve tirelessly and with enormous passion ensuring the best patient experience for all our patients, residents and their families.

At our Annual General Meeting in June, our Chairman, Sean Benton, announced his intention to step down. His long-standing service has been invaluable and he has guided the organisation through periods of great change and achievement. On behalf of the staff, volunteers and board members past and present we would like to thank him for his 22 years dedicated volunteering with Our Lady's Hospice & Care Services.





NURSING, QUALITY AND CLINICAL SERVICES REPORT

Mary Flanagan

Director of Nursing, Quality and Clinical Services

I want to acknowledge the level of commitment of all staff to delivering the best possible care to our patients, residents and their families. They work with the challenges of responding to the ever-changing environment in healthcare, increasing demand and staff changes by continuously reviewing how they work and responding to on-going change.

Nursing

During 2017, the nursing team continued to focus on building best practice using nursing metrics to identify areas where practice is good and must be recognised and celebrated, as well as those that need improvement. Working in partnership with colleagues across the services a number of initiatives were developed to ensure a collaborative approach to improving care. These include: 'Compassionate End of Life' (CEOL) project (funded by the HSE), participation in the Food Services Group, the Dementia Champions Group and Falls Prevention Working Group. We also commenced an ambitious project to improve efficiencies for our Community Palliative Care Team using mobile technology.

It is important to recognise the contribution that a well-educated progressive nursing workforce can make and in 2017 we were fortunate in our application to participate in a Department of Health demonstrator project on Advanced Nursing Practice in partnership with Ireland East Hospital group and our RMDU (Rheumatic and Musculoskeletal Disease Unit) service. As part of our ongoing commitment to ensuring that clinical areas provide a positive learning environment we facilitated many

student placements during the year, welcoming student nurses on our palliative care wards for the first time, along with nurses from Malta. Many of the nursing team presented at national and international conferences and took part in national working groups and projects.

A number of staff successfully completed the QQI Level 6 Manual Handling Instructor Course so they can effectively deliver manual handling instruction to colleagues. Supported by the nurse tutors, the first QQI Level 5 accredited 'Certificate in Activities of Living Care' commenced. Feedback was very positive and the skills developed will make a valuable difference.

The Clinical Nurse Specialists in Community Palliative care led the ECHO (Extension for Community Healthcare Outcomes) project to support nursing home staff improving their palliative care knowledge and skills. This brought together our palliative care multi-disciplinary team and staff from nursing homes in South Dublin. It was supported by the All Ireland Institute of Hospice and Palliative Care and funded by the HSE. Nursing also played a key role in leading the Schwartz Rounds (Schwartz Rounds are monthly structured meetings open to all staff and designed to

provide a confidential space in which to reflect on the emotional aspects of their work) in Blackrock and the organisation looks forward to rolling out this valuable programme in Harold's Cross next year.

Quality and Safety Committee

The delivery of care that is safe, patient-centered, compassionate, effective and efficient is the responsibility of all health care professionals. The multi-disciplinary quality and safety committee met to continually monitor and review our services so we can assure the Board, residents, patients and their families of on-going quality and safety improvements.

The committee also plays a role in safety and safety observation. By overseeing and identifying trends the committee proactively approaches risk management by reviewing the risk register, undertaking risk assessments and ensuring policies, procedures, protocols and guidelines are in place.

As part of its internal audit, the audit committee requested a high level review of risk management arrangements. The final report identified two medium and two low priority findings, which have been actioned.

Other work included overseeing compliance with mandatory training and quality improvements such as the establishment of a tobacco reduction committee, engagement in the national Pressure Ulcer to Zero collaboration and staff presentations on quality improvement initiatives to share learning across the organisation.

In autumn, there was an announced HIQA monitoring inspection, in Anna Gaynor House, our care of the older person residential unit, as part of its application to renew its registration. The findings were very positive; however our multi-occupancy rooms remain a challenge.

Clinical Services

The clinical services division is made up of 14 professional disciplines who actively contribute to the quality and safety agenda across the organisation:

Dietetics, Occupational Therapy, Pharmacy, Physiotherapy, Psychology, Speech & Language Therapy, Social Work, Chaplaincy, Complementary Therapy, Music Therapy, Art Therapy, Podiatry, Radiography and Phlebotomy.

Physiotherapy

Physiotherapy staff saw a of 3.6% year-on-year increase in face to face interventions. The department appointed its first clinical specialist physiotherapist for the Palliative Care Unit.

The department has facilitated placements for undergraduate students, two physiotherapists from Singapore, a research student and a number of observational students. Physiotherapy clinical staff continue their teaching involvement with third level and are involved at committee level on Clinical Interest Groups in the Irish Society of Chartered Physiotherapists.

Staff are involved in a number of organisational groups including the Health and Wellbeing Group, CEOL, Dementia Champions Group and the Falls Prevention Working Group. Physiotherapy staff in the Community Reablement Unit (CRU) were very involved in organising a dance video for Positive Ageing Week, which proved to be a big hit with patients and the public.

Chaplaincy

The Chaplaincy team continues to meet the spiritual needs of an ever-changing population of patients, residents, family members and staff as part of a multi-disciplinary team. In May the Annual Remembrance Mass was held in the parish of St. Agnes, Crumlin and was very well attended. Chaplaincy has been involved in the steering group for the new build including working on the new Reflection Room. Our involvement in the CEOL review process has been a very positive experience in Anna Gaynor House.



Speech & Language Therapy

The Speech & Language Therapy (SLT) service is continuing to develop in both the in-patient palliative care unit and Anna Gaynor House in Harold's Cross, with increasing referrals for patients with swallowing and communication impairments. The primary focus is the assessment and management of patients with swallowing impairments due to high demands. Throughout 2017, the SLT was extensively involved in the Food Services Group supporting improved texture-modified meals for patients with swallowing impairments and developing resources to increase staff awareness of patient/residents' specific swallowing needs. In-house presentations were delivered to nursing staff, catering staff, household staff and volunteers on several topics including, the role of the SLT, dysphagia and its management. During 2017, the SLT joined the Dementia Champions Group to support staff education. The SLT has built links with local services resulting in increased awareness of the service in acute hospitals and community settings.

Dietetic Service

In 2017, the dietetic service expanded to the Specialist Palliative Care Units and managed a successful changeover of tube feeding practices to the ENFit (Enteral Patient Safety Standards) system in line with international best practice for enteral feeding connections. The Parenteral Nutrition Policy (intravenous feeding) was developed to change practices and ensure streamlined and safer care. There is ongoing work as part of the texture-modified diets project in improving the nutritional value, acceptability and consistency of these diets.

The dietetic department facilitated its first clinical placement of two MSc Dietetic students and provides ongoing input into Falls Prevention Study Day and the provision of nutrition training sessions. Closer links with referring centres has assisted in ensuring the smooth transfer of patients and residents. This also improves information and resource sharing.

Psychology

During the year, the Psychology service continued to develop its mindfulness programme, with open sessions for staff, carers, volunteers and patients. The

eight-week mindfulness training for staff was evaluated and staff presented both nationally and internationally on the benefits of mindfulness training for healthcare providers.

Working with the Healthcare Audit Committee, psychology staff designed and completed a review of the barriers and facilitators to audit within OLH & CS.

Dr. Ursula Bates completed her mentor training with the Point of Care Foundation and has become a national trainer supporting the roll out of Schwartz Rounds in Ireland along with Ger Treacy, Assistant Director of Nursing and Operations Manager at Blackrock Hospice. Mr. David Shannon has been accepted to undertake his Doctorate in Mindfulness in Palliative Care with the London Metropolitan University.

Complementary and Creative Arts Therapy Service (CCAT)

The CCAT (Complementary and Creative Arts Therapy Service) Team provide services across the Palliative Care Service in Harold's Cross and Blackrock and in Anna Gaynor House. Staff were involved in a variety of projects during the year including the Palliative Care New Build Steering Group, the roll-out and development of the CEOL programme in Anna Gaynor House, Dementia Champions group and presenting at Grand Rounds. The programme of postgraduate placements for Students of Creative Arts Therapies in partnership with third level institutions continues to develop.

Social Work

2017 was a particularly busy and productive year for the Social Work department.

The Bereavement Support Service continued to expand with eleven new volunteers joining in June having successfully completed the one year training facilitated by the social work department and an experienced bereavement volunteer. This brings the number of volunteers working in the service to 23. A graduation ceremony congratulated and thanked them for their commitment and provided their families an opportunity to understand their role and the difference that they make to a bereaved person's life.



“Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skilful execution; it represents the wise choice of many alternatives.” (Foster 1939)

The annual bereavement support weekend for children and young people took place in April and was attended by over 30 children and young people ranging in ages from five to fifteen. It also provided psychosocial support for parents of the bereaved children.

Feedback from the children and parents illustrates how they benefit from the weekend:

- *"It felt good seeing other people with other incidences and made me feel like I wasn't the only one and I learned a lot."*
- *"I learned a lot about grief and it helped a lot because I got to know people."*
- *"A load of fun times - you'll be wanting to come back."*

This year we held some additional events to support those who are bereaved. Two of our Medical Social Workers (MSW) devised and facilitated a new Parenting Through Grief programme to help parents develop coping strategies for parenting bereaved children while grieving themselves. The parents positively evaluated the group saying:

- *"I'm aware of the affect I can have on my children's outlook to life. However, I feel better now than I did before the group that I am being the best parent I can be."*

We held our first 'Blue Christmas' event in December for bereaved people who find that Christmas can be a particularly challenging time. The response to the event was higher than anticipated with people coming on their own or with a family group. Participants found the event supportive and validating of their experience.

A member of the social work team was granted ethics approval to undertake research on the experiences of parents in communicating with their children about dying. When this work is completed it will provide valuable information which will enhance our work with patients and families.

MSWs participated in projects and training in-house and externally including facilitating CEOL, Dementia training and the ECHO project.

Tusla continued to support our bereavement work this year through its annual grant.

Occupational Therapy Service

The Occupational Therapy Service participated in a number of cross-organisational committees and groups; the Employee Wellbeing group, CEOL, Schwartz Rounds steering group, Dementia Champions group, and the Falls Prevention working group. Undergraduate practice education for eight occupational therapy students from TCD (Trinity College Dublin) was facilitated by the service.

A Quality Improvement group in the department was established. Its first initiative was the introduction of a Clinical Competency Based Framework for Seating and Upper Limb Management/Splinting. It also developed a Standard Operations Procedure (SOP) for Professional Supervision. An audit was conducted to assess compliance with the SOP and to identify areas of development.

In Palliative Care, the team was part of the new build steering group and advised on assistive technology to ensure principles of universal design were met. The Senior Occupational Therapists initiated a project with two Primary Care Occupational Therapy Services to enhance generalist palliative care knowledge in the community and contribute to integrated service provision. The service continues to integrate a rehabilitative palliative care approach into its work. At a national level OLH & CS were also represented on the HSE National Clinical Programme for Palliative Care.

Following a cognition audit in 2016, the team in Anna Gaynor House (the extended care residential unit) worked with the CRU OT (Community Reablement Unit Occupational Therapy) team to develop a cognitive impairment pathway to provide guidance and timelines for assessment and intervention with new admissions. The team introduced an OT-specific seating policy. During Positive Ageing Week they hosted a workshop on healthy ageing for residents/families and facilitated an 'Active Brains Quiz.' The group programme was adapted to promote greater focus on cognitive stimulation principles.

In CRU, a new Activity of Daily Living (ADL) suite was completed and is now being used to support OT (Occupational Therapy) assessment and intervention. This includes one to one intervention

and the commencement of a new weekly breakfast group. The group focuses on practical strategies for self-management around energy conservation, joint protection, memory health and reducing the risk of falls. It has been expanded to include a jointly-led group with Physiotherapy called the Home Safety Group. The team collaborated with Physiotherapy colleagues on the Positive Ageing Week music video to promote positive and healthy ageing. Increased links with other services were established, such as the Irish Wheelchair Association (IWA), to support an onward referral process for patients who have concerns regarding driving. From this, a new assessment report form was developed to support off-road driving assessment.

Pharmacy

During 2017, the pharmacy department worked hard to progress service developments initiated in the previous year and experienced several changes in staff members. In CRU the positive outcomes of a system for using patient's own medicines, which was initiated in 2016 (PODs system – patient's own drugs), were evident and work commenced on rolling it out to our RMDU area (Rheumatic and Musculoskeletal Disease Unit). Plans to develop the PODs system to facilitate self-administration of medicines in both CRU and RMDU were progressed.

The national Palliative Meds Info service continued to support the pharmaceutical care of patients with palliative care needs across the country, answering a record 612 clinical enquiries from healthcare professionals in 2017. In addition, Palliative Meds Info developed and updated several web-based medication guidelines.

Research and education were an important part of the work of the pharmacy department in 2017. In palliative care, a study that demonstrated the positive impact of the pharmacist as part of the multi-disciplinary palliative care team was accepted for presentation at the IAPC (Irish Association of Palliative Care) Education and Research Seminar. A pharmacist prescribing initiative in CRU was researched while in Anna Gaynor House, a study looked at co-morbidity, physical and cognitive function and medication usage in residents with Parkinson's disease. The results of this study were presented at the Irish Gerontological Society annual meeting.

The pharmacy welcomed a new pharmacy intern and facilitated placements for pharmacy students from TCD (Trinity College Dublin) and the USA.



PALLIATIVE CARE REPORT

Dr. Joan Cunningham

Medical Director, Consultant in Palliative Medicine

2017 was another very busy year for the palliative care teams in Harold's Cross and Blackrock. The new state-of-the-art palliative care unit in Harold's Cross has had a positive impact on the experience of patients, families and staff alike.

It is welcoming, spacious and full of natural light, whilst each single room ensures that patients and families have the privacy they need at such an important time in their lives. There is huge anticipation as the remainder of the build continues at pace to complete the final bedrooms and finalise the communal spaces due to open in early 2018.

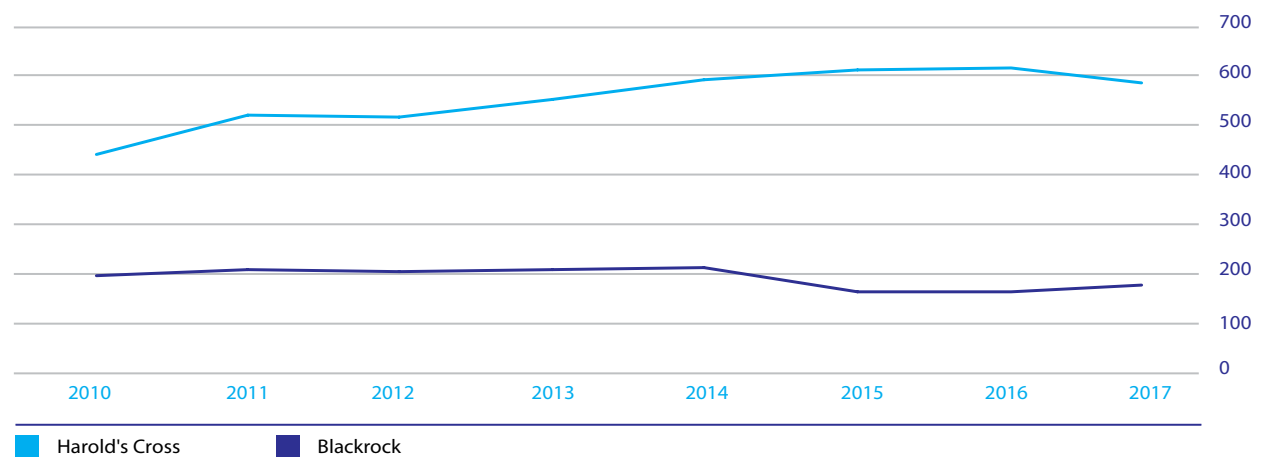
Demand for admission to the two in-patient units continued, along with requests for the support of our community palliative care teams to enable people to be cared for in their homes wherever possible. This may correspond with increasing public awareness and

understanding of the value and role of palliative care for anyone with a life-limiting illness.

Admissions to the Palliative Care Units

In 2017, we saw 801 admissions to our in-patient units across both Harold's Cross and Blackrock, up from 783 in 2016 and an increase of 25% since 2010. In comparison with 2016, the number of admissions to the new palliative care unit in Harold's Cross was slightly down, with 603 patients admitted in 2017 in comparison with 618 in 2016. However when we compare this figure to 2010,

Annual Admissions to Palliative Care Units 2010-2017



it represents an incredible 36% increase in the number of admissions per year.

In contrast, the palliative care in-patient unit in Blackrock Hospice, which had reduced number of admissions in 2015 and 2016 at 165 each year, increased its number of admissions to 198 in 2017.

During 2017, 87% of admissions to Harold's Cross Palliative Care Unit had a cancer diagnosis in comparison to 82% of admissions to Blackrock Hospice in-patient unit. The graph below shows the trend over the last eight years of patients with non-cancer diagnosis who are accessing the inpatient units.

Looking at the data from both sites, we can see that 25% of in-patients are discharged home for ongoing care, 5% are admitted to an acute hospital and the remainder die under our care in our in-patient units.

Community Palliative Care Teams

The Community Palliative Care Teams made over 10,700 visits to people's homes during 2017. The trend in each of the three geographic areas differed slightly over the course of the year. The number of referrals to the two teams based in

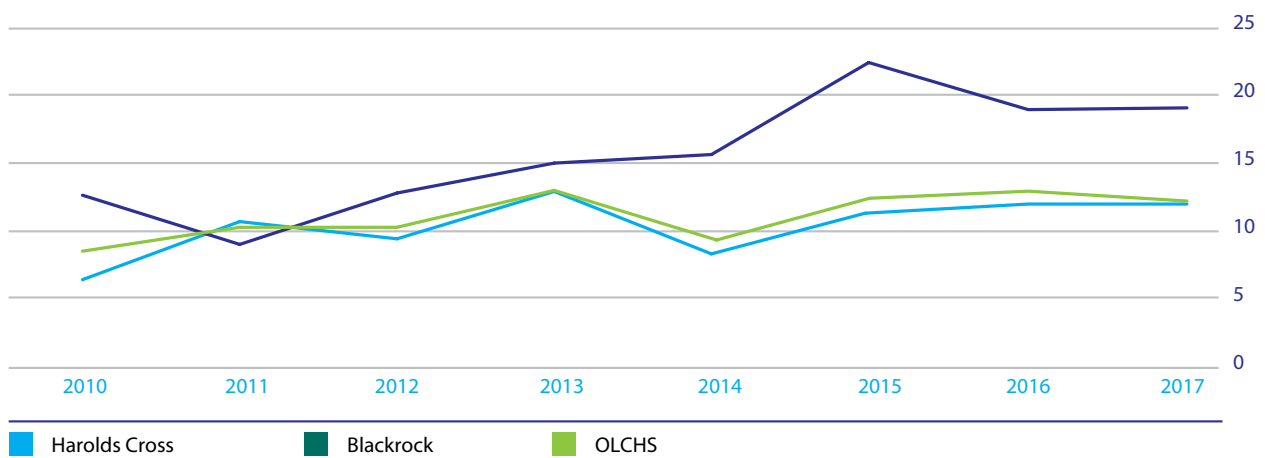
Harold's Cross (South Central and South West) reduced slightly whilst the number of referrals to the Blackrock Hospice Community Palliative Care Team increased slightly as shown in the graph on the next page.

One of the ongoing challenges for our three community palliative care teams is responding to referrals in the community in a timely manner. We regularly receive referrals for urgent reviews and sometimes we simply don't have the resources to respond as quickly as we would like. Sadly in 2017 there was an increase in the number of patients who died whilst on our waiting list. This may be related to a combination of factors including late and incomplete referrals. We are committed to a reviewing this situation and will continue to explore ways to ensure more timely responses to all referrals in 2018.

During 2017, 1,151 patients received first visits from the Community Palliative Care Team, this was down slightly from 1,193 the previous year. (See graphs on p 24)

In 2017, 32% of patients seen in the community had a non-cancer diagnosis. However, when the data is split between the two sites, Blackrock Hospice community team had 39% of patients with a non- cancer diagnosis, in comparison with 27% in the Harold's Cross based teams.

% of admissions with a non-cancer diagnosis



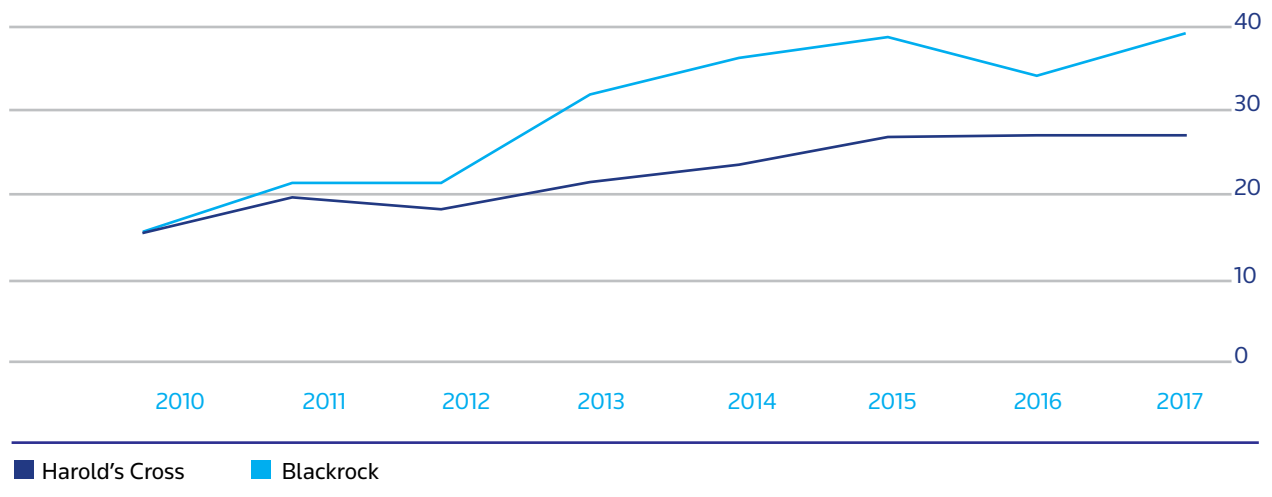
It is believed that this difference is because of the large number of nursing homes within the Blackrock Hospice catchment area, whose residents frequently have non-cancer diagnoses such as dementia, advanced chronic lung and heart disease.

specific needs and allows them to avail of access to the multidisciplinary team. This can often be a place of respite one day a week and provides an opportunity for friendship and support from fellow patients who are often experiencing similar challenges and struggles. In total, 268 patients attended day hospice between the two sites in 2017 of which 73% were over 65 years old.

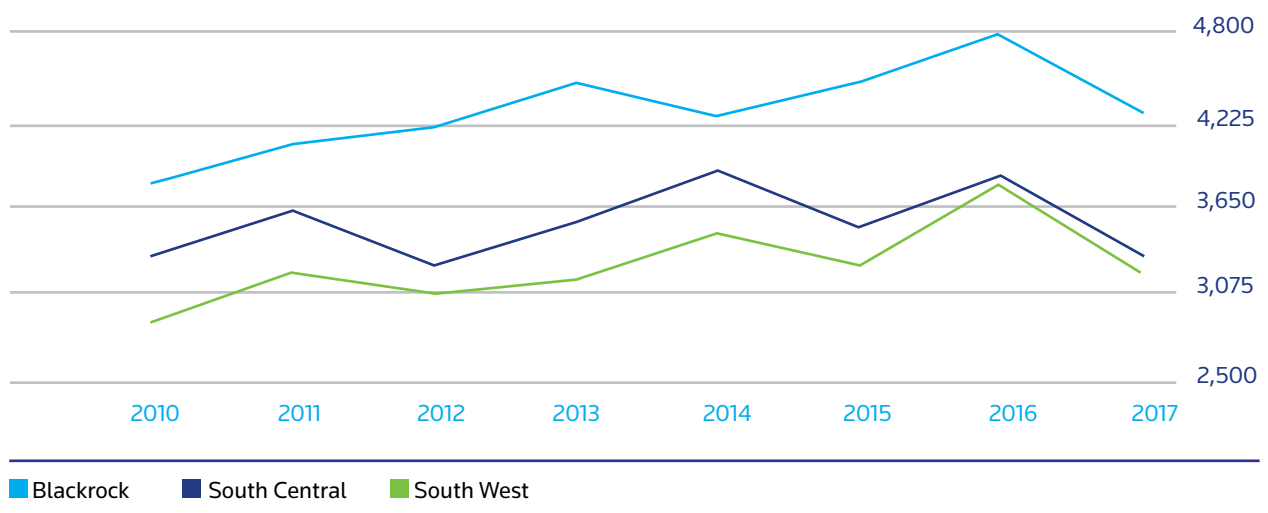
Day Hospice

Day Hospice continues to run on both sites three days a week. It aims to help support patients to live as actively as possible. It offers an individualised one day a week programme over 12 weeks, which is tailored to each patient's

% of patients with non-cancer diagnosis in the Community Palliative Care Team 2010-2017



Number of visits by the community palliative care teams 2010-2017





25%

increase in Palliative Care admissions since 2010.

RHEUMATIC AND MUSCULOSKELETAL DISEASE UNIT REPORT

Professor Douglas Veale

Professor of Medicine and Consultant Rheumatologist

The Rheumatic and Musculoskeletal Disease Unit (RMDU) aims to deliver a quality, state-of-the-art and evidence-based service to our patients. RMDU is a unique unit within the Irish Healthcare system, with in-patient, day case and out-patient services to assess, treat, support and educate patients with rheumatic and musculoskeletal diseases.

In 2017, there was a significant increase in the number of patients assessed and managed through the unit; the total number was 991 including inpatients (851) and day cases (140). This reflects the trend of a steady increase in activity within the unit over the past seven years, at a time when the numbers of staff providing the service has not increased significantly, and thus demonstrating an increase in productivity and efficiency of the multi-disciplinary team members.

There has also been a further increase of complex patients in out-patient attendances, reviewed both by our Advanced Nurse Practitioner and our two Clinical Nurse Specialists. The numbers of referrals from outside our immediate catchment area and our traditional referral base also increased since 2016, so waiting lists for admission have grown. This reflects the increased demand for services and the increasing complexity of patients' needs.

In 2017 we welcomed Professor David Kane, National Clinical Lead in Rheumatology, for a visit to our site.

Service Improvements

The increase of 0.5 WTE (whole time equivalent) in the rheumatology registrar post has helped to ensure the efficiency and quality of the medical service and continued funding of this post is to be welcomed.

The new national programme for developing candidate Advanced Nurse Practitioners (ANP), successfully secured two posts in the first round for the RMDU and a further two posts for rheumatology at St. Vincent's University Hospital (SVUH). This has created a very positive momentum for further development of rheumatology nursing, not only on the individual sites but in collaboration across the sites too.

The development of the rheumatology reproductive medicine unit has also been substantial and with the drive and enthusiasm by Louise Moore and Kieran Murray from RMDU/SVUH along with the Maternal Medicine team at the National Maternity Hospital (NMH). A national service has been established with monthly specialist clinics starting in NMH, Holles St in May 2017.

	2010	2011	2012	2013	2014	2015	2016	2017
RMDU IPU	774	698	731	694	764	730	772	851
RMDU Day Case New Patients		92	123	148	142	129	155	140
Total	774	790	854	842	906	859	927	991

The multi-disciplinary team developed a patient satisfaction questionnaire to assess the evolving day-unit service from the patients' perspective.

Achievements - Nursing

Developments during 2017 included the promotion of our two clinical nurse specialists to candidate Advanced Nurse Practitioners (ANP) through the new Department of Health/HSE national programme for development of ANPs within the area of integrated healthcare for chronic diseases. Funding from the Department of Health for this project enabled the retention of the existing Clinical Nurse Specialist (WTE/whole time equivalent) post and added a 0.5 WTE Clinical Nurse Specialist post to address patient clinical need.

Other educational achievements by staff include participants in the new post-graduate diploma in chronic diseases (UCD) (University College Dublin) and the nurse prescribing programme, which will expand our team to a total of four.

Our ANP was elected to the Board of the Faculty of Nursing at the Royal College of Surgeons in Ireland, and continues lecturing on post-graduate programmes in UCD and had an article on nursing sensitive outcomes in patients with rheumatoid arthritis published in the top peer-review nursing journal, the *International Journal of Nursing Studies*.

Achievements - Social Work

As in previous years, high demand continued in 2017, with 295 referrals received from the in-patient service alone. A significant proportion of referrals relates to the emotional impact of living with a chronic illness and referral information over a six month period was collated to illustrate the nature of the Social Work role within the RMDU.

The RMDU Senior Medical Social Worker presented at the inaugural OLH & CS *Rheum for Health*

Conference, as well as presenting on 'Understanding the link between childhood trauma & chronic illness' to colleagues. A post graduate student from Trinity College Dublin completed a 14 week placement developing their knowledge and understanding of working with clients living with chronic illness.

Achievements - Occupational Therapy

A six month review of Occupational Therapy (OT) patients attending the Rheumatic and Musculoskeletal Disease Unit was completed in December. It included screening 359 RMDU patients (318 in-patients, 41 Day Case) and focused on patient's reports of their performance in activities of daily living, work, leisure and psychological well-being. The top four issues identified were: fatigue, pain and stiffness, difficulties with hand function, and engagement in leisure activities.

The OT department submitted an ethics application to SVUH (St. Vincent's University Hospital) and a research application to OLH & CS to evaluate an inpatient OT 'Lifestyle Management for Arthritis Group' (LMAG) for people with inflammatory and degenerative arthritis. A Patient Satisfaction Questionnaire was developed to gather information on the patients' experience of accessing OT services within the unit and will be rolled out next year.

Achievements - Physiotherapy

There was a 13% increase in the number of new patients seen by physiotherapy staff in the RMDU in 2017 compared with 2016 and an 8% increase in interventions during that time period. In the aquatic physiotherapy service, those increases were 14% and 7% respectively with an overall decrease in staffing in the combined areas compared to 10 years ago. In order to meet this demand, staff continue to explore alternative methods of service delivery including the

28% increase in patients treated since 2010

use of physiotherapy students and assistants to run classes in the pool.

RMDU physiotherapy staff were involved in a collaborative study with RCSI (Royal College of Surgeons in Ireland) entitled '*How common are features of Central Sensitisation and Neuropathic Pain in Osteoarthritis?*' Members of the team continue to lecture on the UCD (University College Dublin) undergraduate programme and feature on the Chartered Physiotherapists in Rheumatology Clinical Interest Group.

We continue to provide an aquatic physiotherapy service to patients from Our Lady's Children's Hospital Crumlin and to other services within OLH & CS. Educational sessions on aquatic physiotherapy are delivered to undergraduate and postgraduate UCD and RCSI students.

Achievements - Pharmacy

The Pharmacy department continues to provide high-quality dispensing and clinical services to RMDU. Clinical pharmacists conduct medicines reviews, attend multidisciplinary meetings and provide prescribing support to non- consultant Hospital Doctors (NCHD's). All in-patients have their medicines reviewed by a pharmacist on admission, in keeping with HIQA guidelines on medicines reconciliation.

In 2017, work commenced on a new initiative where patients' own drugs from home will be used for the duration of their stay in RMDU (Rheumatic and Musculoskeletal Disease Unit). It is hoped that this will enable patients to remain familiar with their medication regime and engaged with self-management of their chronic condition. Following stakeholder consultation, and a successful business case for appropriate bedside furniture, a draft policy has been drawn up and a pilot scheme will commence shortly. This year has also seen significant streamlining of the supply of medicines to the infusion suite, which ensures appropriate follow-up for our infusion patients and reduces the risk of waste of these high cost medicines.





CARE OF OLDER PEOPLE REPORT

Dr. Róisín Purcell

Consultant Geriatrician

The Community Reablement Unit (CRU)

CRU has been in operation for the last 14 years. It was designed to admit frail people from their own homes for multi-disciplinary input. The team focus on optimising function, advance care planning and avoiding hospital admissions, where possible.

After an initial comprehensive geriatric assessment, we develop a programme to suit the needs of each individual. The patient stay is usually two to three weeks, depending on need. During the patient's time with us, we concentrate on addressing areas of concern. This could be pain management, medication optimisation, improving balance, reducing falls, improving function and helping to build confidence to use public transport, leave the home and participate in social events.

We admit people with a variety of conditions including osteoarthritis, parkinsonism, chronic lung disease, cognitive impairment and others. We work closely with colleagues in OLH & CS' Rheumatology Unit to help improve function with intra-articular injections and to provide hydrotherapy for selected patients. We also liaise regularly with the geriatric and psychiatry departments in St James's Hospital to optimise outcomes, improve communication, advance care planning and promote research.

We admitted 353 people to the CRU in 2017, which was an increase of 6% on 2016, with a steady rise year-on-year due to increased demand, which is in line with increased frailty in our community due to an ageing population.

Going forward, our intention is to engage with community providers and acute hospital

services to support better integrated care in our community and help avoid unnecessary admissions to hospital. CRU already plays an important role in this area and we will explore how to develop this further and look at opportunities in other areas over the coming months.

Extended Care Unit

Anna Gaynor House is an eighty-nine bedded residential unit designed and staffed to care for people over 65 years of age. It also accommodates some residents below that age who are suitable based on frailty and care needs. Residents come to the unit via the nursing home support scheme (Fair Deal) or the palliative care support scheme.

All residents benefit from multi-disciplinary input with regular exercise classes, multisensory work, music, art therapy etc. Residents are encouraged to participate in whatever way they can to optimise their comfort, function and independence. This includes exploring areas such as seating and powered mobility.

Our volunteers provide a great deal of valuable support to residents and help maintain activities in the unit.



6%

increase in admissions to the Community Reablement Unit from 2016

The multi-disciplinary team is a dedicated one of nurses, care assistants, doctors, occupational therapists, physiotherapists, speech and language therapists, dieticians, social workers, complementary therapists, pharmacists, chaplains and others, all working closely together to provide excellence in care. Regular ward rounds and multi-disciplinary meetings review and ensure the quality provision of this care.

During 2017, we began offering two week in-patient stays for those with dementia, which provides respite for their carers. Following their stay, they return to their own homes. 29 people availed of this service in 2017 with positive feedback and demand increasing as awareness grows. Referrals come from HSE Older Persons services in Dublin South City. We have recognised the growing need for services in dementia care and have established regular training for our staff in this area.

71 new residents were admitted to Anna Gaynor House in 2017 and this represents an increase of 20% on 2016. They came from their own home, our palliative in-patient units and acute hospitals. We have

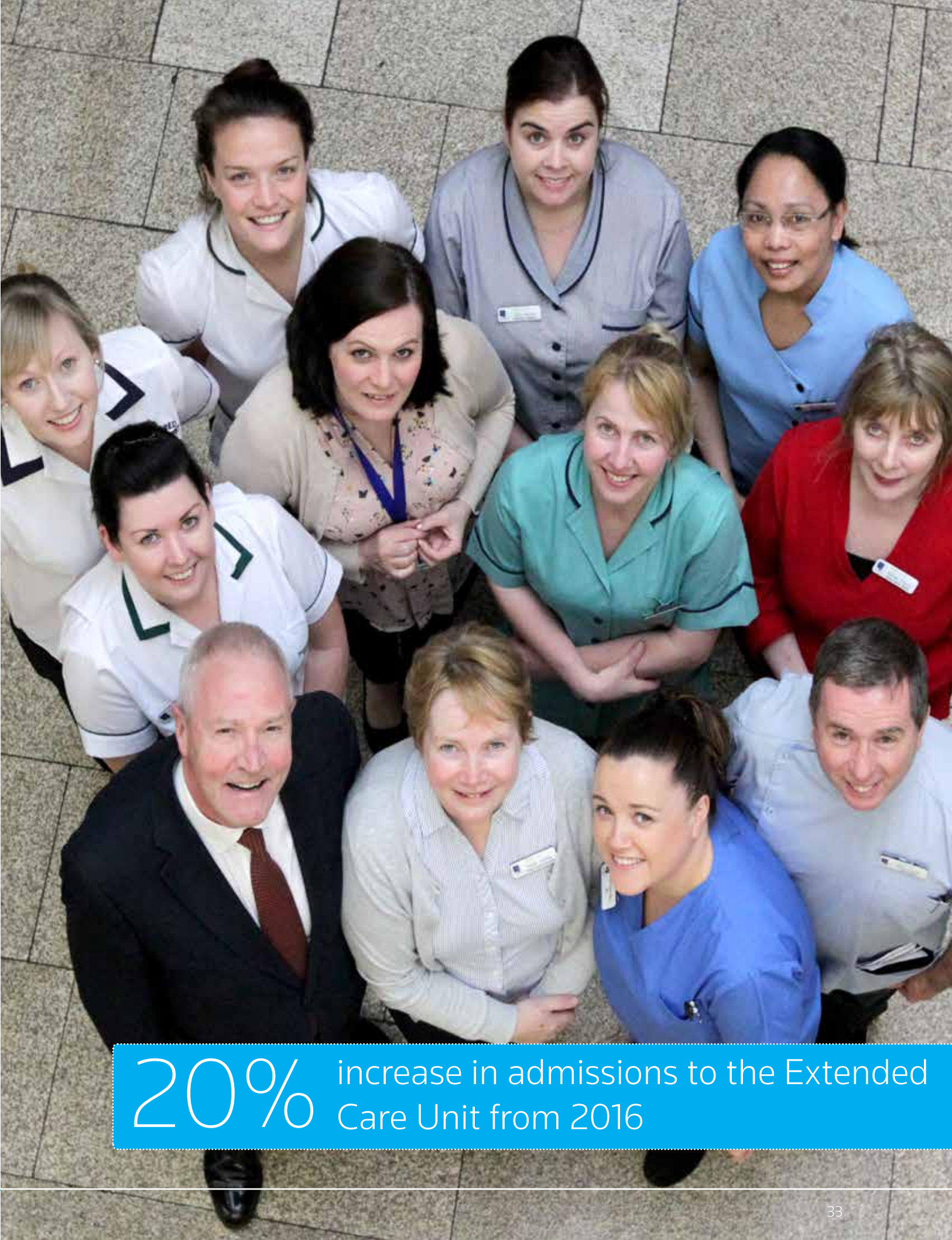
endeavoured to strengthen our relationships with acute hospitals to support patient flow where we can.

As part of our service development, we have started regular audit and research meetings in older people's services. We are fortunate to have established links with St Vincent's University Hospital and St James's Hospital, particularly the Mercer's Institute for Successful Ageing. These links, along with our own Education and Research Centre, will help us develop our potential in meaningful research in the area of older people's care.

We have also established regular meetings to formalise clinical governance ensuring we are providing an effective, reflective and evidence-based service.

In October 2017, we wished Dr. Denis Donohue well in his retirement. Dr. Donohue had been with Our Lady's Hospice & Care Services for 29 years as Medical Director for Older People's Services and was dedicated to his role, his colleagues and his patients. He played a leading role in developing services for older people and maintaining excellence in these services.





20% increase in admissions to the Extended Care Unit from 2016

RESIDENTS' COMMITTEE REPORT

CELEBRATING TEN YEARS OF THE RESIDENTS' COMMITTEE 2007-2017

The Residents' Committee in Our Lady's Hospice & Care Services was established in 2007 and celebrated its 10th anniversary in 2017. The Committee comprises of residents from all four wards in Anna Gaynor House (Our Care of the Older Person Unit) and is concerned with addressing queries that arise for residents.

In the ten years since the Residents' Committee was established, 55 residents generously gave their time, attending meetings and working energetically to contribute to its discussions, meetings and projects. Meetings are always lively, productive and fun and included many consultations with staff and senior management.

The influence of the Residents' Committee has been demonstrated by its strong representation, the issues highlighted, the reports produced and that fact that many of the recommendations have been taken on-board and woven into the life fabric of Anna Gaynor House.

Members appreciate that their participation in the growth and development of the committee builds a confident voice on behalf of their resident community.

The Committee meets on a regular basis and its objectives are to:

- To voice the views and wishes of residents in the Extended Care Unit
- To bring residents' issues to the attention of staff and management
- To contribute to a close working partnership of residents, staff and management
- To work together to implement changes which residents have identified

In 2017, the committee worked on a number of projects including reviewing the notices and notice boards in Anna Gaynor House and made recommendations for the creation of two new general notice boards to be placed at the entrance to the building.

Its review recommended that notice boards should be cheerful, uplifting, user-friendly and accessible, enhancing the positive living ethos of Anna Gaynor House.

Our resident Anne Bambrick, who made very significant contributions to the committee over a number of years, sadly passed away.

At the end of 2017, Carolyn Roe (former Volunteer Coordinator) was appointed a volunteer facilitator for the committee. It has now been renamed as the Residents' Forum and will continue to meet monthly.





102

staff publications or presentations in Palliative Care, Rheumatology or Gerontology

EDUCATION, RESEARCH AND TRAINING REPORT

Patricia Hallahan

Director, Education, Research and Training

The Education and Research Centre aims to ensure that all our staff and volunteers are operating at the highest level of professional expertise and that the education we offer is based on the latest research into what works to provide the best patient outcome.

We enhance the reputation of OLH & CS and are increasingly recognised locally, nationally & internationally for the quality of our education and research and for the learning environment we provide for our staff and volunteers.

There was a significant increase in integration and collaboration across the organisation with more education programmes being provided for our own staff and increased engagement in cross-organisational initiatives including our inaugural 'Rheum for Health' Conference, INSTEP (Inter-disciplinary staff training and education programme), Tobacco Reduction Group, Schwartz Rounds and eLearning initiatives.

On the research front, much was achieved by the Academic Department of Palliative Medicine. Research papers were accepted for publication in peer reviewed journals and for oral presentation at numerous prestigious international conferences. Many posters were accepted for presentation at conferences and four researchers brought home highly sought awards.

Highlights / Achievements in 2017

- Education programmes in Palliative Care, Rheumatology, Gerontology and Spirituality delivered to 1,477+ participants.
- Nine papers published in peer-reviewed journals, six oral presentations and 29 poster presentations at national and international conferences.
- Six research awards received.
- 102 OLH & CS staff publications or presentations in Palliative Care, Rheumatology and Gerontology.
- Successful inaugural 'Rheum for Health' Rheumatology Conference for professionals working in primary or secondary care.
- Undergraduate education and clinical placements in medicine, nursing, physiotherapy and occupational therapy provided to University College Dublin (UCD) and Trinity College Dublin (TCD).
- Postgraduate education provided to UCD Palliative Care and Rheumatology students, Palliative Medicine Grand Rounds and via small group tutorials.
- The *Sr. Frances Rose O' Flynn Medal for Academic Achievement* awarded by UCD to staff member Martina O' Meara for

outstanding achievement on the Graduate Diploma in Palliative Care.

- Major improvements to systems and processes achieved including new technology integrated with finance & marketing processes.
- Newsletter launched and three editions disseminated across the organisation.
- 65% of the team availed of individual or team Learning, Training and Development Opportunities.

Education and Training

There were 38 students on the QQI Level 5 Health Service Skills Programme with 32 receiving a major award and 6 completing components for minor awards. We developed a new initiative to upskill staff and 17 Healthcare Assistants undertook the Activities of Living Patient Care Module.

15 students completed the UCD Graduate Diploma / Certificate in Palliative Care programme. Six students completed the UCD Professional Certificate in Intra-Articular and Soft Tissue Injection Techniques including physiotherapists and nurses.

The European Certificate in Essential Palliative Care, an eight-week distance learning programme for doctors, nurses and pharmacists, was delivered twice in collaboration with Milford Care Centre, Limerick.

The European Certificate in Holistic Dementia Care, an eight-week distance learning programme was delivered in collaboration with Northern Ireland Hospice, Belfast.

The three day Dementia Care Training Programme was delivered twice in collaboration with Dementia Services Information and Development Centre.

Two Syringe pump workshops were held and an interactive eLearning course was developed, which was complemented with practical demonstrations.

The first OLH & CS Rheumatology Conference 'Rheum for Health' was held in December. It opened with an inspiring presentation on 'The Power of Fat' by Professor Donal O'Shea, HSE Clinical Lead for Obesity. This multidisciplinary conference for professionals working in primary or secondary care was very well evaluated.



A new two year programme of the Sacred Art of Living and Dying started in June. All participants of year one of the Anamcara Apprenticeship programme signed up for the second year. Professor Richard Groves, who delivers both programmes also facilitated a 'Spirit of the Enneagram' workshop in October.

A new cross-organisational initiative called INSTEP (Inter-disciplinary staff training and education programme) was launched to provide a clinical and psychosocial education programme for multi-disciplinary staff. Four specialist talks were delivered and very well received. Along with the Cecily Saunders Annual Lecture, which we hosted in collaboration with the All Ireland Institute for Hospice and Palliative Care, the audience for our occasional lecture series grew significantly from 20 people in 2016 to 143 in 2017.

52 undergraduate nursing students were facilitated for specialist clinical placements and for the first-time UCD undergraduate nurses were placed in the Palliative Care Unit. External placements were facilitated for both national and international students including those from Hospice Malta as part of the European Erasmus Programme.

24 students completed physiotherapy clinical education. The majority were UCD undergraduates and there were two students from Singapore who came through TCD's degree programme.

Eight TCD undergraduate occupational therapy students completed practice education placements.

In a new development this year, students from the UCD MSc in Clinical Nutrition and Dietetics programme were provided with clinical placements here and Dr. Ursula Bates provided a workshop for MSc students on complex communication with patients.

Philip Larkin, Professor of Clinical Nursing (Palliative Care) provided expertise in the delivery of nursing services in palliative care through support to senior nurse managers and clinical staff. Clinical case review meetings were held which provided many important learning opportunities for staff.

The Compassionate End of Life (CEOL) project was brought to completion with 85 members of multi-disciplinary teams attending 'What Matters to Me' training and facilitators attending the national meeting.

12 TCD medical students learned about the patient experience of living with advanced cancer and placements were facilitated for 98 students here and at our affiliated hospitals. Final year medical students were provided with lectures in Palliative Medicine.

230 UCD medical students attended palliative medicine seminars and we continued to develop an interactive education programme with the university.

Palliative Medicine Grand Rounds, a postgraduate physician-oriented education session, was held weekly. Attendees, in person or via eLink, included consultants and non-consultant hospital doctors in OLH & CS and other institutions.

OLIVE, our virtual learning environment, was fully integrated this year. Over 1,200 mandatory training courses were completed by 1,400 users. Seven eLearning / digital solution projects started including, on-line tutorials on Patients Own Drugs, Understanding Dementia, Aseptic Non-Touch Technique, and a virtual tour of Blackrock Hospice for staff.

1,554 separate events were facilitated in the Education and Research Centre. The Library and Information Service continued to develop its collection of materials and now holds nearly 3,500 items including books, journals, reports, booklets and audio-visual materials. The librarian received a bursary from the Health Science Libraries Group to attend the 12th International Congress on Medical Librarianship held in Dublin Castle in June and presented a poster entitled '*Evaluating the effectiveness of a librarian led workshop in a health service environment.*'

Research

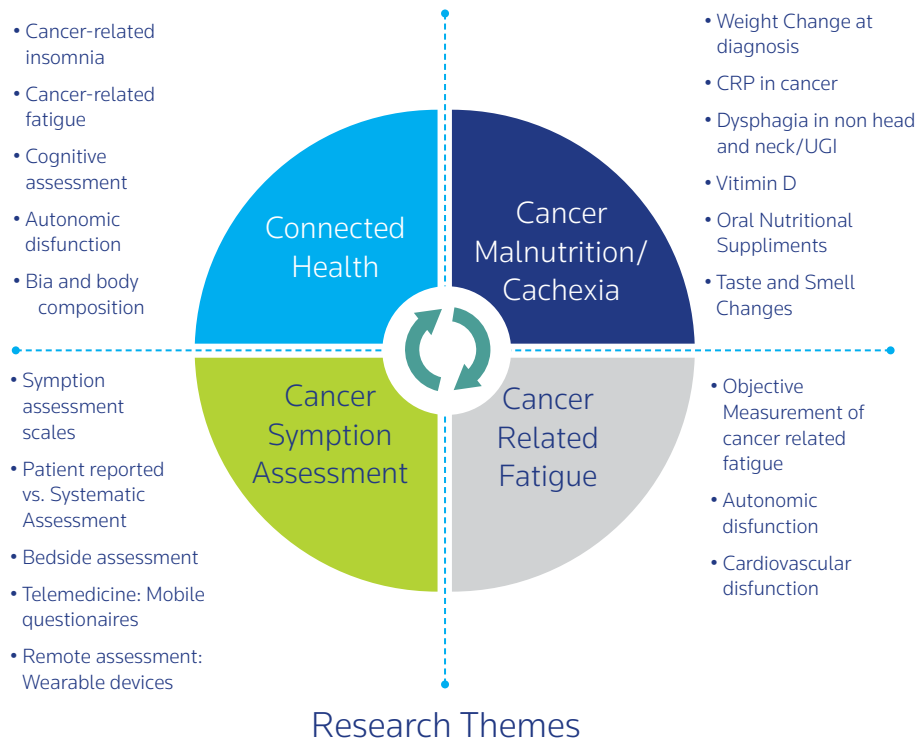
The Education and Research Committee approved 16 research projects this year, an increase of two from the previous year.

Research Proposals Approved in 2017

Barrett, Michelle	The association of heart rate variability on survival in advanced cancer.
	Dietary Advice Received by Cancer Patients
Bates, Ursula	Barriers and facilitators to conducting a Healthcare Audit within a Healthcare Setting
Duggan, Alice	An exploration of healthcare providers' perceptions of older adults sexuality and sexual health in a residential care unit in Ireland
Hayden, Kim	Knowledge of Palliative Radiotherapy amongst Oncology and Palliative Care Nurses: A Quantitative Study
Joyce, David	Accuracy and reliability of Heart Rate Variability (HRV) measurements using a microcontroller board based HRV system compared to a standard medical device
	Level of agreement between nurse assessment and wearable device report of patient sleep in a palliative care unit
Kenny, Ciaran	Oropharyngeal dysphagia in adults with solid malignancies outside of head and neck and upper GI tract: Prevalence, nature and associations
McGann, Ciara	Parkinsonism in Extended Nursing Care
McMahon, Des	An Organisational Development Change in Undergraduate Teaching in Palliative Medicine at an Irish University
Millar, Rachel	The experiences of parents in communicating with their children about dying: a retrospective exploratory study from the perspective of surviving parents.
Reynolds, Carol	An organisational development project between a specialist palliative care service and primary care occupational therapy services in two Community Healthcare Organisations areas to identify the palliative care needs of primary care occupational therapists.
Stapleton, Claire	Specialist Palliative Care Nurses Experience in Caring for Patients with a diagnosis of Dementia in a Specialist Palliative Care In-patient Unit
Thomas, Sherin	An exploration of nurses' perceptions of nursing documentation in long-term care setting: a qualitative descriptive study
Tobin, Siún	An assessment of the impact of pharmacist prescribing in consultation with a medical consultant on patient care in our organisation
Ui Dhuibhir, Pauline	Taste and Smell Problems in Advanced Cancer

Academic Department of Palliative Medicine

The Academic Department of Palliative Medicine, under the direction of Professor Declan Walsh continued to build Ireland's leadership in clinical palliative care services and to develop academic infrastructure, drive research and inform policy and practice with a focus on the following research themes:



Three second year TCD medicine undergraduate students gained research experience and their project 'Nutritional Status and Interventions in Hospice: Physician Assessment' was presented at national and international conferences. Thirty five third year TCD medicine undergraduate students completed six research projects.

Two 12-week research placements for DIT / TCD final-year Dietetic students were facilitated. One of these, undertaken by Lorraine Spotten, resulted in a research project which was presented at the 7th International Seminar of the PRC Palliative Care Research Centre/ EAPC RN - European Association for Palliative Care Research Network in Oslo and won the Irish Society for Clinical Nutrition and Metabolism (IrSPEN) Prize for Best Final Year Research Project. The research project used both subjective and objective measures to investigate the prevalence, severity and characteristics of taste and smell abnormalities in advanced cancer among hospice patients.

Dr. Brenda O'Connor was awarded an MD for her dissertation entitled '*Palliative Medicine and Connected Health: Clinical Assessment in Advanced Cancer*'. She was awarded Best Oral Presentation at the Irish Association for Palliative Care (IAPC) Education & Research Seminar in Kilkenny where she also received two Poster Presentation Commendations. In June, she received the Multinational Association of Supportive Care in Cancer (MASCC) Fatigue Study Group Junior Investigator Award in Washington.

Dr. Cliona Lorton was awarded Best Poster Presentation Prize at the IrSPEN Conference in Dublin.

Michelle Barrett was awarded a bursary from the Irish Research Nurse Network/HRB CRCI (Health Research Board Clinical Research Coordination Ireland) to attend the Annual Assembly of the American Hospice and Palliative Medicine in March. Atlantic Philanthropies approved two new PhD Fellowships in Palliative Medicine and candidates were selected to study in the areas of cancer malnutrition and cancer related fatigue.

Links were maintained or developed this year with St Vincent's Hospital Group, TCD, UCD, UCC, St James's Hospital, University of Limerick, Irish Cancer Society and DIT and TILDA (The Irish Longitudinal Study on Ageing).

Senior Fellows supported by Atlantic Philanthropies who worked with us this year included Dr. Karen Ryan, Dr. Brian Creedon, Dr. Mike Lucey and Dr. Eoin Tiernan. Professor Declan Walsh served on the Board of Directors of MASCC and the Board of Trustees for Marie Curie Cancer Care, London UK. Bernadette Brady,

Des McMahon and Patricia Hallahan served on the Education and Research Forum of the Irish Association for Palliative Care.

The Library received notification of 41 presentations and 61 publications completed by staff this year making a total of 102. See summary by specialism and type below.

[Details of all publication and presentations are available on olh.ie.](#)

Summary of ADPM Conference oral presentations and posters

Conference	Number Oral Presentations	Number of Poster Presentations
Irish Association for Palliative Care, Kilkenny, Feb	1	6
Irish Society for Clinical Nutrition and Metabolism, Dublin, Mar		3
Association for Palliative Medicine, Belfast, Mar	1	5
European Association for Palliative Care, Madrid, May	1	1
Irish Association of Speech and Language Therapists Annual Conference, Dublin, May	1	
ASCO, Chicago, Jun		1
Multinational Association of Supportive Care in Cancer, Washington, Jun	1	7
7 th International Seminar of the European Palliative Care Research Centre and European Association for Palliative Care Research Network, Oslo, Oct	1	4
Irish Research Nurse Network Annual Conference, Galway, Nov		1
3 rd International Children's Palliative Care Conference, Dublin, Nov		1
Total	6	29

Summary of ADPM Publications in Peer Reviewed Journals

Journal	Published	Submitted for Publication
American Journal of Hospice & Palliative Care	3	
Annals of Oncology	1	
Progress in Palliative Care	1	
British Journal of Cardiac Nursing	1	
Supportive Care in Cancer	2	
Archives of disease in Childhood Fetal and Neonatal edition.	1	
Total	9	

Summary of OLH & CS staff publications & presentations 2017

	Presented		Published		Total
	Oral	Poster	Journal	Thesis	
Palliative Care	7	30	19		56
Rheumatology		1	39		40
Gerontology / Mixed		3	2	1	6
Total	7	34	60	1	102
		41		61	





€6,191,838 raised in 2017 – the highest amount ever raised in Fundraising

FUNDRAISING AND COMMUNICATIONS REPORT

Eleanor Flew

Director of Fundraising and Communications

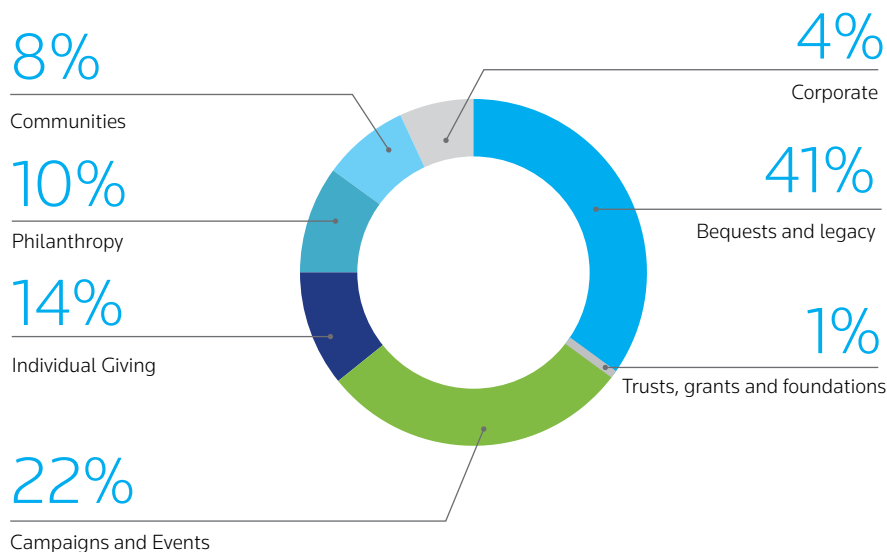
At the core of Our Lady's Hospice & Care Services is the desire to consistently provide the best in person centred loving care to all our patients, residents and their families. We cannot do this alone and in 2017 we asked our supporters to help us transform our facilities, invest in essential equipment and enable us to provide excellent, specialist and loving care to all those who need it. And you did. Thank you.

Thanks to your compassion, commitment and generosity we provided care to over 4,200 patients, residents and their families last year as well as providing over 10,700 specialist palliative homecare visits to patients in their own homes. The end of 2017 also saw the near completion of the most ambitious project ever undertaken in our organisation's history; the development of a new state-of-the-art palliative care unit in Harold's Cross to ensure privacy, dignity and professional excellence at end of life. 100% of the building costs of this capital development programme were

fully funded by the generosity of our donors who continue to be at the heart of all that we do. On behalf of all those who use Our Lady's Hospice & Care Services, we would like to extend our most grateful thanks to everyone who supported us throughout 2017.

2017 was yet another incredibly busy year for the Fundraising and Communications Department and we raised a record €6,191,838 - the highest amount ever raised in Fundraising. We directly raised €3,635,486 while €2,556,352 was generated from those

How we raised funds in 2017



who kindly remembered us in their wills. Please note that our financial statements list income from donations and legacies as €5,512,859 in 2017 which differs to the above cash receipt figures – this is due to the timing of legacy cash receipts and the accrued legacy income amount in the financial statements which is not on a cash receipt basis, in line with Charities SORP (Statement of Recommended Practice).

2017 was another successful year for our campaigns and events and we raised over €1,344,741 or slightly up on the previous year. Our first event of the year was the annual 'Hospice Spring Raffle' which raised over €206,000. Ms. Gillian Lynch won the top prize - an Opel Corsa. Shortly after the raffle, 370 women walked, ran or jogged the 'Women's Mini Marathon' to support our work raising almost €80,000. Special thanks to our Mini Marathon ambassador Dr. Ciara Kelly. We also raised almost €127,000 as part of our annual flag day – 'Hospice Sunflower Days. Towards the end of the year we hosted a bespoke trek to the Amalfi Coast raising just under €100,000.

In 2017, we also celebrated two major fundraising milestones. Our second biggest campaign, 'Ireland's Biggest Coffee Morning for Hospice Together with Bewley's' celebrated its 25th anniversary in September and over 1,000 coffee mornings were hosted all across

Dublin and Wicklow and as far afield as Nepal, in aid of Our Lady's Hospice & Care Services raising just over €400,000 or a 3% increase on the previous year. Sincere thanks to our national sponsor Bewley's who have kindly partnered with us since inception, and to our celebrity supporters Mario Rosenstock, Dr. Ciara Kelly and Marian Finucane. Our flagship campaign, Light up a Life, also celebrated its 25th anniversary in 2017 and over 27,000 loved ones were remembered through the sponsorship of lights on our Christmas tree. On the day of the remembrance event in Harold's Cross, we witnessed the largest number of guests ever in attendance with over 12,500 people on site. We were delighted to welcome Daniel and Majella O'Donnell as our guests of honour to entertain our guests. Thanks to Ian Dempsey who returned as MC for the 7th consecutive year in a row and to all who attended this very special event. Overall, the campaign raised over €443,000, down slightly on the previous year. Sincere thanks to Friends First, one of Ireland's most established life assurance companies, who were the first Title Sponsor for 'Light up a Life.' This is a very exciting partnership for Our Lady's Hospice & Care Services and Friends First joined Clancy Construction who returned as Lead Sponsor for the event for the second year in a row. The generosity and commitment of both organisations is truly appreciated.





The 25th anniversary of 'Ireland's Biggest Coffee Morning for Hospice Together with Bewley's' raises over €400,000.

Our Blackrock hospice specific events also achieved great success in 2017. Our 'Open Gardens' trail, whereby our supporters opened their beautiful and private gardens to members of the public in aid of Our Lady's Hospice & Care Services, raised almost €24,000 and our annual in memory event, 'Little Flower of Life,' raised almost €48,000.

2017 was also a busy year for community fundraising across both Harold's Cross and Blackrock and over €350,000 was raised in schools, clubs and in supporters own homes. Our supporters organised 278 individual activities in aid of our work and we are truly grateful for their passion, energies and on-going commitment. We would like to especially thank Jessica O'Callaghan, Elayne Murphy, St. Mary's Lucan, Ruth Devoy, the 'Bothernabreena Tractor Run and Vintage Care Rally' committee, Catherine Kenny and The Flanagan Family and friends (Remembering Flexy) and to all who supported these wonderful events.

Special mention must also be made to some annual activities lovingly organised by long standing supporters without whom we would not be able to provide the levels of care that we do. These include:

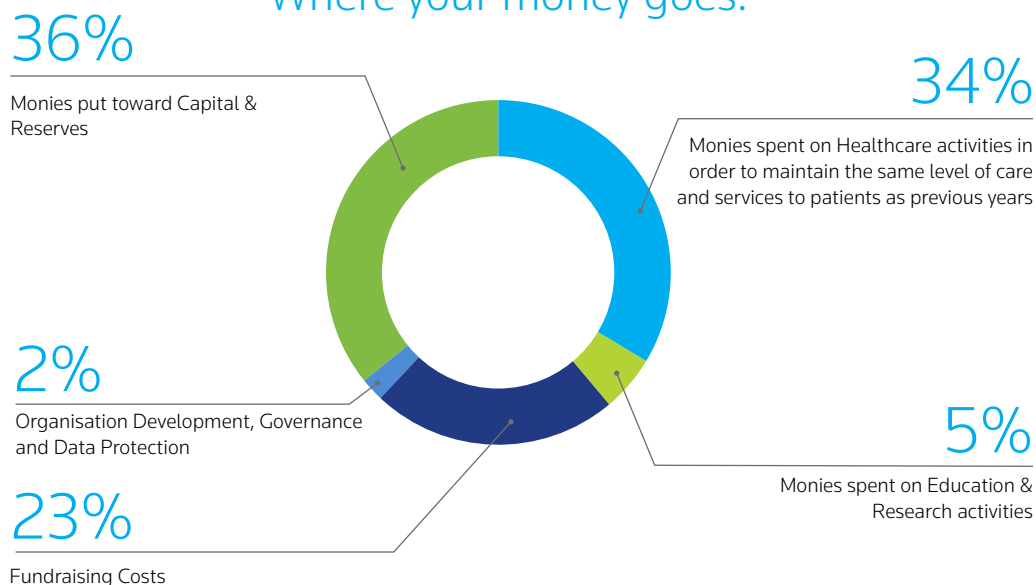
- John Kelly, Gerry McDonagh and their dedicated fundraising committee who raised over €28,000 at the 17th annual 'Cheese and Wine' summer party. Since the event began in 1999 almost €500,000 has been raised to support our work!
- 'Speaking for Hospice' celebrated its 23rd year in 2017 raising over €10,000. Special thanks to Paul Ellis and his tireless committee and passionate speakers

who always put on an excellent and enjoyable public speaking event every year. Since the event began over €200,000 has been raised to support our work.

- William Tilly's spectacular Christmas lights display on Bath Avenue in Sandymount raising over €14,000 in 2017. Mr. Tilly's lights have delighted passers-by every Christmas since 2005 and have raised over €105,000 to support our work.
- Special thanks to Alma McArdle, her daughter Rachael, and her wonderful fundraising committee who have been hosting a coffee morning in Elm Park Golf Club for 17 years during which time over €85,000 has been raised. In 2017, Alma raised over €5,000 to support our work.
- Special thanks also to the Whitehead family, who through tireless dedication, have raised almost €170,000 in memory of Martin Whitehead through a number of events since 2010.

In relation to our regular giving programme, we would like to say a very special thank you to Susan O'Keeffe, one of our Blackrock patients who graciously shared her personal story to raise funds. Almost €89,000 was raised through 'Susan's Hospice Appeal' and we are truly grateful to Susan, Brian and all the O'Keeffe family for their support. Our programme of direct debits raised almost €169,000 and we are extremely grateful to those who support us on a regular basis. Our individual donations and 'In Memory' donations raised almost €520,000. A heartfelt thanks to all our donors who honoured a loved one by supporting our work.

Where your money goes:



Partnerships

We would also like to thank all our corporate supporters for their great generosity throughout 2017. There are a variety of ways in which companies can work with Our Lady's Hospice & Care Services such as founding partnerships, sponsorship, corporate donations, employee fundraising, events and corporate volunteering. Whether you partnered with us for the first time in 2017, or are celebrating an anniversary of working with us, we are truly grateful for your generosity. Special thanks to Friends First, Clancy Construction, Bewley's, BDO, Park Developments Group, IPUT, Warren Development Group, Sunway, the Monkstown Hospital Foundation, Reddy Architecture & Urbanism, Rushe's SuperValu, Northern Trust, Carroll and Kinsella Blackrock, and Somers Murphy & Earl for their dedicated support throughout 2017. To all who work with us, your support and partnership enables us to provide the best in person centred and excellent care. Thank you.

Capital Development Programme and Founding Partnerships

Throughout 2017, we continued the most ambitious fundraising project in our organisation's history; to develop 36 new state-of-the-art single palliative care bedrooms in Harold's Cross to ensure privacy, dignity and professional excellence at end of life. 100% of the

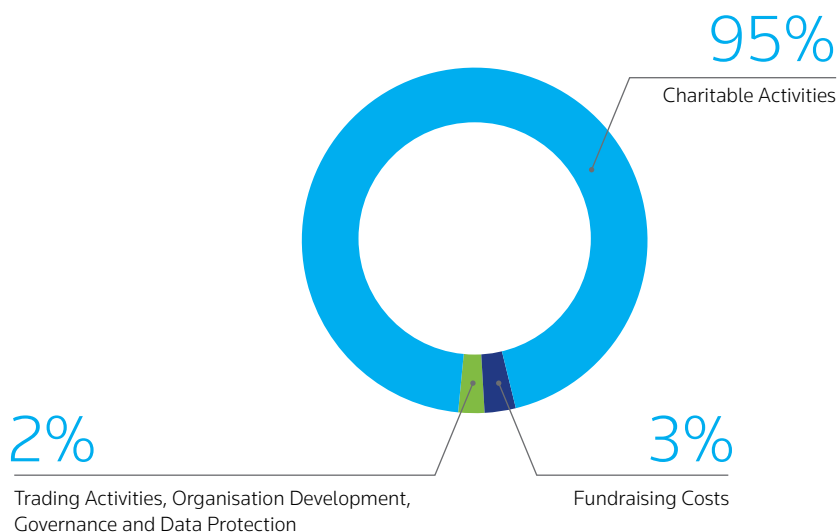
building costs of this €15,000,000 capital development programme, which is due for completion in early 2018, were fully funded by the generosity of our donors who continue to be at the heart of all that we do. As part of this fundraising initiative, we continued to work closely with our Founding Partners, Massey Bros. Funeral Directors and Kiltarnan Cemetery Park, both of whom have committed to the Hospice for a five year period. We are deeply indebted to both organisations for their generous support and in particular Robert Maguire of Massey Bros. Funeral Directors and Paul Cullen of Kiltarnan Cemetery Park for their passion, dedication and tireless support of our fundraising ambitions. Every step in the journey to progress our urgent goals is only made possible with the great generosity and leadership example of our Founding Partners and we would like to thank them most sincerely.

Volunteers

We would also like to thank all our incredible Fundraising volunteers who continue to play a vital role in the Fundraising team and without whose tireless energy, dedication and commitment we could not raise the levels of funds that we do. We are truly grateful for your support.

Special thanks to Cepta Lyons, Kate Lyons, Isabel Cotter, Rose Kevany and the Occupational Therapy Department for their tireless dedication in creating our second cookbook to support our fundraising efforts;

Total Organisational Income vs Expenditure in 2017





'Mixing Bowl, Second Helpings.' This is available to purchase on olh.ie.

Sincere thanks also to long standing volunteer Pat Quinn who has been volunteering with the hospice since 1999. In 2017, Pat received a 'Hospice Sunflower Days Hospice Hero' Award from RTÉ's Mary Kennedy for her outstanding dedication to Our Lady's Hospice & Care Services.

Communications

Throughout 2017, our Communications programme continued to raise our profile nationally, strategically supported our fundraising activities and celebrated the stories of our patients, residents and families with whom we work. We significantly built upon our media profile and were featured regularly in print and electronic media.

The highlight of the year was the visit of His Royal Highness, the Prince of Wales, who visited our Harold's Cross site. Our Lady's Hospice & Care Services was chosen for this visit as palliative care is an area of personal interest for Prince Charles and he has a

long history of supporting hospice care in the UK. His committed work in the area highlights the need for excellent care of the elderly and for all at end of life.

Other broadcast highlights included TV (RTÉ and TV3) news coverage of Palliative Care Week and our flagship fundraising event, Light up a Life, as well as an hour long radio special on Newstalk with Dr. Ciara Kelly. Print highlights included feature interviews with patients and staff in the Irish Examiner and the Sunday Independent.

Another highlight of the year was the hosting of our inaugural panel conversation "Dignity in Death – Living in Life." Led by our highly-respected and knowledgeable panel including, Alison O'Connor, Broadcaster and journalist, Orlaith Carmody, Author, broadcaster and former Director of RTÉ, Robert Maguire, General Manager, Massey Bros. Funeral Directors, Dr, Joan Cunningham, Medical Director at Our Lady's Hospice & Care Services, Dr. Ursula Bates, Principal Clinical Psychologist at Our Lady's Hospice & Care Services and moderated by Mary Wilson, Presenter Drivetime, RTÉ, the conversation sensitively addressed aspects of aging and dying that we are all brought to confront and consider as a society.



Support Your Local Hospice – National Hospice Fundraising Campaigns

2017 was also an exciting year for the two national hospice fundraising campaigns; ‘Hospice Sunflower Days’ and ‘Ireland’s Biggest Coffee Morning for Hospice Together with Bewley’s.’ Up until this point, these two campaigns had been coordinated centrally by the Irish Hospice Foundation and in early 2017 the transfer of responsibility for coordinating these two national campaigns was agreed between the Irish Hospice Foundation and the Voluntary Hospice Group comprising of Our Lady’s Hospice & Care Services, St. Francis Hospice, Milford Care Centre, Marymount University Hospital and Hospice, Galway Hospice and Northwest Hospice. It was agreed that moving forward, the two national campaigns would be centrally coordinated by national hospice and specialist palliative homecare service providers directly.

By appointing a National Projects Manager and working collaboratively, the ‘Support Your Local Hospice’ movement was established incorporating 90% of the national hospice and specialist palliative homecare service providers across Ireland. ‘Ireland’s Biggest Coffee Morning for Hospice Together with Bewley’s’ was the first national fundraising event coordinated directly at a local level and moving forward in 2018, both national fundraising campaigns will be coordinated by the ‘Support Your Local Hospice’ movement.

2017 was also a truly special year for ‘Ireland’s Biggest Coffee Morning for Hospice Together with Bewley’s’ as the campaign celebrated not only its 25th anniversary but also the celebration of a 25 year partnership with Bewley’s. Over €1,600,000 was raised nationally or a 6% increase on the previous year. A staggering 4,145 coffee mornings took place in enjoying over 500,000 cups of Bewley’s coffee. The ‘Support Your Local Hospice’ movement would like to thank Bewley’s on behalf of the national hospice and specialist palliative homecare service providers for their generous, long-standing and dedicated commitment to hospice care across Ireland.

Support your local Hospice Profit and Loss Report. Period July - December 2017

		€	€
Income	Sales of Bewleys Hospice Coffee Morning Blend	€11,800.00	
	Text to Donate	€1,916.00	
	Bewleys Sponsorship	€47,661.12	
	Bewleys OOH Advertising Contribution	€2,661.00	
	Hospice Contributions	€87,908.00	€151,946.12
Expenditure	Communications	€79,396.68	
	Creative/Digital	€19,110.60	
	Campaign Management	€26,785.63	
	Printing & Fulfilment	€9,533.07	€134,825.98
Profit/Loss			€17,120.14



“Thank you so much for your invitation to the tour of the new development. It was incredible to see how much you have achieved and I have no doubt it will make such a difference not only to the patients but to their families who have to spend so much time there enjoying precious time with their loved ones in their final days / months / years. It was hard for us to be back there and see the room Dad was in in his final days but nice at the same time as it holds a lot of special memories. You have such an incredible team in there who we will never be able to thank enough for their care and support not just for Dad but for all of us.”

Karen



“To the world you may be one person but to one person you may be the world.” - Bill Wilson

VOLUNTEER REPORT

Margot Kenny/Jimmy Scurry/Mary Brien

Volunteer Co-Ordinators

Without volunteers, Our Lady's Hospice & Care Services would not be able to provide the excellent levels of person centred care that our patients and residents receive. We would like to thank all our wonderful volunteers for their on-going commitment, energies, kindness, good humour and constant support of our staff, patients and families throughout the year.

Volunteers play a vital role in all areas across the Hospice. Volunteers assist with coffee shops and patient care in both Harold's Cross and Blackrock and with supporting families and loved ones through our Bereavement Support Services. A dedicated team of volunteer drivers bring patients to and from appointments at the hospice every day. At Blackrock Hospice, volunteers also support at reception and at the Nurse's Station. Volunteers also play a huge role in supporting fundraising campaigns throughout the year to raise vital funds.

The role of the volunteer in Our Lady's Hospice & Care Services is constantly developing and evolving to enable us to meet the needs of our patients. For example, in 2017 Blackrock Hospice volunteers began helping with administration work at the Nurse's Station on the Ward on week-day evenings, enabling clinical staff to focus on the work of caring for patients. This has proved to be extremely helpful for staff, patients and visitors to the ward.

During the year 130 transition year students did placements with OLH & CS and we also welcomed some third level students from the USA.

Throughout 2017, volunteers also played a vital role in supporting our Fundraising. Some of our fundraising volunteers helped with on-going administration, reception, and office duties all year round and others supported specific events or campaigns. For our Hospice Spring Raffle, many sold raffle tickets, others made countless hours of tele-fundraising calls, whilst others separated out tens of thousands of raffle tickets in preparation for the big draw! For the Women's Mini Marathon, volunteers called and registered participants, prepared their fundraising packs and hosted a thank you celebration for our participants after the race. For Hospice Sunflower Days, over 300 volunteers took to the streets of Dublin selling merchandise and collecting funds to support our vital frontline work. Volunteers supported the hosts of our annual summer Hospice Open Garden Trail and supported our Little Flower of Life event in Blackrock. Volunteers also played a vital role in our two biggest events of the year and without their support these events would not have been possible; Not only were thousands of calls made and received for both campaigns, but over 1,000 fundraising packs were prepared and distributed as part of Ireland's Biggest Coffee Morning for Hospice Together with Bewley's and our biggest event, Light Up a Life, took place in Harold's Cross with 150 volunteers taking part on the day! With over 12,500 people on

site, we simply couldn't have run this event without the dedicated support of our volunteers.

A key highlight of 2017, was achieving the Investing in Volunteers quality standard for best practice in volunteer management at Volunteer Ireland's annual conference. This was a very exciting achievement and we would like to thank all involved for helping us to attain such a significant award that recognises the commitment and dedication of our volunteers.

In August, we wished long-term colleague Carolyn Roe well in her retirement. Carolyn had played a significant part in developing and evolving the role of the volunteer within Our Lady's Hospice & Care Services. We also said goodbye to Volunteer Co-ordinator, Niamh Moore, who brought about significant change through her leadership of the Investing in Volunteers process and development of the student placement programme.

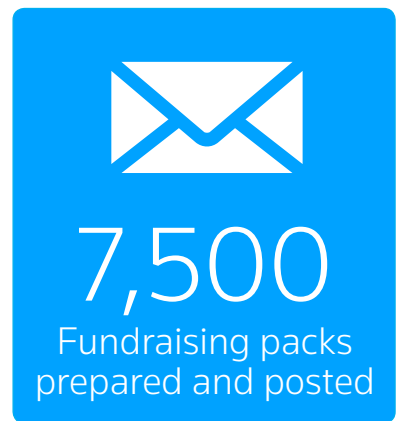
If you would like to join this team of fantastic volunteers please contact one of our volunteer co-ordinators or visit olh.ie/volunteering for more information:

- **For more information on volunteering in patient care or bereavement services please contact Margot on Tel: 01 406 8822 / 406 8898 or by email at mkenny@olh.ie**
- **For more information on volunteering in Fundraising please contact Mary on Tel: 01 4911072 or mbrien@olh.ie**





THE DIFFERENCE OUR VOLUNTEERS MADE IN 2017





SUNSHINE IN A PLACE OF PEACE AND CALM

Jean Corrigan

People volunteer at Our Lady's Hospice & Care Services for many reasons. Some are local and have particular skills, others are retired and wish to put their time to use for a good cause, some have experience of our care and want to give back.

For twenty years, volunteer Jean Corrigan has shared her musical talents with our long-term care residents.

Born in Clonskeagh, Jean always wanted to train as a nurse but worked in office jobs for 49 years. Her first job was with the Patents Office and she also spent many years working in insurance.

Despite no formal training in piano or music, Jean is able to play and compose by ear and is the only one in her family with a talent for music.

Jean was inspired to get involved having experienced the wonderful care her mother received during her short stay in the tranquil surroundings of Our Lady's Hospice & Care Services. In a way her volunteering has given her the chance to work in a caring environment, as she had hoped to in her early life.

Jean helps out four to five days a week, and spends most of her time in the company of residents, singing to, and with, them.

"It's so valuable for people with dementia. The old songs are a real trigger for them. I read their faces, watch their eyes and their gestures to see what they really respond to and enjoy.

Holding someone's hand really builds a special connection too. Some are able to join in and I really enjoy that.

"Most of the songs are folk songs and show tunes. They're always popular. Especially the likes of 'Secret Love' from *Calamity Jane* or 'One Alone' from the show *The Desert Song*.

"But the song I sing the most is 'You Are My Sunshine'. Everyone seems to know it and have a connection with it," she explained.

Describing the special soothing effect of music on those who are agitated, Jean recalls a story:

"Years ago I was heading off home when one of the staff came looking for my help with a very agitated patient. He was a young man with dementia and he was strong and difficult to manage. They were struggling to get near him and just about to ask security for assistance when I came along the corridor and started singing the Dean Martin song "Walking my Baby Back Home".

"He relaxed immediately and joined in the song, soon the team was able to wheel him back to his room where I sat singing the same song over and over to soothe him.

"I feel that doing this really helps me. I have

100

More than 100 musical performances by volunteer musicians took place at both Blackrock Hospice and Harold's Cross, entertaining patients, residents, visitors, staff and volunteers alike

had depression my whole life and coming in here lifts me the minute I get in the door. The more challenging the person I'm working with, the more of a reward I get. Music really calms them and it helps me too.

"The Hospice is a place of utter peace and calm and has retained the character and heart that first drew me in 20 years ago," she said.

Seven years ago Jean and two other volunteers felt it would be good for the residents to have music available at the weekends. Now, there are weekend golden oldies sessions for an hour and half twice a month, which residents and their families are welcome to attend.

Jean explained that the sessions are really popular and can get very busy. Two sets of musicians generously give their time: The Rhinestone Cowboys and Mick and friends.

"People are very willing to get involved - from the panel of 14 volunteers who help set-up and bring the residents to join in, to the staff on the wards and the musicians themselves. I remember one time there was a big world cup match on and our musicians didn't let us down, saying it was more important to be here with our residents," she said.

Described by one of the wards as bringing a ray of sunshine to them, Jean also acts a helper to a resident during the Sonas therapy programmes that are held twice a week to help residents with communications difficulties.

"All of the volunteers help out with a range of activities," she says, "everybody lends a hand with skittles, bingo, bringing people to mass and providing company."

Jean's love of her role and affection for the residents is clear.

"I have fun with patients. If I had any advice to give a volunteer, it would be to come in and put your whole heart into it. It's such a fantastic feeling. It's so uplifting - it's better than going away for a holiday."

At home, Jean is an avid reader and enjoys the classics; she is currently reading the works of Somerset Maugham. She enjoys walking and despite scaling back her activities, describes the Malahide to Portmarnock walk as her favourite.



FINANCE REPORT

Simon Costello

Interim Head of Finance

Our Lady's Hospice & Care Services recorded an overall surplus of €1,216,167 in the year to 31st December 2017, compared to a deficit of €455,801 in the previous year. This surplus is largely attributable to a once-off HSE capital grant of €980,142 for the fit-out of the redeveloped Specialist Palliative Care Unit in Harold's Cross.

Fundraising activities generated income of €5.5m. This is a year on year increase of €0.3m. Fundraising costs reduced by €0.2m. €1.9m was paid from fundraised monies in respect of healthcare activities in order to maintain the same level of care and services to patients as previous years.

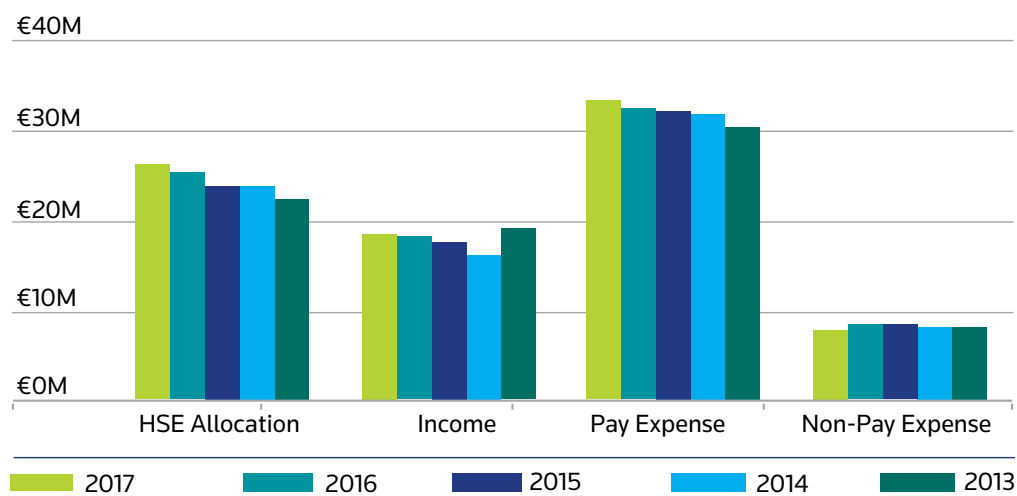
with income and expenditure restricted in accordance with donor wishes.

During the year, €4.3m, was used to fund the Palliative Care Unit, of this €3.3m came from fundraised money and almost €1m from the HSE grant.

The Statement of Financial Assets shows the split between restricted and unrestricted activities. Restricted activities relate to all HSE-funded healthcare activities along

- Overall, the total operating expenditure in 2017 for all activities amounted to €41.4m, an increase of €0.2m or 0.5% on 2016.

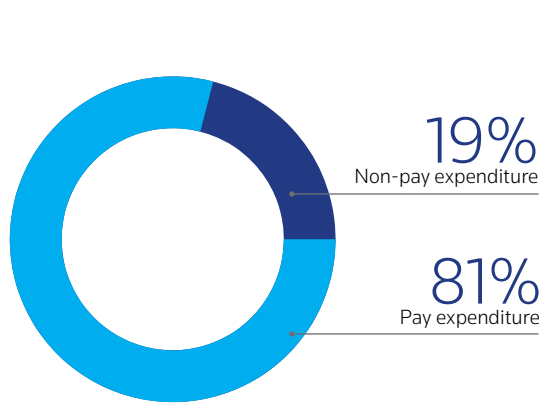
Five Year Financial History



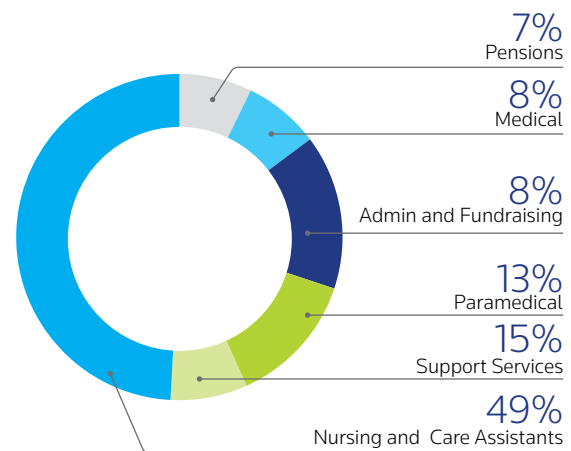
- Payroll expenditure accounted for €33.4m (81% of total), this is an increase of €0.8m or 2.5% on the 2016 figure. Almost €0.6m of the pay increase arose from pay restoration (Lansdowne Road and Haddington Road pay agreements). High Superannuation costs of €2.4m (an increase of €0.3m or 13% from 2016) continued in 2017 due to an increase in the number of retirements in recent years. A significant amount of healthcare salaries (€1.8m in 2017 up from almost €1.7m in 2016) are still paid from fundraising activities in order to maintain the same level of care as previous years.

- Non-Pay expenditure was €8.1m (19% of total), this is a decrease of almost €0.6m or 6.8% on the 2016 figure. A significant portion of this decrease was due to a lower level of strategic development spend, lower drug spend and lower office expenses, along with other cost-saving methods and tight controls.

Analysis of Expenditure

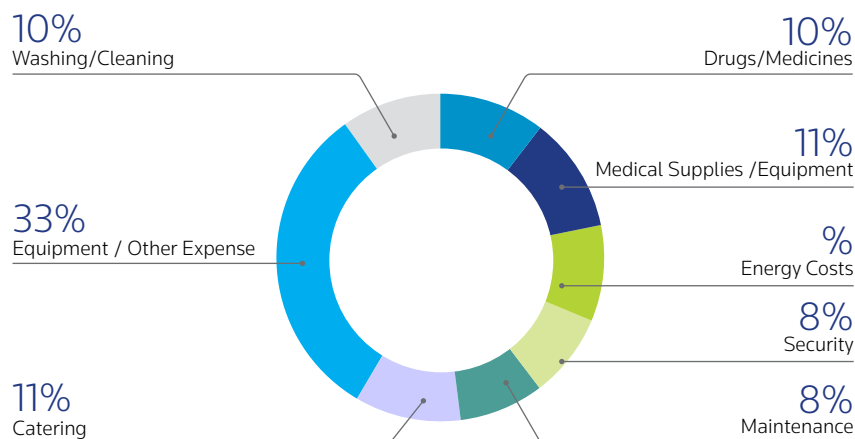


Analysis of Payroll Expenditure



The Payroll cost by department remained largely unchanged between 2017 and 2016.

Analysis of Non-Pay Expenditure

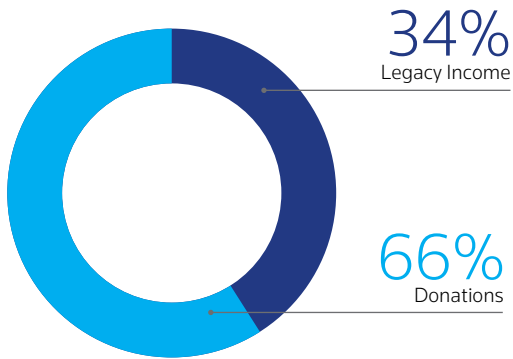


The relative spend within the Non-Pay category remained largely unchanged, while the year showed a decrease in the overall Non-Pay costs of almost €0.6m as outlined earlier.

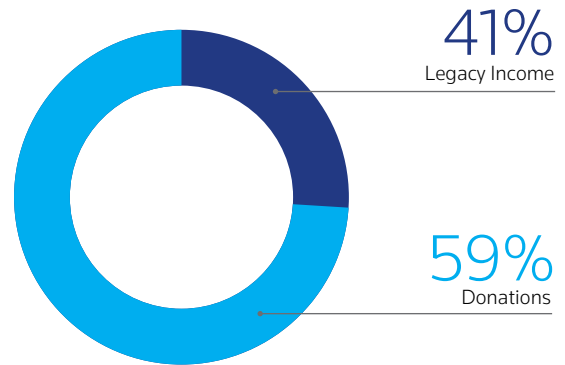
Fundraising Activities

The Fundraising Receipts in 2017 show a 19% increase in donations, which has been somewhat offset by a 13% decrease in legacy bequests. The net effect is that overall income from fundraising increased by €0.3m or 6% to €5.5m in the year to December 2017.

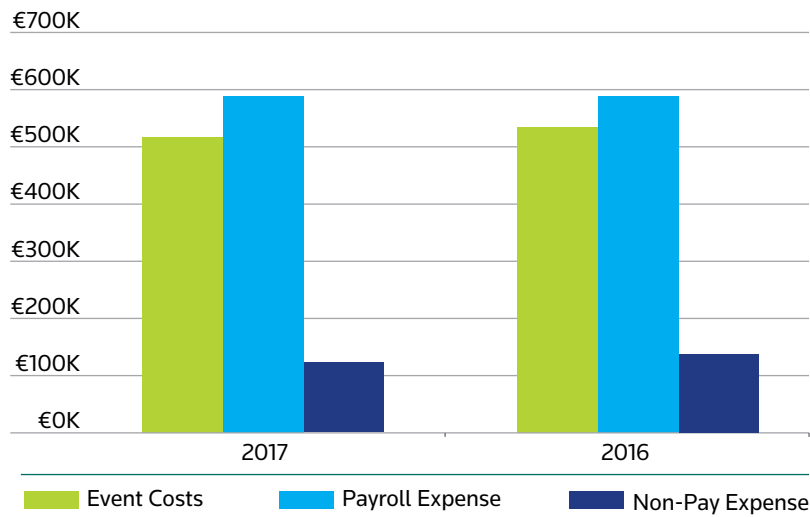
2017 Fundraising Income



2016 Fundraising Income



Analysis of Fundraising Costs



There was a 2% decrease in fundraising department costs in 2017

Legal and Administrative Information

Auditors: Deloitte

Bank: Bank of Ireland

Solicitors: Woodcock Solicitors and Beauchamps.

Statement of Financial Activities

Our Lady's Hospice & Care Services Statement of Financial Activities for the financial year ended 31 December 2017

	Notes	Unrestricted € 2017	Restricted € 2017	Total € 2017	Unrestricted € 2016	Restricted € 2016	Total € 2016
Income from							
Donations & Legacies	3	4,455,214	1,057,645	5,512,859	4,886,621	335,474	5,222,095
Charitable Activities	4	430,323	38,367,837	38,798,160	433,456	36,780,827	37,214,283
Investment Income	5	84,688	-	84,688	531,920	-	531,920
Other Trading Activities	6	580,531	-	580,531	603,841	-	603,841
Total Income		5,550,756	39,425,482	44,976,238	6,455,838	37,116,301	43,572,139
Expenditure on							
Raising funds	7	1,953,242	283,582	2,236,823	1,909,469	538,795	2,448,264
Charitable Activities	8	4,151,074	37,349,333	41,500,407	4,264,103	36,926,827	41,190,930
Total Expenditure		6,104,315	37,632,915	43,737,230	6,173,572	37,465,622	43,639,194
Net income/(expenditure) before other recognised (loss)/gain		(553,559)	1,792,567	1,239,008	282,266	(349,321)	(67,055)
(Loss)/gain on financial assets at fair value	10	(22,842)	-	(22,842)	(388,746)	-	(388,746)
Net Expenditure before taxation	10	(576,401)	1,792,567	1,216,166	(106,480)	(349,321)	(455,801)
Taxation	12	-	-	-	-	-	-
Net Expenditure		(576,401)	1,792,567	1,216,166	(106,480)	(349,321)	(455,801)
Transfer between funds	13	(498,903)	498,903	-			
Total funds at beginning of financial year		29,877,876	17,514,014	47,391,890	29,984,356	17,863,335	47,847,691
Total funds at end of financial year		28,802,572	19,805,484	48,608,056	29,877,876	17,514,014	47,391,890

Balance Sheet 2017

	Notes	2017 €	2016 €
Fixed Assets			
Tangible Assets	15	83,942,899	81,629,543
Financial Assets	16	368,710	729,479
		84,311,609	82,359,022
Current Assets			
Stocks	17	356,030	346,822
Debtors: Amounts falling due within one year	18	5,939,303	6,027,671
Investment	19	26,188	1,113,356
Cash at bank and on hand	20	4,194,137	3,804,041
		10,515,658	11,291,890
Creditors: (Amounts falling due within one year)	21	(7,580,423)	(7,620,234)
Net Current Assets		2,935,235	3,671,656
Net Assets		87,246,844	86,030,678
Capital and Charity Funds			
Called up share capital	22	2	2
Share premium	22	38,638,786	38,638,786
Restricted Capital Funds	29	21,404,633	19,175,817
Restricted Funds	29	(1,599,149)	(1,661,803)
Unrestricted Funds	29	28,802,572	29,877,876
Charity Funds		87,246,844	86,030,678



PATIENT STORY

Robert Murphy

Retired dentist and father-of-five Robert Murphy has travelled from West Clare to the wilds of the Amazon – but it is only now that he has discovered the true meaning of peace.

Originally from Dublin's northside, Robert struggled in school before hearing difficulties were discovered and he went on to University College Dublin, qualifying as a dentist in 1951.

After a short spell in the UK, he returned and set up his own practice in Drimnagh, in 1953. It was a challenging time because of the economic depression, but it eventually grew. "It all turned right in the end, and the practice is still going strong. I imagine the new owner is near retiring now, and somebody else will probably take over," he says.

Robert's wife, Joan, whom he married in 1955, was a dentist as well, and left her practice on the Howth Road to join his. Together they had four girls and a boy; two now live in England, while the others remain nearby. All have been able to visit Robert frequently at the new palliative care unit in Our Lady's Hospice & Care Services, Harold's Cross.

Robert also has eight grandchildren – who live in Ireland, England, Amsterdam and America – and one great grandchild.

Joan, who passed away ten years ago at Our Lady's Hospice, originally hailed from West Clare. "I'm very much a Dublin man going back generations, so I went about as far afield as I could to find a wife," Robert says.

"I must say, my family are great," Robert says. "We've a very good family. I know parents who are miles better than Joan and myself and their family don't bother with them, which is very sad."

Robert worked until the age of 75. "I was always busy – too busy. I worked too long and too hard. But I'm also glad I did that. I really loved work. My dad was a dentist, so I sort of followed in his footsteps."

Throughout their lives, Robert and his wife travelled the world. "We went out to the East, and to Norway and the Amazon. We went 1,000 miles upriver to a city called Manaus, which has one of the finest opera houses in the world. But we were very keen on West Clare, and that was the always the best part of our holidays," he said.

Robert's first experience of chest problems was double pneumonia at the age of seven. There were no antibiotics back then, and it took six months to recover. "That's where all this chest business started," he said.

For the past ten years, he has had on-going chest trouble and experienced three bouts of pneumonia in a seven-week period last year. "I've been in every hospital you can think of, and nursing homes," he says.

"But I was so delighted when I got in here. I got a great welcome. I came in and I felt the peace immediately, and ever since then. It's a most peaceful, heavenly place to be," Robert says.

The friendly staff give him great peace of mind, he adds. "They are so kind and considerate and helpful," he says. "Nothing is a problem for them. At night time when they're putting me down to bed, the last thing they say is, to ring them if I need anything and it doesn't matter how often. That's a great

comfort to me. I'm happy to know that no matter what I need, they'll provide it. The food is good too!"

"I've no worries at all now, being here. All my worries are gone. They left me when I came in here."

"All the staff here at the hospice are great," Robert adds. "They have been helping me learn how to use an electric wheelchair, and they always come round with a cup of tea."

Robert particularly appreciates this care, as he was on his own at his home in Dartry. "It was always a worry as I was on my own at home. Even my dog, a poodle named Theo, died. He was a great comfort. I had him for 14 and a half years, but he passed away at Christmas time."

Robert says he had always had a great interest in his garden at home and has been enjoying the grounds surrounding the hospice in Harold's Cross.

"I was out in the garden here yesterday with my daughter," he says. "It's a lovely garden, and beautifully laid out."

Robert has also been taking advantage of the therapies on offer and has participated in several Tai Chi classes.

He says all his children are really happy with the new rooms, where he is staying.

"They were amazed by the new facilities, because they hadn't been here in a while. Joan died here ten years ago and she was comfortable here. She was happy, and I was happy with the care she received – it was the same sort of hands-on care I get from staff now."

"That was one of the reasons I wanted to return here. My brother-in-law died here too, as did my cousin of mine," Robert adds.

"If you need a place like this, keep praying that you get it. I'm delighted I could come here."



Robert Murphy and family meet Daniel and Majella O'Donnell at the 2017 Light up a Life celebrations



DONOR CHARTER

Our Lady's Hospice & Care Services was established in 1879. Today, as Ireland's largest hospice, we are a 200 bed facility and pride ourselves on providing specialist, excellent and person centred loving care for those with a wide range of needs from rehabilitation to end of life care.

Our core values of Human Dignity, Compassion, Justice, Quality and Advocacy, both for our patients and their families, are at the heart of everything that we do.

As such, our promise is to treat all our donors with respect, honesty and openness and we are truly grateful for the generous support we receive from the local and business community. We will ensure that we are accountable and transparent in all areas so that all donors have full confidence in the way in which we run our organisation and fundraising practices.

To ensure that we meet our commitment to our donors Our Lady's Hospice & Care Services will:

- Comply with the 'Guidelines for Charitable Organisations on Fundraising from the Public' as developed by the Charities Regulator
- Treat all donors with respect and confidentiality
- Respect a donor's right to privacy and will comply with the laws relating to the use of personal data and fundraising best practice
- Ensure that our communication with our donors is honest and transparent
- Handle donations responsibly, wisely and for the appeal for which it was intended
- Remove donor details from our database upon request

All donations will be:

- Handled responsibly and to the greatest benefit of the beneficiary
- Handled with the highest level of accuracy and transparency and financial records will be kept to ensure accountability and tracking
- Acknowledged promptly. (Please note that this is not always possible if we do not have sufficient or correct contact details)
- Applied to that purpose to which they were donated. If that area has since been fully funded or the funds are not required in that area, the donor will be contacted and an alternative funding need will be suggested.
- Subjected to an annual audit by a firm of independent Auditors and our annual reports and audited annual financial statements are available from our head office in Harold's Cross or on our website at www.olh.ie.
- We prepare our financial statements in accordance with FRS102 and Charities SORP (Statement of Recommended Practice). For more information about Charity SORP please visit www.charitycorp.org/

Our Lady's Hospice & Care Services staff will:

- Treat all donors with respect, honesty and openness
- Be transparent, accurate and honest
- Achieve the highest standards of professionalism at all times
- Seek to minimise costs relating to fundraising activities
- Inform our donors about our services, our mission, developments and the impact their donations achieve
- Provide donors with access to the procedures for making and responding to complaints. To see more please visit www.olh.ie
- Give truthful and forthright answers to questions or queries donors might have about fundraising or the organisation.

YOUR SERVICE, YOUR SAY.....

COMPLAINTS AND FEEDBACK PROCESS AT OUR LADY'S HOSPICE & CARE SERVICES.

Patricia Pierce
Complaints Officer

The number of patients receiving services from Our Lady's Hospice & Care Services, as in-patients, day patients and in the community, has exceeded statistics from previous years.

However, the level of complaints is relatively low by comparison, and far exceeded by the number of compliments received. The use of 'suggestion forms' allows patients, residents and family members to comment on aspects of the service that can be improved, and the submission of suggestion forms has increased. The Residents' Committee meets frequently and has a strong voice in decisions around their environment. Perfection will always

be aspirational, so anything we can learn from feedback will only help to improve the delivery and quality of services. At the first phase of our capital project in Palliative Care (2015), we had a large number of complaints around noise from the building site. Despite major capital work ongoing during 2017, every precaution was put in place to minimise the noise levels, to the point where there were no complaints.



Complaints Statistics 2017

Category / Definition	No's 2016	No's 2017	Outcome
Access Accessibility /delays / facilities / parking / transfer issues /transport/ visiting times/other access issues	1	0	
Dignity & Respect Alleged inappropriate behaviour / care delivery / discrimination / ethnicity / end-of-life care / other dignity and respect	2	2	1. Inappropriate staff involvement at end of life care. NOK met with Medical Director, A/Director of Nursing and Complaints Officer. Accepted apology and acknowledged the Hospice's learning from the incident. 2. Patient complained re 'rude' treatment of another patient. The patient has hearing difficulties and staff need to speak loudly when communicating. On questioning, he confirmed that he did not have any concerns regarding inappropriate behaviour by staff. Resolved.
Safe & Effective Care Adequate human resources / diagnosis/ continuity of care (internal/external) / discharge / H&S issues / healthcare records / hygiene / infection prevention & control / patient property / medication / treatment and care / other safe and effective care.	1	1	Smell of sewage in patient's room. Building services notified and remedial works commenced. Patient was relocated on the ward. Issue resolved.
Communication & Information Communication skills / delay and failure to communicate / diverse needs / information / telephone calls / other communication and information.	3	3	1. Staff attitude –resolved locally. 2. OLHCS followed up on newspaper article outlining a family's issue re communications and minor issues not being resolved at the time of a patient's stay in Palliative Care. All matters investigated, and solutions put in place. 3. Misunderstanding regarding a commitment to post-operative care and patient contacted OLHCS on day of discharge, but no bed available. Matter unresolved.
Participation Consent / parental access and consent / patients/family/relatives/other participation	0	0	
Privacy Confidentiality / hospital facilities (privacy) / other privacy	6	0	
Improving Health Empowerment / holistic care / catering / smoking policy / other improving health	1	3	1. Double doors from smoking room malfunctioning – both opening together allowing smoke to access corridor. Resolved. 2. and 3. Complaints regarding staff changes on ward, changes to work practices, dietary changes (for health improvement reasons, daily fries were removed from menu for healthier options). On follow up it was noted that patients were made aware by staff of organisational changes but did not have the full facts. Full briefing on rationale for all changes was accepted and the resolved the complaint in both cases.
Accountability Patient feedback / finance / other accountability	0	0	
Other	1	0	
Clinical Judgement	0	1	Patient admitted from Nursing Home. Condition changed and patient transferred to SJH. OLHCS was unable to meet the individuals care needs and did not readmit patient to service. OLHCS stand over clinical decisions and remains unresolved with family. Advised to liaise with HSE.
Complaints Withdrawn	0	0	

HOW YOU CAN HELP



Sell or buy tickets in our *Hospice Spring Raffle*



Be our feet on the street & sell pins for *Hospice Sunflower Days*



Get in gear on for the *Women's Mini Marathon* in June



Host an Open Garden or visit gardens on this fun summer trail



Sponsor a flower in memory of a loved one



Join us for our *Little Flower of Life* summer event



Join the thousands involved with *Ireland's Biggest Coffee Morning for Hospice Together with Bewley's*



Take part in our autumn annual trek



Kick-start the festive season at our *Light Up A Life* event



Celebrate loved ones with a light on our Christmas tree



Run your own event – contact fundraising for ideas and help



You can give in lots of ways - an 'in memory' gift, direct debit or remember us in your will



Get your company involved

– there are lots of opportunities for corporate partnerships, charity of the year, sponsorships, donations and staff engagement programmes.

Run your own event
– contact fundraising for ideas and help





To Nora, Seamus, all the community care team and the ward staff: Firstly I would like to thank you all so much for the wonderful care you gave to Dad, also for the support you were to us as a family. Secondly, Dad was on your books for a long time before he passed away. It was a great comfort to us to know we could contact you at anytime. Also your calls and visits meant a lot to us. Thank you all again, you really do an amazing job.



“My husband was there for six weeks this time last year. The care and kindness was exceptional. It was home from home. The staff could not do enough for us and our family. The staff are walking ANGELS on earth. We will never forget them ever at Blackrock Hospice. Thank you.”



“Having attended the RMDU recently, I wish to express my sincere gratitude to both the medical staff and support staff for their care and compassion during my time here. They have taught me how to cope with my condition to enable me to lead an ordinary life as is possible. The staff are simply wonderful. I am very grateful. Thank you so much.”



“My grandmother has been here two years and the improvement she has made because of this hospital I can never thank you enough.”



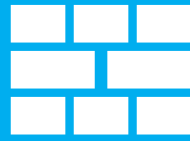
I am at present an inpatient in RMDU... and write to you as I am extremely surprised with the care and attention I am receiving in this Unit. Everyone is extraordinarily kind and helpful. The people looking after me seem to be always in good humour and light hearted. I am very impressed....The professionalism in their work is excellent as show in the cleanliness of the ward, the temperature of the meals, the diverse menu and the care – everywhere I have see in the building – is exemplary



“My nana Liz spent her final couple of weeks and died peacefully in the loving and caring surroundings of Our Lady’s Harold’s Cross, there are no words to explain how great the staff were with her. They are walking angels which couldn’t do enough. They’ve so much time for each person and their families. Thanks to everyone who helped and cared for my nana. I know she was so thankful for the care she received from the nurses, doctors, care assistances and volunteers that made her time so lovely. From the bottom of all our hearts. Thanks so much.”



2 Campuses in Harold's Cross (1879) and Blackrock (2003)



1 New 15 bed hospice opening in Wicklow in 2019



4,290 Patients cared for in 2017 - a 20% increase since 2010



414 Homecare visits per Specialist Palliative Nurse in 2017



10,718 Hospice Homecare visits in 2017



44% Homecare patients increase since 2010



268 Patients cared for in our Day Hospice in 2017



25% Increase in Palliative care admissions since 2010



600 Medical and general staff members



330 Incredible volunteers



1 Therapy dog, Rian



€4m+ Needed in 2018 to support our services and make up shortfall in state funding



17% Decrease in state funding since 2009



1m+ People in our catchment area of South Dublin and North Wicklow



Admission is determined solely by patients' care needs



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