



*Respite
Rehabilitation
Reassurance* **Harold's Cross
Blackrock
Wicklow**

2023

ANNUAL REPORT AND ACCOUNTS

Delivering High Quality &
Safe Services Together





“Overall, the care he received was wonderful. I can’t say enough positive things about the hospice. The facilities, staff, and surroundings were all top notch and made everyone who visited feel at peace.”

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GUIDING OUR DIRECTION

Our Mission:

Our Lady's Hospice & Care Services, founded by the Sisters of Charity in 1879, continues its mission by providing high quality, person-centred health & social care services in the Hospice & community.

Our Values:

Everyday our work is inspired, motivated, and guided by the following core values:



Human Dignity:

We will respect the unique worth of every individual.



Compassion:

We will empathise with those who are in discomfort or suffering and to strive to understand their experience.



Justice:

We will consistently act with integrity, honesty, commitment, and accountability.



Quality:

We will strive for excellence in all aspects of our work.



Advocacy:

We will represent the needs of those who are unable to speak for themselves.





Ireland's largest hospice,
providing care and support to 1m+ people in our catchment
of South Dublin and Wicklow.

OUR IMPACTS IN 2023



We saw

5,102 patients,
the highest number of patients we have
ever seen in one year.



We delivered

over 13,700
specialist community palliative team visits
to patients in their own homes (an increase
of 13% from 2022).



We supported

106 patients
with dementia respite care.



We provided

690
life-enhancing infusions to 175 patients
through our Rheumatic & Musculoskeletal
Disease Unit (RMDU).



€5.5m+

required in fundraising to support our
services and shortfall in state funding.



730

employees from 24 countries.



400

amazing volunteers supporting our services.



A dedicated

**Education & Research
facility**

supporting the delivery of quality services.

About Us

Who we are

Established by the Religious Sisters of Charity in 1879, Our Lady's Hospice & Care Services (OLH&CS) provides specialist care for a catchment of over a million people with a wide range of needs from residential, rehabilitation to end-of-life care, from our bases in Harold's Cross (est. 1879), Blackrock (est. 2003), and Wicklow (est. 2020).

Driven by patient needs, over 730 staff and approximately 400 volunteers provide world class person-centred holistic care to support over 5,000 patients and residents achieve their best quality of life. We provide three core services, which are supported by education and research, the bedrock of quality healthcare. Specialist palliative care is delivered in each of our locations, making us the largest provider in Ireland. Our campus in Harold's Cross also houses our Rheumatic & Musculoskeletal Disease Unit and our Care of the Older Person Service comprising our Community Rehabilitation Unit and a residential unit.

As we take a holistic approach to our care, we look after the wellbeing of the whole person as well as their loved ones and we offer information and bereavement support for families.

What we do

We provide the following three core services:

Specialist Palliative Care Services

Specialist palliative care is delivered in each of our locations, making us the largest provider in Ireland. Our focus is to improve the quality of life for those with a life-limiting illness. We help patients to live with comfort, dignity, and peace of mind, taking a holistic approach to meet the needs of patients and their families.

The service consists of an inpatient unit on each site, with 36 inpatient beds in Harold's Cross, 12 in Blackrock

Hospice and 15 in Wicklow Hospice. We also operate outpatient and day services as well as supporting thousands of patients in the community through our community palliative care teams across South Dublin and Wicklow during 2023.

As part of our specialist palliative care support, we provide a Bereavement Service. Provided by social workers and highly trained and experienced bereavement volunteers, our Bereavement Service supports families, and carers when their loved one is in our care. We offer bereavement counselling for children, young people, and adults. We also offer information evenings, non-denominational remembrance services and an annual mass. This service is free of charge to friends and family of patients who have died in our care.

Rheumatic & Musculoskeletal Disease Service

Located in Harold's Cross, the Rheumatic & Musculoskeletal Disease Unit (RMDU) is a unique service that enables those with a chronic condition to maintain or improve their quality of living. Our RMDU is unique within the Irish system, with inpatient and outpatient services to assess, treat, support, and educate patients with rheumatic and musculoskeletal diseases.

Our expert team works closely with patients to manage pain and symptoms and help them to achieve their best quality of life. The service includes inpatients, infusion services and outpatient services. The RMDU is also a teaching centre for all disciplines with close links to

several acute hospitals and University College Dublin and Trinity College Dublin.

Care of Older People Service

Based within Harold's Cross, our Care of the Older Person Service consists of:

Anna Gaynor House – This is a purpose-built 89 bedded HIQA-registered residential centre. The centre provides a safe and comfortable home for older people with high dependencies that require 24-hour nursing care. Residents are encouraged to participate in whatever way they can to optimise their comfort, function, and independence and our volunteers provide a great deal of valuable support with activities and entertainment programmes.

Community Rehabilitation Unit (CRU) - CRU provides inpatient care for frail people aged 65 years and older who can benefit from a personalised rehabilitation programme. CRU works with patients to get the most out of their physical abilities, help with advance care planning, with the aim to avoid hospital admissions.

Each patient receives a tailor-made programme, in which we work with them on areas of concern e.g., pain management, optimising medication, improving balance, reducing falls, improving function, and building their confidence to leave home and join in social events.

Our core services are supported and enhanced by:

Education and Research

Provided across all three sites, our education, research, and training form the bedrock of quality services for patients and their families. Courses, seminars, and workshops are provided in our dedicated education facility and online.

Research is carried out across the organisation and is essential to ensure we provide the best care possible. Our Academic Department of Palliative Medicine (ADPM) has close links to Trinity College Dublin and University College Dublin and includes personnel with shared appointments. Its research themes include symptom control, oral problems, sleep/circadian rhythm disorders, remote monitoring, prognostication, and end-of-life care.



Fundraising and Communications

Our fundraising function provides ongoing support and much needed investment to further develop services. Located at all three sites, we need over €5.5m every single year to support and enhance our services and shortfall in funding.

Our achievements are built upon the generosity of thousands of individuals, groups, and companies every year. Their commitment and compassion, along with funding from the HSE, enables us to continually improve and enhance high quality care.

Our communications programme continues to raise our profile, supporting fundraising and celebrating the stories of our staff, volunteers, patients, residents, and families with whom we work with.

Bereavement Support Services

We support families and carers when their loved one is in our care. While many cope with grief with the help of family and friends, some benefit from more specific bereavement support.

Our Bereavement Support Service is delivered by the Social Work Department and provides one-to-one support to those who are bereaved if their relative or friend was cared for by OLH&CS.

Currently, we provide individual bereavement counselling for children, young people and adults.





DELIVERING MORE TOGETHER

A Message from our Chair

Lorcan Birthistle

Chair of the Board of Directors

Welcome to the 2023 Annual Report for OLH&CS. The report clearly lays out the achievements of the organisation over the past year and showcases the services and improvements that have been introduced to enhance the care of patients, residents, and their families.

In 2023, we saw an increased demand for both our inpatient and homecare services. Forecasts indicate that demands for our services are set to continue to increase for the years to come. The Board are incredibly proud and grateful to all staff who, year on year, meet these demands efficiently and effectively. Despite the challenging environment, their continued focus and commitment enhances quality care, ably supported by the Executive Management Team (EMT). On behalf of the Board, I want to thank them for their achievements, innovation, and continuing drive to improve the care provided to patients and the community.

The robust support of the many volunteers is an invaluable and generous collaboration which is recognised and deeply appreciated.

In June 2023 the CEO, Audrey Houlihan, resigned and the Board sincerely thanked her for her service to OLH&CS, previously as Director of Human Resources and for the past 8 years as Chief Executive. The Board were very fortunate to be in a position to appoint Mary Flanagan, Director of Nursing, Quality and Clinical Services as Interim CEO and we are appreciative of the leadership and commitment she has demonstrated in this role.

I am grateful to my colleagues on the Board of Directors for their support and input during the year. I would particularly like to acknowledge the valuable contribution of Helen Nolan, Eugene Murray, and Terry McWade, who resigned from the Board at the AGM having completed their terms of appointment. Three new Directors were appointed to the Board - Dr Brendan Cuddihy, Aisling Fitzgerald, and Sheilagh Reaper Reynolds. We welcome these new colleagues, who bring a vast amount of combined expertise and knowledge to help guide our organisation. I am also appreciative of the members of our Board Sub-Committees who also voluntarily give of their time and expertise to support the development and delivery of our services.

As required under governance regulations, the Board undertook a three-yearly independent review of its performance. Overall, this reflected robust governance structures, communication, and effective relationship with the EMT. All recommendations will be implemented and we will continue to ensure that we govern and meet our regulatory responsibilities.

I would like to acknowledge the HSE for providing the funding for staffing and service delivery. The financial risk profile of the hospice remains challenging, and much work was undertaken by the Board, its Sub-Committees and the EMT to increase the annual allocation. In 2022, Blackrock Hospice underwent a significant refurbishment that included extending our patient bedrooms and upgrades to clinical, patient, and communal areas. The site was closed throughout 2022 to allow for these substantial works and officially reopened in March 2023 by An Taoiseach Leo Varadkar, T.D.

CEO Report

A Message From Our CEO

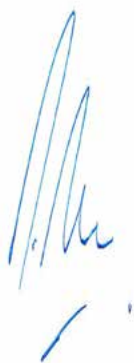
Mary Flanagan

Interim Chief Executive

This investment in our patient environment was made possible only by generous donors, who continue to support OLH&CS over the years with developments, service expansion and enhancing the environment for our service users.

To conclude, we have delivered so much during changing and challenging times, however, this has only been possible because our volunteers, staff, and supporters have worked together to help us deliver our mission.

Thank you for your continued commitment.



Lorcan Birthistle

Chairperson



In our 2023 Annual Report, we are delighted to celebrate so many achievements that took place through the year. As you read this report you will see how proud we are in continuing the mission of providing high quality, person-centred health & social care services across our hospices & community services.

As our teams go about their work day to day they demonstrate compassion and professionalism through their actions. Staff and volunteers are at the centre of our success as they maintain the trust of our patients, residents, and their families and the many agencies and organisations we partner with.

OLH&CS recognises the growing need and demand for its services and patients and as with every healthcare setting there is the challenge of meeting increasing complexity combined with an ageing population. We endeavour to do this within our existing resources with the on-going requirement to achieve efficiencies, while maintaining high quality across our services.

Over the past year we have ensured sustainability is kept to the fore and we continue in our efforts to build on our digital capacity and capability as an organisation. Our services continually adapt in line with patients' needs and we continue to deliver services in the most appropriate and effective way to meet the needs of patients/ residents and their families.

We are committed to a culture of accountability and actively seek to understand the impact of our services and consistently look at ways to improve them. We were delighted in 2023, when our three-part TV documentary, Inside the hospice, aired on Virgin Media as this powerful

piece showcased the impact of our work as told through the personal stories of our patients and their families.

Furthermore, the HSE 2021- 2024 Corporate Plan commits to working with and learning from patients to design, deliver, evaluate, and improve care. As such, in 2023 patient stories and experiences became a key part of our Board meetings. Meetings begin with a patient story aimed at highlighting good practice or any areas for improvement and leads to an in-depth discussion amongst Board members. Sharing our patients' experiences is an invaluable tool in supporting quality improvement and our staff engagement walkarounds, where senior staff visit departments across our Hospices, builds upon this as it creates an opportunity to have a structured conversation about enhancing safety and quality with frontline staff and service users in an open, honest, and supportive manner.

In October, we were proud to host the inaugural Lucy Chamberlain Lecture to honour both Sarah and Lucy Chamberlain. This memorial lecture was able to take place after a ban on naming the family and the hospice was lifted following a joint application to the High Court. There were many lessons to be learned from the powerful and sad story of Lucy. We believe the lecture highlights the importance of communication in healthcare, and with the family's consent, we will continue to share their story to better inform healthcare professionals of today and of tomorrow.

I would also like to thank my colleagues on the Executive Management Team and the Board of Directors for their support and commitment throughout the year. As we look forward to our next strategic plan I am confident that we can maintain our focus and our energy to continue our mission supported by our dedicated staff and volunteers, supportive donors and communities and strong partnerships.

Mary Flanagan

Mary Flanagan

Interim Chief Executive Officer







2. OUR IMPACT

Delivering High Quality
and Safe Care Services Together

Our Strategic Impact in 2023

As our five-year strategic framework came to an end in late 2022, we agreed it was important to take some time to reflect upon the changing external landscape of the HSE's reorganisation and associated funding and accountability channels; increased regulatory demands; sustained pressure on availability of specialist skills and staff; constant growth in demand across our services; financial pressure in relation to both public funds and fundraising; increasing governance demands as well as demographic, population and integration challenges.

We developed a 2023 business plan that consolidated the previous strategic objectives to provide a roadmap to help navigate the organisation during this time of change, as well as inform the development of a new strategic plan and delivery of services aligned to national and local priorities. This roadmap was inspired by our 2017-2022 strategic objectives:

1. Be a leader in providing quality and safe services, make a difference to patients and families and build upon reputation for excellence.
2. Commit to developing and continually improving our clinical and corporate infrastructure and process.
3. Ensure strong clinical and corporate governance to deliver high quality, safe care and demonstrate effective stewardship of public funds.
4. Embrace a system-wide perspective, working closely with partners, patients/residents, and healthcare staff to help meet growing demand.

The following tables provide a more detailed breakdown of our progress against each strategic objective.

Strategic Objective 1:

Be a leader in providing quality and safe services, make a difference to patients and families and build upon our reputation for excellence.

Service Area	2017-2022 Priorities	2023 Key Actions	2023 Key Outcomes
Specialist Palliative Care	Provide innovative digital and data solutions to significantly improve efficiency by eliminating paper-based interactions.	Work with National HSE palliative care office, eHealth Ireland, and Milford Care Centre to support introduction of clinical management system in palliative care.	Business case submitted for Digital Governance Oversight Group and DEPR approval November 2023 - awaiting outcome.
Rheumatology Services	Continue working with HSE partners to review regional governance and to promote integration of RMDU services.	Deliver on RMDU acute services level agreement and engage regarding services developments.	Services Level Agreement (SLA) with Acute Division did not progress in 2023 and RMDU services remain with CHO7 Primary Care SLA.
Fundraising and Communications	Continue to raise the profile of OLH&CS.	Launch new patient centric website. Launch TV documentary to highlight the experience of patients and their families in our palliative care service across our three sites.	New website launched. Three-part TV documentary aired on Virgin Media.

Strategic Objective 2:

Commit to developing and continually improving our clinical and corporate infrastructure and process.

Service Area	2017-2022 Priorities	2023 Key Actions	2023 Key Outcomes
Specialist Palliative Care	<p>Care environment: Ensure that our environment is fit for purpose and future proofed.</p> <p>Foster a culture of partnership to maximise positive patient experiences and outcomes and minimise the risk of error and harm.</p>	<p>Reopen of Blackrock Hospice following refurbishment with return of Specialist Palliative Care inpatient and community services to site.</p> <p>Review and disseminate results of the first National End of Life Survey.</p>	<p>Improved facilities, with greater comfort for patients and their families.</p> <p>Shared the very positive feedback with stakeholders. Develop two quality improvement projects to address areas indicated in the feedback.</p>
Human Resources	<p>Develop a learning culture that prioritises development to ensure staff are equipped to confidently deliver, problem solve and innovate safer, better healthcare.</p> <p>Staff and teams are clear about roles, relationships, reporting and professional responsibilities so that they can channel their energy and maximise performance to meet organisational targets.</p> <p>Comprehensive workforce plan in place based on current and predicted service needs, evidence informed clinical care pathways and staff deployment.</p>	<p>Collaborate internally and externally to lead innovative design of critical learning interventions and programmes across the organisation.</p> <p>Develop and strengthen coaching and mentoring to support people managers and colleagues.</p> <p>Review Performance Management systems to ensure it is fit for purpose.</p> <p>Introduce new Manpower Planning procedures and Risk Assessment procedure.</p>	<p>New Learning & Development group established and key objectives agreed with CEO.</p> <p>Carried out a review of the Coaching Panel members to ensure it is meeting the needs of Managers.</p> <p>Training provided to nine new staff / potential new Mentors for the OLH&CS Mentor panel, training taking place in Q1, Q2 and Q4. Five new Mentors recruited.</p> <p>Working group formed to review HSE Performance Achievement policy and procedures with objective to incorporate into OLH&CS policy.</p> <p>New internal workforce planning process developed in compliance with HSE recruitment pause/HSE CEO Memos.</p>
Older Persons Services	<p>Prepare case for support and secure funding/support for Anna Gaynor House.</p>	<p>Engage with HSE on the AGH Capital Submission and agreed timelines.</p>	<p>Awaiting feedback from HSE.</p>

Service Area	2017-2022 Priorities	2023 Key Actions	2023 Key Outcomes
Fundraising and Communications	Focus on sustainability in fundraised income.	<p>Blackrock Hospice refurbishment.</p> <p>Focus to re-establish Blackrock Hospice fundraised income after a period of closure throughout 2022.</p> <p>Focus to grow Wicklow Hospice fundraised income as the site continued to evolve after officially opening in 2020.</p> <p>Continued focus on growth of direct fundraised income.</p>	<p>Blackrock Hospice reopened in early 2023 following a period of closure throughout 2022 to allow for a complete refurbishment. The refurbishment was predominantly funded through Fundraising via a multi-annual appeal. Although not all raised in 2023, by the end of the 2023, over €6,045m had been raised for the refurbishment reflecting over 88% of the €7.4m total cost.</p> <p>2023 Blackrock Hospice income @ €458K or +66% YOY.</p> <p>2023 Wicklow Hospice income @ €528k or +73% YOY. This was the most successful year for Wicklow Hospice fundraising since establishment.</p> <p>Community Fundraising also saw growth across our three sites as we benefitted from the reopening of our Blackrock site and the embedding of the fundraising function at our Wicklow site. Over €600k was raised or +54% YOY.</p> <p>2023 was the most successful Light Up A Life campaign in the history of our organisation with over €612k raised or +13% YOY. Light Up A Life is our annual flagship in memory Christmas campaign that culminates in a remembrance ceremony. Over 10,000 attended the event and over 28,000 loved ones were remembered.</p> <p>Our individual giving programmes, including the continued roll-out of Door-to-Door activity, raised over €958k, a 25% increase on the previous year.</p>

Service Area	2017-2022 Priorities	2023 Key Actions	2023 Key Outcomes
Information and Communication Technology (ICT)	Explore ICT enabled work practices and improve on our technology to support services.	2023 saw the ICT team focus on enhancing security, employing several digital solutions to increase efficiency and deploy new infrastructure to improve the staff and patient experience.	<p>eReferrals were introduced in several departments to standardise referral information and reduce the administration involved in processing. eReferrals bring many advantages over traditional referrals including improved coordination of care, increased efficiencies, enhanced tracking and accountability, improved monitoring of referral patterns and outcomes, and enhanced patient care.</p> <p>Server infrastructure was upgraded to all solid-state storage. This offers many benefits such as faster processing of information and reduced cost over time. This allow clinicians and administrators alike to access and store information faster and more efficiently. This is also an environmentally friendly technology, with reduced power and cooling requirements. This is in line with the hospice's climate goals. All desktops and laptops are also solid state.</p> <p>Our patient WIFI was upgraded in Harold's Cross and Blackrock to support the growing number of internet enabled devices now in use by patients and visitors.</p> <p>Data security is critically important in healthcare due to the sensitive nature of patient data. 2023 saw a continued focus on enhancing our security posture with the implementation of the latest Centre for Internet Security (CIS) standards across all our infrastructure.</p>

Strategic Objective 3:

Ensure strong clinical and corporate governance to deliver high quality, safe care and demonstrate effective stewardship of public funds.

Service Area	2017-2022 Priorities	2023 Key Actions	2023 Key Outcomes
Specialist Palliative Care	Review the regional governance and consider impact of the HSE Adult Palliative Care Policy Revision and new HSE regional structures.	Review reports to inform strategic plan and consider key findings for OLH&CS.	Awaiting launch of the HSE Adult Palliative Care Policy and further guidance as to shape and structures of new Health Regions.
Older Persons Services	Achieve a strong clinical governance framework for integrated working across CHO7, SJH, Integrated Care Programme for Older Persons (ICPOP).	Engage with CHO7, SJH, ICPOP to develop safe and robust clinical governance framework.	Appointment of Dr Avril Beirne, Consultant Geriatrician to OLH&CS and SJH in July 2023, and a further ICPOP Consultant Geriatrician post with a small dedicated OLH&CS commitment, supporting OPS services onsite into the future.
Human Resources	Empower staff through strong leadership with clear accountability.	OLH&CS People Management/ Leadership training delivered to newly appointed managers and newly promoted managers. Development needs of Executive Team identified.	Internal course delivered in Q1 and Q3 with 15 managers attending. Engaged with HSE National Coaching Service to retain an Executive Coach.
Finance	Advance OLH&CS Procurement plan 2023. Update high level information reporting to detail variances and to highlight exceptions to all governance oversight forums.	Work towards a standardised best practice approach for procurement. Prepare monthly reports on variations in budgets and HSE allocations.	Adoption of a new Procurement Policy with actions on annual basis to ensure continued implementation of best practice across OLH&CS. Executive Management Team met monthly to discuss Management accounts and discuss variations. Project commenced to split all costs (IMR) appropriately across all Business Units.

Strategic Objective 4:

Embrace a system-wide perspective, working closely with partners, patients / residents, and healthcare staff to help meet growing demand.

Service Area	2017-2022 Priorities	2023 Key Actions	2023 Key Outcomes
Older Persons Services	Establish links with emerging community teams.	Expand integration of Older Persons Care with community services.	<p>Strengthen links with Integrated Care Programme for Older Persons (ICPOP) bolstered by the co-appointment of Dr Ronan O'Toole, Consultant Geriatrician ICPOP/OLH&CS in August 2023.</p> <p>Evaluation of Respite Service for people with dementia.</p>
Specialist Palliative Care	Strengthen and modernise community palliative care model to meet growing demand.	<p>Restructuring of Community Specialist Palliative Care and outpatient services in line with the Slaintecare vision and increasing demands on the service.</p> <p>Develop Bereavement Services in Wicklow Hospice.</p> <p>Hosted delivery of the CARU Nursing Home Programme in CHO 6 & 7.</p>	<p>Piloting a 'hub' approach to align community palliative services more closely with care delivery in community health networks across CHO7.</p> <p>Refurbishment of Outpatients areas in Harold's Cross and Blackrock Hospices.</p> <p>Expansion of multidisciplinary Outpatients Department (OPD) services.</p> <p>Development of ANP roles (including nurse prescribing) Community Specialist Palliative Care across Harold's Cross and Blackrock Hospices.</p> <p>Development of CNS with interest in Older Persons roles within Community Palliative Care Teams (CPCT).</p> <p>Exploration of opportunities for development of integrated services with SJH based ICPOP, inclusion health and Renal Teams.</p> <p>Commencement of a drop-in Grief Café in Wicklow Hospice.</p> <p>Supporting palliative care delivery in Nursing Homes in our catchments - delivering compassionate, person-centred, palliative, end of life and bereavement care to residents and family members.</p>

Service Area	2017-2022 Priorities	2023 Key Actions	2023 Key Outcomes
Rheumatology Services	Optimise pathways across the health landscape (acute/ community) to achieve right care, in the right place at the right time for the right patient.	Identify opportunities within the HSE Modernised Clinical Pathways in Rheumatology to enhance services at OLH&CS.	Infusion Suite continues to experience a year-on-year increase in infusions.
Non-Clinical Services	Focus & Design team workshops in preparation for the Refurbishment of Blackrock Hospice. Integration of services across the three sites.	Completion of the refurbishment of Blackrock Hospice. Non-Clinical services reviewed.	Re-opening of Blackrock Hospice, to include fit-out and relocation of staff back to Blackrock. Alignment of Non-Clinical services and Contracts Harold's Cross, Blackrock and Wicklow.
Human Resources	Create a caring and compassionate culture inspiring innovation, creativity and excellence.	Adapt a Blended Working Policy for OLH&CS employees. Consolidate menu of wellbeing options and promote EAP programme for staff.	Policy launched in Q4 2023. New Employee Wellbeing group leads identified to lead on providing wellbeing options for staff and volunteers.



Meet Ger Kelly

Patient, fundraiser, and advocate of research and awareness

“I’m living my best life right to the end, helping patients today and tomorrow receive the best care possible through research, advocacy, and raising vital funds.”

Meet Ger Kelly. Ger is one of over 5,100 patients we supported in 2023 and he is passionate about ensuring as many people as possible have access to the best evidence-based palliative care and support just like he has so they too can live their best life right to the end. Ger works tirelessly to achieve this by promoting research and awareness and raising funds for the hospice. Here's Ger's story:

“I may be 40 years old, but I’ve been blessed with a wonderful and full life and I won’t let a diagnosis of polyarteritis nodosa or PAN in December 2019 and stage 4 colon cancer in November 2022 stop me from living my best life. I’m determined to use the time I have left to make as big a difference as possible for patients and their families today and tomorrow. That’s what drives me to champion research, share my story and raise funds.

The hospice has been life-changing for me, providing me with great care, support, and friendship over the past few years. I am supported by the amazing team at Blackrock Hospice who are always there for me when I need them. They are truly compassionate and their person-centred approach continues to strengthen me physically and emotionally.

I strongly believe it is the staff and my participation in various life-enhancing research studies that keeps me going. To date, I’ve taken part in seven different research trials at OLH&CS, including the CARES (Cancer Appetite Recovery Study) Phase II study.

I feel I would have faded away if my Clinical Research Nurse had not recruited me for the trial. I struggled to

maintain a healthy weight due to my illness, but over 12 weeks on the trial, I gained 10 kg. The extra weight gave me more confidence and strength and I was able to enjoy the taste of food again. Cancer had stolen so much from me, but research helped to give me back something I thought I had lost. Research improved the quality of my life.

In 2023, I worked alongside the hospice to raise awareness of the benefits of funding palliative care as well as the importance of young people knowing the signs and symptoms of cancer. I am passionate about raising awareness, because the earlier people are diagnosed and provided with the right treatment and support, from the right person in the right setting, then we can improve and help enhance lives.

In addition to raising awareness, I wanted to raise funds because I could see first hand how the kindness of people helped to enhance the comfort and expert care for thousands of local people every year. At times, cancer can seem to be a lonely battle, but when I fundraise, I’m often left speechless by the generosity and community spirit of people. This was very evident as local people helped me raise nearly €23,500 in 2023 and I’m on a mission to make ever second count in 2024 by raising even more for the hospice.

Thanks to the hospice, I’m living my best life right to the end, helping patients today and tomorrow receive the best care possible through research, advocacy, and raising vital funds.”



Delivering high quality and safe clinical services together

Dr Lucy Balding – Medical Director

Geraldine Tracey – Interim Director of Nursing & Quality

Patricia Scully – Deputy Head of Clinical Services

Libby McGrane – Quality & Patient Safety Lead

Pat Pierce – Data Protection Officer

At OLH&CS, we are committed to developing and delivering high quality and safe healthcare. To achieve this, we strive to embed a culture of continuous quality improvement, education, and research across all areas of our work and specifically within our three specialisms:

- **Specialist Palliative Care**
- **Older People Service**
- **Rheumatic & Musculoskeletal Disease Service**

As people are living longer and have more complex care needs, healthcare services must meet these critical requirements. This was never more apparent than during 2023 as we witnessed an increase in demand across all our inpatient, outpatient, and community services.

In 2022, we reported on new trends as we emerged from the pandemic – trends such as busier community services as patients largely chose to remain at home where possible. As such, in 2023 our services flexed to meet these demands with considerable re-configuration planned in community facing palliative care services, as well as growing integration within our Older Persons Services.

Furthermore, the challenge for OLH&CS, and for other healthcare providers, is to make sure we can provide care to the patients that most need it, having regard

to the resources we have available to us. We need to serve 'the now', whilst considering at a strategic level what we need to do clinically over the coming years to remain at the forefront of delivering the best access to, and quality of care to all our patients.

Through working together, we continue to deliver our mission to provide high quality, person-centred health and social cares services in OLH&CS and community in 2023 by:

1. **Delivering high quality and safe services**
2. **Embedding a culture of continuous quality improvement and patient safety**
3. **Strengthening patient and family engagement together**
4. **Enhancing education and research**



An Taoiseach, Leo Varadkar T.D. officially opens newly refurbished Blackrock Hospice

1. Delivering high quality and safe services in ...

... PALLIATIVE CARE

2023 was a busy year for palliative care teams. In addition to providing care to **892 admissions** across all three sites and delivering **13,700 home visits**, an increase of 13% from 2022, we delivered the following in 2023:

Re-opened a newly refurbished Blackrock Hospice

Blackrock Hospice re-opened in February 2023 following refurbishment. The improved facilities provide a more comfortable, efficient, and modernised care delivery experience (bariatric rooms, space for equipment, clinical and team room fit outs, outpatient space) for our patients and their families.

Continued to address the growing demands of community based palliative care

In 2022, the newly established Community Strategy Working Group aimed to review the community model to ensure OLH&CS could meet the growing demand as well as be more strategic in how staff worked within the teams. During 2023, the following key projects were taken forward:

- **Expansion of Outpatient (OP) Services** – the expansion of OP based services onsite in refurbished OP areas within Harold's Cross and Blackrock enabled the accommodation of single reviews such as clinical OP review, and therapy appointments. The re-imagined facilities also supported the delivery of group sessions, such as Breathlessness Management Groups. Patients have access to the expertise of varied disciplines through OP, including medical, nursing, occupational therapy, social work, physiotherapy, and complementary therapies, within the umbrella of the broader Community Palliative Care Service team.
- **Pilot of 'hub' approach to realign community teams** - this approach of realigning community teams, based in Harold's Cross and Blackrock aims to support Slaintecare's vision and actualisation of Community Health Networks and integrated working.

Further investment in Advanced Nurse Practitioner (ANP) roles within the hospice

We welcomed two new Registered ANPs (Palliative Care) to the five ANP's across our services. These posts are community-based working with the Community Palliative Care Teams (CPCT) in Harold's Cross and Blackrock bringing their clinical leadership, advanced nursing skills and innovation to support patients in the community. In preparation for her role, our candidate ANP (Palliative Care) with special interest in Social Inclusion spent a period working in St James University Hospital with both the Social Inclusion Team and the Specialist Palliative Care Team building relationships, alliances, and knowledge. There was a successful competition for the 0.5 WTE ANP post in Wicklow Hospice. This candidate post will commence toward the end of 2024.

Hosted the delivery of the CARU Nursing Home Programme

In 2023, we were the 'host' organisation for Community Health Organisation (CHO) 7 & 6 in the delivery of the CARU Nursing Homes Programme. CARU is a continuous learning programme for nursing home staff in the delivery of palliative, end-of-life, and bereavement care to residents. The initiative was developed by the Irish Hospice Foundation in partnership with the All-Ireland Institute for Hospice and Palliative Care and the HSE with the aim of enhancing quality of life and a good death, while easing the bereavement process for families and staff.

The teams provided skilled facilitation leading on the development and delivery of 10 sessions in CHO 7 and then commenced sessions in CHO6. They drew on the expertise of the multidisciplinary team across the three Hospice sites. The CARU Project was evaluated very positively.

We supported awareness raising about palliative care during the filming of 'Inside the Hospice' documentary which was broadcast in May 2023. The documentary was shortlisted for a Royal Television Society Award for Best Factual Series, 2023. We witnessed the direct impact of this awareness as some patients told our Specialist Palliative Care teams that it reduced their anxiety about consenting to come to the hospice.

Listening and learning from bereaved families - the National End of Life Survey (NELS)

The results of the first National End of Life Survey (NELS) were released to services in 2023. People who registered the death of a loved one between September and December 2022 were given the opportunity to complete the survey outlining their satisfaction with end-of-life care across community, nursing home, hospital, and hospice care.

We received responses for Harold's Cross (including Blackrock Hospice as it was during the time they were based in Harold's Cross due to the refurbishment) and Wicklow specialist inpatient units. There were 74 responses in Harold's Cross plus 28 in Wicklow for the Specialist Palliative Care inpatient units. Responses were overwhelmingly positive with overall experience rated as 9.7/10, respect and dignity 10/10 and confidence and trust 9.7/10. In the last 2 days of life kindness and compassion were rated as 10/10.

We welcomed the feedback from the survey and in response commenced two quality improvement projects. Firstly, we developed an information leaflet to raise the patients' family and friends' awareness of what to expect as their loved one is dying. Secondly, the Medical Social Work Team worked with bereaved parents to develop a leaflet to support relatives and friends of patients to talk to children and young adults about illness, death and dying.

We are passionate about listening to and learning from our patients and their families as this vital experience lies at the heart of continually improving our care.

"Overall, the care he received was wonderful. I can't say enough positive things about the hospice in Harold's Cross. The facilities and staff and surroundings were all top notch and made everyone who visited feel at peace in the room."

"My husband, a lifelong army man, felt very comfortable in the hospice and admired the way the hospice was run and benefitted from the kindness and professionalism of all staff involved. Genuinely, it was a wonderful place. For the rest of my days, I'll be grateful to everyone we encountered."

Quote from NELS

"The Wicklow Hospice provided outstanding care to my mother. They were all fantastic, catering staff, nurses, doctors. She had a very comfortable passing there with all the family surrounding her. The facilities are top class too. She was definitely in the right place to manage her pain in her final few days. We were eternally grateful to all at the hospice."

Quote from NELS

"I haven't got at my disposal a vocabulary adequate enough to do justice to the wonder that is Our Lady's Hospice at Harold's Cross Dublin."

"I had heard of its fame of course but had never been there until my sister's death there in December 22. From my very first visit I was immediately struck by the layout of the building itself - but more importantly the helpfulness, friendliness, and efficiency of the staff was immediately noticeable. That this was not merely to impress visitors, was amply testified to by my sister, who had the highest of praise for all hospice staff."

"There was not one of my many hospice visits that was not interrupted at least once by reassuring visits from staff members to my sister. Full praise to every one of them, from the highest to the lowest!"

Quote from NELS

Ensuring our patients have timely access to psychological support

Over 2023, we invested in our Psychology Service. In addition to our Principal Psychologist, we have recently welcomed three new members of staff to our Psychology Service. This means all OLH&CS patients availing of Specialist Palliative Care now have timely access to psychological support across each of our three sites (both inpatient and outpatient settings). This has also enhanced educational, staff support, and research opportunities in relation to psychological aspects of care in OLH&CS.



A focus on embedding the hospice in the heart of the local community

We passionately believe that the hospice is an important part of any community and we have been focused on connecting and reconnecting with the local community across our three sites.

In Wicklow Hospice, we opened a drop-in Grief Café in June. This was hugely successful and it has been key to helping embed the hospice within the community. Furthermore, as services enter their third year since establishment, Wicklow Hospice is becoming a place that local people have come to know, cherish, and support. The Bereavement Support Coffee Group takes place weekly facilitated by social workers who are skilled in supporting people who have been bereaved.

Following the success of this initiative, this model of support has been expanded to Blackrock Hospice.

Supporting innovations that help create a relaxed communal space for our patients

In October 2023, HSE CEO, Bernard Gloster was completely taken with the 'Snug' during his visit to the Harold's Cross site. He marvelled at the quality of the workmanship and the innovative approach taken as colleagues from across nursing, volunteering, and facilities worked together to create the Snug.

The Snug aims to create a relaxed communal space for patients and families to come and relax. It has been a source of joy and a sense of home from home for our patients and their families. In short, this intimate space provides an atmosphere reminiscent of day gone by, allowing for social gatherings, celebrations, and the enjoyment of tea or a glass of wine. It is one more innovative idea that helps improve and enhance the

care and support for our patients, their families and friends.

We are very grateful to the generous companies which donated materials.

Investing in technology to help our patients and residents with communication difficulties

Through successful grant applications to Electric Ireland and Trinity Med Day a GridPad 15, two iPads and communication apps were purchased. This investment in technology aims to further support our patients and residents with communication difficulties.

Working in partnership

Working in partnership with Milford Care Centre and with e-Health HSE, during 2023 we progressed the development of a business case for a Specialised Care Services Clinical Management System (CMS). This describes a national project to develop an EPR (electronic patient record) and PAS (patient administration system) for use in all Irish Specialist Palliative Care Services.

Priorities for Palliative Care in 2024:

We look forward to working locally and nationally on the soon to be published recommendations of the National Policy for Adult Palliative Care. Equally, we are excited about the potential opportunity in 2024 to have approval of OLH&CS as a phase 1 site for the implementation of a National Specialised Care Service-Clinical Management System (SCS-CMS) for Specialist Palliative Care, in partnership with Milford Care Centre and eHealth Ireland.

"A word of thanks and gratitude to all the staff for the wonderful care, attention, and love you are giving to our family at this difficult time. I was a volunteer in Harold's Cross for twenty-six years up to COVID so I know the workings of hospice care and always marvelled at the work done by the fantastic staff."

Family of a patient in Harold's Cross



.... IN CARE OF OLDER PEOPLE SERVICE

Our service welcomed the lifting of COVID 19 restrictions as it enabled the joyous return of our communal activities in Anna Gaynor House (AGH) in which residents were able to mix across wards again. In July 2023, we appointed Dr Avril Beirne, Consultant Geriatrician at OLH&CS and St James Hospital.

Throughout the year, the focus of the Older Persons Service Strategic Group was self-reflection and internal review, weaving threads through the services and always keeping the patient and resident central to our vision of care. In addition to providing support and care to 530 older people in 2023, including 158 people within AGH; 272 through our Community Rehabilitation Unit (CRU) and 100 patients seen via our Older Persons Clinic, we delivered the following in 2023:

Celebrated 20 years of delivering Community Rehabilitation

In July we celebrated the 20th anniversary of the opening of the Community Rehabilitation Unit (CRU). The CRU Team invited stakeholders, past patients, and staff to return, to learn about how the unit has developed and to celebrate its achievements with music, dance, refreshments, and Thai Chi. Furthermore, we look forward to receiving the results of the research project evaluating the CRU 7-day service, due Q1 2024.

Listening to our residents and carers – Dementia Respite Service Evaluation

A Dementia Respite Service User Evaluation was carried out in 2023. A service evaluation survey was conducted with 30 respondents participating, both respite clients and their carers. The overall feedback for the service was positive.. Over 55% of service users found the referral process and waiting period to be



satisfactory. During their admission the patient and their carers found staff to be helpful and respectful of their choices and wishes. Additionally, 91% of service users felt their needs were understood and met and were likely to use the service again. All participants would recommend the service to a friend.

Further developing our support for people living with dementia

We established our Dementia Care Mapping (DCM) as a QI project in November 2021. DCM is an evaluation tool that records the quality of life and quality of care from the point of view of the person living with dementia (PLWD). It also focuses on person centred care to optimise the remaining capabilities of the PLWD, identifying potential management of non-cognitive symptoms of dementia (NCSD) specific to the resident. Residents are referred for this intervention based on their assessed needs. So far,

DCM reports have given a better understanding of the underlying causes of NCSD, better care planning and implementation, encourages collaborative work of the MDT and the active involvement of the PLWD and their family/significant other to the care.

Furthermore, our Harold's Cross Dementia Café continues to grow. The Café is a safe, relaxed place where everyone affected by dementia can come along for free tea/coffee, cakes, educational talks, and support. On the first Tuesday of every month there is a short presentation by an expert speaker on topics related to Alzheimer's Disease and other forms of Dementia.

In addition, five Cognitive Stimulation Therapy (CST) programmes and Carer Support Groups were completed during 2023. CST has a psycho-education component for people living with dementia and their



carers. CST is the best-established psychological intervention for people living with dementia and has demonstrated benefits in relation to cognition, quality of life, and overall cost-effectiveness. The carers are offered attendance at a carer support group facilitated by a Medical Social Worker and Advanced Nurse Practitioner. The Carer Support Programmes aim to develop family carers' knowledge of Alzheimer's and other forms of Dementia, and their caring skills, to enable them to respond more confidently to their family members' needs.

HIQA Renewal:

Every three years Anna Gaynor House Residential Care Unit needs to apply to HIQA to be re-registered as a designated Older Persons Residential Care Centre. As the Registered Provider, we submitted a detailed application in July 2023 and the HIQA inspectors arrived for an unannounced inspection in August

2023. Following the inspection and verification of the application and accompanying documentation, HIQA agreed to approve the renewal of our registration in January 2024 following the refurbishment of the multi-occupancy bays. We remain committed to continuous improvement of our services.

Strengthening our support for patients accessing services in their local community

We continue to strengthen our ties with the local ICPOP (Integrated Care Programme for Older Persons) teams, supported by the co-appointment of Dr Ronan O'Toole, Consultant Geriatrician ICPOP/St James Hospital/OLH&CS in August 2023.

We are building towards a clinical interface with closer multidisciplinary connections to ICPOP when their hub is welcomed onsite in 2024, and, in time, inpatient ICPOP beds open in Rose Ward. This supports,



strengthened linkages and referral pathways from the ICPOP services to our OPS such as Community Rehabilitation Unit (CRU), CST/Carer Support, Dementia Respite Service and on to residential care if required. The benefit for patients will be improved access to services in their locality, with hospital avoidance where possible and appropriate.

Increased integration and shared learning across our services

We continued to identify opportunities for greater shared knowledge and learning across services and in 2023, our physiotherapy staff facilitated several 'Community of Practice' meetings for physiotherapists working in residential care nationally. We remain committed to sharing our knowledge and experience which is evidence-based, up to date, and peer reviewed as it will be beneficial for the service and the patients as the care and therapies provided.

Continuous learning and improvement opportunities of our Care of Older People Service

Throughout 2023, we continued to identify ongoing education and learning opportunities such as the CARU programme (developed by the Irish Hospice Foundation and the All Ireland Institute of Hospice and Palliative Care in collaboration with the HSE) and the Older Person Service (OPS) Journal Club. The OPS Journal Club was established in May 2022 for the Multidisciplinary Team (MDT). Meeting monthly, the Journal Club selects a new relevant topic and one of the MDT presents the academic research paper and leads the discussion at the Journal Club. Participation in the Journal Club has increased significantly over the year as the benefits and learning are recognised and appreciated.

Priorities for Older People Services in 2024:

We will focus on progressing opportunities for further growth and development, with ambition to expand provision of CST and carer support groups and great excitement to welcome ICPOP services onsite in OLH&CS.

.... IN RHEUMATIC & MUSCULOSKELETAL DISEASE SERVICE

In 2023, the Rheumatic & Musculoskeletal Disease Unit (RMDU) continued its mission to provide multi-disciplinary specialist evidence-based treatment, rehabilitation, and education to a wide variety of patients from across Ireland. In addition to providing support and care to **1,652** people within the services, we delivered the following in 2023:

Further development of Rheumatology Infusion Services

Throughout 2023, Rheumatology, Nursing and Pharmacy Team members collaborated to develop the training and procedures necessary to further develop intravenous infusion services and to build in-house biologic drug preparation capacity. Our innovative approach has developed the expertise of our Nursing and Pharmacy teams and enhanced interdisciplinary collaboration.

Increased Rheumatology infusions

Our focus on developing Rheumatology Infusion Services has already had a positive impact in 2023, as a total of 689 IV treatments were administered in the RMDU IV Infusion Suite, which is a nurse-led outpatient service linked to St Vincents' University Hospital (SVUH). Since 2019, the number of attendees has more than quadrupled and the team continue to work diligently to ensure the service meets the increase in demand. Feedback from patients to the service has been outstanding.

Supporting the transition of young people with rheumatological conditions into adult services

We commenced the YARD (Young Adult Rheumatology Disease) clinic which aims to ease the transitional journey of the young adult from paediatric to adults' services. Led by both a paediatric and adult consultant, two ANPs, a physiotherapist and an occupational therapist, the clinic aims to improve the young person's autonomy in the areas of disease knowledge, medications, school and education, sexual health, and general health promotion.

Currently, the YARD team are gathering demographic data and outcome measures to establish a service profile of this unique cohort of patients, with the plan

of analysing the data over 12 months to gain insight to functional gains achieved by patients following their two-week RMDU inpatient admission.

More patients benefit from multidisciplinary specialist management, care, and rehabilitation

We exceeded our target with a total of **408** admissions to the inpatient unit. As such, more patients with rheumatologic and musculoskeletal conditions have benefitted from our multidisciplinary specialist management, care, and rehabilitation, ensuring they have the best support to improve general well-being, maintain function, and support independence and quality of life.

Priorities for RMDU in 2024:

We will continue to deliver high quality services to ensure that as many patients as possible have access to this unique service in the Republic of Ireland. To do so, we have established a multidisciplinary RMDU Strategic Group which will strive to further develop and deliver the best practice in assessing, treating, supporting, and educating patients with rheumatic and musculoskeletal diseases.

2. Embedding a culture of continuous quality improvement and patient safety

Throughout 2023, we demonstrated our ongoing commitment to quality and patient safety across 2023 by embedding and growing a culture of continuous quality improvement (QI) and learning at OLH&CS. We focused on promoting the benefits and impact that QI can provide in supporting service delivery, enhancing experiences of care, and improving satisfaction outcomes. We focused on creating enabling structures to support the integration of our 'Commitment to Excellence' Quality Framework (page 41) across services and all programmes of work.

Championing Continuous Quality Improvement:

We have continued our quality focus on delivering safe and effective services and staff wellbeing throughout 2023. The Quality & Patient Safety Team expanded their work to include a new Quality Improvement Registration sub team to review QI project proposals and reports to ensure they fall within the corporate objectives of the organisation. An up-to-date QI Register is maintained to



reflect each project status. During 2023, 17 QI projects were added to the QI Register. Examples of our QI projects are outlined on page 42 of this report.

In addition, quality engagement walk-rounds were reintroduced across OLH&CS in January 2023 and over the year, 10 walk-rounds were carried out covering a variety of clinical and non-clinical areas across our three sites.

Quality engagement walk-rounds allow members of senior management and other senior staff to have structured conversations around safety and quality with frontline staff and service users. The walk-rounds can focus on any location or service that may affect service user care quality and safety. Central to the success of walk-rounds is a collaborative open approach, the outcomes of which are intended to be helpful opportunities to share ideas and provide immediate feedback without taking responsibility away from line managers.

A total of 79 recommendations to improve quality, satisfaction and experiences were raised during the 2023 quality engagement walk-rounds programme, all 79 actions were implemented.

Improving Safety:

Learning from incidents and feedback is central to OLH&CS compliance under the HSE Incident Management and Open Disclosure Frameworks. OLH&CS ensure shared learning from local and national patient safety alerts including field safety and regulatory notices are captured and that learning is

embedded across services. Presentation of incident lessons learned from incident investigations are taken through the Quality & Safety Committee.

Leading on Clinical Governance and Managing Risk:

Leading on embedding continuous QI, patient safety and managing risk across OLH&CS is our Quality & Safety (Q&S) Committee. Meeting 11 times across the year, this key committee oversees and identifies trends and proactively develops risk management approaches as well as ensuring policies, procedures, protocols, and guidelines are in place.

The committee receives reports from OLH&CS wide sub committees and during the year it focused on areas such as:

- Infection prevention and control
- Drugs and therapeutics
- Healthcare records management, data protection, Freedom Of Information and information governance
- Patient experience and person and family engagement
- Health & safety
- Safeguarding
- Palliative Care Outcomes Collaboration
- National standards and regulatory notices

Our Commitment to Excellence Quality Framework



Our 2023 QI projects included:

Management of Restraints / Bed Rails – this service QI project was completed in February 2023 and it provided huge benefits as it reduced the use of bedrails and other restrictive forms whilst promoting the use of alternative measures to provide a positive homely environment for residents.

Anticipatory Prescribing of Injectable Medications for CPCT Patients – this project was completed in May 2023 and it helped improve the governance of anticipatory prescribing of injectable medications for patients under the care of our Community Palliative Care Team (CPCT).

Development of Guidelines on Management of Suicide Risk – this project was completed in December 2023. The guidelines are reflective of international best practice and enhance clinical and non-clinical staff awareness of risk factors for

suicidal behaviour and knowledge regarding how to effectively respond.

Dynamic Training Tracker – this cross organisational project was completed in June 2023 and it established a dynamic digital training tracker for ward areas, further ensuring our staff continue to have access to education and training.

The Groom Room – this Hair & Beauty Salon Service initiative was completed to enhance & elevate residents haircare from a personal grooming activity into a therapeutic and social experience, supporting a holistic approach to care. Residents enjoy visiting the salon for a pamper session in a therapeutic calming environment with Hollywood starlets from the Golden Age adorning the walls and music to enhance the experience.

Incidents by Type Overview

2023	TOTAL	TOTAL %	Low/Minor/%	2022	2021
Slips/Trips/Falls	284	39%	98%	350	410
Exposure to Physical Hazard	86	12%	99%	98	99
Clinical Care	92	13%	96%	41	67
Exposure to Behavioural Hazard	144	20%	100%	99	129
Exposure to Biological Hazard	59	8%	100%	92	146
Crash/Collision	2	0%	0%	5	3
Exposure to Chemical Hazard	2	0%	0%	0	2
Exposure to Psychological Hazard	0	0%	0%	0	7
Other	55	8%	0%	57	55
	724			742	918

The Q&S Committee is part of a system wide structure established to provide clinical governance assurance and deliver our key quality priorities. The structure includes Board Sub-Committees, the Q&S Committee, sub-committees, service strategy groups and team forums. Clinical governance arrangements are reviewed regularly, with robust arrangements in place for performance reviews relating to clinical governance.

In terms of managing risk, we identify any risks that could have significant effect on the delivery of safe and effective care across OLH&CS. These are included in our corporate, organisational, and local risk registers. In Q3, we commenced a programme of work to support implementation of the new HSE Enterprise & Risk Management policy which promotes a framework for making risk-based decisions that guide the protection and development of high-quality services and their contribution to improving healthcare outcomes.

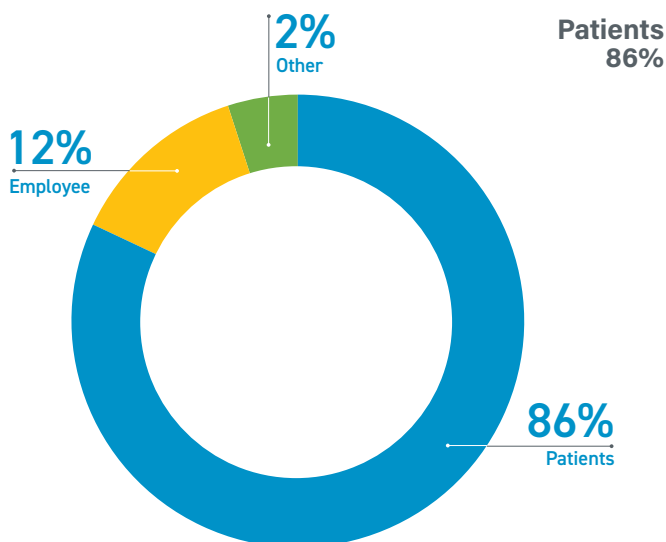
All risks are categorised and assessed in relation to the primary area upon which they impact.

3. Strengthening patient and family engagement together

In addition to the projects and initiatives undertaken across our three services, we continued to regularly engage with and learn from patients, residents, and their families through a variety of communication options, including complaints, concerns, suggestions, comments from surveys, our website, and online posts. We believe all our staff and volunteers play a role in creating positive service user experiences. We encourage our service users to give us any feedback through a variety of channels to help identify opportunities for improving the quality of care.

In 2023, OLH&CS handled **121 compliments** and **23 complaints**, with the vast majority already resolved. The service also collated comments, suggestions and concerns made either directly to the service or through the patient experience feedback mechanisms available via the Tell Us What You Think (TUWYT) Compliments, Feedback & Complaints on our website and by using the post boxes located throughout our three sites.

People involved in recorded incidents





Quality driven by education, training and research

Lisa Ivory – Business Manager

We are committed to promoting evidence-based care and practice and proactively strive to create a strong culture of research and education to achieve this.

Our education, research, and training form the bedrock for quality services to patients and their families and through our courses, masterclasses, and conferences we strive to enable and empower our staff and volunteers to achieve their full potential and contribute to Ireland's Specialist Palliative Care, Rheumatology and Older Persons Services through learning.

We are a service driven to improve care across our specialist services, which shapes our ambition to better understand the changing needs of people at the end of life or living with chronic illnesses. We want to share our findings with others to evolve the services we offer and to influence a wider policy change to improve people's experiences through various stages of their lives.

Our goals are to ensure our education and research strategies are aligned with our objectives and consistent with best practice. Our key objectives aim to:

- Secure our strategic alignment with our university partners.
- Develop and launch sector standard academic programmes with a focus on best practice standards in the specialist services.
- Continue to build on the strong research foundation, increase postgraduate students undertaking research projects, increase journal publications and increase research partnerships.

- By understanding the needs of our staff and volunteers we can promote and encourage education activities to promote best practice within our specialist services. We achieved the following in 2023.

Collaborated on pioneering research at national and international level

Our Academic Department of Palliative Medicine (ADPM) collaboration on pioneering research has continued to flourish in 2023. We have appointed more postgraduate students including two PhD and one MD. The ADPM saw year on year growth with the commencement of new research activities and had a bumper year in the publication of journal articles. In addition, six prestigious awards and grants were received, with a combined value in excess of €2m.

Furthermore, ADPM have developed several new research partnerships with local, national, and international colleagues and currently participate in and/or lead on **38 collaborations across 14 countries**. We are also participating in six national collaborations across four sites (Dublin and Cork). Importantly, ADPM is linked with the Trinity St James's Cancer Institute, and the UCD Cancer Trials Cluster, and are running a phase II trial within the Clinical Research Facility at St. James's Hospital.

The research projects within the ADPM continue to reap rewards, with **17 active projects** currently open across the team.

2023

84

undergraduate student nurses from UCD and TCD completed clinical placement across our specialist services.

Dr Amy Taylor, from ADPM received the **EU Rising Star cancer research grant.**

Over 140

delegates from Ireland, the UK and the world attended 3rd Advanced Dublin Pain & Symptom Management Course.

€2m

ADPM achieve six prestigious awards and grants, with a combined value in excess of €2m.

ADPM carried out

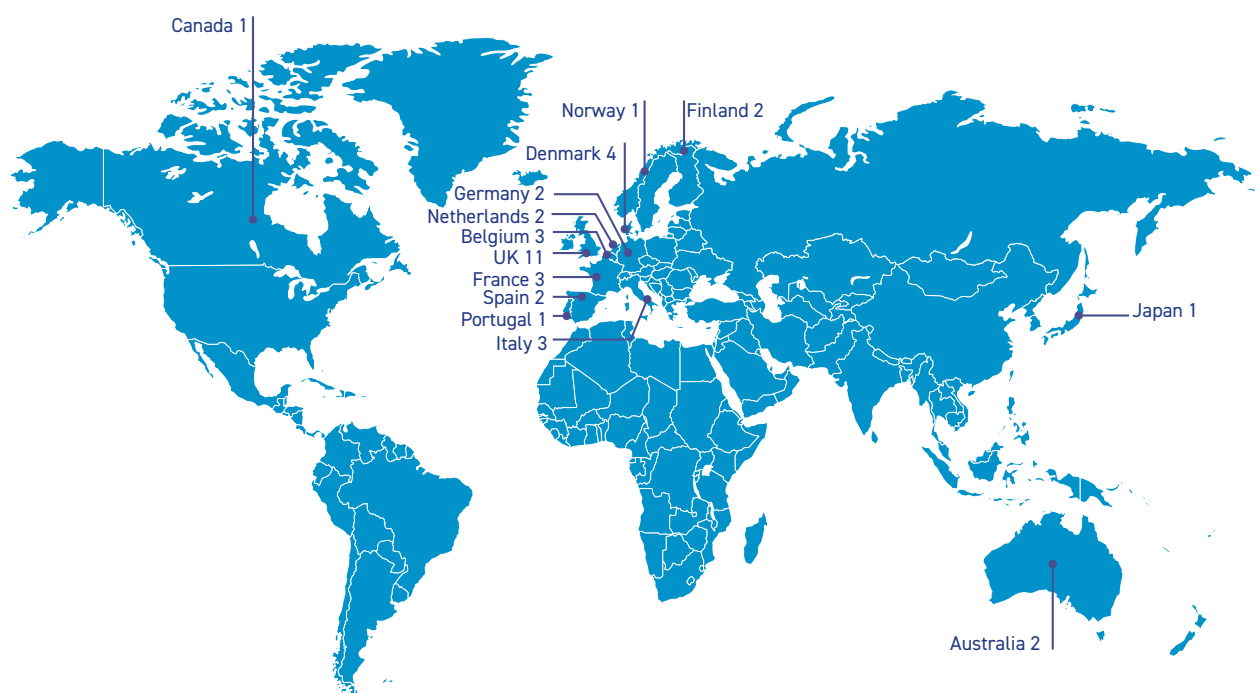
38

international research collaborations across 14 countries.

68 people

successfully completed the Dublin Certificate in Evidence Based Palliative Care.

COLLABORATIONS 2023





In addition to international collaborations, we currently collaborate on research with:



Championed on-going and continuous professional development of our staff and those working in healthcare

At OLH&CS we are committed to the on-going and continuous professional development of our staff and those working in healthcare. We do this by providing several on-site and virtual courses, events, and seminars throughout the year.

Our work in 2023 included delivering the 3rd Advanced Dublin Pain and Symptom Management course. Over 140 delegates from Ireland, the UK and around the world attended. The Dublin Certificate in Evidence Based Palliative Care went from strength to strength as 68 people successfully completed the 12-week programme, which strives to optimise the quality of life of patients with life-limiting conditions regardless of the healthcare setting by improving the skills and knowledge of healthcare professionals in providing a holistic palliative care approach to care.





The Hyatt Centric Hotel was the setting for the Moving Points in Palliative Care annual conference. The theme of the conference was 'Innovation not Stagnation: Making Evidence Count'. The keynote speakers on the day included: Professor Eduardo Bruera, Professor Kevin and Professor Roman Romero-Ortuno. Professor Eduardo Bruera ran a day 2 masterclass. Both days were well attended with positive feedback received.

Supported education and clinical placement of undergraduate students

In 2023, 84 undergraduate student nurses from UCD and TCD completed clinical placement across our specialist services.

Furthermore, we supported teaching and training of both TCD and UCD medical students. For example, the ADPM provided a range of educational activities including lectures, 3-week clinical attachments at OLH&CS, audit projects, research projects, and student electives to 70 TCD students in 2023. We supported UCD medical students in 2023 by providing a range of education activities including lectures, half day face-to-face clinical seminars at OLH&CS (300 students in 2023), and student electives (three students in 2023).

2023 was also a busy year in terms of publications and presentations:

Summary of OLH&CS Publications and Presentations 2023

	Presented		Published	Total
	Oral	Poster	Journal	
Palliative Care	5	12	28	45
Rheumatic and Musculoskeletal Disease	2	3	15	20
Care of the Older Person/Other			3	3
Other	2		6	8
Total 2023	10		46	56
Total 2022	10		46	56
Total 2021	15		38	53



3. Improving and Enhancing Care Together

People Power Our Person-Centred
Approach

We're powered by our staff

Carol Barr, Director of HR and Training

"My medical care in St Theresa's Ward can only be described as superb! I could not speak highly enough of all the staff involved in my welfare, caring, needs, and comfort."

Patient, RMDU

2023

730

staff from 23 different countries

81%

of the workforce are female

507

clinical staff

176

non-clinical staff

24

staff presented with a long service award

Our key objectives

- Provide robust data highlighting trends to inform organisation focus.
- HR's Partnership with staff, managers and stakeholders is continually developed and managed to add value and support the delivery of safer, better healthcare.
- Ensure staff and teams are clear about their roles, decision making authority and fit within the organisation.
- Ensure the relevance and suitability of organisational Learning and Development opportunities.
- Collaborate with management to ensure the wellbeing of staff and volunteers and provide a wellbeing framework of supports and robust HR policies and procedures to increase staff retention and satisfaction.
- Promote a work environment that upholds the values of diversity, equity, and inclusion to create a more diverse and inclusive workforce with DEI core values to enhance decision-making, innovation and employee engagement and retention along with a better employee experience.

Our 730 staff are supported by our Human Resources Service, who provide quality HR support in the areas of:

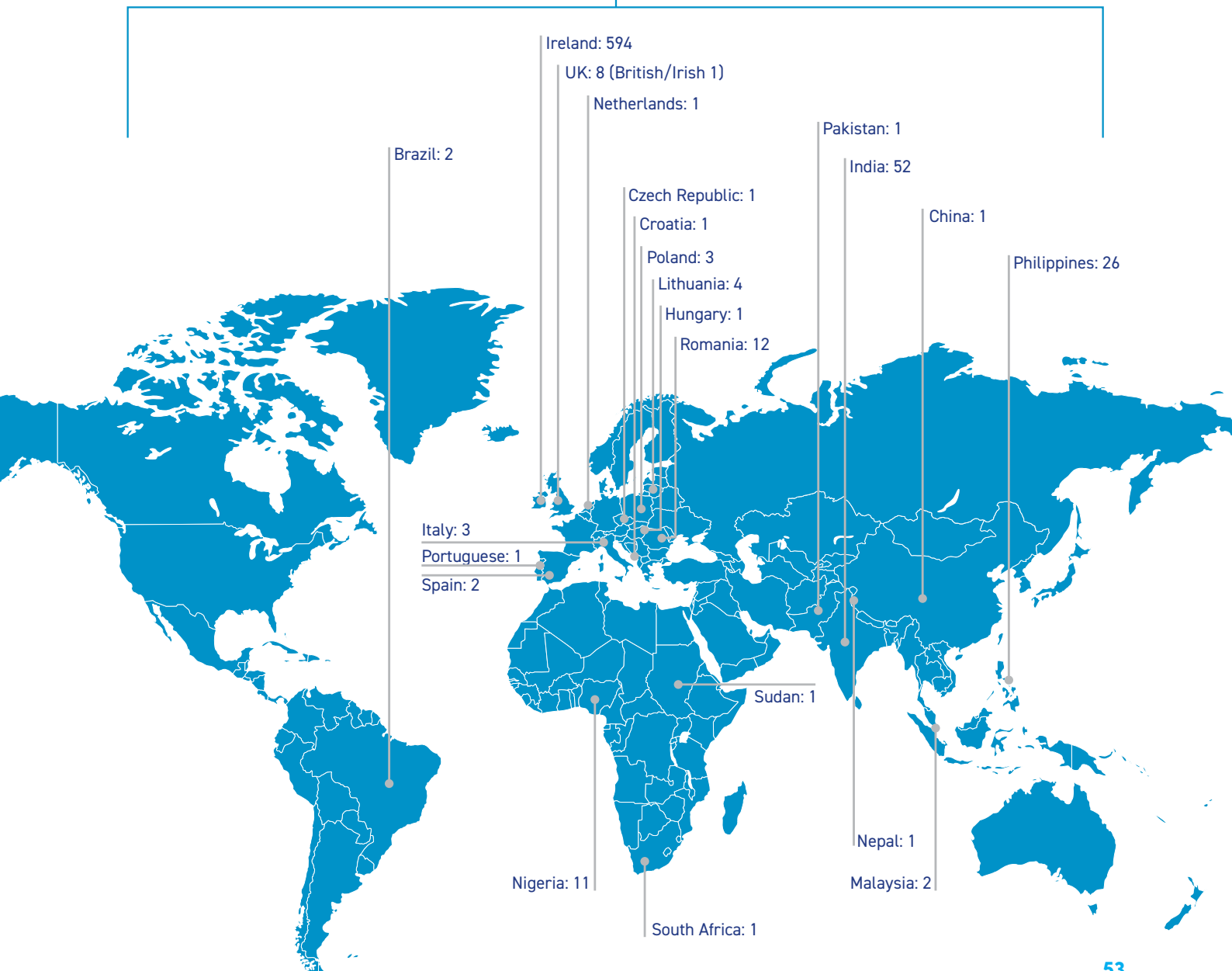
- Employee Relations & Partnership
- Employee Engagement & Wellbeing
- Industrial Relations
- Talent Management
- Superannuation
- Performance Management
- Learning, Training, & Development

Strength through skills, experience, and diversity

We continue to provide a high-quality, person-centred service by developing and facilitating services and processes which create a work environment that values people, efficiency, and excellent care. Honesty and fairness are the cornerstones of all our interactions and decisions, ensuring respect for everyone.

In 2023, we supported 553 female staff (representing 81% of the total workforce) and 130 male staff. The workforce comprised of 507 clinical staff and 176 non-clinical staff (June 2023).

TOTAL STAFF: 730



We acknowledge and are grateful for the diversity of our staff. During 2023, there were 730 individuals from 23 different countries and each person contributed a wealth of professional skills and experience.

Equality, diversity, and inclusion is a priority for OLH&CS. It is an important part of who we are, what we do and how we do it. In December 2023, we published our second Gender Pay Gap report, a requirement of the Employment Equality Act 1998 Regulations of 2022. Our report can be downloaded at www.olh.ie.

Long Service

1 Staff	40 Years
2 Staff	30 Years
11 Staff	20 Years
10 Staff	10 Years

Driven by our values

At the heart of our work lie our values, and our staff and volunteers continue to live these values everyday as they provide support to thousands of patients, residents and families across Wicklow, Blackrock, and Harold's Cross as well as in the local community. As part of celebrating the incredible contribution of our teams, we host annual Mission Hero Awards whereby, as nominated by their colleagues, patients, and families of patients, we acknowledge the individuals and teams that demonstrate exceptional examples of living our mission and values. Those that go the extra mile to support colleagues, patients, residents and families.

We were truly humbled by the 25 outstanding nominations we received in 2023. Outlined below are our five amazing Mission Heroes 2023 who received their award at our annual Light Up A Life ceremony in December:

Dublin South West Palliative Care Team - recognised for their outstanding, compassionate, and patient centred care provision to a teenager over several months. They facilitated the family's wishes for the patient to die at home and helped to prevent the need for hospital admissions. The team made extraordinary efforts to deliver quality patient care.



Blood Bikes East Team – recognised for providing an out-of-hours delivery service of bloods and specimens to hospital laboratories on a voluntary basis. They are available at night and weekends, as often as required, providing a free, secure, and confidential service, which provides huge savings to OLH&CS on paying for a delivery service.



Gioia Valle, Security Services, Wicklow Hospice

– Gioia is the first person encountered on entering Wicklow Hospice. She is always welcoming, helpful, and reassuring. Gioia exceeds her role in helping patients, families, visitors, and staff, and has attended Wicklow Hospice out-of-hours on several occasions to ensure that services continue to run smoothly.



Members of Harold's Cross Community Palliative Care Team

– recognised for restructuring work to ensure priority care is delivered along with continuity of care. The team also developed internal education sessions to maintain knowledge and quality. In addition, some of the team provided palliative care services to a young child in the South East area of Ireland, outside

of their catchment area, when the service was not available locally. They provided excellent care outside of their region to ensure that a young child and her family were supported at end of life.



Dr Mary McCarthy – Mary organised training on a communication device to ensure that she could communicate with a patient with Motor Neurone Disease. The patient's family noted that it was the first time that somebody had communicated directly with the patient, rather than through the family, and they were very moved by Mary's consideration for the patient's dignity. Mary is a great support to staff, encouraging the reading of poetry and going to the theatre and having fun.







Investing in and supporting our staff

Through our HR Strategy we continue to focus on developing a culture of learning as well as enhancing our approach to Learning, Training, and Development. During 2023, the HR team delivered **18 HR Learning and Development opportunities to 149 staff**. We continued our collaboration with Tallaght Training Centre to offer QQI courses to our staff. There were 13 recipients of the OLH&CS Bursary Award in 2023.

The Employee Wellbeing Group continued to focus on providing innovative ways for staff to look after their physical and mental wellbeing with **87 activities / events / promotions offered to support the physical and mental wellbeing of our staff**.

Despite the challenging recruitment environment, our team managed 94 recruitment competitions, hiring 139 new staff. In addition, we continued to provide CV and Interview Skills Training to enable colleagues to be more confident at interview and to secure internal promotion opportunities. As such, 44 internal candidates were successful at interview for permanency or promotion in 2023.

Our unique benefits continued to attract staff to our organisation despite the challenging market:

Culture 	Career 	Benefits 	Environment 
Defined mission & and core values	Progression opportunities and career development	Pension	Health & Safety Committee
Strong heritage	Leadership training	Employee Assistance Programme (EAP)	Friendly environment
Patient-centred not-for-profit organisation	Career development	Support for education	Diversity, Equity, & Inclusion Group
Defined organisation strategy	Continuous professional development (CPD)	Free on-site parking	Employee Wellbeing Group
Staff recognition awards	Education & training	Preferential prices for meals	Green/Energy Committee
High staff retention	Succession planning	Cycle to work scheme	Residents' Forum (Harold's Cross)
Employee engagement	Mentor programme	Tax saver scheme for public transport	Landscaped gardens & grounds

Meet Sharon Agbana

Registered Advanced Nurse Practitioner, Community Palliative Care, Blackrock Hospice

“There’s a culture of education and collaboration at OLH&CS. This has helped to build my confidence, expand my knowledge, and deliver high quality care that makes a difference for my patients and their loved ones.”

Sharon started working at OLH&CS as a Staff Nurse in 2005 and over the years education and team working have played a vital role in developing Sharon’s skills and expertise as well as providing innovative care and support to her patients. Here’s Sharon’s story:

“Throughout my life, I’ve always strived to keep learning as it’s the cornerstone to growing both as a person as well as professionally. However, education can only flourish when people work together and at OLH&CS, I’m fortunate to be able to work with such talented and passionate colleagues.

I started my nursing career working in midwifery and general nursing in Nigeria, and in 2005 a friend suggested that I should consider coming to Ireland to work in palliative care. As I was always interested in trying new things and was fascinated by palliative care, I successfully applied for the role and have spent nearly 20 years loving my work.

I dreamed of becoming an ANP and OLH&CS has supported me at every step of the way. Despite a full-time role and supporting a family, the organisation helped make it possible as they believed in me and invested funding, time, and expertise. Over the years, I’ve completed a degree as well as a Postgraduate and then a Masters in Palliative Care and more recently I successfully graduated as a Registered Advanced Nurse Practitioner (ANP) in 2023.

There’s a culture of education and collaboration at OLH&CS. This has helped to build my confidence,

expand my knowledge, and deliver high quality care that makes a difference for my patients and their loved ones. I witness the difference every day when I deliver the service to my patients.

Nowhere do I see this more than in my current role as an ANP in the Community Palliative Care Team, based at Blackrock Hospice. The role is embedded in clinical practice, management, leadership, research, and education. I get to support patients living with neurological conditions and their carers in the community in practical and innovative ways to promote their quality of life; this motivates me greatly.

I may work in the community on my own, but I’m not on my own. I am honoured to be part of an amazing team of experienced professionals who together support me to provide expert advice, treatment, and care that makes a difference to the quality of life of my patients and their carers.

2023 was an exciting year for me as I graduated as an ANP and started to develop my own service. As I look forward to 2024, I remain committed to further defining and developing my role in the community.



We're powered by our volunteers

Jimmy Scurry / Anne Harrington, Volunteer Co-ordinators

Ann D'Arcy, Bereavement Co-ordinator

Our volunteers are the lifeblood of the Hospice, providing much needed support, comfort, and funds.

2023

400
volunteers

31
years of volunteering

23,530
active hours of volunteering
in 2023

- Provided important administrative and event support to teams across the hospice.
- Transported medication when it's needed to where it's needed.
- Shared their story to help inform and inspire.
- Helped maintain and enhance our gardens and grounds for our patients, residents, and their loved ones to enjoy.
- Befriended and offered a listening and compassionate ear to people in the hospice and within the community.
- Collected patients in the community for appointments with OLH&CS healthcare professionals.
- Supported fundraising activities and participated in hospice campaigns and events raising vital funds to support frontline care.

In 2023, our volunteers have:

- Entertained and engaged our residents and patients.
- Provided individual support to people who are experiencing a non-complicated bereavement response.
- Fed and watered patients, families, volunteers, and staff.

Across 2023, our Patient Service, Bereavement and Fundraising Volunteers have donated thousands of hours and funds to enhance and improve patient, resident, and families' experiences. Thank you all for your service!



THE DIFFERENCE OUR PATIENT SERVICE VOLUNTEERS MAKE

Throughout 2023, our 170 Patient Service Volunteers continued to be the lifeblood of social engagements with our patients, residents, visitors, and staff. We are truly grateful for their time, commitment, and dedication to all those they support and the positive impact on mental and physical wellbeing that they bring.

Our Patient Service Volunteers were engaged in multiple person-centred programmes, activities and services across our three sites complementing our overall quality of care such as;

- 170 active Patient Service Volunteers supporting our Harold's Cross, Blackrock & Wicklow sites.
- 23,530 active hours supporting patients, residents and families in 2023.
- 28 volunteer drivers covered over 6,000km collecting patients in the community as well as pharmacy and site collections.
- 22 volunteers delivered 1,245 hours of office administration and reception services.
- 10 volunteers supported with 1,456 hours volunteering at the Coffee Dock in Harold's Cross.
- 40 volunteers assisted residents at mealtimes each week.
- 12 volunteers engaged in activities each week with our Activities Coordinator & team.
- 14 volunteers covered palliative care tea & coffee rounds each week.
- 6 volunteers visited patients in the community each week (new service in 2023).
- Our Wicklow Hospice Garden Volunteers ensured that our Wicklow Hospice gardens and courtyard were a place of solace and joy for patients, families and staff alike.

Also in 2023, our Patient Service Volunteers;

Supported Alzheimer and dementia patients in the community through our Dementia Café. We launched a monthly Dementia Café for patients in the community. Located at Harold's Cross, our community-based patients, their carers, and family members can attend our café night on the first Tuesday of each month and have the opportunity of hearing from healthcare workers in a warm and supportive environment.

Launched our Volunteers in the Community programme. This exciting new programme involves community healthcare professionals referring patients who they feel would benefit from having a volunteer call to their home for a social visit. This might involve a simple cup of tea, a chat over shared interests or perhaps even a walk in the local area. The pilot outreach project has grown over the year, with more outpatients awaiting to avail of this innovative support service.



Continued to build the confidence and skills of young people. With a focus on educational and practical workshops, 48 students completed our transition year work experience programme in 2023. They gained invaluable and real-life experience of working in a healthcare environment. Furthermore, in September we hosted 30 transition years students for an educational workshop and tour of our palliative care ward which was hosted by our clinical team. It was the first time that we've had our young students engaged in palliative care tasks, supported by our volunteers. Our overall transition year programme would not be possible without the fantastic support we receive from the varied teams, both clinical and non-clinical and their respective department managers.



Recruited more volunteers. We continued to see a steady flow of new volunteer enquiries, primarily from those who have personal experience of our care with a loved one who availed of our services. We also received much interest from those who were planning their retirement and who wanted to give back to their local community. Whatever the reason for volunteering, we are truly grateful for all those who choose to support our front line care.

THE DIFFERENCE OUR FUNDRAISING VOLUNTEERS MAKE

Our incredible Fundraising Volunteers provide a wide range of administrative and campaign supports across our three sites in 2023 such as;

- Over 300 volunteers supported with phone calls, packing and dispatching Christmas orders, selling merchandise and stewarding during our annual Christmas flagship event, Light Up A Life. We would also like to extend our most grateful thanks to An Garda Síochána, the Reserve Defence Forces and the Irish Naval Reserve for their on-going support.
- In September, over 100 volunteers supported packing and dispatching host packs, supported on the phones as well on the day of Coffee Morning during Bewley's Big Coffee Morning Social for Hospice.
- 35 volunteers supported the Wicklow Hospice Half Marathon & 10km in February as well as the Dip in the Nip in October.

- 100 volunteers supported our Hospice Spring Raffle in May.
- 50 volunteers supported those who walked and ran in aid of OLH&CS during the Women's Mini Marathon in June.
- 300 volunteers made our Hospice Sunflower Day a success in June.
- Over 3,000 hours of admin support in 2023 such as supporting our reception staff, preparing and packing wedding favours, supporting Finance with filing and cash handling as well as supporting donor queries on the phone and data entry.
- Many Fundraising Volunteers also support in our Packing Room and over 10,000 packs were prepared and distributed across various campaigns in 2023.
- In 2023, we also launched our new Volunteer Coin Jar Support Team. This new team meets regularly to review the distribution of coin collection jars in South Dublin and Wicklow as well as managing relationships with new coin jar locations in the local community.

Finally, we would also like to recognise and acknowledge the wonderful contribution of those volunteers who chose not to return post the pandemic and extend our most sincere gratitude for their support over the years.

THE DIFFERENCE OUR BEREAVEMENT VOLUNTEERS MAKE

During 2023, eight Bereavement Support Volunteers actively supported our Bereavement Service. Their main role is to provide individual support to those who are experiencing a non-complicated bereavement response. In 2023, our Bereavement Volunteers provided over 230 hours of support as well as assisting with

our Evenings of Remembrance and our annual Blue Christmas event.

In 2023, the focus of our Bereavement Service was to train a new group of Bereavement Support Volunteers. Taking place across the academic year, typically two Saturdays per month, the facilitation team was different in 2023 as the training was previously delivered by two social workers. In 2023, a volunteer, Linda Coventry, who is with the service for 18 years offered to co-facilitate the training along with the Bereavement Co-ordinator. This refreshed facilitation team combination added an additional dimension to the training as Linda could bring her own experience of being a trainee along with her years of experience of providing support to bereaved adults and children to the new trainees.

Linda said 'I feel I can empathise with the new volunteers as I have "walked in their shoes" when I did my own training. I can identify with their struggles and encourage them when things get tough for them. They accept and acknowledge that I have gone through what they are going through and somehow makes it achievable for them.

I think having a social worker and a volunteer deliver the training gives it a much more rounded delivery and a first-hand view of the service and volunteers and what is in store for everyone when the new volunteers are incorporated into the service at the end of the training.

It has been a challenging and rewarding experience for me and also a great privilege.'

We are truly grateful to our Bereavement Volunteers. Without their incredible dedication and commitment, we would not be able to provide our Bereavement Service to families and loved ones.

Volunteering in 2024:

As we look ahead to 2024, we are excited to further strengthen our volunteer offering within OLH&CS and we continue to be constantly amazed by the support, kindness and energies of our wonderful volunteers across Patient Services, Bereavement and Fundraising. Their contribution and value to our work cannot be overstated. Our volunteers are at the heart of all that we do and we are forever grateful for their support.





Linda's story

Bereavement Service Volunteer

"If I can help create a safe space where they are comfortable talking about things that they may find hard to talk about with their loved ones, then I will have helped people find some solace, perspective, and peace."

Meet Linda Coventry. Linda lives in Dublin 15 and for the past 18 years she has been a Bereavement Service Volunteer, providing individual bereavement counselling and support to children, young people, and adults. Here's Linda's inspiring story:

My Nana was the first major death in my life and I realised that I wanted to help support families who experienced loss. It was an advert on the radio looking for volunteers for the Bereavement Service in the hospice that spurred me on to apply in 2006. However, it was when my dad died in the hospice in 2010 that I fell in love with the ethos of the hospice after experiencing first-hand the excellent and compassionate care and support for our family during such a difficult time.

Becoming a Bereavement Volunteer felt like a true calling for me as throughout my career I had always felt strongly about actively listening to people's stories as well as helping support others at times of great need. It was such a commitment but so worth it as I underwent 100 hours of in-depth training over nine months and had to give a commitment to volunteer for at least two years. 18 years later, there is still no role more vital or rewarding than helping a loved one or friend of those in our care to share their memories and begin to help restore their resilience.

Everyone's bereavement journey is unique and if I can help create a safe space where they are comfortable talking about things that they may find hard to talk about with their loved ones, then I will have helped people find some solace, perspective, and peace.

A Bereavement Service Volunteer is not for the faint hearted. It can be heavy and self care is vital to ensure I look after my own mental wellbeing. As such,

there's ongoing support from the Social Work team. In addition to our de-briefing sessions, we have monthly group supervision and a bi-monthly Journal Club. These sessions are great for sharing knowledge and learning as well as asking for help or discussing any worries.

I have found the role extremely fulfilling over the years, however, during 2023 I volunteered to co-facilitate the volunteer training course. It has been such a big commitment, but critical as due to being unable to recruit during the pandemic, the Bereavement Service urgently needs trained volunteers to help meet the ever-growing demand.

Over the year, I have played a central role in helping train and deliver the latest group of Bereavement Volunteers who will join the current team of volunteers and social workers as we deliver individual support, co-facilitate evenings of remembrance, Blue Christmas, and the annual children's bereavement weekend.

I am proud and privileged to be a Bereavement Volunteer as it's the best way to help someone during one of the most difficult times of their life and I see first hand how this vital service makes such a positive difference.

It may be an emotionally hard and physically time-consuming role but it is extremely rewarding as providing hope and perspective can, over time, help reground a bereaved adult's or child's life.

Linda



We're powered by our Non-Clinical Services and ICT

Tommy Beatty, Director of Non-Clinical Services

Ciaran McCarthy, ICT Manager

Our Non-Clinical Services and ICT Department provide the vital physical and digital infrastructure that provide a safe and welcoming environment and positive experience for patients, residents, families, volunteers, and staff across our three sites.

Powered by our Teams passion

Representing Building Services, Gardens and Grounds, Support Services, Materials Management and Reception, Non-Clinical Services (NCS) powers the physical infrastructure of OLH&CS, playing a pivotal role providing a wide range of services which are essential for the effective and efficient day-to-day operation of the hospice.



In addition to providing a safe and welcoming internal environment; maintaining and enhancing our external grounds (approx. 30 acres across our three sites) and environment for the wellbeing of all and managing the varied requirements of all our services users, in 2023 we focused on:

Driving forward our Capital Development Plan

- In early 2023, An Taoiseach Leo Varadkar, T.D and Councillor Mary Hanafin, Cathaoirleach of Dún Laoghaire-Rathdown County Council officially reopened our €7.4 million renovation of Blackrock Hospice. In addition, landscaping and garden planning continued throughout the year working

towards the final design and layout for completion of the Blackrock capital build project in Q3 2024.

- During 2023, the Building Services team completed in-house work on the Community Palliative Outpatients space in Harold's Cross. We also progressed with preparations to tender for urgent remedial works to our Education & Research Centre based at our Harold's Cross site.

Working towards environmental sustainability

We are committed to integrating sustainable practices across the organisation with a focus on green procurement, reducing energy consumption and improving waste management. To help drive this work across the organisation, the Green/Energy Committee was relaunched towards the end of 2023 and there were a number of highlights in the area:

- Throughout 2023, we upgraded the LED lighting in our residential unit, Anna Gaynor House, in Harold's Cross as well as in other areas thanks to a HSE Energy Bureau grant of €111K.
- We also commenced scoping exercises for projects that would reduce paper-based processes such as a bar code scanning system for stock ordering.
- Furthermore, community engagement was fostered through links with the Harold's Cross Festival and local River Poddle Kingfisher Project.
- We also remain hopeful in attaining conservation status for our native Irish bee hives located in Harold's Cross.



Powered by our digital infrastructure

We are committed to improving our digital infrastructure to improve efficiency and enhance patient, volunteer, and staff experience. 2023 was an extremely busy year for both the strategic and operational development of digital support and the digital footprint of the organisation. In 2023, we focused on:

Developing a better understanding our digital needs with the aim of working towards a digital roadmap

Strategically, we recognised the important role digital infrastructure and innovation plays and can play across all areas of our work and in October 2023, OLH&CS convened the Digital Committee with the core aims of improving how the organisation utilises the digital infrastructure available as well as scoping out opportunities for further development and investment.

To date, the committee has been engaged in a data-gathering exercise and has conducted an organisation-wide staff survey. Approximately 15% of the organisation answered this survey, which helped gauge the current usage of digital technology individually. It has helped to ascertain what staff members believe is currently working, where challenges exist, and what improvements they would like to see.

The committee is currently engaged with various departments across the organisation to find out their working practices, how they are using the existing digital infrastructure, and opportunities for further development. Collectively, this data will help to formulate a digital strategy and road map to further move the organisation towards greater digital adoption and identify areas for potential investment.

Enhancing security, infrastructure and user connection

2023 saw the ICT team focus on enhancing security, employing several digital solutions to increase efficiency and deploy new infrastructure to improve the staff and patient experience. These included:

- **Electronic referrals** – eReferrals were introduced in several departments to standardise referral information and reduce the administrative burden involved in processing. eReferrals bring many advantages over traditional referrals including improved coordination of care, increased efficiencies, enhanced tracking and

accountability, improved monitoring of referral patterns and outcomes, and enhanced patient care.

- **Infrastructure upgrades** – Our server infrastructure was upgraded to all solid-state storage offering benefits such as providing clinicians and administrators alike with faster processing of information and reduced cost over time. Solid state infrastructure is also an environmentally friendly technology with its reduced power and cooling requirements. This is in line with the hospice's climate goals.
- **Public / Patient WIFI** – Our patient WIFI was upgraded in Harold's Cross and Blackrock to support the growing number of internet enabled devices now in use by patients and visitors. Users now enjoy faster speeds and enhanced security while browsing.
- **Data security** – Data security is critically important in healthcare due to the sensitive nature of patient data. 2023 saw a continued focus on enhancing our security posture with the implementation of the latest Centre for Internet Security (CIS) standards across all our infrastructure. This allows us to adopt a proactive security stance addressing vulnerabilities before they can be exploited by attackers.



We're powered by Fundraising and Communications

Eleanor Flew, Director of Fundraising and Communications

The goal of the Fundraising Department is to raise a minimum of €5.5 million every year to support patient and family enhancements as well as continually improving and developing the physical environment at our three hospice facilities of Harold's Cross, Blackrock, and Wicklow. As such, our donors are at the heart of all that we do, and we are profoundly grateful for their on-going commitment and support.

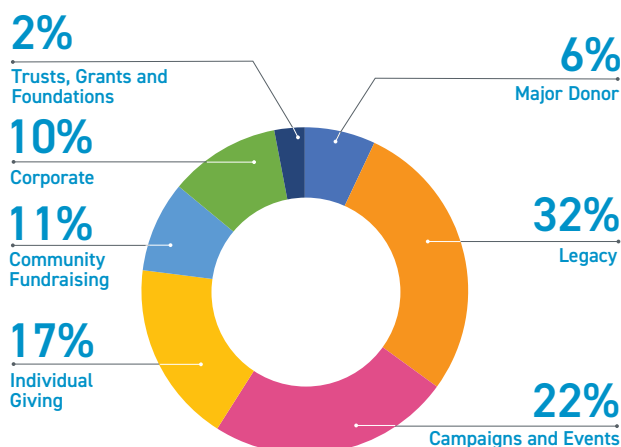
Building the future of care together

Aligning to Strategic Objective Two, *commit to developing and continually improving our clinical and corporate infrastructure and process*, we are nearing completion of the most ambitious multi-phase fundraising project in our organisation's history. These progressive developments will form the basis of our specialist services in the coming decades.

- In 2018, we opened our state-of-the-art 36 bed specialist palliative care unit in Harold's Cross. 100% of the building costs, or €13.6 million, was funded through the generosity of our donors.
- In 2020, we opened our state-of-the-art 15 bed specialist palliative care unit in Wicklow. A bank loan of €2.75 million was taken out to complete the build. The HSE supported us with €1.82m with the balance (€930k) to come from Fundraising. The loan is expected to be fully paid off in early 2024.

- In early 2023, Blackrock Hospice reopened following a complete refurbishment. Works included extending the 12 patient bedrooms and upgrades to clinical, patient, family, and communal areas as well as landscaping. The total cost is estimated to be c. €7.4 million and by the end of 2023, over €6m has been fundraised.

How we raised funds in 2023





€5,580,627 raised in 2023, a 29% increase on the previous year*

* Actual banked income 2023 at €5.9 million or a 37% increase on the previous year. The presentation of fundraised income in our annual accounts is in line with the Charities Statement of Recommended Practice (SORP) for financial statements which includes accruals.

Powered by our supporters – you made it all possible!

Without the generosity of so many individuals, community groups, volunteers, businesses and organisations, a small number of whom are recognised here, our work would not be possible. Your support makes an incredible difference to so many and for that we are truly grateful.

Outlined below are just some of our 2023 fundraising highlights.

Powered by our committed Community Fundraising Champions

Our incredible community fundraisers raised over €600,000, a 54% increase on the previous year. Thank you to all who supported these wonderful events.



Mr. William Tilly's annual Christmas lights display raised over €17,000. These lights have delighted passers-by since 2005 and have raised over €209,000!





Sincere and heartfelt thanks to Blackrock patient Ger Kelly, who raised over €23,000 in support of the Blackrock refurbishment. Ger who also told his personal story to support our Fundraising efforts.



Over €30,000 was raised by 15 cyclists who cycled over 300km in memory of Joe Moran in their East2West cycle.



Fabian Doyle was recognised with a Hospice Hero Community Fundraising award for the *Glen to Glen Hike for Hospice*. An incredible €115,000 has been raised by Fabian and Ursula Doyle since 2013.



Ciara & Gary Dunne recognised with a Hospice Hero Community Fundraising Award for the Paddy Dunne Memorial Golf Event, in memory of their Dad and raising over €26,000 since 2019, in support of Blackrock Hospice.



The Dun Laoghaire Lions Club continued their support for the Blackrock Hospice refurbishment and raised a further €10,000 in support of the Blackrock gardens.



Sincere thanks to the Furlong family whose beautiful Sunflower Field in Tinahely delighted visitors and raised over €20,000.



Serena Keating was recognised with a Hospice Hero Community Fundraising award for her 'You'll Never Walk Alone' walk in memory of her brother Wesley. Over €50,000 has been raised since 2019.

Powered by our campaigns and events

Our campaigns and events raised over **€1.25 million** reflecting a 20% increase on the previous year. Sincere thanks to all who took part in one of our many activities across the year.



Ambassador Maia Dunphy pictured at Bewley's Big Coffee Morning Social for Hospice. Over €468,000 was raised reflecting a 32% increase on the previous year. Sincere thanks to our longstanding sponsor Bewley's Ireland whose generosity and commitment over a 31-year partnership has raised over €45 million for hospice care nationwide.



Pictured supporting Hospice Sunflowers Days is Tánaiste Michael Martin, T.D. Over €136,000 was raised or down 11% on the previous year.



Ambassador Fionnuala McCormack pictured at the launch of the Wicklow Hospice 10km and Half Marathon. Over €37,000 was raised, more than doubling on the previous year.



Sincere thanks to all who participated in the VHI Women's Mini Marathon. Over €50,000 was raised reflecting a significant uplift on the previous year. Special thanks to Ambassador Jenny McCarthy.



Our heartfelt thanks to Codling Wind Park who continued their generous sponsorship of our Wicklow Hospice Dip in the Nip male only event in October.



We closed the year with our annual flagship Christmas remembrance event *Light Up A Life* that raised over €610,000, the most successful year since event inception. A massive thank you to longstanding MC Ian Dempsey and our guests of honour Danny O'Reilly, Mary Black and Róisín O.



Over €169,000 was raised through our annual Hospice Spring Raffle reflecting an 11% increase on the previous year.

Powered by our Partnerships and Philanthropy

Over €1 million was raised through the generosity of those who supported us through partnerships and philanthropy, a 12% increase on the previous year.

Corporate partnerships are crucial to support our work and we sincerely appreciate the vision, kindness, and civic spirit of organisations that support their local community, our patients, and their loved ones.

We'd like to offer our special and heartfelt thanks to Bewley's Ireland, Codling Wind Park, AIB Leopardstown, Elite Gym and Academy, The Igo Inn Ballybrack, O'Reilly's Centra Ballybrack and Cabinteely, Walsh O'Brien Harnett, El Electronics, Dentsu, Cawley Furniture, Independent Fencing, Wyse Property Management, ElectricAid, ESB, Eirgrid and the parishes of All Saints' and St. Brigid's Stillorgan and Blackrock. Thank you also to our Founding Partner, Massey Bros. Funeral Directors, who have partnered with OLH&CS over the last number of years, and again in 2023, through financial support and fundraising.



Founding Partner Massey Bros. Funeral Directors



Elite Gym and Academy



All Saints' Blackrock and St. Brigid's Stillorgan

Powered by individual giving

Our individual giving programmes raised over €958,000, a 25% increase on the previous year. Special thanks to those who support us with a regular monthly gift - crucial in helping us to plan ahead and make long-term improvements across our three hospice sites



Powered by legacy giving

We would like to express most sincere and grateful thanks to all those who remembered us in their wills. Over €1.7 million was raised in 2023 that will make an extraordinary difference to the patients and families in our care. May they rest in peace.



Connected through communications

Throughout 2023, our communications programme continued to raise awareness of our work and aligning to Strategic Objective One, *be a leader in providing quality and safe services, make a difference to patients and families and build upon our reputation for excellence*, we celebrated the stories of our residents, patients, families, staff, and volunteers.

The highlight of the year was a three-part TV documentary series, *Inside the Hospice*, that aired on Virgin Media. Sincere thanks to Sharon Lawless and the team at Flawless Films whose tireless dedication and commitment sensitively captured the patient and family journey through our specialist palliative care services.

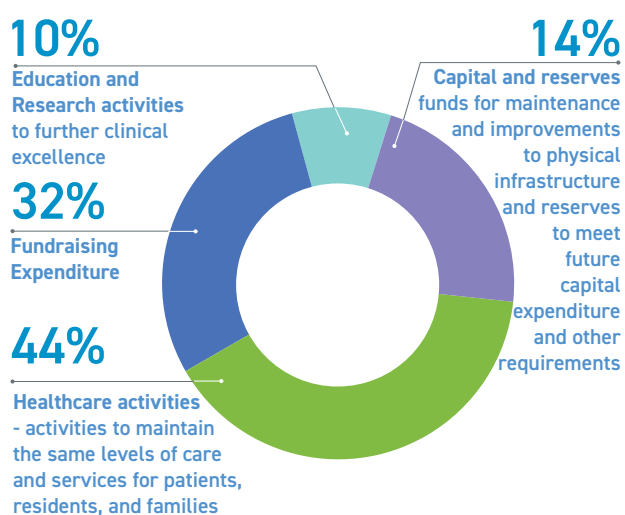


Our commitment to accountability and transparency

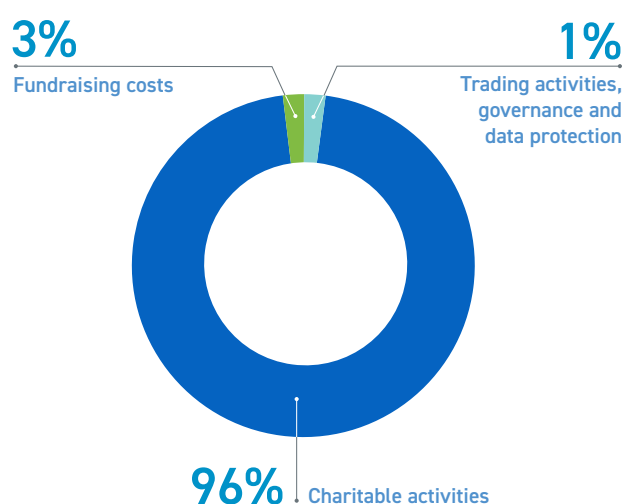
We are committed to achieving good practice obligations including compliance with the Charity Regulator's *Governance Code and Guidelines for Charitable Organisations on Fundraising from the Public* as well as preparing our financial statements in line with Charities SORP (Statement of Recommended Practice). This aligns to our Strategic Objective 3 *to ensure strong clinical and corporate governance to deliver high quality, safe care and demonstrate effective stewardship of public funds*.

Over, the last five years, over €29 million of fundraised income has been used to support the organisation. We are truly grateful for the on-going support and generosity of our donors.

How we spent fundraised income in 2023



Total organisational expenditure in 2023





Powered by Partnerships: Together for Hospice

Hazel O'Shea and **Aisling Flynn**, National Project Managers
Together for Hospice, The National Hospice Movement



In 2023, Together For Hospice national fundraising campaigns raised €2,980,184 for hospices nationwide, an increase of 25% on the previous year.

Together For Hospice, The National Hospice Movement consists of 24 independent hospices and specialist palliative care services nationwide. Together For Hospice coordinates two national fundraising campaigns, 'Bewley's Big Coffee Morning for Hospice' and 'Hospice Sunflower Days' to raise vital funds for specialist hospice services. Funds raised through national campaigns play a vital role in supporting local hospices with every euro raised locally, staying locally.

An important partnership

This partnership is important, because as Ireland's population ages, demand for specialist hospice and palliative homecare services nationwide continues to grow. In 2023 alone, hospice services across Ireland cared for over 14,000 patients and their families, and made over 87,000 specialist palliative homecare visits to patient's homes. Hospices nationwide need to raise approximately €20 million each year to continue caring for patients and their families.

The goal of Together for Hospice is to support and enable frontline services to fundraise collectively at a national level and we achieve this by:

- Driving public awareness of Together For Hospice as the national fundraising body for hospice and specialist palliative care services across Ireland.
- Connecting the work of Together For Hospice at national level with the work of hospices in local communities.

- Building on our national campaigns to increase campaign reach and revenue whilst supporting fundraising for all hospice and homecare groups at local level.

Achieving together in 2023

In 2023, Hospice Sunflower Days raised over €800,000, an increase of over 40% on the previous year. We are extremely grateful to long-term Hospice Sunflower Days Ambassador and supporter Mary Kennedy who launched the campaign and who has given so generously of her time to support hospices nationwide. We would also like to acknowledge the dedication of those who supported the on-street collections and continue to contribute to their local hospice year after year.



Pictured at the launch of Hospice Sunflower Days are Sophia Stapleton, Ambassador Mary Kennedy and Lily Houlihan.



In 2023, Bewley's Big Coffee Morning Social for Hospice raised over €2.1 million, an increase of 22% on the previous year. 2023 also marked an incredible milestone of over €45.3 million raised since the campaign's inception in 1992. This would not be possible without the dedicated support of thousands Coffee Morning hosts across Ireland who support their local hospice every single year. We would also like to extend our most grateful thanks to Hospice Ambassador, actor Domhnall Gleeson, for launching the campaign and promoting the work of hospices nationwide. Finally, on behalf of all specialist hospice and palliative homecare providers across Ireland, we sincerely thank our long-standing sponsor Bewley's Ireland for their generous and on-going commitment to hospice care over 31 years of partnership.



Pictured at the launch of Bewley's Big Coffee Morning for Hospice are Fintan Fagan, CEO, St Francis Hospice, Sarah McCloskey, CEO, Marymount University Hospital & Hospice, and Chairperson Together For Hospice, Jason Doyle, MD, Bewley's Ireland, Domhnall Gleeson, Actor & Hospice Ambassador.

Our impact

As our members vary in size and scale, from those with hospice facilities including an inpatient unit to those with Specialist Palliative Homecare services where nurses visit patients in their own homes, funds raised will support various initiatives depending on the needs of each individual hospice.

For example, some hospices are fundraising to build new hospice units, some are fundraising to undertake refurbishments of existing facilities and others are fundraising to deliver patient and family enhancements across their services.

Profit and Loss Report for the period January to December 2023

Income	
Text to Donate	€162.60
Bewley's Sponsorship	€35,500.00
Hospice Contributions	€260,151.85
Donations Received	€23,933.82
Total Income	€319,748.27

Expenditure	
Creative/Digital	€4,166.15
Printing and Fulfilment	€117,966.97
Media and PR	€38,945.85
Campaign Management	€102,199.88
Professional Fees	€1,700.00
Campaign Sundries (incld catering)	€3,986.90
Bank Fees / Credit Card	€105.20
Funds Distributed Nationally	€19,714.43
Total Expenditure	€288,735.38

Learn more about Together For Hospice at www.togetherforhospice.ie





4.

Our Structure, Governance and Management

Our Structure, Governance and Management

Registration, Constitution, and Structure

Our Lady's Hospice & Care Services (OLH&CS) is a registered Charity in Ireland (Registered Charity Number or RCN 20001827 / Charity Number or CHY 1144) and is constituted as a Designated Activity Company or DAC (Company Registration Number 352404).

Established by the Religious Sisters of Charity in 1879, OLH&CS provides specialist care for a catchment of over a million people with a wide range of needs from residential rehabilitation to end-of-life care, from our bases in Harold's Cross (est. 1879), Blackrock (est. 2003), and Wicklow (est. 2020).

Specialist palliative care is delivered in each of our locations, making us the largest provider in Ireland. Our campus in Harold's Cross also houses our Rheumatic & Musculoskeletal Disease Unit (RMDU) and our Older Person service comprising our Community Rehabilitation Unit (CRU) and a residential unit.

Board of Directors

OLH&CS is governed by an independent Board of Directors who serve in a voluntary capacity and meet at least six times a year. In compliance with the Memorandum of Association, no salary, fees, or other remuneration is paid to Board Directors.

The Directors are responsible for the management of the business of the company and for exercising their powers in pursuit of the charitable objectives of the company. They are committed to maintaining the highest standard of corporate governance and this is reflected in the emphasis on transparency, accountability, and effectiveness in all aspects of services.

The CEO is not a member of the Board and there are no employee representatives on the Board.

The Directors are responsible for:

Entrepreneurial Leadership

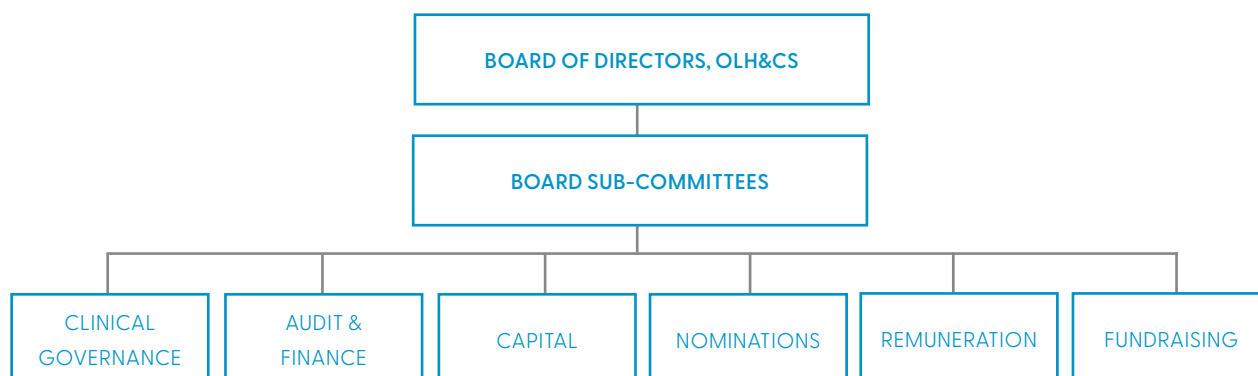
Providing effective leadership of the hospice within a framework of prudent and effective controls.

Strategic Direction

Setting the strategic direction of the hospice, considering the ethos and values that underpin the organisation, as established by the Religious Sisters of Charity.

Oversee and Monitor Performance

- Approve, monitor, and review organisational performance. The Directors delegate the day-to-day operations of the company to the Chief Executive Officer (CEO).



Our Directors

Lorcan BIRTHISTLE was appointed as Chair of the Board of Directors in 2021.

The Board is comprised of no less than two and no more than 13 Directors. Members of the Board are subject to retirement by rotation having held office for six years consecutively. To ensure continuity of organisational knowledge and specialist expertise, Board members can be reappointed for a further six years if required.

Mr Lorcan BIRTHISTLE, Chairperson of the Board

Mr BIRTHISTLE is retired following 40 years service in the Irish public healthcare system, including 20 years as a hospital Chief Executive. Prior to his retirement he served as Chief Executive of St. James's Hospital, Ireland's largest acute teaching hospital. He was previously Chief Executive of Our Lady's Children's Hospital Crumlin and St. Luke's Hospital in Rathgar. He is a graduate of the National College of Industrial Relations and Trinity College Dublin.

Ms Cathy Maguire

Ms Cathy Maguire is a Senior Counsel specialising in employment and trade union law. She is a member of the editorial board of the Employment Law Report and Irish Employment Law Journal and was chair of the Employment Bar Association 2016 – 2018. She has published a number of text books on employment and trade union law and lectures in trade union law in the King's Inns and Law Society.

Ms Carole Pollard

Ms Pollard is a registered architect and past President of the Royal Institute of Architects in Ireland 2016-2017. She was a member of the RIAI Governance Review Steering Committee and as President was responsible for implementing new governance structures. Carole's practice includes teaching, writing and research work in architecture and design, and she is an advocate for excellence in the built environment.

Dr Philip Wiehe

Dr. Philip Wiehe, MB BCh R.S.C.I. Graduated from RCSI in 1980. Completed self-structured GP training in 1985. Was GP Training programme director (UCD - Mid Leinster) from 2003 to 2011 and GP Trainer from 2013. Retired from practice in 2022.

Mr Vincent Barton

Vincent Barton is a specialist advisor in Healthcare Strategy. He was previously Managing Director at Prospectus Consulting, who specialise in the Health and Life Sciences field. With Prospectus Vincent worked on over 400 commissions for a wide range of clients, largely in the Health and Social Care sectors.

Prior to his career in healthcare advisory, Vincent worked in the Department of Health and Children for two decades. In addition, he also served two terms with the Department of Foreign Affairs at Ireland's representation to the EU in Brussels, where he was Health Attaché during the Irish Presidency. He has lectured on Health Policy at Trinity College Dublin, the Royal College of Surgeons Ireland and the Smurfit School of Business, UCD.

Formerly a Board member of St James' Hospital, the Coombe Women's and Children's Hospital and the Tallaght Hospital Development Board, Vincent is a graduate of Trinity College, Dublin and of the Ecole Nationale d'Administration, Paris.

Ms Hilary Coates

Hilary is recently retired as Head of Health Sector with Bank of Ireland where she was responsible for developing and overseeing the Bank's strategy for lending to the sector. She has over 30 years senior clinical and executive national and international experience in the health and regulatory sectors and 10 years in the financial services sector. In these roles she had a particular focus on risk, quality, and patient safety.

She originally worked as a Healthcare Assistant in OLH&CS in Harold's Cross before qualifying as a nurse from St Vincent's University Hospital and working in a variety of clinical and executive roles including Director of Nursing. Hilary has an MBA from Smurfit Business School and post graduate qualifications in Healthcare Management, Corporate Governance, Risk Management and Executive Coaching. Recent roles include Head of Health Sector at Bank of Ireland, Head of Healthcare Regulation in HIQA, Patient Safety Advisor to the World Health Organization and Academic Programme Director in the Royal College of Surgeons in Ireland. Currently a Board Member at St James's Hospital where she chairs the Board's Quality, Safety and Risk Committee, she was previously Chairperson and Board Member of the Irish Society for Quality and Safety in Healthcare and Board Member of the European Society for Quality in Healthcare.

Mr Dermot Ryan

Dermot Ryan has significant experience as a senior civil and public servant in a diverse range of roles. His most recent role was as an Assistant Secretary General, in the Department of Children, Equality, Disability, Integration, and Youth (DCEDIY). This role included governance and performance, including of state agencies, corporate functions, encompassing budgetary negotiation and oversight of the Vote, internal and external HR, ICT and procurement. He has broad experience in:

- financial control, budgetary reporting, corporate governance, audit, and risk;

- delivering on all aspects of strategy, policy, and legislation through formulation, drafting and implementation/enactment;
- the design, implementation of change management systems, and leading organisations through policy, strategic, and regulatory change measures;
- developing solution focused approaches to dealing with the significant challenges involved in dealing with competing stakeholder interests, both within civil/public service and also semi-state and private sectors;
- He has significant experience at the highest levels in negotiation and litigation at National and European levels and is experienced in dealing with media and communication challenges.

He was the first CEO of the Health Insurance Authority, the regulator of private health insurance in Ireland. Mr. Ryan has held Board membership on a number of statutory and non-statutory Boards, including audit, risk, and finance board committees.

Dermot is a graduate of UCD and Trinity College Dublin and has completed executive programmes at the JFK School of Government, Harvard; the Said Business School, Oxford University; Smurfit Business School UCD, Roffey Park Institute.

Ms Aisling Fitzgerald

Aisling has worked in PwC for over 27 years, and she leads the PwC Not-for-Profit assurance practice. Aisling spends c. 80% of her time working with Not-for-Profit and public sector clients, covering a range of organisations including educational establishments, HSE and other publicly funded healthcare organisations and hospitals as well as various housing agencies, religious congregations including schools and various other charitable organisations which derive most of their income from a combination of public sector funding and fundraising. Aisling has considerable experience in the area of external audit, accounting for charities, as well as regulatory and governance and risk matters relating to charities. Aisling has been involved in providing induction training to a number of Not-for-Profit boards, and she has also facilitated various governance and charity compliance update sessions for a number of her clients.

Dr Brendan Cuddihy

Dr Cuddihy has 37 years of experience as a GP, having founded a practice in Greystones in 1987. Dr Cuddihy has a special interest in end-of-life care, sparked by a teaching session for trainee GPs which was addressed by Dr John McCarthy of OLH&CS in 1986. Since then he has attempted to bring quality end-of-life care to his patients throughout his career.

Early on in his career in Wicklow, through the auspices of the local Bray Clinical Society, Dr. Cuddihy advocated for the appointment of the first Palliative Care nurses in the county and subsequently brought together a number of people who were keen that Wicklow patients would experience the same quality of end-of-life care as patients across the county border in South Dublin. As such, the Wicklow Hospice Foundation emerged and a group of volunteers grew a large campaign which culminated in the opening of Wicklow Hospice in 2020. Dr Cuddihy was chair of this group for the first nine years of the campaign.

Aside from medical matters he has been involved in Sports medicine throughout his career and has served on numerous boards, at club and county level, of the GAA. For 18 years Dr Cuddihy has been a voluntary medical officer with the Dublin Diocesan Pilgrimage to Lourdes.

Ms Sheilagh Reaper Reynolds

Having worked for 35 years in healthcare, Sheilagh retired as the HSE National Lead for Palliative Care in 2022. Prior to that she worked in Addiction/HIV services, Health Promotion and in regional and corporate management.

Originally qualifying as a teacher, she has an MSc in Community Health and a PG Diploma in Healthcare Management.

Sheilagh has served on a variety of boards including Bloomfield Hospital, Christian Aid Ireland, the Joseph Rowntree Charitable Trust and The Cork Street Fund.

As well as chairing a number of Quaker committees she is currently the Child Safeguarding Liaison and Vetting Officer for the Religious Society of Friends in Ireland.

Board Meetings 2023

In addition to the Annual General Meeting on 28th September 2023, the Board scheduled seven meetings in 2023. The table below shows attendance at Board meetings during the year.

Name	Appointed	Retired/Retiring	Eligible for appointment	Board Attendance 2023
Lorcan Birthistle	2019	2025	Yes	6/7
Carole Pollard	2018	2024	Yes	6/7
Philip Wiehe	2019	2025	Yes	4/7
Cathy Maguire	2020	2026	Yes	6/7
Vincent Barton	2021	2027	Yes	6/7
Hilary Coates	2021	2027	Yes	7/7
Dermot Ryan	2021	2027	Yes	6/7
Aisling Fitzgerald	2023	2029	Yes	2/2
Dr. Brendan Cuddihy	2023	2029	Yes	5/5
Sheilagh Reaper Reynolds	2023	2029	Yes	1/2
Helen Nolan	2017	2023	Yes	4/5
Terry McWade	2017	2023	Yes	4/5
Eugene Murray	2017	2023	Yes	3/3

Directors Recruitment and Training

Members of the Board of Directors are recruited for their skills and expertise aligning to the evolving needs of the organisation. A skills matrix is in place to assist the Nominations Committee and new members are reviewed by the Nominations Committee in terms of the skillsets required by the Board as well as the need for diversity amongst Board members.

All new Directors are offered a comprehensive induction and orientation process with the Board Chair and the CEO to understand the breadth of OLH&CS' work as well as local inductions with the Executive Management Team. This induction includes notification of their responsibilities as Company Directors. There is an annual Board strategy 'away day' and Directors regularly attend important public events at the hospice to demonstrate their support for the organisation and staff.

Board Sub-Committees

To support its governance activities the Board has established several Sub-Committees, who provide specialist advice and report directly to the Board. Each of the eight committees has its own terms of reference and its members serve in a voluntary capacity. Each committee is chaired by a Board Director and includes external experts who offer their time and expertise in a voluntary capacity and relevant hospice staff.

New Sub-Committee members undergo a comprehensive induction process with the CEO and local inductions with the Executive Management Team as appropriate. All new members of Sub-Committees

are recruited for their skills and expertise aligning to the organisation's needs.

Decision-making

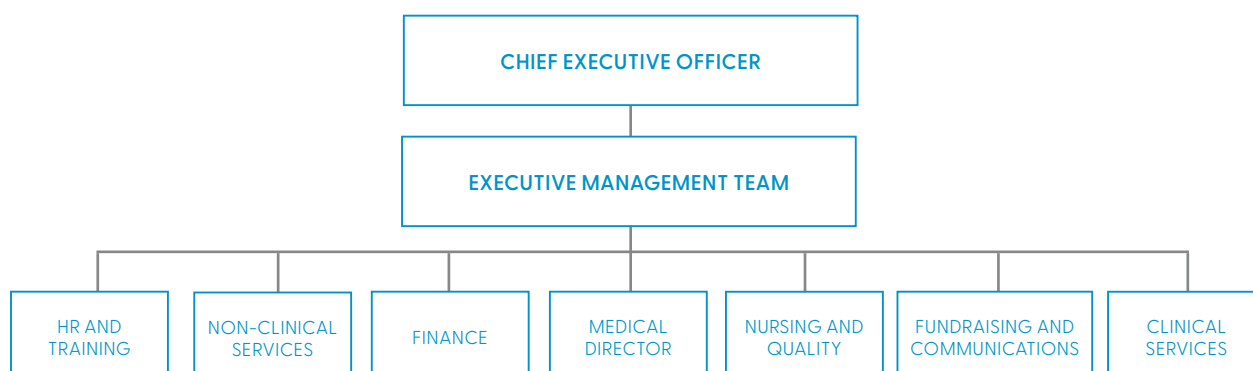
The Board of Directors approve strategy, structure, annual plans, and budgets to ensure the organisation is effective, transparent, accountable, and achieving its organisational goals. In addition, the Board of Directors appoints the CEO who delegates responsibility to the Executive Management Team to develop operational policy.

OLH&CS has an overarching strategic plan (2017-2022) as well as departmental implementation plans to ensure progress of corporate objectives. Regular progress reports are provided by the Executive Management Team to Board Sub-Committees and at Board meetings.

Executive Management Team

The Executive Management Team is made up of:

- CEO - Audrey Houlihan (Resigned June 2023)
Interim CEO - Mary Flanagan (Appointed June 2023)
- Director of Finance - Deirdre Saul
- Interim Director of Nursing & Quality - Geraldine Tracey
- Medical Director - Dr Lucy Balding
- Director of Non-Clinical Services - Tommy Beatty
- Director of HR & Training - Carol Barr
- Director of Fundraising & Communications - Eleanor Flew



Governance and Compliance

OLH&CS is committed to working towards compliance with all relevant legislation, regulation, and statutory obligations and will continue to develop to enable the achievement of full compliance. We subscribe to the following:

- Directors Compliance Statement (Companies Act)
- Code of Governance for State bodies
- The Health Services Executive Compliance Statement

An annual compliance statement is submitted to the service funder – the Health Service Executive (HSE) and the organisation is fully committed to addressing any compliance matters raised in the response.

The Board of Directors is committed to fulfilling good practice obligations including compliance with the Charity Regulator's "Governance Code" and "Guidelines for Charitable Organisations on Fundraising from the Public" as well as preparing our financial statements in

line with Charities SORP (Statement of Recommended Practice). OLH&CS was awarded 'Triple Lock' status by the Charities Institute Ireland, demonstrating its commitment to best practice in all aspects of transparent reporting, ethical fundraising, and good governance.

Conflicts of Interest

OLH&CS has a Directors and Staff 'Code of Standards and Behaviours' policy that outlines how we manage Conflicts-of-Interest / loyalty. We also maintain a Conflict-of-Interest Register pertaining to both Directors and the Executive Management Team.

At OLH&CS Board meetings, Conflicts-of-Interest / loyalties are declared, if applicable, at the start of each meeting and a register is maintained. Should a matter relating to the interests of a Director arise, they will absent themselves when the Board is deliberating or deciding on a matter in which the Director or a person or body connected with the Director has an interest. Board documents that relate to any dealings with the above

The sub-committees of the Board are as follows:

Committee	No. of meetings in 2023	Chaired by Board Director
Audit and Finance	4	Helen Nolan Chair (3) Hilary Coates (3) Aisling Fitzgerald (4) Simon Costello (4) Brian Vaughan (4) Ciara Lynch (1) OLH&CS Staff
Clinical Governance	3	Eugene Murray, Chair (1) Dr Philip Wiehe, Chair (2) Anne-Marie Powell (3) Mary Connolly (AON) (3) Dr Brendan Cuddihy (1) OLH&CS Staff
Capital	5	Carole Pollard, Chair (5) Sean Benton (3) Derbhile McDonagh (5) OLH&CS Staff
Nominations	2	Lorcan Birthistle, Chair (2) All Board of Directors are members
Remuneration	2	Cathy Maguire, Chair (2) Ian Maguire (2) OLH&CS Staff
Fundraising	2	Dermot Ryan, Chair (2) Olan Cremin (1) OLH&CS Staff

interests are not made available to the Board member concerned prior to a decision being taken. Decisions once taken should be notified to the Director. The Conflict-of-Interest Policy was updated in March 2021.

Protected disclosure

There were no protected disclosures made to OLH&CS in 2023.

Risk management and internal control

Risk management is a collective responsibility for the whole organisation. Fundamental to successful risk management, is the need to encourage collective responsibility across an organisation. As many risks are best managed and mitigated by the relevant individuals in all parts of the organisation, we provided a Risk Register refresher training to all staff to ensure that they use best practice and maintain and update their local risk register.

This important activity informs the corporate Risk Register which is reviewed by the Board at every board meeting. The Board is responsible for setting and monitoring the risk appetite for OLH&CS and risk management is factored into our operational planning, performance management, audit, and monitoring.

The Board takes a three-line approach to internal control at OLH&CS. The first line is the policies, processes, and procedures for the management of operations. The second line is the risk management process that seeks to identify gaps or potential areas of exposure. The third line is the internal audit function, which independently monitors these first two lines.

We established a comprehensive risk management process, which seeks to ensure responsible staff within the organisation identify, manage, and mitigate risks in line with the OLH&CS risk framework. This risk management process is an integral part of the OLH&CS governance and management system. Risks are regularly discussed and assessed at all levels in the organisation and are reported to the Board of Directors as appropriate.

Internal Audit

We have a dedicated Internal Audit Unit function that is outsourced independently to Mazars Ireland. This function was launched in 2017 and an annual

Audit Schedule is in place under the auspices of the Audit & Finance Committee. The Internal Auditors are charged with ensuring that corporate processes and associated controls are functioning as intended. They also determine if a process could be improved, provides value for money, or could become more efficient.

In 2023, OLH&CS underwent several internal audits, as follows:

- Patients accounts
- Catering
- Key Internal Financial Controls
- Fixed Assets

Progress on completion of recommendations resulting from the internal audits are monitored and overseen by the Audit & Finance Committee.

Lobbying and Political Contributions

There were no political contributions in 2023, and as a result no disclosures are required under the Electoral Act, 1997. As required under the Regulation of Lobbying Act 2015, OLH&CS records all lobbying activity and communications engaged in with Designated Public Officials (DPOs). OLH&CS has made returns and submissions as required by the Act.

Data Protection

Patricia Pierce – Data Protection Lead
Data Protection Officer – Ambit Compliance

OLH&CS works to enhance data protection and GDPR compliance in a steady and systematic way. We aim to ensure appropriate response times for issues as they arise, as well as implementing a structured work plan to improve compliance with statutory obligations and to manage data protection in line with best practice.

The Voluntary Hospice Group has established a Data Protection Leads Forum, facilitated by Ambit Compliance, DPO to the group. This enhances the process of regular engagement, providing a responsive service where unforeseen data protection issues arise or where bespoke advice and assistance is required. Our Lady's Hospice & Care Services is also a member of the Voluntary Healthcare Risk Management Forum (VHARMF) Data Protection Group, which discussed common healthcare issues around Data Protection, and develops document templates to ensure compliance for healthcare organisations.

In 2023:

- There were 2 Subject Access Requests in 2023, indicating that most requests continue to be made under the Freedom of Information (FOI) Act.
- There were 15 requests processed under the FOI. 12 of these were personal requests, and 3 were non-personal.

Ambit Compliance, DPO, conducted a thorough audit of the Harold's Cross campus during the year, and found that awareness and knowledge around Data Protection was strong amongst staff, and compliance and data security was robust.

Ambit Compliance have provided invaluable support throughout the year in ensuring the highest levels of compliance are applied throughout the organisation. Their prompt response times to queries and expertise provides reassurance, along with their regular reports to the CEO and Board of Directors.

Directors and other information as at end 2023:

Patricia Pierce – Data Protection Lead
Data Protection Officer – Ambit Compliance

Board of Directors

Mr Lorcan Birthistle
Ms Carole Pollard
Dr Philip Wiehe
Ms Cathy Maguire
Mr Vincent Barton
Ms Hilary Coates
Mr Dermot Ryan
Ms Aisling Fitzgerald
Dr Brendan Cuddihy
Ms Sheilagh Reaper Reynolds

Chairperson

Mr Lorcan Birthistle

Chief Executive Officer

Ms Mary Flanagan

Registered Office

Our Lady's Hospice & Care Services
Harold's Cross Rd
Harold's Cross
Dublin
D6W RY72

Independent Auditors

Deloitte Chartered Accountants and
Statutory Audit Firm
Deloitte & Touche House
Earlsfort Terrace
Dublin 2

Principal Bankers

Bank of Ireland
1 Rathfarnham Road
Terenure
Dublin 6

Solicitors

Woodcock Solicitors
16 Clanwilliam Terrace
Grand Canal Quay
Dublin 2

Company Secretary

Crescent Trust Co. Unlimited Company
One Spencer Dock
North Wall Quay
Dublin 1

Registration Numbers

Charity Tax Number: CHY 1144
Charity Registration Number: 20001827
Company Registration Number: 352404





5. Our Financial Statements & Accounts

Financial Report

Deirdre Saul, Director of Finance

Results for the 2023 Financial Year

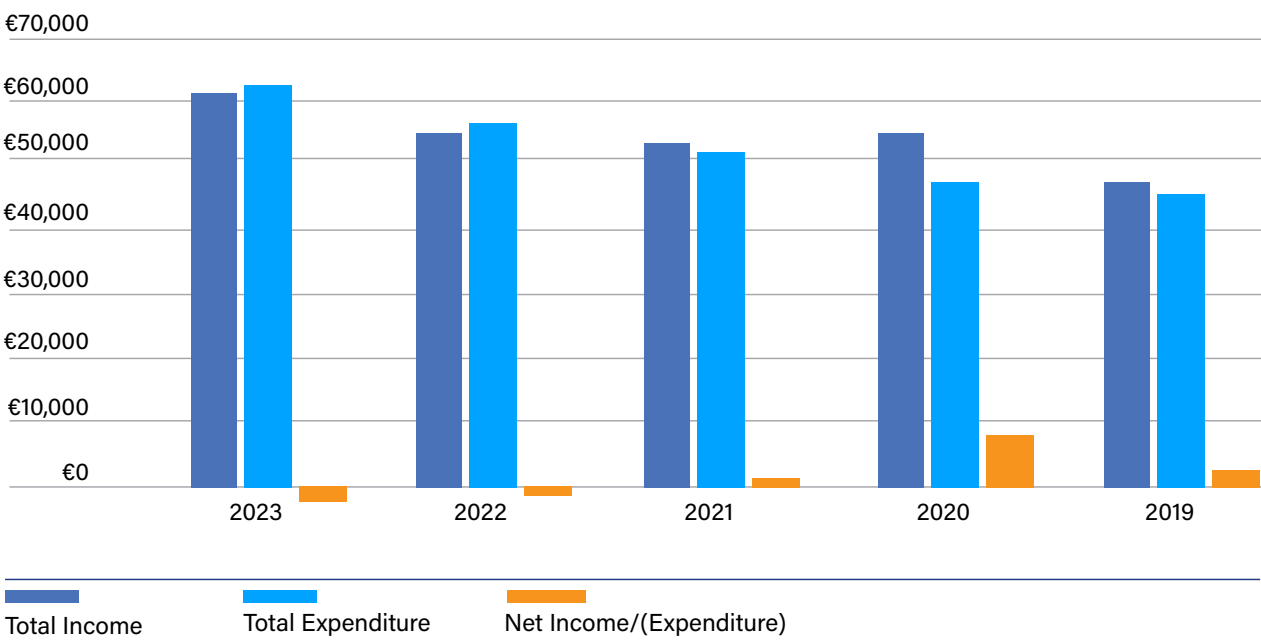
The directors are satisfied with the results for the financial year. Our Lady’s Hospice & Care Services (OLH&CS) recorded an overall loss of €1,886,686 in the year to 31st December 2023, compared to an overall loss of €1,462,210 in the previous year. This decrease on the previous year is largely attributable to the increased inflationary pressures on costs and increased depreciation.

In 2023, there was an increase of over €4.5m in income from charitable activities but there was a

corresponding €5.5m increase in expenses from charitable activities. The HSE funded the two national pay agreements that were implemented during 2023. The CRU service has continued to provide a seven-day service, having moved to a five day in 2021. The RMDU continues to operate both day cases and an inpatient unit. Health insurance income decreased slightly year on year. The refurbishment project for the Blackrock Hospice was completed in February 2023, with a total capital spend during 2022/23 of €7.2m.

The Statement of Financial Assets highlights the results

Financial History, in €’000



between restricted and unrestricted activities. Restricted activities relate to all HSE-funded healthcare activities along with restricted income and expenditure from the public in line with donor wishes.

Fundraising activities generated income of €5,219,747, up from €4,252,312 in 2022 or a 23% increase. This was as a result of an increase in both donations and legacies during the year. Of the total fundraising expenditure, €1.8m was paid in respect of pay and non-pay expenditure for healthcare activities to maintain the same level of care and services to patients as previous years.

Wicklow Hospice was fully operational in 2023 at a cost of €4.9m funded by the HSE.

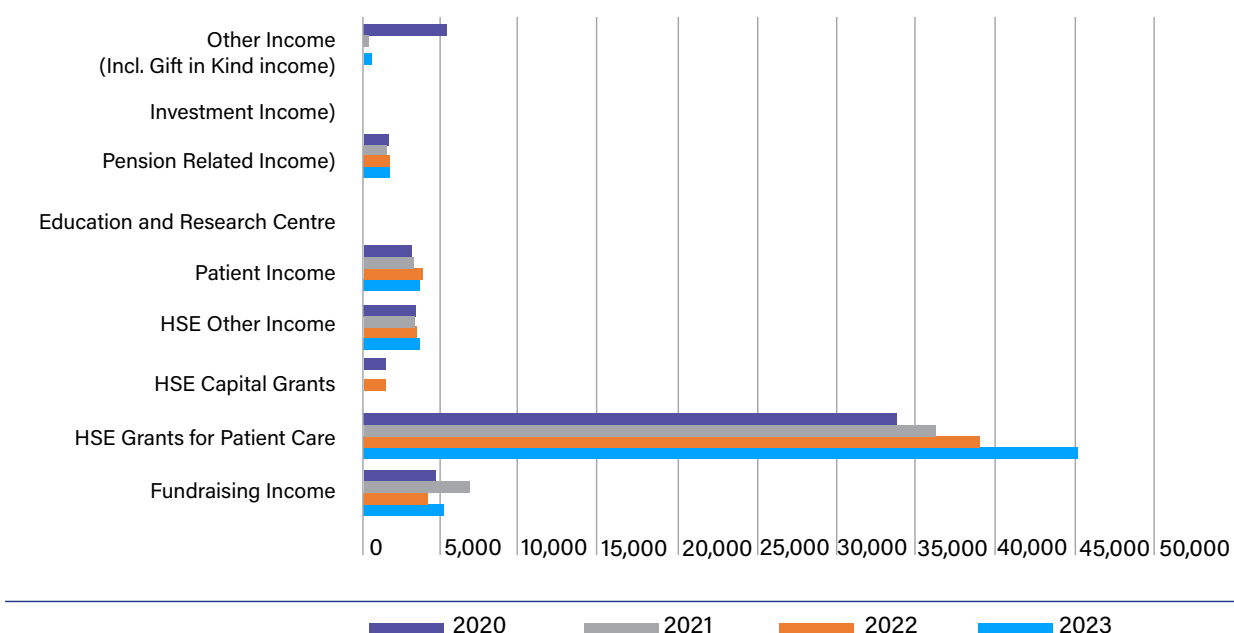
The company had €8m of cash at bank (excluding the third-party funds) at the financial year end of which none related to investment cash. These cash balances together with the investment portfolio are available for the future development of the healthcare facilities in line with our master development plan and also for maintaining the level of services at the current levels for

the foreseeable future (at least twelve months).

Income Analysis

- HSE grants for patient care increased during the year with pay agreements for 2023 and some inflationary funding for non-pay costs (Harold's Cross, Blackrock, and Wicklow).
- Funding pressures remains a challenge with HSE funded activities, especially in relation to private health insurance income. This has slightly decreased in 2023. This is coupled with the increased demand for the company's services.
- Private health insurance income plays a vital role in assisting with the day-to-day running of the organisation and provides much-needed funding towards our high quality services that benefit so many and of which we are so proud.
- Fundraising income saw an increase in donations of 23% or €1m from the previous year. This was due to a general increase across all funding sources.

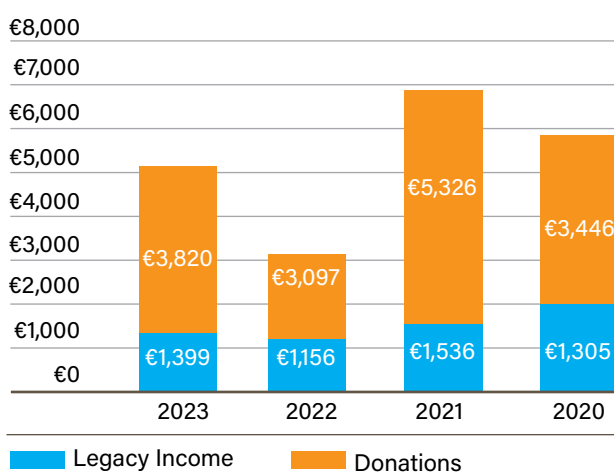
Income split, in €'000



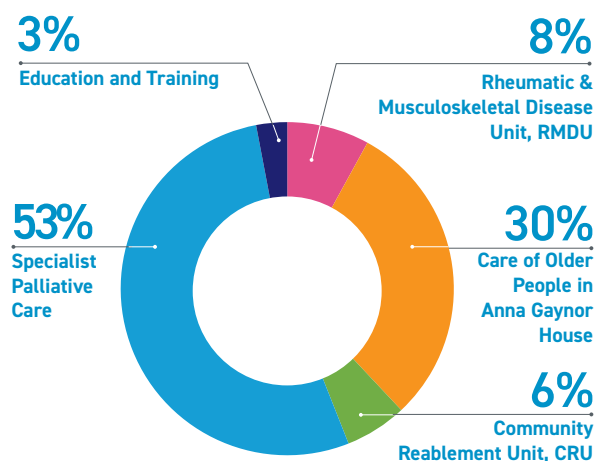
Expenditure

- Fundraising costs for 2023 was €1.7m and decreased from 35% to 33% of the income raised from legacies and donations due to an increase in donations.
- Expenditure on Charitable Activities for the year was €54.8m, being an increase from 2022 of €4.5m. This was as a result of increased pay costs, inflationary pressures and increased depreciation in 2023.
- With a small change from 2023, payroll costs accounted for 70% of total expenditure with Non-Pay expenditure at 30%.

Fundraising Income Split, in €'000



2023 Expenditure on Charitable Activities





OUR LADY'S HOSPICE & CARE SERVICES

DIRECTORS AND OTHER INFORMATION

DIRECTORS	<p>Lorcan Birthistle (Chairperson)</p> <p>Vincent Barton</p> <p>Hilary Coates</p> <p>Dr Brendan Cuddihy (Appointed March 2023)</p> <p>Aisling Fitzgerald (Appointed July 2023)</p> <p>Helen Nolan (Resigned September 2023)</p> <p>Catherine Maguire</p> <p>Dr. Terry McWade (Resigned September 2023)</p> <p>Eugene Murray (Resigned March 2023)</p> <p>Carole Pollard</p> <p>Sheilagh Reaper Reynolds (Appointed June 2023)</p> <p>Dermot Ryan</p> <p>Dr. Philip Wiehe</p>
CHIEF EXECUTIVE OFFICER	Audrey Houlihan – resigned June 2023
CHIEF EXECUTIVE OFFICER (Interim)	Mary Flanagan – commenced June 2023
CHARITY REGISTRATION NUMBER	20001827
CHARITY TAX NUMBER	CHY1144
COMPANY REGISTRATION NUMBER	352404
COMPANY SECRETARY	<p>Helen Nolan (Resigned September 2023)</p> <p>Crescent Trust Co. Unlimited Company (Appointed September 2023)</p>
REGISTERED OFFICE	<p>Our Lady's Hospice</p> <p>Harold's Cross</p> <p>Dublin 6W</p>
AUDITORS	<p>Deloitte Ireland LLP</p> <p>Chartered Accountants and Statutory Audit Firm</p> <p>Deloitte & Touche House, Earlsfort Terrace, Dublin 2</p>
BANKERS	<p>Bank of Ireland</p> <p>1 Rathfarnham Road</p> <p>Terenure, Dublin 6</p>
SOLICITORS	<p>Woodcock Solicitors</p> <p>Pembroke Hall</p> <p>38-39 Fitzwilliam Square, Dublin 2</p> <p>Beauchamps</p> <p>Riverside Two</p> <p>Sir John Rogerson's Quay, Dublin 2</p>

OUR LADY'S HOSPICE & CARE SERVICES

DIRECTORS REPORT

The directors present their annual report and the audited financial statements for the financial year ended 31 December 2023.

PRINCIPAL ACTIVITIES

OLH&CS, founded by the Sisters of Charity in 1879, continues its mission by providing, with loving care, high quality, person-centred health and social care services in the Hospice and community.

OLH&CS has three facilities, Harold's Cross, Blackrock, and Wicklow, where specialist care is provided for people with a range of needs from rehabilitation to end of life care. These services are provided in co-operation with the Health Service Executive (HSE) and the Department of Health. The company also fundraises to continue to develop the campus, to enhance patient services and to repay bank debt relating to the capital building costs of Wicklow Hospice. The principal activities of the company are summarised below.

Palliative Care

OLH&CS offers person-centred specialist Palliative Care to people with advanced life-threatening illness, end of life care and symptom management in inpatient, outpatient and community settings.

Community Rehabilitation Unit (CRU)

The CRU provides a unique intermediate care programme, specially designed to help those 65 years of age or over to live independently in the local community.

Care of Older Persons in Anna Gaynor House

Care of Older Persons and Extended Care Services are provided at Anna Gaynor House which is a purpose-built residential unit for those with supportive palliative care needs or high dependent long-term care.

Rheumatic & Musculoskeletal Disease Unit (RMDU)

The RMDU provides a unique service to people with chronic rheumatologic and musculoskeletal conditions requiring specialist medical management and rehabilitation.

Education & Research

Education, research, and training form the bedrock for a quality service to patients and their families. Our Education and Research Centre, based at our campus in Harold's Cross, plays a pivotal role in supporting the delivery of high quality and evidence-based care for patients and their families across our three hospice sites. Education courses, seminars and workshops are provided throughout the year. In addition, significant research activity takes place onsite which directly links to the provision of evidence-based care.

Fundraising & Communications

The company's achievements in specialist person-centred care are built upon the generous donations and fundraising of thousands of individuals, groups, and companies through a number of campaigns and events every year. Thanks to their compassion, commitment, and generosity, along with the funding allocation received from the HSE, the organisation is able to continue to develop the infrastructure and facilities and provide high quality care on a consistent basis. Our Communications programme continues to raise our profile, strategically supports our fundraising activities and celebrates the stories of the patients, residents and families with whom we work.

OUR LADY'S HOSPICE & CARE SERVICES

DIRECTORS' REPORT

RESULTS FOR THE FINANCIAL YEAR

The organisation continues to operate in a challenging environment, where allocated funding has not been sufficient to deliver break-even position for the financial year. OLH&CS recorded an overall deficit of €1,886,686 in the year to 31st December 2023, compared to a deficit of €1,462,210 in the previous year. There is a further increase in the reported deficit in 2023, due mainly to the increased inflationary costs and three fully operational sites in the year, seen with the reopening of Blackrock Hospice (in February 2023). There was an increase of over €4.5m in Income from charitable activities which was more than offset by a corresponding €5.7m increase in expenses from charitable activities. This is primarily due to inflationary cost pressures, national policies and national pay agreements.

As mentioned above, the Blackrock Hospice reopened in February 2023, which has resulted in increased costs alongside the additional inflationary pressures. As we move into 2024, we are in discussions with the HSE for an acute service level agreement that will address the funding shortfall in our RMDU. We are carrying a 2023 deficit of €600k on this service into 2024, which is having a significant impact on our cashflow. Resolution of this unfunded deficit and right sizing the future funding of this service will enable us to improve and enhance our model of care and will greatly enhance and develop our ability to meet the needs of our patients in the years to come. We have also developed the Wicklow unit which has enabled us to continue to support the needs of the community which we serve in both our inpatient and community palliative care teams in the region.

The Statement of Financial Activities highlights the results between restricted and unrestricted activities. Restricted activities relate to all HSE funded healthcare activities along with restricted income and expenditure arising from donated funds from the public which were donated for a specific activity or purpose.

HSE

Our HSE funded activities generated a cash loss (before depreciation) for the 2023 financial year of €701k, while our fundraising activities generated a surplus before depreciation of €627k. When Depreciation cost of €3.2m is taken into account, along with additional income of €1.28m received from HSE in 2023 (after finalisation of our 2022 financial statements) relating to the retrospective funding of part of the 2022 deficit, as well as other non-cash movements of €154k, our total reported deficit for the year for all activities (including depreciation) amounted to €1.89m, as outlined on page 20 of the financial statements

Fundraising

Fundraising activities generated income of €5.2m (up from €4.3m in 2022) of which €1.8m was used to supplement pay and non-pay expenditure for healthcare activities in order to maintain the same level of care and services to patients as previous years. €1.3m was spent on completing the refurbishment of Blackrock hospice.

Cash Balances

The cash inflow from operating activities for the financial year was €796k.

The company had €8m of cash at bank excluding €95,572 of 3rd party funds (see note 19 for breakdown) at the financial year end. This cash is available for the future development of the healthcare facilities in line with our strategic development plan and also for maintaining the level of services at the current levels for the foreseeable future. In line with our strategic development plan, we invested in the refurbishment of Blackrock which has greatly enhanced our clinical infrastructure to the benefit of our patients and their families. In 2024, we intend to invest in our Education and Research Centre so that we can continue to deliver evidence-based care to our patients. The remaining reserves are committed to future capital developments as well as ongoing working capital requirements associated with Healthcare/ Education and Research and Fundraising activities.

OUR LADY'S HOSPICE & CARE SERVICES

DIRECTORS' REPORT

RESULTS FOR THE FINANCIAL YEAR (CONTINUED)

Funds held by the company at year-end are represented as follows:

	Total 2023 €	Total 2022 €
Share capital and premium	38,638,788	38,638,788
Restricted capital funds – HSE related	17,885,171	18,670,334
Restricted capital funds – Donor related	7,473,193	6,420,436
Restricted funds – HSE related	585,488	(125,223)
Restricted funds – Donor related	-	-
Unrestricted funds – OLH&CS	30,004,766	32,869,757
Total funds at end of financial year	94,587,406	96,474,092

DIVIDENDS

The company is precluded by its Memorandum of Association from paying dividends either as part of normal operations or on a distribution of its assets in the event of a winding-up.

FUTURE DEVELOPMENTS

Strategic Plan

We are currently at the start of the process to write our new Strategic Plan. While we are still working with our previous five-year strategic plan to enhance our care 2017 – 2022, the organisation is forward looking and we believe the new strategic plan will demonstrate the progressive vision of the directors, management, and staff for providing high quality and safe services for all of our patients, residents, and clients, and developing those services in line with best national and international practice. Based on our values, we believe that our services should be delivered in the most appropriate and effective way to respond to the needs of the individual and their family. Changes to the model of care within our specialisms supported delivery of care to increased numbers of outpatients with a focus on meeting current and future demand.

We acknowledge that there will be challenges and risks as we adapt and align existing funding models and strive to ensure that we have capacity both in workforce and facilities, to meet service needs and support areas of growth. This strategy also places a huge emphasis on strong healthcare governance and compliance ensuring efficiency and accountability so that those depending upon and supporting OLH&CS can be assured of the highest quality standards and transparency in all that we do.

OUR LADY'S HOSPICE & CARE SERVICES

DIRECTORS' REPORT

FUTURE DEVELOPMENTS (CONTINUED)

Strategic Development Plan

OLH&CS is developing an ambitious Development Plan aligned to our new strategic plan. Liaising with and receiving the support of key funders and donors to raise sufficient funds to complete the plan is of critical importance to the improvement of the quality-of-care provided by OLH&CS.

During 2023, we reopened Blackrock Hospice after the refurbishment and upgrade of the 12 bedrooms and ancillary services. Building works concluded in February 2023 at a cost of just under €7.4m. In 2024, we are upgrading our Education and Research Centre so we can increase our research and education activities as well as continue to deliver evidence-based care to our patients.

Care Services

The directors have committed to continue to allocate fundraising income in order to maintain service levels at our care facilities and to develop our care facilities and are eternally grateful to all our supporters and donors for their on-going support. It is the directors' intention over the coming years to develop and expand our services so that we meet the needs of our changing society while never losing sight of the core values of OLH&CS.

The directors acknowledge with gratitude the on-going support of our donors, fund-raisers, volunteers and the HSE in enabling them to continue to enhance and develop the services at OLH&CS.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The directors are responsible for the management of the business of the company and for exercising their powers in pursuit of the charitable objects of the company. The directors are committed to maintaining a very high standard of Corporate Governance and they believe that this is a key element in ensuring the proper operation of the company's activities.

OLH&CS must maintain various standards of compliance including with the HSE's Service Level Agreement, the Companies Acts, Director's Compliance Statement and the Charities Regulatory Authority Governance Code. Furthermore, there is a significant emphasis placed on robust healthcare, clinical, corporate, and financial governance, compliance, legislation, regulation, inspection, and internal and external audit functions to ensure accountability and transparency.

The Board is responsible for providing leadership, setting strategy, and ensuring control and overseeing performance management, talent management, and succession planning strategies. There are currently 10 non-executive directors who are drawn from diverse backgrounds and bring their expertise and decision-making skills to the Board deliberations.

OUR LADY'S HOSPICE & CARE SERVICES

DIRECTORS' REPORT

STRUCTURE, GOVERNANCE AND MANAGEMENT (CONTINUED)

To support their governance activities the Board has established a number of Committees, who report directly to the Board. Each Committee has its own terms of reference. The Committees of the Board are the Education & Research Committee, the Audit & Finance Committee, the Clinical Governance Committee, the Fundraising Committee, the Capital Committee, the Nominations Committee and the Remuneration Committee. The primary purposes and functions of each Committee is set out below:

- Audit & Finance Committee
 - To provide independent, objective and timely advice to the Board on the financial reporting process and the judgements associated therewith to ensure the balance, transparency and integrity of the business.
 - To oversee and advise on Corporate and financial Risks across the company.
 - To review the scope and effectiveness of internal financial controls and risk management systems, and the internal and external audit functions.
- Clinical Governance Committee
 - To ensure an effective system of integrated governance, high quality improvement initiatives, and clinical risk management across all the activities that support the company's objectives.
 - To ensure that appropriate clinical and non-clinical risk management arrangements are in place for the company.
 - To ensure compliance with laws and regulations and to ensure effective implementation of the hospital risk management policy.
- Fundraising Committee
 - To provide strategic direction and lead on the implementation of the company's ambitious plans to transform specialist community based services for another generation of patients and deliver upon our vision.
 - To drive OLH&CS's evolving vision for the future of service delivery.
 - To raise awareness of OLH&CS's needs and goals, to develop relationships and opportunities and to establish capacity within OLH&CS for fulfilment of same.
- Nominations Committee
 - To give full consideration to succession planning for non-executive directors and in particular for the key role of chief executive.
 - To identify and nominate suitable candidates for the role of Board Sub-Committee members.
 - To re-appoint any non-executive director at the conclusion of their specified term of office having given due regard to their performance and ability to continue to contribute to the Board in the light of the knowledge, skills and experience required.
- Capital Committee
 - To coordinate efforts to oversee the planning of capital developments and to assist the Board of Directors in prioritising and identifying resources for future capital development.
 - To identify, discuss, and act on emerging issues, initiatives, and projects related to capital.
 - To develop and recommend a capital plan to support the successful delivery of healthcare in a high-quality environment.

OUR LADY'S HOSPICE & CARE SERVICES

DIRECTORS' REPORT

STRUCTURE, GOVERNANCE AND MANAGEMENT (CONTINUED)

- Remuneration Committee
 - To review remuneration and benefits policy generally.
 - To have oversight of any senior level salary above €65k and ensure compliance with Department of Health consolidated payscales.
 - To review annual expenses of the Executive Management Team.

MANAGEMENT

The Executive Management Team is made up of our Interim CEO – Mary Flanagan who commenced in June 2023 following the resignation of Audrey Houlihan in June 2023. Director of Finance – Deirdre Saul; Interim Director of Nursing and Quality – Geraldine Tracey; Medical Director – Dr. Lucy Balding; Director of Non-Clinical Services – Tommy Beatty; Director of HR – Carol Barr and Director of Fundraising and Communications – Eleanor Flew.

STAFF AND VOLUNTEERS

OLH&CS could not function and provide the level of care and support to patients and relatives without the commitment of the Staff and the Volunteers. The directors wish to express their huge gratitude to all staff and volunteers for the excellent care that they provide.

PRINCIPAL RISKS AND UNCERTAINTIES

The directors, in conjunction with the Executive Management Team, follow a process to manage the risks to which the company is exposed. They particularly concern themselves with operational and financial risks. They are satisfied that appropriate systems are in place to mitigate these risks, and limit exposure. Risks are identified and ranked in terms of potential impact, as well as the company's risk control measures. Major risks are those which may have an impact on operational performance, financial sustainability, achievement of aims and objectives and meeting expectations of our patients, funders, and supporters.

The principal risks and uncertainties that the company faces are:

- **Clinical risks to patients under our care, either as inpatients or in their usual home environment:** These risks are mitigated by the use of appropriately qualified and trained clinical staff, working within safe systems of care, having appropriate equipment which reduces risk, such as automated equipment to prevent human error, having appropriate policies and procedures in place and our incident reporting system which includes reporting near misses so that future incidents can be prevented. We have adequate cover in place for public and clinician liability under State Claims agency and Clinical Indemnity schemes.
- **Failure to comply with Statutory/ Regulatory Requirements:** The company is subject to stringent regulations in areas such as staff competency, staffing levels, health & safety matters as well as company law, taxation requirements, prompt payments legislation and charity regulations and has appropriate processes in place to monitor adherence and compliance with legislation and regulations impacting on its operations.

OUR LADY'S HOSPICE & CARE SERVICES

DIRECTORS' REPORT

PRINCIPAL RISKS AND UNCERTAINTIES (CONTINUED)

- **Financial dependency on the HSE:** The company is dependent on the ongoing support of the HSE for funding to deliver care services. Ongoing funding at an appropriate level is fundamental to the company's ability to continue as a going concern. It is company policy to mitigate this risk by developing ongoing relationships with the HSE and agreeing annually our Service Level Arrangement. In 2023, we were underfunded by €700k. This is a worrying trend and we are currently seeking the additional funding for 2023, while noting that we continue to see this trend continue into 2024, where we are underfunded from the HSE.
- **Lack of funding for future development of the campus:** The company has ambitious plans to better utilise the space available on the campus and enhance patient care. There is a risk that insufficient funding will be available to complete the construction as set out in the Strategic Development Plan. Liaising with the HSE is ongoing in relation to funding of these developments, along with continued increases in fundraising reserves for capital use.
- **Fundraising Risk:** The above development funding risk is linked to a general fundraising risk of potential lower donations or bequests which would impact on our ability to both carry out these developments and also to maintain the same levels of quality and service.
- **General Data Protection Regulation:** OLH&CS continue to implement GDPR regulations in an effort to achieve compliance. Risk assessments and risk minimization actions are put in place to minimize areas of non-compliance and the Board are advised regularly on implementation progress and gap analysis. OLH&CS currently has a contract with a third party (Ambit Compliance) who review existing OLHCS policies and reports quarterly to Audit and Finance committee. Security and privacy policies and procedures in place including ICT policies to mitigate any risks.
- **Insufficient funds to meet pension payments:** The company is dependent on the Department of Health to continue to provide the funds required to pay current pension liabilities, under the VHSS, as they arise in the future. There have been no retirements to date from the Single Public Service Pension Scheme (SPSPS).
- **Inflationary pressures:** The company is aware of continued inflationary cost pressures within the company and as such are monitoring cash flow closely and in continued discussion with the HSE regarding same.

FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The company's activities expose it to a number of financial risks including credit risk, cash flow risk and liquidity risk. These are disclosed in Note 25 to the financial statements.

OUR LADY'S HOSPICE & CARE SERVICES

DIRECTORS' REPORT

RESEARCH AND DEVELOPMENT

The company carries out on-going research to support evidence-based practice and achieve optimum care for patients.

EUROPEAN COMMUNITIES (LATE PAYMENT IN COMMERCIAL TRANSACTIONS) REGULATIONS 2012

The directors have put procedures in place which provide reasonable assurance that the company is complying in all material respects with the Prompt Payments of Account Act, 1997 and European Communities (Late payment in Commercial Transactions) Regulations 2012, in so far as is permitted by cash flow constraints.

GOING CONCERN

The company's business activities, together with the factors likely to affect its future development, performance, and position are set out in the directors' report.

The financial statements have been prepared on the going concern basis. The company is dependent on the Health Service Executive (HSE) to fund its activities and the ongoing support of the HSE at an appropriate level is fundamental to the company's ability to continue as a going concern. While the HSE has not given any indication that it will withdraw its overall financial support from the company for the foreseeable future and has continued to provide funding for 2024, we are in ongoing discussions in relation to the right sizing of funding for the Rheumatic & Musculoskeletal Disease Unit, without which we will not be in a position to continue operating services at current levels. The HSE has provided some inflationary cost pressures for 2024 and have indicated that pay increases will be partially funded during 2024, however the HSE has not yet committed to the funding required to avoid a curtailment of certain services provided by our Rheumatology Service.

While our organisation has shown great resilience in terms of our fundraising ability over the last three years, since the first closures arising from COVID 19, our fundraising for 2023 has increased even though we operate in a challenging fundraising environment. Our fundraising income increased during 2023, and while we continue to be conservative in our estimates of fundraising income for 2024 and 2025 we are optimistic that in-person events will continue to assist with improving income streams in 2024 and 2025. We are also conscious that other world events and fundraising campaigns may impact on our donor pool.

Funding pressures and breaking even on HSE funded activities remain a concern, especially in relation to reduced private health insurance income which improved marginally on 2022 but is still almost €1.6m below pre-pandemic levels. This is coupled with an increased demand for the organisation's services. Management have reviewed the level of activity and costs of the organisation and have drawn up plans to deal with the issues associated with the ongoing funding pressures. The company's current operating budget and forecast (assuming no reduction in HSE Funding or services offered) indicates that the company's HSE funded activities will generate a loss in 2024 and are likely to require c.€4.5m in out of profile cash accelerations during the course of 2024 in order to meet our payment obligations as they fall due. We have already received a cash acceleration of €2.5m from the HSE in April 2024, and current forecasts suggest that a further cash acceleration of c.€2m will be required by September 2024. Our Rheumatology service has generated a loss in the period to May 2024, and is continuing to operate at a loss, meanwhile we are in ongoing discussions with the HSE and the Hospital Group in relation to the continued funding or curtailment of this service. The organisation is also proactively undertaking measures towards enhancing financial viability by implementing cost containment measures aimed at optimising efficiency and resource allocation.

The Directors are confident that a combination of the various measures outlined above, coupled with the ongoing support from the HSE by way of additional funding and/or cash advances as needed will ensure that it is in a position to meet its obligations as they fall due for a period of at least 12 months from signing these financial statements.

OUR LADY'S HOSPICE & CARE SERVICES

DIRECTORS' REPORT

While the strong reserves position at year-end means that there is no immediate threat to the going concern status of OLH&CS, provision of services remains reliant on funding from the HSE continuing at an appropriate level in the future.

After making due enquiries, the directors have a reasonable expectation that the operating and capital budgets and plans will be achieved and that the company will have adequate resources and sufficient liquidity to continue to operate for the foreseeable future. On that basis, the directors have continued to adopt the going concern basis of accounting in preparing these financial statements.

The ongoing support of the HSE at an appropriate level and the generosity of the public are fundamental to the achievement of these plans.

POST BALANCE SHEET EVENTS

There are no post balance sheet events that we need to report in the financial statements.

DIRECTORS AND SECRETARY

The directors and secretary, who served at any time during the financial year except as noted, were as follows:

Directors:

Lorcan Birthistle (Chairperson)
Vincent Barton
Hilary Coates
Dr Brendan Cuddihy (Appointed March 2023)
Aisling Fitzgerald (Appointed July 2023)
Helen Nolan (Resigned September 2023)
Catherine Maguire
Dr. Terry McWade (Resigned September 2023)
Eugene Murray (Resigned March 2023)
Carole Pollard
Sheilagh Reaper Reynolds (Appointed June 2023)
Dermot Ryan
Dr. Philip Wiehe

Secretary:

Helen Nolan (Resigned September 2023)
Crescent Trust Co. Unlimited Company (Appointed September 2023)

In accordance with the Articles of Association, every year, one-third of the directors for the time being, or, if their number is not three or a multiple of three, then the number nearest one-third shall retire from office.

It has been agreed that on appointment, Directors will receive briefing and comprehensive documents designed to familiarise them with the company's operations, management and governance.

OUR LADY'S HOSPICE & CARE SERVICES

DIRECTORS' REPORT

DIRECTORS' AND SECRETARY'S INTERESTS IN SHARES

The directors and secretary of the company who held office at 31 December 2023, had no interests in the shares of the company.

DIRECTORS' INTERESTS IN CONTRACTS

There were no contracts or arrangements in relation to the company's business in which the directors or Secretary of the company had any interest.

POLITICAL CONTRIBUTIONS

There were no political donations made during the financial year (2022: €Nil).

ACCOUNTING RECORDS

The measures that the directors have taken to secure compliance with the requirements of sections 281 to 285 of the Companies Act 2014 with regard to the keeping of adequate accounting records, are the employment of appropriately qualified accounting personnel and the maintenance of computerised accounting systems. The company's accounting records are maintained at the company's registered office at Harold's Cross, Dublin 6W.

DISCLOSURE OF INFORMATION TO AUDITORS

In the case of each of the persons who are directors at the time the directors' report and financial statements are approved:

- a) So far as the director is aware, there is no relevant audit information of which the company's statutory auditors are unaware; and
- b) Each director has taken all steps that ought to have been taken by the director in order to make himself/herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

DIRECTORS' COMPLIANCE POLICY STATEMENT

The directors acknowledge that they are responsible for securing compliance by the company with its relevant obligations as outlined in the Companies Act 2014 (the 2014 Act).

The directors confirm:

- (a) that a compliance policy statement, setting out the company's policies that, in the directors' opinion, are appropriate to the company regarding compliance by the company with its relevant obligations (within the meaning of the 2014 Act) has been drawn up;
- (b) appropriate arrangements or structures that are, in the directors' opinion, designed to secure material compliance with the company's relevant obligations have been put in place; and
- (c) a review of those arrangements and structures has been conducted during the financial year.

The arrangements and structures include reliance on the assistance and advice of persons employed by the company and by external legal, compliance and tax advisors that the directors consider to have the requisite knowledge and experience to advise on the company's compliance with its relevant obligations.

OUR LADY’S HOSPICE & CARE SERVICES

DIRECTORS’ REPORT

AUDITORS

The auditors, Deloitte Ireland LLP, Chartered Accountants and Statutory Audit Firm, have indicated that they will resign as auditors following sign off of the 2023 financial statements, and it is our intention to appoint Crowe Chartered Accountants as our auditors at the AGM.

Approved by the Board and signed on its behalf by:

Lorcan BIRTHISTLE
Director

Aisling FITZGERALD
Director

Date: 25th July 2024

OUR LADY'S HOSPICE & CARE SERVICES

DIRECTORS' RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the directors' report and the financial statements in accordance with the Companies Act 2014.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law, the directors have elected to prepare the financial statements in accordance with FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* issued by the Financial Reporting Council ("relevant financial reporting framework"). Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the profit or loss of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing those financial statements, the directors are required to:

- select suitable accounting policies for the Company Financial Statements and then apply them consistently.
- make judgements and estimates that are reasonable and prudent.
- state whether the financial statements have been prepared in accordance with the applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position, and profit or loss of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and directors' report comply with the Companies Act 2014 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Legislation in Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF OUR LADY'S HOSPICE & CARE SERVICES

Report on the audit of the financial statements

Opinion on the financial statements of Our Lady's Hospice & Care Services (the 'company')

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2023 and of the net expenditure for the financial year then ended; and
- have been properly prepared in accordance with the relevant financial reporting framework and, in particular, with the requirements of the Companies Act 2014.

The financial statements we have audited comprise:

- the Statement of Financial Activities;
- the Balance Sheet;
- the Statement of Cash Flows; and
- the related notes 1 to 31, including a summary of significant accounting policies as set out in note 1.

The relevant financial reporting framework that has been applied in their preparation is the Companies Act 2014 and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council ("the relevant financial reporting framework").

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are described below in the "Auditor's responsibilities for the audit of the financial statements" section of our report.

We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the Reports and Financial Statements for the financial year ended 31 December 2023, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the Reports and Financial Statements for the financial year ended 31 December 2023. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Continued on next page/

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF OUR LADY'S HOSPICE & CARE SERVICES**Report on the audit of the financial statements (Continued)**

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Other information (Continued)

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of directors

As explained more fully in the Directors' Responsibilities Statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and otherwise comply with the Companies Act 2014, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on IAASA's website at: <https://iaasa.ie/publications/description-of-the-auditors-responsibilities-for-the-audit-of-the-financial-statements>. This description forms part of our auditor's report.

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF OUR LADY'S HOSPICE & CARE SERVICES**Report on the audit of the financial statements (Continued)**

/Continued from previous page

Report on other legal and regulatory requirements**Opinion on other matters prescribed by the Companies Act 2014**

Based solely on the work undertaken in the course of the audit, we report that:

- We have obtained all the information and explanations which we consider necessary for the purposes of our audit.
- In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited.
- The financial statements are in agreement with the accounting records.
- In our opinion the information given in the directors' report is consistent with the financial statements and the directors' report has been prepared in accordance with the Companies Act 2014.

Matters on which we are required to report by exception

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

Use of our report

This report is made solely to the company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**For and on behalf of Deloitte Ireland LLP**

Chartered Accountants and Statutory Audit Firm
Deloitte & Touche House, Earlsfort Terrace, Dublin 2

Date: 31st July 2024

OUR LADY'S HOSPICE & CARE SERVICES

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	Notes	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		€	€	€	€	€	€
		2023	2023	2023	2022	2022	2022
INCOME FROM							
Donations and legacies	4	4,282,568	937,179	5,219,747	3,466,777	785,535	4,252,312
Charitable activities	5	212,414	54,550,548	54,762,962	207,072	50,020,036	50,227,108
Other trading activities	6	646,303	-	646,303	438,156	-	438,156
TOTAL INCOME		5,141,285	55,487,727	60,629,012	4,112,005	50,805,571	54,917,576
EXPENDITURE ON							
Raising funds	7	2,461,766	152,155	2,613,921	2,018,308	282,436	2,300,744
Charitable activities	8	4,064,444	55,817,867	59,882,311	3,722,751	50,364,121	54,086,872
TOTAL EXPENDITURE		6,526,210	55,970,022	62,496,232	5,741,059	50,646,557	56,387,616
Net (expenditure)/income before other recognised (loss)/gain		(1,384,925)	(482,295)	(1,867,220)	(1,629,054)	159,014	(1,470,040)
(loss)/gain on financial assets at fair value	10	(19,466)	-	(19,466)	7,830	-	7,830
Net (expenditure)/income before taxation		(1,404,391)	(482,295)	(1,886,686)	(1,621,224)	159,014	(1,462,210)
Taxation	12	-	-	-	-	-	-
NET (EXPENDITURE)/INCOME		(1,404,391)	(482,295)	(1,886,686)	(1,621,224)	159,014	(1,462,210)
Transfer between funds	13	(1,460,600)	1,460,600	-	2,191,222	(2,191,222)	-
Total funds at beginning of financial year		32,869,757	24,965,548	57,835,305	32,299,759	26,997,756	59,297,515
Total funds at end of financial year		30,004,766	25,943,853	55,948,619	32,869,757	24,965,548	57,835,305

There were no recognised gains or losses other than those listed above and the net movement in funds for the financial year. All income and expenditure derive from continuing activities.

OUR LADY'S HOSPICE & CARE SERVICES

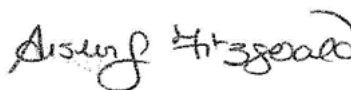
**BALANCE SHEET
AS AT 31 DECEMBER 2023**

	Notes	2023 €	2022 €
Fixed assets			
Tangible assets	15	86,066,391	88,369,430
Financial assets	16	148,506	167,972
		<u>86,214,897</u>	<u>88,537,402</u>
Current assets			
Stocks	17	460,338	515,947
Debtors: amounts falling due within one year	18	7,794,079	6,138,264
Cash at bank and on hand	19	8,106,403	9,080,955
		<u>16,360,820</u>	<u>15,735,166</u>
Creditors: (amounts falling due within one year)	20	<u>(7,988,311)</u>	<u>(7,313,768)</u>
Net current assets		<u>8,372,509</u>	<u>8,421,398</u>
Total assets less current liabilities		94,587,406	96,958,800
Creditors: (amounts falling due after more than one year)	21	-	(484,708)
NET ASSETS		<u>94,587,406</u>	<u>96,474,092</u>
Capital and charity funds			
Called up share capital	22	2	2
Share premium	22	38,638,786	38,638,786
Restricted capital funds	27	25,358,364	25,090,770
Restricted funds	27	585,488	(125,223)
Unrestricted funds	27	30,004,766	32,869,757
CHARITY FUNDS		<u>94,587,406</u>	<u>96,474,092</u>

The financial statements were approved and authorised for issue by the Board of directors on 25th July 2024 and signed on its behalf by:



Lorcan Birthistle
Director



Aisling Fitzgerald
Director

OUR LADY'S HOSPICE & CARE SERVICES

STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

	Notes	2023 €	2022 €
Net cash inflow from operating activities	23	796,151	1,403,934
Cash flows from investing activities			
Interest paid		(67,969)	(35,272)
Payments to acquire tangible fixed assets		(1,307,667)	(5,200,967)
Proceeds from sale of fixed assets		360,000	-
Disposal of investment		-	37,063
Net cash flows from investing activities		(1,015,636)	(5,199,176)
Cash flows from financing activities			
Bank loan repaid		(755,067)	(1,855,067)
Net cash flows from financing activities		(755,067)	(1,855,067)
Net decrease in cash and cash equivalents		(974,552)	(5,650,309)
Cash and cash equivalents at beginning of financial year		9,080,955	14,731,264
Cash and cash equivalents at end of financial year		8,106,403	9,080,955
Reconciliation to cash and cash equivalents			
Cash at bank and in hand		8,106,403	9,080,955
Analysis of changes in net debt	At 1/1/2023	Cashflows	At 31/12/2023
	€	€	€
Cash and Cash Equivalents			
Cash (company funds)	8,956,468	(945,598)	8,010,870
Funds held on behalf of 3 rd party funds	124,487	(28,954)	95,533
	<u>9,080,955</u>	<u>(974,552)</u>	<u>8,106,403</u>
Borrowings			
Debt due within one year	(335,068)	247,991	(87,077)
Debt due after one year	(484,708)	484,708	-
	<u>(819,776)</u>	<u>732,699</u>	<u>(87,077)</u>
	<u>8,261,179</u>	<u>(241,853)</u>	<u>8,019,326</u>

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS AS AT 31 DECEMBER 2023

1. ACCOUNTING POLICIES

The significant accounting policies adopted by the company are set out below. These policies have been consistently applied to all financial years presented unless otherwise stated.

General Information and Basis of Financial Statements Presentation

Our Lady's Hospice & Care Services is a company incorporated in Ireland under the Companies Act 2014. The company number is 352404 and the address of the registered office is Harold's Cross, Dublin 6W.

The objectives of the company are charitable in nature and it has been granted charitable tax exemption by the Revenue Commissioners (Charity number CHY1144) and is registered with the Charities Regulatory Authority (CRA number 20001827). The company's operations and its principal activities are set out in the directors' report on pages 3 to 14.

In accordance with Section 1180(8) of the Companies Act, 2014, the company is exempt from including the word "Limited" in its name. The company is a designated activity company limited by shares (DAC) under Part 16 of the Companies Act 2014.

The company has adopted and reported its performance in accordance with the format provided for in the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" as published by the Charity Commission for England and Wales (2019 Version).

The Charity Commission for England and Wales is recognised by the UK accounting Standards Board (ASB) as the appropriate body to issue SORP's for the charity sector in the UK, and the SORP has heretofore been recognised as best practice for financial reporting by Charities in Ireland.

The financial statements have been prepared in accordance with the Companies Act 2014 and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

Basis of Accounting

The financial statements have been prepared under the historical cost convention, modified to include certain items at fair value, and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued by the Financial Reporting Council and the Companies Act 2014. The financial statements are presented in euro.

The financial statements are prepared on a going concern basis of accounting in preparing these financial statements, as detailed further in note 2.

Tangible Fixed Assets and Depreciation

Tangible fixed assets are carried at cost (or deemed cost) less accumulated depreciation and accumulated impairment losses. Cost includes the original purchase price, costs directly attributable to bringing the asset to the location and condition necessary for its intended use, applicable dismantling, removal and restoration costs. Tangible fixed assets, including computer equipment where the cost is less than €10,000 are expensed.

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

1. ACCOUNTING POLICIES (CONTINUED)

Tangible Fixed Assets and Depreciation (Continued)

Land and buildings include freehold properties. Land and buildings are carried at cost. Fixtures and fittings and motor vehicles are carried at cost less accumulated depreciation and accumulated impairment losses.

Subsequent additions are included in the assets carrying amount or recognised as a separate asset, as appropriate, only when it is probable that the economic benefits associated with the asset will flow to the company and the cost can be reliably measured. Assets in the course of construction are carried at cost. Major components are treated as separate assets where they have significantly different patterns of consumption of economic benefits and are depreciated separately over their useful lives.

Donated assets are recognised as tangible fixed assets when their fair value exceeds the above-mentioned thresholds. Donated assets held as tangible fixed assets are subject to depreciation except in cases where they are held for resale and not used in the period in which case they are not depreciated.

Land is not depreciated. Assets under construction are not depreciated until they are available for use. Depreciation on other tangible assets is provided at rates calculated to write off the cost of the assets over their estimated useful lives. The rates and methods of depreciation are as follows:

Building	2.5%	straight line
Fixtures and equipment	15%	straight line
Motor Vehicles	20%	straight line
Computer equipment	33.33%	straight line

Residual value represents the estimated amount which would currently be obtained from disposal of an asset, after deducting estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

Repairs and maintenance costs are expensed as incurred.

Impairment of Assets

Assets, other than those measured at fair value, are assessed for indicators of impairment at each balance sheet date. If there is objective evidence of impairment, an impairment loss is recognised in the Statement of Financial Activities as described below.

Non-financial assets

An asset is impaired where there is objective evidence that, as a result of one or more events that occurred after initial recognition, the estimated recoverable value of the asset has been reduced to below its carrying amount. The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use.

Where indicators exist for a decrease in impairment loss, the prior impairment loss is tested to determine reversal. An impairment loss is reversed on an individual impaired asset to the extent that the revised recoverable value does not lead to a revised carrying amount higher than the carrying value had no impairment been recognised.

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

1. ACCOUNTING POLICIES (CONTINUED)

Pensions

The company operates a defined benefits pension scheme in respect of employees eligible for inclusion under the Voluntary Hospitals Superannuation Scheme. The scheme is administered, funded and underwritten by the Department of Health. The company acts as agents in the operation of the scheme and does not make any contributions to the scheme.

Contributions are received from eligible employees only. In accordance with the service plan agreed with the HSE and the Department of Health, pension contributions received may be offset against pension payments made and the surplus or deficit each financial year forms part of the funding for the company. The directors consider that the company has no responsibility for any liability that falls due as a result of any ultimate under funding of the scheme.

Contributions received are credited to the Statement of Income and Retained Earnings as they are received. Payments made under the scheme are charged to the Statement of Income and Retained Earnings as they fall due. Refunds of Contributions are charged to the Statement of Income and Retained Earnings when notification is received from the Department of Health to make a payment to an employee who is leaving the scheme.

A new Single Public Service Pension Scheme (Single Scheme) commenced with effect from 1st January 2013. The Scheme applies to all pensionable first time entrants to the Public Service, as well as former public servants returning to the Public Service after a break of more than 26 weeks. Benefits are calculated by reference to "referable amounts" for each year's service that are uprated by the CPI as notified by the Minister. All contributions deducted from members wages/salaries are remitted to the nominated bank account of the Department of Public Expenditure and Reform and not credited to the Profit and Loss Account. As per Public Service Pensions (Single Scheme and Other Provisions) Act 2012, Section 44(1) (b), payments arising under this Single Scheme to retiring employees shall be paid from funds provided by the Oireachtas for that purpose.

Certain company employees are members of a defined contribution pension scheme and the assets of the scheme are held separately from those of the company. The annual contributions payable are charged to the Statement of Financial Activities.

Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to sell, which is equivalent to the net realisable value. Cost is determined by reference to invoice price including charges such as freight and duty as appropriate. Cost is calculated using the FIFO (first-in, first-out) method. Provision is made for obsolete, slow-moving or defective items where appropriate.

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

1. ACCOUNTING POLICIES (CONTINUED)

Foreign Currencies

The functional and presentational currency of the company is considered to be Euro because that is the currency of the primary economic environment in which the company operates.

Transactions in foreign currencies are recorded at the rate ruling at the date of the transactions. The resulting monetary assets and liabilities are translated at the balance sheet rate and the exchange differences are dealt with in the Statement of Financial Activities.

Income – Donations and legacies, charitable activities (HSE and other grants), investment and other trading activities

Income is the amount derived from the provision of services. Turnover comprises income from patients (directly and from Private Health Insurers), income from fundraising activities and events, income from the hire of facilities and other income.

- (i) Income from voluntary donations is recognised when received. As with many similar charitable organisations, independent groups from time to time organise fundraising activities and may operate bank accounts in the name of OLH&CS. However, as amounts collected in this way are outside the control of the company, they are not included in the financial statements until received by OLH&CS.
- (ii) Proceeds from the sale of donated goods are recognised in the financial statements in the period in which they are realised. Volunteer time is not included in the financial statements.
- (iii) Grants from the HSE, government and other agencies have been included as income from activities in furtherance of the charity's objects and accounted for on a receivable basis. Revenue grants received and receivable from the HSE are accounted for on the basis of the allocated amount notified by the HSE for that financial year. Capital grants received are recognised as income in the financial year and the depreciation on the related capital asset is charged against the restricted capital fund.
- (iv) Legacies are included when the company is entitled to the legacy, the amount can be measured and it is probable that the company will receive.
- (v) Donations in kind may take the form of property provided to the company free of charge. Where title has transferred and valuation can be measured with reasonable certainty, donations in kind are recognised in full as income in the year of receipt. Donations in kind are valued based on a professional valuation. If such a valuation is not available, reasonable prevailing market values are used.
- (vi) Investment income is recognised on a receivable basis.
- (vii) Patient income comprises income from patients directly and from Private Health Insurers (PHIs) and is recognised on a receivable basis.
- (viii) Other trading activities income comprises income from canteen, shop, coffee shop, rental and educational income is recognised on a receivable basis.

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

1. ACCOUNTING POLICIES (CONTINUED)

Expenditure

Charitable activities comprise expenditure incurred by the activities in the Harold's Cross, Blackrock Hospice, and Wicklow Hospices as well as support costs incurred at headquarters that are directly related to the implementation of charities activities. Expenditure is recognised in the period to which it relates. Expenditure incurred but unpaid at the balance sheet date is included in accruals and other creditors. Expenditure on raising funds comprise all expenditure incurred by OLH&CS on raising funds for the company's charitable activities.

Support costs are those functions that assist the work of the company but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the company's healthcare activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 9.

Funds Accounting

Funds held by the charity are classified as unrestricted and restricted. Unrestricted funds are funds which can be used in accordance with the charitable objects at the discretion of the Directors. Restricted funds are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Financial instruments

Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions of the instrument.

Financial liabilities are classified according to the substance of the contractual arrangements entered into.

(i) Financial assets and liabilities

Basic financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a finance transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Other financial assets, including investments in equity instruments which are not subsidiaries, associates, or joint ventures, are initially measured at fair value, which is normally the transaction price. These financial assets are subsequently measured at fair value and the changes in fair value are recognised in the Statement of Comprehensive Income, except that investments in equity instruments that are not publicly traded and whose fair values cannot be measured reliably are subsequently measured at cost less impairment.

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

1. ACCOUNTING POLICIES (CONTINUED)

Financial instruments (Continued)

(i) *Financial assets and liabilities (Continued)*

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial asset expire or are settled, b) the company transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the company, despite having retained some significant risks and rewards of ownership, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

Financial assets and liabilities are only offset in the balance sheet when and only when there exists a legally enforceable right to set off the recognised amounts and the company intends either to settle on a net basis, or to realise the assets and settle the liability simultaneously.

Balances are classified as payable or receivable within one year if payment or receipt is due within one year or less. If not, they are presented as falling due after more than one year. Balances that are classified as payable or receivable within one year on initial recognition are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

Taxation

The company has been granted charitable tax-exempt status by the Revenue Commissioners under CHY number 1144 and therefore no provision for Corporation tax is required.

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

2. GOING CONCERN

The company's business activities, together with the factors likely to affect its future development, performance and position are set out in the directors' report.

The financial statements have been prepared on the going concern basis. The company is dependent on the Health Service Executive (HSE) to fund its activities and the ongoing support of the HSE at an appropriate level is fundamental to the company's ability to continue as a going concern. While the HSE has not given any indication that it will withdraw its overall financial support from the company for the foreseeable future and has continued to provide funding for 2024, we are in ongoing discussions in relation to the right sizing of funding for the RMDU, without which we will not be in a position to continue operating services at current levels. The HSE has provided some inflationary cost pressures for 2024 and have indicated that pay increases will be partially funded during 2024, however the HSE has not yet committed to the funding required to avoid a curtailment of certain services provided by our Rheumatology Service.

While our organisation has shown great resilience in terms of our fundraising ability over the last three years, since the first closures arising from COVID 19, our fundraising for 2023 has increased even though we operate in a challenging fundraising environment. Our fundraising income increased during 2023, and while we continue to be conservative in our estimates of fundraising income for 2024 and 2025 we are optimistic that in-person events will continue to assist with improving income streams in 2024 and 2025. We are also conscious that other world events and fundraising campaigns may impact on our donor pool.

Funding pressures and breaking even on HSE funded activities remain a concern, especially in relation to reduced private health insurance income which improved marginally on 2022 but is still almost €1.6m below pre-pandemic levels. This is coupled with an increased demand for the organisation's services. Management have reviewed the level of activity and costs of the organisation and have drawn up plans to deal with the issues associated with the ongoing funding pressures. The company's current operating budget and forecast (assuming no reduction in HSE Funding or services offered) indicates that the company's HSE funded activities will generate a loss in 2024 and are likely to require c.€4.5m in out of profile cash accelerations during the course of 2024 in order to meet our payment obligations as they fall due. We have already received a cash acceleration of €2.5m from the HSE in April 2024, and current forecasts suggest that a further cash acceleration of c.€2m will be required by October 2024. Our Rheumatology service has generated a loss in the period to May 2024, and is continuing to operate at a loss, meanwhile we are in ongoing discussions with the HSE and the Hospital Group in relation to the continued funding or curtailment of this service. The organisation is also proactively undertaking measures towards enhancing financial viability by implementing cost containment measures aimed at optimising efficiency and resource allocation.

The Directors are confident that a combination of the various measures outlined above, coupled with the ongoing support from the HSE by way of additional funding and/or cash advances as needed will ensure that it is in a position to meet its obligations as they fall due for a period of at least 12 months from signing these financial statements.

While the strong reserves position at year-end means that there is no immediate threat to the going concern status of OLH&CS, provision of services remains reliant on funding from the HSE continuing at an appropriate level in the future.

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

After making due enquiries, the directors have a reasonable expectation that the operating and capital budgets and plans will be achieved and that the company will have adequate resources and sufficient liquidity to continue to operate for the foreseeable future. On that basis, the directors have continued to adopt the going concern basis of accounting in preparing these financial statements.

The ongoing support of the HSE at an appropriate level and the generosity of the public are fundamental to the achievement of these plans.

3. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the company's accounting policies, which are described in note 1, the directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Information about critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements is included in the accounting policies and the notes to the financial statements.

(a) Critical judgement in applying the company's accounting policies

The following judgement, apart from those involving estimates, made by the directors has had significant effect on the amounts recognised in the company's financial statements:

Pensions

Certain employees participate in the VHSS operated by the HSE. The VHSS is an unfunded 'pay as you go' scheme underwritten by the Minister for Health and Children. In the judgement of the directors the funds required to pay current pension liabilities, under the VHSS, as they arise will continue to be provided by the Department of Health and Children. Therefore, they believe that it is not necessary for the financial statements to make provision for the net assets/liabilities at the balance sheet date in respect of pension entitlements accrued to that date by the employees of the company, nor the disclosure requirements of the Charities SORP (FRS102). See note 26 for further details.

(b) Critical accounting estimates and assumptions

The directors make estimates and assumptions concerning the future in the process of preparing the company's financial statements. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year are addressed below.

(i) **Useful economic lives of tangible fixed assets and residual value**

The annual depreciation on tangible fixed assets is sensitive to changes in the estimated useful lives and residual values of the assets. The useful economic lives and residual values are reviewed

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

annually. They are amended when necessary to reflect current estimates, based on economic utilisation, technological advancements and the physical condition of the assets. The amortisation rate for capital grants is also reviewed in conjunction with the asset lives review and these are adjusted if appropriate.

(ii) **Impairment of debtors**

The directors make an assessment at the end of each financial year of whether there is objective evidence that a debtor is impaired. When assessing impairment of debtors and other amounts receivable, the directors consider factors including the age profile of outstanding amounts receivable, recent correspondence and historical experience in cash collectors from debtors.

4. DONATIONS AND LEGACIES

	2023 Unrestricted €	2023 Restricted €	Total €	2022 Unrestricted €	2022 Restricted €	Total €
Legacy and Bequest Income	1,122,125	277,352	1,399,477	898,448	257,317	1,155,765
Donations	3,160,443	659,827	3,820,270	2,568,329	528,218	3,096,547
	4,282,568	937,179	5,219,747	3,466,777	785,535	4,252,312

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

5. CHARITABLE ACTIVITIES

	2023	2023		2022	2022	
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	€	€	€	€	€	€
HSE Respite Bed Income	-	166,600	166,600	-	168,101	168,101
VAT Compensation Scheme	40,225	-	40,225	39,233	-	39,233
HSE Capital Grants (Wicklow) Hospice, / & Energy grant)	-	112,694	112,694	-	1,575,684	1,575,684
Local Authority Grants	-	5,066	5,066	-	39,434	39,434
HSE Grants for patient Care	-	45,216,899	45,216,899	-	39,086,222	39,086,222
HSE Fair Deal Income	-	3,334,610	3,334,610	-	3,345,975	3,345,975
Patient Income	-	3,833,489	3,833,489	-	3,947,810	3,947,810
Conferences, seminars, research income	172,189	-	172,189	167,839	-	167,839
Superannuation Income	-	927,175	927,175	-	986,310	986,310
Pension Levy Income	-	954,015	954,015	-	870,500	870,500
	212,414	54,550,548	54,762,962	207,072	50,020,036	50,227,108

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

6. OTHER TRADING ACTIVITIES

	2023 Unrestricted €	2023 Restricted €	Total €	2022 Unrestricted €	2022 Restricted €	Total €
Other Trading Income	646,303	-	646,303	438,156	-	438,156
	646,303	-	646,303	438,156	-	438,156

7. EXPENDITURE ON RAISING FUNDS

	2023 Direct Costs €	2023 Support Costs €	Total €	2022 Direct Costs €	2022 Support Costs €	Total €
Salaries and other fundraising costs	1,739,378	853	1,740,231	1,496,259	925	1,497,184
Bank interest and charges	75,232	-	75,232	82,968	-	82,968
Expenses from trading activity	798,458	-	798,458	720,592	-	720,592
Total Cost of Raising Funds	2,613,068	853	2,613,921	2,299,819	925	2,300,744

	2023 Unrestricted €	2023 Restricted €	Total €	2022 Unrestricted €	2022 Restricted €	Total €
Funded from:						
Fundraising costs	1,815,463	-	1,815,463	1,580,152	-	1,580,152
Expenses from other trading activities	646,303	152,155	798,458	438,156	282,436	720,592
Total Cost of Raising Funds	2,461,766	152,155	2,613,921	2,018,308	282,436	2,300,744

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

8. EXPENDITURE ON CHARITABLE ACTIVITIES

	2023 Direct Costs €	2023 Support Costs €	Total €	2022 Direct Costs €	2022 Support Costs €	Total €
Palliative Care Community	31,092,204	1,201,280	32,293,484	27,196,568	1,028,578	28,225,146
Reablement Unit, CRU	3,375,809	130,428	3,506,237	3,281,530	124,108	3,405,638
Care of Older People in Anna Gaynor House	17,090,089	660,293	17,750,382	15,970,301	603,999	16,574,300
Rheumatic & Musculoskeletal Disease Unit, RMDU	4,713,242	182,101	4,895,343	4,512,731	170,672	4,683,403
Total Cost of Raising Funds	56,271,344	2,174,102	58,445,446	50,961,130	1,927,357	52,888,487
Bank Interest and Charges	15,105	-	15,105	11,314	-	11,314
Patient Care and Services	56,286,449	2,174,102	58,460,551	50,972,444	1,927,357	52,899,801
Education & Training	1,421,760	-	1,421,760	1,187,071	-	1,187,071
Total Charitable Expenditure	57,708,209	2,174,102	59,882,311	52,159,515	1,927,357	54,086,872
Funded from:	2023 Unrestricted €	2023 Restricted €	Total €	2022 Unrestricted €	2022 Restricted €	Total €
Patient Care & Services	3,349,479	55,111,072	58,460,551	3,028,550	49,871,251	52,899,801
Education & Training	714,965	706,795	1,421,760	694,201	492,870	1,187,071
Total Charitable Expenditure	4,064,444	55,817,867	59,882,311	3,722,751	50,364,121	54,086,872

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

9. ANALYSIS OF GOVERNANCE AND SUPPORT COSTS

	Charitable Activities			Raising Funds			Basis of Apportionment of Charitable Activities
	General Support	Governance Function	Total	General Support	Governance Function	Total	
2023	€	€	€	€	€	€	
Payroll costs	1,408,967	-	1,408,967	-	-	-	Direct labour costs
General support costs	719,461	-	719,461	-	-	-	Direct labour costs & beds
Audit, legal compliance and regulatory costs	-	58,603	58,603	-	853	853	Beds
Total Support Costs	2,128,428	58,603	2,187,031	-	853	853	
2022							
Payroll costs	1,310,111	-	1,310,111	-	-	-	Direct labour costs
General support costs	585,814	-	585,814	-	-	-	Direct labour costs & beds
Audit, legal compliance and regulatory costs	-	31,425	31,425	-	925	925	Beds
Total Support Costs	1,895,925	31,425	1,927,350	-	925	925	

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

10. NET (EXPENDITURE)/INCOME BEFORE TAXATION

	2023 €	2022 €
The net (expenditure)/income before taxation for the financial year has been arrived at after charging / (crediting)		
Depreciation	3,250,706	2,615,721
Directors' remuneration	-	-
Auditors' remuneration	58,603	47,500
Cost of stock recognised as expense	814,652	703,241
Loss/(gain) on fair value movement of financial assets (Note 16)	<u>19,466</u>	<u>(7,830)</u>
(a) Auditors' remuneration disclosures		
Audit	58,603	31,350
Other non-audit	<u>-</u>	<u>-</u>
	<u><u>58,603</u></u>	<u><u>31,350</u></u>

(b) Medical Worker Directors

No salaries or fees are payable to the directors of the company for their services as directors.

11. INTEREST PAYABLE AND SIMILAR CHARGES

	Healthcare €	Development €	2023 €	Healthcare €	Development €	2022 €
On bank loans, overdrafts and other loans wholly repayable within five years	(15,105)	(75,232)	(90,337)	(11,314)	(82,968)	(94,282)

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

12. TAXATION

As a result of the company's charitable status, no charge to corporation tax arises.

13. TRANSFER BETWEEN FUNDS

Similar to the prior year there is a transfer of funds of €1,460,600 from unrestricted fund balances to restricted funds in relation to capital expenditure.

14. STAFF NUMBERS AND COSTS

The average number of persons employed by the company during the financial year was as follows:

	2023 No.	2022 No.
Management and staff (whole time equivalents)	<u>600</u>	<u>597</u>

The aggregate payroll costs of these persons were as follows:

	Healthcare €	Development €	2023 €	Healthcare €	Development €	2022 €
Wages and salaries	37,125,328	2,331,083	39,456,411	34,629,961	2,277,959	36,907,920
Social welfare costs	3,879,926	66,055	3,945,981	3,577,041	64,734	3,641,775
Superannuation	3,170,387	-	3,170,387	3,087,124	-	3,087,124
Pension costs	-	131,287	131,287	-	123,985	123,985
	<u>44,175,641</u>	<u>2,528,425</u>	<u>46,704,066</u>	<u>41,294,126</u>	<u>2,466,678</u>	<u>43,760,804</u>

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

14. STAFF NUMBERS AND COSTS (CONTINUED)

Key management compensation

The total remuneration for key management personnel for the financial year amounted to €597,088 (2022: €651,558), and this includes gross salary, ER PRSI, and pension contribution. This reflects both healthcare and fundraising activities.

The gross pay of the CEO Audrey Houlihan for the year to June 2023 was €87,599 (2022: €130,873).

The gross pay of the Interim CEO Mary Flanagan from June 2023 to December 2023 was €53,331.

The number of employees, including medical staff, whose emoluments, excluding pension contributions, were in excess of €60,000:

	2023	2022
	No.	No
€60,000 - €69,999	77	80
€70,000 - €79,999	81	71
€80,000 - €89,999	19	57
€90,000 - €99,999	8	13
€100,000 - €109,999	6	5
€110,000 - €119,999	0	3
€120,000 - €129,999	2	0
€130,000 - €139,999	0	1
€140,000 - €149,999	0	1
€150,000 - €159,999	1	1
€160,000 - €169,999	0	0
€170,000 - €179,999	0	0
€180,000 - €189,999	0	0
€190,000 - €199,999	1	1
€200,000 - €209,999	0	1
€210,000 - €219,999	0	0
€220,000 - €229,999	0	0
€230,000 - €239,999	0	1
€240,000 - €249,999	0	1
€250,000 - €259,999	1	0
€260,000 - €269,999	1	0
€270,000 - €279,999	2	1
€280,000 - €289,999	0	1
€290,000 - €299,999	1	1

All pay is aligned with the Department of Health Consolidated Pay Scales. During 2023 there were further pay increases in line with national pay agreements. All increases are reflected above except the pay increase on the 1st October 2023 which is yet to be implemented.

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

15. TANGIBLE FIXED ASSETS

	Land	Donated Properties held for resale	Buildings	Buildings under construction	Equipment & Computer Equipment	Motor Vehicles	Total
	€	€	€		€	€	€
Cost or Valuation:							
At 1 January 2023	11,036,500	360,000	100,785,969	5,545,900	14,225,955	238,492	132,192,816
Additions	-	-	6,779,442	(5,545,900)	74,125	-	1,307,667
Disposals	-	(360,000)	-	-	-	(26,905)	(386,905)
At 31 December 2023	11,036,500	-	107,565,411	-	14,300,080	211,587	133,113,578
Depreciation:							
At 1 January 2023	-	-	30,910,911	-	12,735,451	177,024	43,823,386
Charge for financial year	-	-	2,711,489	-	519,555	19,662	3,250,706
Disposals	-	-	-	-	-	(26,905)	(26,905)
At 31 December 2023	-	-	33,622,400	-	13,255,006	169,781	47,047,187
Net Book Value:							
At 31 December 2023	11,036,500	-	73,943,011	-	1,045,074	41,806	86,066,391
At 31 December 2022	11,036,500	360,000	69,875,058	5,545,900	1,490,504	61,468	88,369,430

Donated properties held for resale comprise of one property that was estimated by Our Lady's Hospice & Care Services at €360,000 based on prevailing market values. The Disposal relates to one property that was during the year.

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

16. FINANCIAL ASSETS

	2023 €	2022 €
Listed investments:		
Carrying amount at 1 January	167,972	170,985
Disposals	-	(10,843)
At 31 December	<u>167,972</u>	<u>160,142</u>
Movement in the fair value of listed investments	(19,466)	7,830
Investment Portfolio	<u>148,506</u>	<u>167,972</u>

The fair value of listed investments was determined with reference to the quoted market price at the reporting date. The cost of the investments on acquisition was €111,298 (2022: €119,812).

17. STOCKS

	2023 €	2022 €
Pharmacy	165,769	118,451
Stores	<u>294,569</u>	<u>397,496</u>
	<u>460,338</u>	<u>515,947</u>

There are no material differences between the replacement cost of stock and the balance sheet amounts.

18. DEBTORS: Amounts falling due within one year

	2023 €	2022 €
HSE	5,506,806	3,662,442
Patient income	1,650,544	1,217,315
Other debtors	369,697	955,415
Prepayment	<u>267,032</u>	<u>303,092</u>
	<u>7,794,079</u>	<u>6,138,264</u>

Included in Other debtors is a balance of €nil (2022: €377,000) relating to legacy income due.

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

19. CASH AT BANK AND ON HAND

	2023	2022
	€	€
Funds held on behalf of patients (patient private property account) (Note 20)	54,034	113,951
Funds held on behalf of Together for Hospice (Note 20)	41,499	10,536
Company funds	8,010,870	8,956,468
	8,106,403	9,080,955

20. CREDITORS: Amounts falling due within one year

	2023	2022
	€	€
Trade creditors	1,311,496	1,448,303
Accruals	5,236,902	3,816,927
Other creditors	251,509	269,908
PAYE/PRSI	1,005,755	1,319,075
Funds held on behalf of third parties (Note 19)	95,572	124,487
Bank loan (Note 21)	87,077	335,068
	7,988,311	7,313,768

Securities

The company's borrowings have been secured by a first mortgage/fixed charge over the company's Wicklow Hospice property at Magheramore, County Wicklow, along with a floating charge on all other property. This charge is held in favour of Bank of Ireland principal moneys and interest.

There is a supplemental charge held in favour of the Health Service Executive over the company's Wicklow Hospice property at Magheramore, County Wicklow. This is in relation to a capital grant of €1,250,000 made previously by the Health Service Executive to the Wicklow Hospice Foundation.

21. CREDITORS: Amounts falling due after more than one year

	2023	2022
	€	€
Bank loan	-	484,708
Bank loan repayment analysis:		
Less than one year	87,077	335,068
Between one and five years	-	484,708
	87,077	819,776

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

22. CALLED-UP SHARE CAPITAL PRESENTED AS EQUITY

	2023 €	2022 €
Authorised:		
100,000 Ordinary shares of €1 each	<u>100,000</u>	<u>100,000</u>
Allotted, called-up and fully paid equity shares:		
2 Ordinary shares of €1 each	<u>2</u>	<u>2</u>
Presented as follows:		
Called up share capital presented as equity	<u>2</u>	<u>2</u>

The company has one class of ordinary shares which carry no right to fixed income. The share premium reserve of €38,638,786 contains the premium arising on issue of equity shares on incorporation.

23. RECONCILIATION OF NET EXPENDITURE

TO NET CASH GENERATED BY OPERATIONS	2023 €	2022 €
Net expenditure before taxation	(1,886,686)	(1,462,211)
Interest payable and similar charges	90,337	94,282
Loss/(Gain) on financial assets at fair value	19,466	(7,830)
Depreciation	<u>3,250,706</u>	<u>2,615,721</u>
Operating cash flow before movement in working capital	<u>1,473,823</u>	<u>1,239,962</u>
Decrease in stock	55,609	8,188
(Increase)/decrease in debtors	(1,655,815)	949,864
Increase/(decrease) in creditors	<u>922,534</u>	<u>(794,080)</u>
CASH GENERATED BY OPERATING ACTIVITIES	<u>796,151</u>	<u>1,403,934</u>

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

24. FINANCIAL INSTRUMENTS

The carrying values of the company's financial assets and liabilities are summarised by category below:

	2023	2022
	€	€
Financial assets		
Measured at fair value through profit or loss		
Financial asset listed investments (Note 16)	148,506	167,972
Measured at undiscounted amount receivable		
Trade and other debtors (Note 18)	<u>7,536,952</u>	<u>5,835,172</u>

	2023	2022
	€	€
Financial liabilities		
Measured at undiscounted amount payable		
Trade and other creditors (Note 20)	1,563,005	1,718,211
Funds held on behalf of third parties (Note 20)	<u>95,572</u>	<u>124,487</u>
Measured at amortised cost		
Bank loan (Note 21)	<u>87,077</u>	<u>819,776</u>

The company's income, gains, and losses in respect of financial instruments are summarised as follows:

	2023	2022
	€	€
Fair value losses and gains		
(Loss)/Gain on financial assets (including listed investments) measured as fair value through Statement of Financial Activities	<u>(19,466)</u>	<u>7,830</u>

There were no derivative financial instruments outstanding at 31 December 2023 or 31 December 2022.

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

25. CREDIT, MARKET AND LIQUIDITY RISKS

Credit risk

The company manages its financial assets and liabilities to ensure it will continue as a going concern. The principal financial assets of the company are bank and cash balances, investments, and trade and other receivables, which represent the maximum exposure to credit risk in relation to financial assets. The principal financial liabilities of the company are bank overdraft and trade and other payables.

The credit risk within the company is primarily attributable to its trade receivables, cash at bank and investments. The amounts presented in the statement of financial position are net of provisions for impaired receivables, estimated by management, based on prior experience and their assessment of the current economic environment.

The credit risk on liquid funds is mitigated by the spreading of deposits over a number of financial institutions.

The credit risk on investments arising is managed by a reputable external investment manager whose investment policy is to invest over a broad range of equity securities of high quality. The risk is monitored by regular reporting by the investment manager to the company.

The exposure from trade and other receivables arises primarily from amounts due from health insurance companies.

Market risk

(i) Interest rate risk

The company uses the bank overdraft for short-term borrowings and a bank loan for long-term borrowings. As part of its risk management process, the company identified the risk of exposure on the bank overdraft to interest becoming unaffordable due to rate increases during the term of the bank overdraft facility.

(ii) Foreign currency exchange rate risk

Some portion of the company's investments is denominated in pounds sterling or US dollars. The company's functional currency is euro. The company has no material exposure to foreign currencies. The policy is to maintain no significant foreign currency exposure by the investment manager.

(iii) Price risk

The company is exposed to equity securities price risk. To manage its price risk arising from investments in equity securities, the company diversifies its portfolio.

(iv) Cash flow and Liquidity risk

The bank overdraft liquidity risk is managed by regular reviews of cash flow forecasts and regular monitoring of cash balances and short-term liquidity trends.

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

26. PENSION COMMITMENTS

The company administers a defined benefits pension scheme in respect of employees eligible for inclusion under the Voluntary Hospitals Superannuation Scheme (VHSS). The financial statements do not include pension liabilities and assets of those staff who are members of the Voluntary Hospitals Superannuation Scheme (VHSS), as required by Financial Reporting Standard 102 "Employee Benefits" (FRS102). The majority of staff are members of the VHSS, which the directors believe is a scheme underwritten by the Minister for Health.

The directors of the company believe that the funds required to pay current pension liabilities, under the VHSS, as they arise into the future, will be provided by the Department of Health. The directors have arrived at this opinion having taken account of precedent set on the closure of certain other Healthcare facilities in recent years where pension payments (including retirement lump sum payments) have been honoured by the Department of Health. Therefore, they believe that it is not necessary for the financial statements of the company to make provision against the net assets at the balance sheet date in respect of pension entitlements accrued to that date by employees of the company, nor the other disclosure requirements of FRS 102.

The VHSS closed to new members with effect from 31 December 2012. In the financial year ending 31 December 2023, €3,170,387 (2022: €3,087,124) was paid to pensioners of the VHSS scheme, of which €391,758 related to lump sum payments (2022: €561,886).

Whilst the VHSS scheme is a defined benefit scheme, the company has availed of the multi-employer scheme exemption from the disclosure requirements relating to defined benefit schemes in FRS 102, on the grounds that the company's deemed contributions, as determined by the Department for Health, are set in relation to the current service period only (i.e. are not affected by a surplus or deficit relating to the past service of its own employees or any other members of the scheme). On this basis the scheme is considered for disclosure purposes as a defined contribution scheme and no further disclosures are required.

A new Single Public Service Pension Scheme (Single Scheme) commenced with effect from 1st January 2013. The Scheme applies to all pensionable first-time entrants to the Public Service, as well as former public servants returning to the Public Service after a break of more than 26 weeks. Benefits are calculated by reference to "referable amounts" for each year's service that are uprated by the CPI as notified by the Minister. All contributions deducted from members wages/salaries are remitted to the nominated bank account of the Department of Public Expenditure and Reform and not credited to the Profit and Loss Account. As per Public Service Pensions (Single Scheme and Other Provisions) Act 2012, Section 44(1) (b), payments arising under this Single Scheme to retiring employees shall be paid from funds provided by the Oireachtas for that purpose.

The amount deducted from employees in 2023 and paid over to DPER amounted to €720,440 (2022: €583,590). The amount payable to DPER at the financial year end was €78,856 (2022: €65,075).

The company operates an externally operated defined contribution scheme. The pension cost is charged to the statement of financial activities in the financial year in which it arises €160,009 (2022: €138,743). There was an amount payable at the financial year end of €12,723 (2022: €6,293).

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

27. FUNDS

	Unrestricted Funds	Restricted Funds	Restricted Capital Funds	Total Funds	
	€	€	€	€	
(a) Reconciliation of funds					
Fund balances at 1st January 2023	32,869,757	(125,223)	25,090,770	57,835,304	
Net (expenditure)/income	(1,404,391)	580,493	(1,062,788)	(1,886,686)	
Transfer of funds	(1,460,600)	130,218	1,330,382	-	
Fund balances at 31 December 2023	30,004,766	585,488	25,358,364	55,948,618	
Share capital and premium	38,638,788	-	-	38,638,788	
Total Charity Fund balances at 31 December 2023	68,643,554	585,488	25,358,364	94,587,406	
	Unrestricted Funds	Restricted Funds	Restricted Capital Funds	Total Funds	
	€	€	€	€	
(b) Analysis of net assets between funds:					
Tangible fixed assets	61,044,761	-	25,021,630	86,066,391	
Financial assets	148,506	-	-	148,506	
Current assets	7,898,233	8,125,853	336,734	16,360,820	
Current liabilities	(447,946)	(7,540,365)	-	(7,988,311)	
Total Charity Fund balances at 31 December 2023	68,643,554	585,488	25,358,364	94,587,406	
(c) Movement in funds:					
	Balance as at 1/01/2023	Income	Expenditure	Transfers	Balance as at 31/12/2023
	€	€	€	€	€
Share capital and premium	38,638,788	-	-	-	38,638,788
Unrestricted funds	32,869,757	5,141,285	(6,545,676)	(1,460,600)	30,004,766
Restricted	(125,223)	54,550,548	(53,970,055)	130,218	585,488
Restricted capital funds	25,090,770	937,179	(1,999,967)	1,330,382	25,358,364
Total Charity fund balances	96,474,092	60,629,012	(62,515,698)	-	94,587,406

* Of this restricted fund balance of € 585,488 (2022: €-125,223), the HSE restricted balance is €585,488 (2022: €-125,223) while the donor related restricted balance is € nil (2022: € nil).

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

27. FUNDS (CONTINUED)

In respect of prior financial year:

	Unrestricted Funds €	Restricted Funds €	Restricted Capital Funds €	Total Funds €
(a) Reconciliation of funds:				
Fund balances at 1 January 2022	32,299,759	*1,243,587	25,754,169	59,297,515
Net (expenditure)/income	(1,621,224)	822,412	(663,399)	(1,462,211)
Transfer of funds	2,191,222	(2,191,222)	-	-
Fund balances at 31 December 2022	32,869,757	(125,223)	25,090,770	57,835,304
Share capital and premium	38,638,788	-	-	38,638,788
				Total
Charity Fund balances at 31 December 2022	71,508,545	* (125,223)	25,090,770	96,474,092

	Unrestricted Funds €	Restricted Funds €	Restricted Capital Funds €	Total Funds €
(b) Analysis of net assets between funds:				
Tangible fixed assets	63,606,562	-	24,762,868	88,369,430
Financial assets	167,972	-	-	167,972
Current assets	8,842,668	6,564,596	327,902	15,735,166
Current liabilities	(623,949)	(6,689,819)	-	(7,313,768)
Long-term liabilities	(484,708)	-	-	(484,708)
Total Charity Fund balances at 31 December 2022	71,508,545	(125,223)	25,090,770	96,474,092

(c) Movements in funds:

	Balance as at 01/01/2022 €	Income €	Expenditure €	Transfers €	Balance as at 31/12/2022 €
Share capital and premium	38,638,788	-	-	-	38,638,788
Unrestricted funds	32,299,759	4,112,005	(5,733,229)	2,191,222	32,869,757
Restricted funds	1,243,587	50,020,035	(49,197,623)	(2,191,222)	(125,223)
Restricted capital funds	25,754,169	785,536	(1,448,935)	-	25,090,770
Total Charity fund balances	97,936,303	54,917,576	(56,379,787)	-	96,474,092

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

28. COLLABORATIVE ARRANGEMENTS

All Ireland Institute of Hospice and Palliative Care

OLH&CS is part of a Collaboration Agreement governing the All-Ireland Institute of Hospice and Palliative Care (AllHPC), along with 26 other parties.

The AllHPC is a leading organisation with national and international influence driving excellence in palliative care. AllHPC is a collaborative of hospices, health and social care organisations and universities on the island of Ireland. AllHPC advances education, research, and practice to improve the palliative care experience of people with life limiting conditions and their families.

As the palliative care sector's institute, AllHPC involves service users, carers and communities in palliative care delivery and development; works to integrate palliative care across the health system so people are supported as early as possible; and supports the development of specialist palliative care services for everyone who needs them.

OLH&CS holds the position of Host Institution for AllHPC. On behalf of all parties, the Host Institution will provide administrative support to the AllHPC on an agreed basis in consultation with the other parties. AllHPC have separate governance structures, policies, and financial management.

Separate to this collaboration agreement, OLH&CS has a commercial rental agreement with AllHPC to the value of €25,000 (2022: €25,000).

Together for Hospice – The National Hospice Movement

OLH&CS acts as host site and administrator for Together for Hospice – The National Hospice Movement (TFH). TFH coordinates two national fundraising campaigns: 'Hospice Sunflower Days' and 'Ireland's Biggest Morning for Hospice Together with Bewleys.' All monies raised locally through these campaigns by individual hospices and specialist palliative homecare providers remain locally within the individual groups.

As per notes 19 and 20, monies are held by OLH&CS on behalf of TFH with a corresponding creditor. In its position as host site, OLH&CS employs the TFH National Projects Manager's, but this is funded through TFH and all monies are reimbursed to OLH&CS. Local hospices or specialist palliative homecare providers around Ireland pay a membership contribution to TFH which is then used to run and promote the above national events and to cover salary and other costs. Any remaining funds are for the future use of TFH. There is oversight of TFH through a Governance Committee whose members are two Voluntary Health Group (VHG) CEO's, of which OLH&CS is one member, and two national representatives from local groups.

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2023

29. RELATED PARTY TRANSACTIONS

Wicklow Hospice (WHF) is a company limited by guarantee with no beneficial owners. WHF is a related party of the company as it has four common directors.

In 2020 ownership of the Wicklow Hospice land and buildings transferred from WHF to OLH&CS. At that time a €750k loan to WHF, A €2.9m Bank loan, and, and €0.1m in retention monies owing on the build were offset against the €8.75m value of the land and buildings, and €5m in gift-in-kind income recognised.

In 2022 there was a transfer from WHF to Wicklow hospice of €20k and in 2023 there was a transfer of €14k. In 2023 we received €25k rent from AllHPC and we paid pension fees to the value of €4.7k approx., these were reimbursed in 2024.

In 2023 (as in 2022) we and 4 other Hospices (St Francis Hospice/Marymount Hospice/Galway Hospice/Milford Hospice) shared the services of AMBIT, a data compliance company. OLH&CS were the paymaster and all other hospices as listed reimbursed us, they were invoiced quarterly.

30. CAPITAL COMMITMENTS

At the Balance Sheet date, the company had capital expenditure amounting to:

	2023	2022
	€	€
Committed not contracted:	-	590,028
Contracted:	-	-
	<u>-</u>	<u>590,028</u>

31. POST BALANCE SHEET EVENTS

There are no other post balance sheet events that we need to report in the financial statements.



HOW YOU CAN HELP

We believe that good things happen when people come together. Here are five ways you can help make a difference to our patients, residents, and their families.

Fundraise

From hosting a coffee morning, organising a table quiz, running a marathon, or taking part in one of our events, every euro raised will make a big difference to our frontline services.

Donate

Every year, we need to raise a minimum of €5.5 million to support our work. Every single euro raised makes a difference and we are truly grateful to our donors who are at the heart of all that we do.

Partner with us

We are proud to work with companies and organisations who share our vision for providing with loving care, high-quality, person-centred health care in both our hospices and local communities. Our corporate supporters enable us to transform our facilities, invest in essential equipment, and provide specialist care.

Remember us in your will

Many generous and visionary people choose to leave a gift in their will to support patients and families under our care. Remembering us in your will is an incredible way for your generosity to reach beyond your own lifetime.

Volunteer

We are extremely privileged to have the wonderful support of 400 volunteers and we could not provide the levels of excellent care that we do without their contribution. Our volunteers work in all areas of the organisation from fundraising, bereavement support and patient care.

A Black woman with her hair in a bun, wearing a colorful floral scrub top and pink trousers, stands outdoors in a paved area with a building in the background. She is smiling and holding a large, colorful 'THANK YOU' sign in front of her. The sign has a white outline and each letter is a different color: T (red), H (orange), A (yellow), N (green), K (teal), Y (blue), O (purple), and U (pink).

THANK YOU

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Wicklow

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