



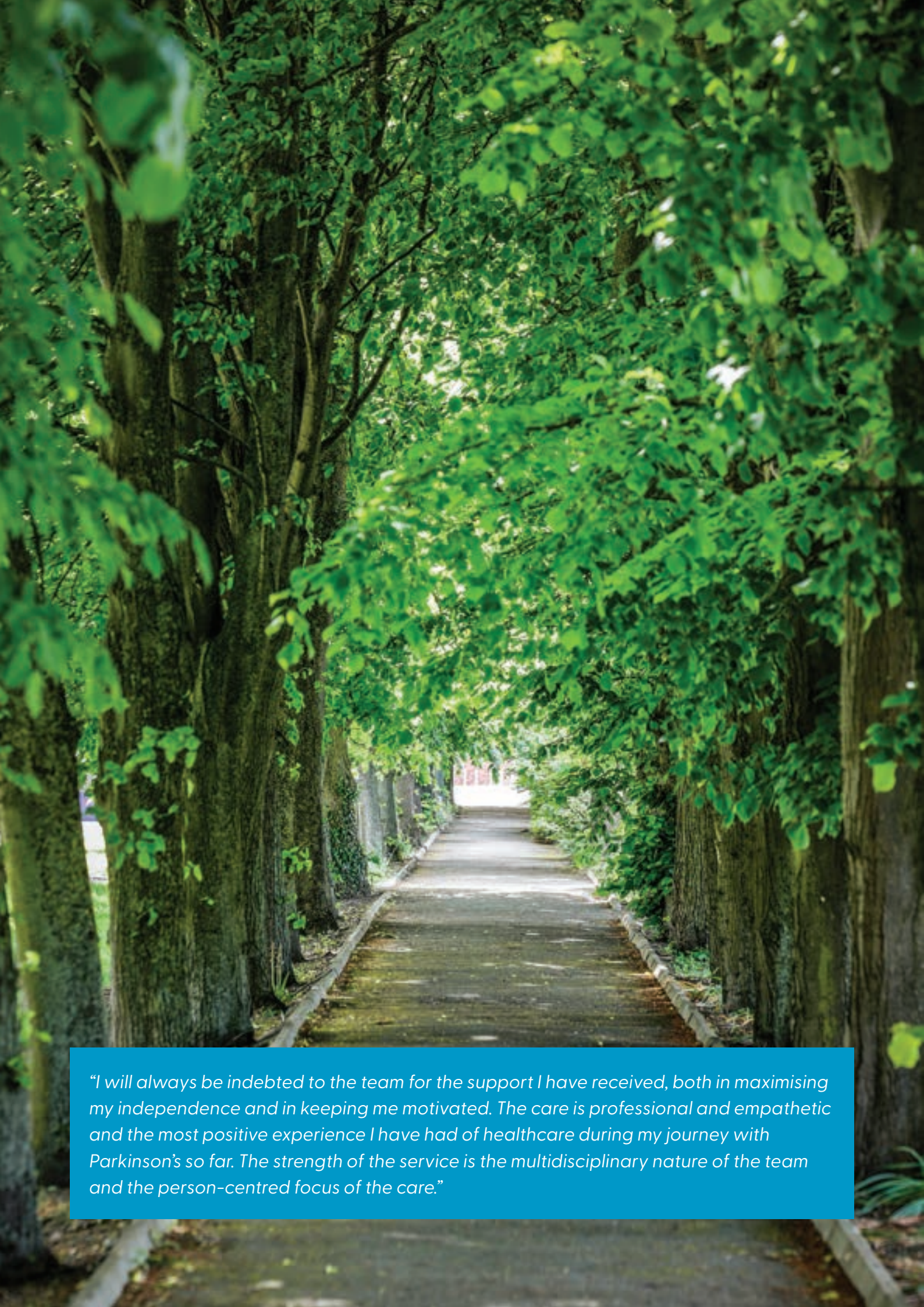
Respite Harold's Cross
Rehabilitation Blackrock
Reassurance Wicklow

2024

ANNUAL REPORT AND ACCOUNTS

Delivering High Quality
& Safe Services Together





"I will always be indebted to the team for the support I have received, both in maximising my independence and in keeping me motivated. The care is professional and empathetic and the most positive experience I have had of healthcare during my journey with Parkinson's so far. The strength of the service is the multidisciplinary nature of the team and the person-centred focus of the care."

Contents

Section 1: An introduction to Our Lady's Hospice & Care Services

Guiding our direction	4
Our impact in 2024 – a brief overview of how we have made a difference.....	5
About us and our work	7
A message from our Chair and Chief Executive Officer.....	9

Section 2: Our impact – Delivering High Quality and Safe Care Services Together

Our Strategic Impact in 2024	12
The difference we make – Leona's story	19
Delivering high quality and safe clinical services together.....	21
Quality driven by education, training and research.....	32

Section 3: Our staff – Improving and enhancing care together

Improving and enhancing care together.....	38
The difference we make – Eileen's story	44
Our Volunteers.....	46
The difference we make – Maura's story	51
Our Non-Clinical Services and ICT	53
Our Fundraising and Communications.....	59
The difference we make – John's story.....	69
Our partnerships – Together for Hospice	71
Our partnerships – The All Ireland Institute of Hospice and Palliative Care	76

Section 4: Structure, Governance and Management

Our structure, governance and management.....	78
Data protection.....	89
Directors and other information as at end of 2024.....	90

Section 5: Our Financial Statements and Accounts

Financial report.....	92
Reports and Financial Statements for the financial year ended 31 December 2024	95





Section 1: **An introduction to Our Lady's Hospice & Care Services**



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 and social care services in the Hospice and community.

OUR VALUES

Every day, 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 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.

Our impact in 2024 – a brief overview of how we have made a difference

Our team works with communities, partners, patients and caregivers to deliver a range of critical services each year.

BLACKROCK
(established 2003)



HAROLD'S CROSS
(established 1879)

WICKLOW
(established 2020)

We are Ireland's largest provider of specialist palliative care, providing support to over one million people in our catchment of South Dublin and Wicklow.



We provided care to **5,629 patients and their families** across all our services (the highest number of patients we have ever seen in one year)



We provided **14,916 specialist** palliative homecare visits to patients in their own homes



We **raised €6.3m** through fundraising. At least **€5.5m** must be raised each year to maintain services



We supported **102 patients** with our Dementia Support Service



We provided **611 life-enhancing** infusions to **163 Rheumatic and Musculoskeletal** Disease Unit patients



We facilitated almost **400 student placements** through our dedicated Education and Research Centre



We employed **730 general and medical staff** from **24 countries**



We were supported by **400 fantastic volunteers**



We provided **987 bereavement counselling sessions** to both adults and children

About us and our work

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 one million people with a wide range of needs from residential and rehabilitation to end-of-life care. We have 730 staff and 400 volunteers across our three bases in Harold's Cross (est. 1879), Blackrock (est. 2003), and Wicklow (est. 2020). Our three core services, along with our bereavement and volunteer services, are supported by education and research, which form the foundation of quality healthcare.

WHAT WE DO

We provide the following three core services:

1. Specialist Palliative Care Service

Specialist Palliative Care is provided 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 services, as well as supporting thousands of patients in the community through our Specialist Community Palliative Care teams across South Dublin and Wicklow.

2. Rheumatic & Musculoskeletal Disease Service (RMDU)

Our Rheumatic & Musculoskeletal Disease Unit (RMDU) 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. We were deeply saddened at the death of our colleague and friend, Professor Doug Veale in 2024. An exemplar in the field of Rheumatology, his legacy of excellence continues to guide us and his contribution to our work will always be gratefully remembered.

3. Older Person Service

Our Older Person Service is delivered through two main units:

EXTENDED CARE UNIT

A purpose-built, HIQA-registered residential centre (Anna Gaynor House). The centre provides a safe and comfortable home for those with high dependency care needs that require 24-hour nursing care.

COMMUNITY REHABILITATION UNIT

Our Community Rehabilitation Unit (CRU) provides inpatient care for people aged 65 and older who can benefit from a personalised rehabilitation programme. CRU works with patients to optimise function and supports people to continue to live at home. CRU also supports advance care planning, with the aim to avoid hospital admissions. Our Older Person Service also provides a Dementia Support Service.

Our core services are supported and enhanced by:

Bereavement Service

Our Bereavement Service is an integral component of our comprehensive specialist care services. Provided by social workers and highly trained bereavement volunteers, it supports families and carers when their loved one is in our care. Additionally, we offer bereavement counselling for children, young people, and adults.

Volunteer Service

We are extremely privileged to have the wonderful support of 400 volunteers across our three sites. Our team of volunteers are engaged in all areas of the organisation and without this support we would not be able to provide the range of services that we offer to our patients and their families.

Education and Research

Our education, research and training programmes form the bedrock of quality services for patients and their families. Courses, seminars and workshops are provided in our dedicated Education and Research Centre in Harold's Cross, as well as online. Research is carried out across the organisation and is essential to ensure we provide the best care possible.

Fundraising and Communications

We need to raise a minimum of €5.5m every single year to support our services and ongoing capital requirements. Our donors are at the heart of all that we do, and we are truly grateful for their on-going support. We leverage strategic communications to not only acknowledge our donors regularly but also to effectively convey our mission, drive awareness of our activities through storytelling and highlight our impact to various stakeholders.

A message from our Chair and Chief Executive Officer

Lorcan Birthistle, Chair of the Board of Directors

Mary Flanagan, Chief Executive Officer

Welcome to the 2024 Annual Report for Our Lady's Hospice & Care Services, which sets out the achievements of the organisation and the challenges it has faced over the past year. We are proud to share the many achievements, improvements and milestones we have reached over the past 12 months – all of which serve to further enhance the care of our patients, residents and their families, as well as supporting the wellbeing of our dedicated team across our three sites.

These positive developments sit against the backdrop of well documented challenges with both recruitment and budgets over the course of the year. However, despite these difficulties the organisation has continued to make targeted advances to continue improving access to care, all the while maintaining the highest quality standards. We would like to thank the Executive Management Team (EMT) for their stellar leadership over the course of the year and of course thanks too, to our colleagues in Harold's Cross, Blackrock and Wicklow whose dedication knows no bounds.

Sincere thanks to our Board of Directors who voluntarily give of their knowledge and expertise during the year. In particular, we would like to acknowledge Ms Carole Pollard, who resigned from the Board at the AGM in September having completed her term of appointment. We were delighted to welcome a new Director to the Board, Ms Derbhile McDonagh, who brings a vast amount of expertise and knowledge for which we are very grateful.

We would like to acknowledge the HSE for providing 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 secure an increase in our annual allocation.

Our volunteers and donors are an immense support to the organisation and we would like to sincerely thank each and every one of those who gave their time and support to us in 2024 – it is hugely appreciated. Your generosity helped the organisation to reach two hugely significant fundraising milestones in 2024 – our most successful *Bewley's Big Coffee Morning for Hospice* ever and our most successful fundraising event in the history of the organisation, *Light Up A Life 2024*. A heartfelt thank you to everyone involved.

We thank those who have moved on to new opportunities during the year for their valuable contributions to our organisation. We also remember with gratitude and respect those who have passed away during the year – their dedication and impact remain part of our shared story.

This report reflects a year of **growth, resilience** and **continued innovation** in the face of increased demand and financial constraints. It demonstrates the culture of a **patient-first approach**, backed by dedicated teams and a strong sense of community collaboration.



Mary Horager



Section 2: Our impact – Delivering High Quality and Safe Care Services Together



Our Strategic Impact in 2024

Over the course of the year, we continued to make steady progress as we closed out our annual business plan, while also developing our new strategic plan which will cover the 2025 to 2030 period.

The business plan sets out a number of specific goals which fall under four strategic objectives:

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.

Strategic Objective 2

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

Strategic Objective 3

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

Strategic Objective 4

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

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	Priorities	2024 Key Actions	2024 Key Outcomes
Digital Transformation	Provide innovative digital and data solutions to significantly improve efficiency by eliminating paper-based interactions.	Work with National HSE office and Milford Care Centre to support introduction of Clinical Management System in Palliative Care.	DGOU reviewed and approved National Specialised Care Service Clinical Management System for Specialist Palliative Care services. National and local steering groups established. Discovery stage of project completed.
		Explore additional technology and ICT-enabled work practices, including electronic stock-taking and department-based stores ordering.	E-tender prepared for public procurement.
		Improve efficiency and patient experiences by implementing an electronic meal ordering system	Options scoped and preferred supplier identified.
Human Resources	Promote a work environment that upholds values of Diversity, Equality and Inclusion (DEI).	Re-establish the DEI group to ensure the continued integration and awareness of diversity into our culture.	The DEI group was reformed in March 2024 with a range of events marked throughout the year, including Pride celebrations in June.
Education & Research	Ensure our strategies are aligned with our objectives and are consistent with best practice.	Review structures to ensure we have the capacity and capability for research excellence and delivering high quality education and training.	Updated Memorandum of Understanding with TCD and OLH&CS as an affiliated clinical teaching centre for students of its School of Pharmacy and Pharmaceutical Science.

STRATEGIC OBJECTIVE 2

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

Service Area	Priorities	2024 Key Actions	2024 Key Outcomes
Older Persons Services	Prepare case for support and secure funding for redevelopment of Anna Gaynor House.	Engage with HSE on the AGH Capital Submission and agreed timelines.	Funding for design team received. Work ongoing with the HSE progress this project further in 2025.
Non-Clinical Services	Establish a sustainability roadmap, setting out how sustainability will be incorporated into our work.	Support the Green/Energy Committee to identify key initiatives in both clinical and corporate areas. Work in partnership with the HSE Energy Bureau/SEAI to review energy usage and grant opportunities. Provide 'Green training' for staff. Review events and campaigns with an environmental sustainability lens.	Green/Energy Committee meetings were held bi-monthly. Grant of €141,350 received in September 2024 8 'environmental champions' attended training in conjunction with Tallaght Training Centre. Various campaigns completed, such as replacement of disposable cups with 2GoCups in Q4 2024. OLH&CS has signed up as a member of the Irish Climate and Health Alliance.
Quality and Patient Safety	Review our systems and processes to ensure they are aligned to the HSE Enterprise Risk Management Policy (ERM).	Identify and align our Policies, Procedures and Guidelines to the ERM framework.	Corporate risk appetite statement approved by the Board of Directors.
Human Resources	Review our Performance Management System to ensure it is fit for purpose.	Review/compare the HSE Performance Achievement Policy and procedures to align our internal processes.	Professional Development Plan for all nurses rolled out, in line with new national agreement.

STRATEGIC OBJECTIVE 3

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

Service Area	Priorities	2024 Key Actions	2024 Key Outcomes
Specialist Palliative Care	Palliative Care Policy Revision and new HSE regional structures.	Participate in the collaborative process to help shape Ireland's new National Adult Palliative Care Policy.	New National Adult Palliative Care Policy launched by The Department of Health September 2024.
Information and Communication Technology (ICT)	Ensure that our data is robust and highlights key trends to inform our focus.	Utilise performance monitoring and data analysis, including HR, to drive service improvement, identify areas of underperformance as well as opportunities to increase efficiencies.	Quality and Patient Safety Team scoped ICT-enabled work practices and competencies to support project outcomes. Exploring the use of Microsoft Power BI to create dashboards.

STRATEGIC OBJECTIVE 4

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

Service Area	Priorities	2024 Key Actions	2024 Key Outcomes
Specialist Palliative Care	Strengthened and modernised Community Palliative Care Model to meet growing demand.	Establish Palliative Care Community Strategy working group, focusing on the outpatient model of care, as well as on rehabilitative support and wellbeing.	Hubs are embedded, which has resulted in a range of positive outcomes, including: Further enhanced collaboration between General Practitioners and Public Health Nurses; improved patient and family experiences; improved integration with other community-based services i.e. ICPOP Teams; piloted a demonstrator clinic in Primary Care Centre, bringing care closer to the patients' home; enhanced working with primary care teams and improved efficiencies such as reduced travel times for Clinical Nurse Specialists.
Older Persons Services	Establish links with emerging community teams.	Ensure governance model to support ICPOP integration and opening of proposed beds (ROSE ward) is appropriate. Review the organisational structure and workforce to ensure it continues to be fit for purpose to meet current and future functions.	ICPOP renovation works completed in Q1. Completed local induction of ICPOP team in Dublin South Central. Business case submitted for additional therapy posts (Physiotherapy and Occupational Therapy) in Wicklow Hospice.

Service Area	Priorities	2024 Key Actions	2024 Key Outcomes
Specialist Palliative Care	Optimise pathways across the health landscape (acute/ community) to achieve right care, in the right place at the right time for the right patient.	Support two new consultant posts, co-contracted across TUH/ OLH&CS and SJH/ OLH&CS.	New consultants appointed in Q3 2024 across TUH/OLH&CS and SJH/OLH&CS.
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 Care Pathways in Rheumatology to enhance services at OLH&CS.	MSK physio from SVH funded under Modernising Care Pathways has established an Outpatient clinic at OLH&CS. Monthly bone health clinic, which is underpinned by our consultant-led clinic, has been enhanced with the addition of support from a senior physiotherapist.
Volunteer Services	Support expansion of the Community Volunteer Programme	Further engagement between Volunteer Co-ordinator and CPCT in Q1.	8 volunteers visited patients in the community each week. Volunteers spent a total of 1,248 hours on weekly visits to patients in the community in 2024.
Human Resources	Ensure that the wellbeing of all our staff and volunteers is prioritised.	Adapt a Blended Working Policy for OLH&CS employees. Review impact of Quality & Patient Safety Walk-rounds. Consolidate menu of wellbeing options and promote EAP programme for staff.	Completed. Strong staff engagement and positive feedback following Walk-rounds. All follow up actions closed out. Q1 poster under development to showcase the impact of these Walk-rounds. EAP promote to staff to drive awareness at regular intervals throughout the year.

Service Area	Priorities	2024 Key Actions	2024 Key Outcomes
Fundraising and Communications	Explore innovative approaches and grow current fundraising model to ensure income sustainability	Close the Fundraising balance of €700,000 in relation to the refurbishment of Blackrock Hospice, which reopened in 2023. Continue the roll out of Monthly Donor Recruitment through Door-to-Door. Undertake a review of the Fundraising CRM system. Following a comprehensive organisation-wide communication needs analysis and review in 2023, recruit a Senior Communications and Engagement Manager to drive the implementation of the new approach. Develop Fundraising case for support(s) as required to align to organisational capital funding requirements.	Fundraising target of €6.5m surpassed. 2024 was the final year of a 3-year cycle of an ambitious growth plan to recruit new regular donors through door-to-door acquisition. By the end of 2024, our donor base of regular givers rose by 12% on the previous year. Review complete, with action plan to be implemented in 2025. Senior Communications and Engagement Manager recruited. Case for support developed to raise funds to replace Education & Research Centre roof in Harold's Cross (€1.6m total cost ex VAT). Over €850,000 raised specifically, with balance from general Fundraising. Case for support developed towards the end of 2024 to upgrade the Hydrotherapy pool in Harold's Cross. The refurbishment will take place in Q1 2025.

The difference we make – Leona's story



Meet Leona Gallagher. Diagnosed with juvenile idiopathic arthritis (JIA) at the tender age of 3 years old, Leona has been a patient of the RMDU at Our Lady's Hospice & Care Services throughout her life. As well as supporting her to manage joint inflammation, pain and post-operative recovery over the years, our staff have helped her achieve one of her proudest goals – to start her own family. Here's Leona's story:

"I'm 47 years old now and I'm glad to say that over the years since I was younger the treatment options for conditions like mine have advanced considerably. In my day, the medical advice for women with severe progressive Rheumatoid Arthritis was typically that it was unlikely or not recommended for us to have children. We were prescribed birth control while taking certain medications used to treat the condition, as they were known as potentially causing foetal abnormalities, plus the extra weight related to pregnancy might be too hard on the joints, and that's before you even consider the mobility issues associated with the condition that can make it very challenging to mind a baby. I didn't give any of that too much thought when I was told around the age of 18 that I probably wouldn't have children, but it got more real for me around the age of 33 after I got married. We definitely wanted to have a family, but I never anticipated what a challenging journey it would be.

Because of my condition, I had undergone a lot of surgeries over the years: both hips were replaced in 1994; both knees were replaced in 1997 and 1999; then in 2008 I had to have my left hip revised. I also had a lot of scar tissue in my abdomen following a severe infection I got in my bowel in my early twenties from being so immuno-suppressed.

After those surgeries, I had intense physiotherapy at Harold's Cross. It was a very tough process but I also have very fond memories of that period as I was making good progress. I felt very supported and encouraged by the staff who really wanted me to do well and get back to doing what I wanted with my life.

The biggest impact for me in the last 10 years is the care and support I have received from Louise Moore and her pregnancy clinic in the RMDU.

Louise and her clinic have great links to the maternity hospitals and I was referred for the necessary pre-conception consultation as any pregnancy I had would be high risk so I needed careful monitoring. I was heartbroken to learn that I would have to go down the IVF route and I faced a lot of closed doors in Ireland during the initial process as most deemed me to be too risky because of my condition.

Eventually, I was put in touch with medics in both America and Spain who were amazing. Keeping in close contact with Louise throughout the process, we welcomed our son Oisín in 2017. After 2 rounds of unsuccessful IVF, our beautiful daughter Fiadh arrived this year to complete our family and we couldn't be happier! Louise and the team at Harold's Cross have been an amazing support to me before and after both pregnancies so hats off to her, she's doing a great job in helping to make dreams come true for people like me.

Looking back, it's been a really hard road – and this isn't even the half of it – but everything feels really normal and happy now, so I don't regret any of it!"



Delivering high quality and safe clinical services together

Ger Tracey, Director of Nursing and Quality
Patricia Scully, Deputy Head of Clinical Services
Dr. Lucy Balding, Medical Director
Libby McGrane, Quality and Patient Safety Lead
Pat Pierce, Complaints Officer

2024 was a year of resilience, innovation and compassion at OLH&CS. Thanks to the dedication of our staff and the support of our community, we continued to provide vital, person-centred care to those who needed it most. Over the course of the year, we cared for 5,629 patients and their families across all of our services – the highest number of patients we have ever seen in a single year.

From Harold's Cross to Blackrock and Wicklow Hospice, our teams responded to increasing demand while navigating a recruitment pause and budgetary challenges. We embraced new ways of working and made meaningful strides in improving access, quality and experience for our patients, residents and their families. We are proud to share some of our key stories and successes from 2024.

We set out to achieve a number of clear goals in 2024:

- To complete our 2019–2024 strategic objectives and lay the foundation for our 2025–2030 vision.
- To invest in better systems, spaces and services for safer, more effective care.
- To embrace digital transformation and advocate for a new Clinical Management System, which is tailored for Palliative Care.
- To strengthen links with community teams and improve the journey of care for patients.
- To continue educating and empowering our teams and healthcare partners.

Palliative Care: Meeting People Where They Are

Our Community Palliative Care Teams continued to work side-by-side with GPs and community services in 2024, to make care more accessible and coordinated. Wicklow Hospice exceeded its in-patient targets, and the demand for respite care reached record levels, with our two designated respite beds fully booked months in advance throughout the year.



- We expanded services such as our *Breathlessness Management Programme* and piloted *Singing for Lung Health* – bringing both relief and joy to patients.
- We also piloted a new opportunity to host Community Palliative Care Team reviews through an outpatient clinic in Inchicore Primary Care Centre, making it easier for people to get the care they need closer to home.
- Thanks to a generous grant of €39,000 from the 2024 RTÉ Late Late Toy Show Appeal, we began developing a dedicated space for children and teenagers who are accessing Palliative Care. This will open in 2025, providing a welcoming place for young people to express their emotions, play and create lasting memories with their loved ones.

Older Persons Care: Dignity, Connection and Wellbeing

Anna Gaynor House continues to be a vibrant, caring home for residents. In 2024:



- We added a fourth dementia respite bed to meet growing demand.
- We welcomed a new therapy dog called Piper to join our much-loved visiting canine companions, Harry and Ronan.
- Residents enjoyed a wide range of enriching activities including music, art, storytelling and community connection. This includes the establishment of our resident choir *The Chancers* and our ongoing inter-generational programmes with local schools.
- Dementia Care Mapping helped staff to tailor support to residents' needs. We took part in national initiatives like CARU

– a continuous learning programme to support care and compassion at end-of-life in nursing homes – to reflect on and enhance end-of-life care. We also continued to host a popular community Dementia Café event each month, with input across our teams.

- We underwent a successful HIQA registration inspection.
- A commissioned report on the effectiveness of the current Community Rehabilitation Unit (CRU) model of care highlighted the value of this service within our local community and made recommendations for further development, which we welcome.

Rheumatic and Musculoskeletal Services: Quality Care, Significant Savings

- In collaboration with St Vincent's University Hospital, we delivered more than 600 infusions locally in 2024.
- We also introduced in-house preparation of biologic medications this year. This project, led by our pharmacy and nursing teams, means we now mix medications safely on-site when patients arrive, reducing waste by preparing only what's needed. This has resulted in an annual saving to the health service of an estimated €350,000, with continued year-on-year saving projected. Not only does this new way of working save money, but it also boosts teamwork and ensures patients receive seamless, high-quality care.



Strengthening Our Teams

Behind every service we deliver is a dedicated team. In 2024:

- We welcomed our first directly-employed international nurses.
- Our Speech & Language Therapy services expanded across our sites, resulting in significant increases in referrals, which highlights how vital this support is to patient care.
- The addition of Specialist Registrar and Trainee GP posts in Blackrock and Wicklow resulted in improved admission capacity and enhanced service provision, as well as enhancing our support of GP training and knowledge.

Supporting Grief and Healing

In 2024, our Social Work team maintained their commitment to bereavement care, launching Grief Cafés at all three of our sites. These are safe, welcoming spaces which provide people with an opportunity to talk, reflect and heal.

- The team also facilitated an event called *Blue Christmas* and our *Children's Bereavement Weekend* to help young people find words and hope through shared experiences.
- We collaborated with schools to deliver an *Outreach Bereavement in Schools Programme*, which is aimed at supporting grieving children and families in the wider community.



Education & Development

- At OLH&CS, we recognise that education underpins quality care and is a fundamental element of how we build a better future in healthcare provision. We never stop learning and we are proud to support the next generation. In 2024, our staff participated in a range of education and training pursuits from PhD courses to courses of shorter durations. In addition, many staff members also delivered education and supported students who were on placement across our campuses throughout the year.



Our Proud Moments in 2024

1. **National Leadership:** Our team helped shape Ireland's new *National Adult Palliative Care Policy*, which was published by The Department of Health in September 2024.
2. **Community First:** New clinics and Advanced Nurse Practitioner roles made care more accessible for underserved groups.
3. **Creative Healing:** We launched new therapies like *Singing for Lung Health* (Occupational Therapy Department) and *Meaning Centred Group Psychotherapy* (Psychology Department), bringing hope and relief for Palliative Care patients.
4. **Wider Access:** We made it possible for patients needing Total Parenteral Nutrition (TPN) to be admitted across all hospice sites.
5. **Team Spirit:** From new roles to national awards, our people made a difference.
6. **Grief Support for All Ages:** Expanding services for families, children and communities.
7. **Living Fully at Every Stage:** Innovation in dementia care to enrich daily life for residents at Anna Gaynor House.
8. **Cost-Effective Excellence:** Local infusion services saved money and reduced wait times.
9. We won **two national awards for our staff-led flu vaccination campaign**, which reached over half our workforce across three hospice sites.

Leading Digital Transformation in Specialist Palliative Care with the development of a Clinical Management System (CMS)

In 2024, OLH&CS – working with Milford Care Centre in Limerick and the HSE's Technology and Transformation team – began developing a national Clinical Management System (CMS) for Specialist Palliative Care.

This initiative supports the broader *Digital for Care – A Digital Health Framework for Ireland 2024-2030* and is a critical step toward safer, more connected and data-informed care. The CMS will serve as an integrated Electronic Patient Record (EPR) and Patient Administration System (PAS). In its first phase, a national discovery process was undertaken, engaging multidisciplinary staff across all three OLH&CS sites to analyse current workflows, documentation practices and system needs. National collaboration played a key role, ensuring input from Specialist Palliative Care (SPC) teams across the country.

Key CMS milestones achieved in 2024 included:

- Discovery workshops were held across all three OLH&CS sites, capturing clinical and administrative process insights.
- We participated in the National SPC Benefits Day, highlighting the potential impact of a sector-specific CMS.
- We took part in a joint workflow mapping workshop with stakeholders from multiple SPC services nationwide.

By year-end, the CMS initiative was formally consolidated into the HSE's new *Community Connect Programme* – a national effort to unify digital infrastructure across all community health services. We are proud to have a leadership role in this transformative work and look forward to active participation in *Community Connect* in 2025.

Our Commitment to Quality Improvement

Quality and striving for excellence in all aspects of our work is one of our core values and our commitment to a culture of Quality Improvement (QI) was clear in 2024. Led by our Quality and Patient Safety (QPS) team and guided by our *Commitment to Excellence Quality Framework*, which is aligned to the HSE's *Framework for Improving Quality*, we added a total of 23 QI projects to our QI Register over the course of the year, with 13 of these completed by year end. These local improvement activities cover a range of areas where staff have identified ways to improve patient experiences and ways of working.

Our Commitment to Excellence Quality Framework



Our 2024 QI projects included:

The establishment of IPC advice for out-of-hours queries – The aim of this QI project was to better equip Clinical Site Managers to effectively handle IPC activity that arises out-of-hours, when the Infection Prevention and Control team is unavailable. In order to reduce the risk of onward organism transmission, a dedicated IPC folder was developed to detail the correct procedures for a wide range of scenarios. The Clinical Site Managers undertook individual review sessions with the IPC lead to ensure they were satisfied with and fully understood the information provided and that they felt confident to manage out-of-hours IPC queries that may arise.

The establishment of our resident choir, The Chancers, in Anna Gaynor House – Music is known to have many positive benefits for people of all ages and this project sought to bring residents together to celebrate their shared love of music and singing. The vocalisation techniques used support the wellbeing of residents and membership of the choir helps participants maintain their sense of self-identity as they age. This enhances their feeling of togetherness and belonging, which are important factors for attaining an improved quality of life while living at OLH&CS.

The addition of physiotherapy support to our bone health clinic – Our CNS-led bone health clinic takes place once per month, underpinned by our consultant-led clinic. The aim of this QI project was to enhance the service by including intervention as needed from a senior physiotherapist, who provides support on exercise for bone health, education around physical activity, falls assessment and management planning.

The introduction of group support sessions for bereaved children – This project aimed to support children following the death of their parent/guardian by providing a timely, responsive bereavement support service in a group format. The group sessions for children were run alongside already established *Parenting Through Grief* sessions for adults. Children and teenagers who attended were asked to provide anonymous feedback at the end of each group session, with very positive responses overall. Both parents and children/teenagers felt it was a worthwhile exercise and agreed that these two groups complement each other very well.

The development and rollout of a suite of branded design templates – The aim of this project was to improve uniformity in our approach to communications to boost trust and confidence in our brand by enhancing consistency and format of the written information we provide to patients, residents and their families. We developed a suite of branded templates and briefed individual teams to empower colleagues to update materials relevant to their departments as required. New A4 information sheets and A5 brochures have already been used to update a number of pieces of literature across the organisation including: a guide for families and carers on what to expect as people deteriorate and begin to die; a guide on how to talk to children when someone important in their life is dying; information about our psychology, bone health and fibromyalgia services; and a brochure on our bereavement services.

Quality and Patient Safety Walk-rounds

QPS Walk-rounds ensure Quality and Patient Safety remains a strategic priority for OLH&CS. As part of our commitment to patient safety and improving patient care, we held eight Quality Walk-rounds across ten areas over our three sites in 2024. These sessions provide opportunities for members of the Senior Management Team to meet with staff, volunteers, patients and visitors to discuss QPS and reflect on both good practices and any areas of concern. Each QPS Walk-round generates actions, which are agreed before the session concludes. Actions should be completed within a two-month timeframe. All actions raised during 2024 were closed out with the exception of some that require funding approval.

In 2024, we prioritised advance communication about upcoming QPS Walk-rounds to increase staff awareness of and engagement with the process. Staff fully engaged with all ten QPS Walk-rounds in 2024 and demonstrated their strong commitment to delivering a high-quality service. An open, honest, supportive and structured approach is used to enhance safety and quality with both frontline staff and service users.

Clinical Audit and Service Evaluation

There was a significant increase in both Clinical Audit and Service Evaluation activity in 2024. To celebrate National Clinical Audit Awareness Week, the Clinical Audit Committee facilitated its seventh Clinical Audit showcase event in June.

Kayleigh Veale, Senior Occupational Therapist, presented her completed re-audit 'Cognitive Impairment Pathway', followed by a questions and answers session.

The Clinical Audit Committee also launched a new Clinical Audit Hub on our staff intranet, which includes a range of valuable information to support staff who are undertaking Clinical Audit/Service Evaluation along with a multitude of links to additional resources from the HSE National Centre for Clinical Audit (NCCA).

Enterprise Risk Management (ERM)

- In 2024, our QPS team developed a new Risk Management process which is aligned to the HSE's *Enterprise Risk Management Policy*. This is a comprehensive framework, aimed at ensuring all decisions which are made are done so with risk in mind, to improve care outcomes. These processes enable better management of uncertainty, associated risks and opportunities which enables the organisation to address risk comprehensively and coherently.
- With the support of the Board of OLH&CS, we are seeking to recruit a Patient and Service User Engagement Officer to maximise opportunities to incorporate the patient and family experience into our ongoing efforts to consistently deliver an outstanding QPS experience.
- In 2024, we also completed a programme of work to improve our governance and oversight of the use of medical devices.

Managing Incidents and Open Disclosure (OD)

We made a number of key developments in this area in 2024.

- Our QPS Lead, QPS Adviser and Interim OT Manager were appointed Open Disclosure (OD) Leads for the organisation. As part of this process, they completed the national *Train The Trainer* programme to facilitate face-to-face Module 3 workshop training, which a defined number of staff members completed during the year. These workshops enhance our ability to engage in effective and meaningful OD, including managing the OD process and exploring policy and legislative requirements.
- Our three OD Leads worked together to establish a robust programme of work under the *Patient Safety (Notifiable Incidents and Open Disclosure) Act 2023*, to create more transparency and accountability within the organisation.
- Our OD process ensures timely and truthful communication with patients, residents and their families following patient safety incidents. Improved OD processes were woven into our incident management processes to ensure practical application, leading to tangible improvements in our safety culture throughout the year.
- We updated our incident review pathway as part of our Serious Incident Management Team (SIMT) processes.
- We strengthened our MDT engagement with patient safety incident preliminary screening and investigation decision pathways.
- In partnership with our MDT, the QPS team implemented learning from patient safety events. We prepared tools to improve action planning, post incident debriefs and peer review to enhance safety systems with staff.
- The SIMT team introduced a system-wide peer review process of preliminary screening, including After Action Review (AAR) learning responses following serious incidents.
- The Infection Prevention and Control Team reported outstanding Healthcare Associated Infection trends which were zero or lower than the national KPI Benchmark across a range of multi-drug resistant organisms. These surveillance trends demonstrate the effectiveness of our IPC systems and guidance and the collective contributions of all staff in ensuring IPC safety is embedded across OLH&CS.

Overview of incidents by type

2024	Total	Total %	Low/Minor %	2023	2022
Slips/Trips/Falls	365	43%	96%	315	350
Exposure to Physical Hazard	86	10%	93%	96	98
Clinical Care	124	15%	97%	99	41
Exposure to Behavioural Hazard	128	15%	98%	150	99
Exposure to Biological Hazard	46	5%	43%	60	92
Crash/Collision	3	0%	0%	2	5
Exposure to Chemical Hazard	0	0%	0%	2	0
Exposure to Psychological Hazard	0	0%	0%	0	0
Other	91	11%	0%	58	57
	843			782	742

Our culture of continuous improvement

At OLH&CS, we welcome all feedback, suggestions, complaints and compliments. These provide us with helpful information about where and how our services are impacting patients, residents and their families. While complaints give us opportunities to rectify poor situations, make improvements and learn, recognising what is working well is also important and worthwhile.

Our Lady's Hospice & Care Services aims to address issues in a prompt and unbiased manner, in order to improve our service delivery and assure complainants that they are heard and their concerns are acted on.

We received a total of 28 complaints in 2024. 13 of these related to an issue in one service area, whereby the windows were defective, and this matter was closed out following a programme of remedial work. All complaints raised over the course of the year were closed in a timely manner. The number of compliments received far outweighed the complaints, with a total of 84 compliments recorded in relation to the services we delivered in 2024.

We greatly appreciate all feedback received, and the opportunity to continue to improve our services.

Looking Ahead

As we look toward 2025, our goal is simple: to keep improving how we care, connect and serve. Every new service, every moment of comfort and every life we touch is made possible through your continued support. Thank you – for believing in us, for partnering with us and for helping us to make a meaningful difference, every day.



Quality driven by education, training and research

Lisa Ivory, Business Manager

Education, training and research are central elements to our work as staff training, upskilling opportunities and insightful research deliver significant outcomes in terms of quality of care to patients, service users, families and also to staff morale.

As service quality, professional knowledge and competencies are ever evolving, we acknowledge that there is always more to learn and share – whether it be fresh insights, developments or procedures – to support our evidence-based models of care.

Through organisation and HR strategies, we strive to enable and empower our staff and volunteers to achieve their full potential and contribute to our three specialist care areas. We value and recognise the importance of education, training and research by facilitating accredited academic programmes, masterclasses and conferences to both internal and external participants.





We are fortunate to have a fantastic Education, Training & Research Centre at our Harold's Cross campus which underwent substantial refurbishment to the roof in 2024, courtesy of fundraising monies which covered the €2.4 million cost in full. In addition, a generous donation supported the planned purchase of a High-Fidelity mannequin in 2024, which will support clinical learning across multidisciplinary teams into the future.

We aim to provide education, training and research opportunities that are responsive to the needs of key service users including staff, volunteers, external partners across healthcare agencies, the HSE and academic institutions.

We had a number of goals around education, training and research in 2024, which included to:

- Secure our strategic alignment with our university partners.
- Develop and launch new academic programmes focused on best practice standards in our specialist areas.
- Continue to build on the strong research foundation, increase the number of postgraduate students undertaking research projects, increase journal publications and increase research partnerships.
- Better understand the needs of our staff and volunteers and the education activities across various staff disciplines.

Alignment with our university partners

Our Academic Department of Palliative Medicine (ADPM) continued to flourish in 2024. Key highlights in 2024 include:

- The graduation of Dr Niamh Cleary (MD, Trinity College Dublin).
- The submission of a dissertation by Dr Craig Gouldthorpe (PhD, Trinity College Dublin).
- The registration of our sixth doctoral candidate.
- The registration of our third MD candidate.
- The appointment of an additional research nurse.

Launch of new academic programmes

Our *Dublin Certificate in Evidence based Palliative Care* course remained popular in 2024, while our Academic Team proudly launched two new programmes in Spring 2024:

- The *Dublin Certificate in Evidence Based Spirituality for Healthcare*, which provides participants with an opportunity to develop theoretical knowledge in spirituality and spiritual care in the context of healthcare.
- The *Dublin Certificate in Evidence Based Dementia Care*, which aims to enhance the learner's knowledge, skills and competence when providing person-centred holistic care and support to people living with dementia, and their family and carers.



"An amazing placement, which I would highly recommend. Not only did I learn a lot and consolidate my knowledge, I also gained a newfound appreciation for what it means to be in palliative care."

3rd Year TCD student

Championing research

There were a number of key achievements in this area over the course of the year. 2024 highlights include:

- Our colleague Professor Andrew Davies received the 2024 Distinguished Service Award from the Multinational Association of Supportive Care in Cancer (MASCC).
- In December 2024, we hosted the 4th annual *Dublin Advanced Pain & Symptom Management Course*, which was a sell-out event at the Clayton Hotel Cardiff Lane.
- Over the course of the year, several members of the ADPM team presented at a number of international research presentation meetings:
 - In June, Professor Andrew Davies and Research Nurse Norah Fagan presented at the MASCC annual meeting in Lille.
 - In October, Dr Amy Taylor presented at the United Kingdom Associated of Supportive Care in Cancer, Supportive Oncology Conference in Manchester.
 - In November, Dr Amy Taylor presented at the ECO European Cancer Summit in Brussels.

- The ADPM saw in excess of 20 ADPM and non-ADPM initiated studies undertaken across the year. 53% of the studies undertaken were Observational studies, followed by Interventional and Qualitative studies.
- The ADPM continued to oversee a weekly Journal Club and Grand Rounds for Palliative Care professionals from within and beyond OLH&CS.
- There was a year-on-year increase in the number of OLH&CS staff from across various disciplines who showcased their studies through a number of publication outlets over the course of the year:

	Presented		Published		Total
	Oral	Poster	Journal & Abstracts	Book Chapter	
Palliative Care	15	16	15	2	48
Care of the Older Person	2	1	7	–	10
RMDU	2	6	4	–	12
Other	–	–	5	–	5
TOTAL 2024	42		33		75
TOTAL 2023	10		46		56



“It was a heavy placement but it’s so important that we were exposed to this early on in our careers.”

3rd Year TCD student

Supporting educational activities

Our ADPM staff continued to provide a wide range of Undergraduate Medical Education activities for Trinity College Dublin (TCD) and University College Dublin (UCD) medical students in 2024. These included:

- Lectures.
- 3-week clinical attachments for 72 TCD students in OLH&CS.
- Audit and research projects.
- Student electives.
- Clinical seminars.

The ADPM team also supported the revision of both the TCD and UCD medical curriculums.

Over the course of the year, our Academic team of Nursing, Physiotherapy and Occupational Therapy tutors supported education and clinical placement of the following undergraduate students:

- UCD nursing placements in our Specialist Palliative Care wards.
- In partnership with UCD, our Nurse Tutor team facilitated lectures for the Graduate Diploma in Gerontological Nursing and Care of the Person with Rheumatic Musculoskeletal Disease.
- Our Health and Social Care Professional teams facilitated clinical placements across Occupational Therapy, Physiotherapy and Social Work.



“This has been one of my favourite placements by far. I think every student should have this placement at some stage in their training. During our induction we were told about palliative care and all it entails, and how we have one chance to get it right. As this is something we all have to deal with as doctors, I think everyone should experience this placement as it would really give them the necessary skills and knowledge needed for their careers. Also, all of the doctors were so lovely and took the time to teach, which made the placement much more enjoyable.”

3rd Year TCD student



Section 3: Our staff – Improving and enhancing care together

Improving and enhancing care together

Carol Barr, Director of HR and Training

In 2024:

- 730 staff from 24 countries
- 80% of the workforce were female
- 538 clinical staff
- 160 non-clinical staff
- 44 employees were presented with Long Service Awards

Our key HR objectives

To continue providing a high-quality HR service in a range of key areas, which include:

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

Our Human Resources department is responsible for managing the employee life cycle – from the recruitment stage all the way through to hiring, onboarding, training and retaining – as well as administering employee rewards and benefits across the organisation.

The HR team plays a crucial role in shaping the culture of our organisation by setting goals that focus on key areas like employee engagement, employee wellbeing, diversity and leadership development.

We foster a positive, collaborative environment where employees feel valued, by focusing on inclusivity, work-life balance and recognition programmes.

Our aim is to provide a high quality, person-centred and inclusive 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.

We are proud of our suite of tailored HR offerings which cover 4 important areas for prospective candidates – culture, career, benefits and environment. This helped us continue to attract high calibre candidates to our organisation in 2024, despite a challenging recruitment environment.

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

2024 HR Highlights:

- Managed 67 recruitment competitions and welcomed 131 new staff to the organisation across our three sites.
- Continued to provide *CV and Interview Skills Training* to support colleagues seeking internal promotion. This contributed to the success of 31 internal candidates who were either promoted or made permanent over the course of the year.
- Launched our Domestic Violence Policy to ensure appropriate support is provided to staff who need it.
- Published our third annual Gender Pay Gap report – a requirement of the *Employment Equality Act 1998 Regulations 2022*. The report is available on the OLH&CS website.

- Strengthened our culture of learning, and further enhanced our approach to learning, training and development. Over the course of the year, we delivered 12 HR learning and development opportunities to 129 staff.
- Maintained our collaboration with Tallaght Training Centre to offer QQI courses to our staff.
- Granted Bursary Awards to 12 recipients to support staff to undertake further study.
- Our Board of Directors presented 44 staff members with *Long Service Awards*. 18 people reached 10 years of service, 23 people hit the 20-year mark, 2 individuals reached 30 years and one colleague celebrated a milestone 40 years' service.
- Presented 3 *Mission Hero* awards from a shortlist of ten individuals and teams who were nominated by staff, patients, families and volunteers.

Living by our values – Mission Hero Awards

We strive to live by our values every day and we believe it is important to take time to recognise and celebrate our colleagues who go above and beyond the call of duty in providing high-quality services to the people we support across our three sites and in the communities we serve. Each year, we invite staff, patients, residents and families to acknowledge the individuals and teams which demonstrate exceptional examples of living our mission and values by nominating them for a *Mission Hero* award, which are presented at our annual *Light Up A Life* event in December. In 2024, there were ten nominations in total, with three awards presented.

St Michael's Ward Team – recognised for creating an atmosphere in the ward that is described as being peaceful, joyful and encouraging. Staff were praised for being courteous and responsive to all requests made of them. They go the extra mile by making sure to celebrate each person's birthday, as well as seasonal events and they always treat residents who are nearing the end of their lives with dignity and compassion.



Mary-Anne Dulapang, Senior Enhanced Nurse on St Gabriel's Ward – recognised by her colleagues as being kind-hearted, professional, respectful and compassionate towards patients and their families. Working tirelessly on the ward for over 20 years, Mary-Anne always supports other staff members and is dedicated and committed to her work. She is very positive and speaks for those who cannot express themselves. She is described as a person who loves to make patients and staff smile. She also has an amazing

singing voice and loves dancing and entertaining patients by serenading them in the morning. She is described as having the X-Factor!

Dolly Dolorito, Activity Coordinator – recognised as having many skills and talents, Dolly is described as someone who is a natural leader that is dedicated, kind and compassionate. She always treats residents with respect and dignity, encourages them to get involved, cares for them and advocates for them. She organises events outside of the normal working day at weekends and evenings and if a resident misses an activity, Dolly follows up to check in with them. Her aim for the residents is to give them their best life and her passion in her work is most inspirational.



Recognising loyalty – Long Service Awards

We are so proud to have been in a position to celebrate Long Service Awards to 44 fantastic colleagues in 2024. Among them were Angela Reid (Senior Physiotherapist) and Carmel Carolan (Restaurant Manager), who both celebrated working with OLH&CS for 3 decades. Another colleague reached the milestone of 40 years working with Our Lady's Hospice & Care Services in 2024.

Protecting staff wellbeing

We made a consistent effort to support staff wellbeing in a range of ways throughout 2024, supported by our Occupational Health service.

In September, we launched our *Domestic Violence Policy* which incorporates relevant provisions of the *Work Life Balance and Miscellaneous Provisions Act 2023*. This policy aims to ensure that the organisation has an effective framework of support in place which comprises the following key steps:

- Recognise the signs of domestic violence
- Respond appropriately to disclosures of domestic violence
- Refer an employee to the appropriate specialist services

Elsewhere, the Employee Wellbeing Group led monthly initiatives tailored to our employee demographic, leading out on a wide range of varied activities throughout the year. These included wellbeing education and advice, physical wellness events, information on financial wellness, events such as our Menopause Cafés and a focus on mental health wellness including weekly mindfulness sessions at our Harold's Cross site. We also regularly promoted our Employee Assistance Programme to drive awareness of it among staff members. A key event marked by the Employee Wellbeing Group was the *10th National Workplace Wellbeing Day* in April, when staff enjoyed a number of activities and events organised specially to celebrate the day.



In 2024, the reformed Diversity, Equity & Inclusion (DEI) group was introduced to all staff. The aim of the group is to develop the knowledge and skills of our wider staff group on issues relating to DEI, to strengthen the voice of employees representing diversity characteristics through enhanced communication, to increase communication on this topic and promote initiatives that encourage DEI, to provide advice and guidance to management and staff on DEI matters and to enhance workforce policies and processes to advance DEI in OLH&CS. A major event organised by the group in 2024 was the Pride celebrations which took place across all three sites in June. These included colourful displays of Pride flags, bunting and balloons, a special menu and delicious rainbow cakes and cupcakes for all staff to enjoy.

We are grateful to our wonderful group of staff across our three sites, who are dedicated, hardworking and committed to ensuring that the service we provide to patients, residents and their families is the highest quality it can be. We are also proud of the diversity of our workforce – 730 individuals from 24 countries contributed a wealth of professional skills and experience to OLH&CS in 2024.

TOTAL STAFF: 730



The difference we make – Eileen's story

Meet **Eileen Nolan**, Grounds Manager for all three OLH&CS sites

Eileen started working at Our Lady's Hospice & Care Services over 31 years ago and has played a crucial role in planning, developing and overseeing our beautiful gardens at Harold's Cross, Blackrock and Wicklow over the past three decades. Managing a small but mighty team of four people, Eileen leads on ensuring our exemplary gardens are impeccably maintained all year round for everyone to enjoy.

“Our success is down to the staff who work hard and collaboratively all year round to keep our gardens and grounds so well-maintained from winter through to the summer, including propagating and growing the plants we sell to keep our gardens to the standard they are today. We had a small increase in our plant sales this year and it's really great to see the interest rising every year, especially with more and more repeat customers coming back to us to support our gardens.



As well as our bug hotels, we use many pollinator plants to increase our on-site biodiversity and of course, we have our bee hives too. The wet summer means our honey production levels were reduced this year though, as the bees used up a lot of the honey reserves to keep themselves alive. We get fantastic support on that front from our local volunteer beekeeper Donal O Laoghaire, who manages that side of things for us, so a huge thank you to Donal for his invaluable contribution. In fact, we are hugely supported in the gardens by a team of volunteers, who are a great support to us throughout the whole year and especially when we have big events taking place. We really are grateful for all the help they provide to our team and for giving their time so generously.

In Blackrock Hospice we started to rejuvenate the gardens this year, filling in what was the old pond and making it into a separate garden space with an arched walkway and separate seating areas. We still have a way to go but it is an exciting time for Blackrock to have a new-look garden space, so that's a lovely project that is currently ongoing.

One thing I love about my job is that there is great variety in the role. There's always something new and different, it's never mundane and the day always flies by! It's really lovely that people get to enjoy what you've created and the staff here at OLH&CS are so nice, everyone really looks out for each other.



Thinking back over my career with OLH&CS, there are a few highlights that really stand out in my mind. One of those is when we won two awards with our sensory garden at Bord Bia's Bloom in 2013. It was called 'Journey on Earth' and it won the People's Choice Award as well as a Silver Gilt Medal, which was really fantastic. There was a lot of excitement about it at the time and the whole thing really seemed to give everyone in the organisation a bit of a lift. So many staff members came to the Phoenix Park to see the garden and it was very heartening to see everyone get involved.

Another highlight was when we had a visit from HRH King Charles in 2017. He was HRH The Prince of Wales then of course, and I had a nice chat with him about our gardens and grounds as he is well known to be passionate about gardening and wildlife.

As well as the variety in the role, I enjoy getting to be outside in nature every day. And the really brilliant thing about life at OLH&CS is the atmosphere here – it's the little things really, like having a chat with people when you're on your tea break. Everyone cares about each other and that makes it a lovely place to be."



Our Volunteers

Jimmy Scurry, Volunteer Co-Ordinator

Ann Julian, Interim Senior Manager, Public Fundraising

Ann D'Arcy, Bereavement Co-ordinator

We are hugely grateful to our fantastic volunteers, who generously give their time and skills to provide support, comfort and friendship to our patients, residents and families across three key areas:

- Patient Services
- Fundraising
- Bereavement Support

We would not be able to maintain the level of care that we provide without their ongoing support. Thank you all so much for your hugely valuable service, which we appreciate so much!

2024

400 volunteers

32 years of volunteering

**25,660 active hours of
volunteering in 2024**



In 2024, our dedicated volunteers continued to help OLH&CS in so many varied and valuable ways:

- Engaging with our residents and patients to provide both entertainment and friendship
- Offering individual support to people who are experiencing a non-complicated bereavement response
- Supporting patients and residents at mealtimes
- Providing administrative and event support to teams across the Hospice
- Transporting medication when it's needed to where it's needed
- Sharing their personal stories and experiences to help us inform and inspire others
- Helping to maintain and enhance our beautiful gardens and grounds
- Providing a driving service for patients in the community to get to on-site appointments
- Supporting fundraising activities and participating in Hospice campaigns and events to raise vital funds in support of frontline care
- Serving food and drinks at both our sites and our events



Patient Services Volunteers

We benefited hugely from the key support provided by our 165 Patient Services Volunteers throughout 2024. Across a wide range of areas, their work impacted positively on the mental, physical and emotional wellbeing of our patients, residents, families and staff. They engaged in multiple person-centred programmes, activities and services across our three sites, which contributed to our high-quality provision of care. 2024 highlights include:

- 19,073 active hours spent supporting patients, residents and families
- 30 volunteer drivers covered over 6,850kms to collect patients in the community, as well as helping with pharmacy and site collections
- 26 volunteers provided 2,704 hours of office administration and reception services
- 9 volunteers spent 1,456 hours volunteering at the Coffee Dock at our Harold's Cross site
- 48 volunteers assisted residents at mealtimes each week, clocking up 4,992 hours over the course of the year

- 16 volunteers spent 1,664 hours providing support to our Activities Coordinator and team, engaging with and providing friendship and entertainment to our residents
- 18 volunteers covered palliative care tea and coffee rounds each week, totalling 1,872 hours throughout the year
- 8 volunteers visited patients in the community each week, amounting to 1,248 hours in total

We continued our Transition Year work experience programme in 2024, providing placements to 46 secondary school students who gained real-life experience of what it is like to work in a healthcare environment. The programme is centred on educational and practical workshops that build the confidence and skills of young people, who provided very positive feedback of their experiences at OLH&CS.

Fundraising Volunteers

The Fundraising Department had a bumper year in 2024 and our Fundraising Volunteers were central to the success of our busy calendar of campaigns and events across the year. They not only supported the Fundraising Team in driving donations, but they also helped us to ensure that our donors felt appreciated during face-to-face and phone interactions with OLH&CS.

Across our three hospice sites, we were blessed to have the dedicated support of a fantastic group of volunteers who performed a wide range of important tasks with compassion and dedication. These included packing and dispatching orders, stewarding at events, performing reception duties, data entry and more. Volunteer team leaders also provided direction and support for both new and existing volunteers during busy campaign times, which helped our events to run smoothly. 2024 highlights include:

- Fundraising volunteers at our three sites provided a total of 5,600 hours of support across day-to-day and live campaigns.
- 300 volunteers supported our annual *Hospice Sunflower Days* collection in June, selling sunflower merchandise at various shopping centres, local parishes and locations all over South Dublin and Wicklow. This is a volunteer driven campaign, raising over €130,000 in on-street income in 2024.
- 10,000 orders were hand-packed and distributed to support campaigns such as the *VHI Women's Mini Marathon*, *Bewley's Big Coffee Morning for Hospice* and *Light up a Life*.
- Our Coin Jar Team managed relationships within their local community to distribute coin jars to local businesses, contributed to the raising of almost €20,000.
- Our Christmas *Light Up A Life* shop was entirely manned by volunteers for 7 days a week from November until Christmas. Our volunteers also sold Christmas merchandise



in local shopping centres. *Light Up A Life* volunteer on-site and off-site sales during this campaign raised over €22,000 in 2024.

- We were fortunate to again be supported by a range of volunteer groups within the community in 2024. Corporate groups contributed in a variety of ways including packing merchandise, gardening and decorating the site and grounds for Christmas.
- We are also so grateful to the Reserve Defence Forces, Civil Defence, An Garda Síochána, the Irish Naval Reserve and Volunteer Ireland for their continued support throughout the year.

Bereavement Support Volunteers

Our Bereavement Support Volunteers are a small but impactful group of people who are trained and managed by our Bereavement Co-Ordinator, a member of the OLH&CS Social Work Team. We are proud to have increased the size of this skilled-based volunteer group by 85% in 2024.

People who wish to become Bereavement Support Volunteers commit to undergoing 100 hours of comprehensive in-house training over the course of the academic year. Once this training is complete, their role is to provide individual bereavement support to people who are experiencing a less complex grief response. They also assist the Social Work Team to organise several important bereavement events across the year.



6 people graduated from their Bereavement Support Volunteer training in June 2024, having started the course the previous year. They immediately joined the group of 7 existing Bereavement Support Volunteers and now provide considerable support to those who need it. We greatly appreciate their time and dedication in providing this important service. 2024 highlights include:

- Provided 300 sessions to over 50 people.
- Provided support for our evenings of remembrance.
- Provided support for our Grief Cafés.
- Provided support for our annual *Blue Christmas* event.

In September 2024, we held our Children's Bereavement Weekend, with 22 children ranging in age from 5 to 14 years old in attendance. The event was facilitated by one of our social workers and eight Bereavement Support Volunteers. This commitment from the Bereavement Support Volunteers ensured that the event took place without impacting on the provision of the ongoing bereavement services.

My support person was extremely kind and compassionate.

The service helped me to focus on things I could do to help myself.

The support was pivotal in my grief journey – it offered me a great deal of coping mechanisms.



The difference we make - Maura's story

Meet Maura, who has been a Fundraising Volunteer with Our Lady's Hospice & Care Services for 10 years.

"Even as someone who has a very busy life, I truly believe it would feel much emptier without the community I love so much here."

Back in the mid-1980's, my mother Mary was a patient at the Palliative Care unit in Harold's Cross for three days before she died. It was November and I distinctly remember at around 6pm on a particularly foggy evening, I was walking down the avenue when I saw a figure coming towards me. Now it was different times then, but I could hardly believe my eyes when I saw a nurse carrying a tray of pints that she had gotten from the pub that used to be across the road from the main gates. She told me they were for patients and I was just blown away at the level of effort that staff would go to, knowing it would bring a smile to people's faces. Talk about going above and beyond – you couldn't make it up! That made such a big impression on me that I said to myself, "some day I will come back here and help out". I was very close to my mam and as the only girl, I felt a bit terrified at the thought of the Hospice before she came here. In reality, it's actually a very positive and uplifting place. There's a real sense of calm here and until my mother died, I felt like she *really lived* while she was here.

So, when I retired as a Credit Union manager in 2014, I signed up to be a Fundraising Volunteer and I can honestly say that you get back so much more than you give in this role.

I love to help out the amazing Fundraising Team for the big events like *Hospice Sunflower Days* but *Light Up A Life* is my absolute favourite time of the year. The event itself at the start of December is the prelude in my mind and the Christmas shop that runs through



all the way until the big day is like the second act! It's always a very busy time but I love chatting with the people who come in to buy festive items – everyone has a story to tell and it's a real privilege to be there to listen to them. I have made some great friends in other volunteers over the years and it's always a good laugh – we even meet up socially outside of volunteering, so it has certainly widened my circle too which is an added bonus.

The staff here are just brilliant. Everyone is so kind and it always gives you a lift when you walk through the door. You really do feel like part of the team – they value and appreciate your time so much.

Hospice Sunflower Days are a big event in my calendar. For the last few years I have coordinated three separate merchandise tables in Cornelscourt Shopping Centre in Dublin – it's an exhausting two days but so rewarding. This year it was a bonus to be joined by two of my grandchildren, Tiarnan who is 19 and his sister Aoibhinn who is 17, to help out for a few hours on each day. It was lovely to have them there and they really enjoyed it. I can't leave out my partner Pat, who's always on hand to do a shift on a table, move stock, furniture or whatever needs doing at all the Hospice events, so overall my involvement is a real family affair.

What would I say to someone who was thinking about volunteering with Our Lady's Hospice & Care Services? Don't hesitate – it's so rewarding and you'll never look back!"



Mr. William Tilly's
Annual Christmas lights fundraiser

Our Non-Clinical Services and ICT

Tommy Beatty, Director of Non-Clinical Services

Ciarán McCarthy, ICT Manager

Our Non-Clinical Services and ICT Departments manage the vital physical and digital infrastructure that provides a safe and welcoming environment for staff, patients, residents, families, volunteers and visitors across our three sites.

Representing Building Services, Gardens and Grounds, Support Services, Materials Management and Reception, Non-Clinical Services manages the physical infrastructure of OLH&CS, playing a pivotal role in 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 environment and grounds which span approximately 30 acres across our three sites and managing the varied requirements of all our services users, in 2024 we focussed on:

Future-proofing our internal environment

- Our Education & Research Centre in Harold's Cross was closed from May to September, to allow for a complete re-roofing and energy efficiency upgrade. The roof of the building had presented structural challenges over recent years. With severe water damage from multiple leaks, water ingress was an ongoing issue, and it was no longer economically viable to continue to make minor repairs. Following a comprehensive structural review, this urgent work was completed at a cost of €1.6m ex VAT – 100% of which came through fundraising efforts and the generosity of our donors. As part of this project, solar panels were installed on the roof, reducing energy bills by €40,000 per year.
- OLH&CS engaged with HSE Capital Estates – which manages the healthcare estate and is committed to creating a high-quality physical environment that enhances wellness for all patients – as part of a project to renovate a section of the old, unoccupied St. Mary's Ward in Harold's Cross. This was repurposed for use by the Integrated Care Programme for Older People (ICPOP).

Enhancing our external environment

The gardens and grounds of Our Lady's Hospice & Care Services in Harold's Cross, Blackrock and Wicklow play a significant part in both patient and staff experiences.

The gardens consist of individual courtyard spaces, a rose garden, a lime tree walk, private spaces to sit and chat, specimen trees, wild flower species, scented trees and shrubs and thousands of bulbs and flowers.

The gardens are a habitat for wildlife such as squirrels, foxes, hedgehogs, frogs and many different birds from sparrow hawks and herons to robins and finches all of which visit the gardens. We have bee hives and bug hotels and we use many pollinator plants to increase our on-site biodiversity.



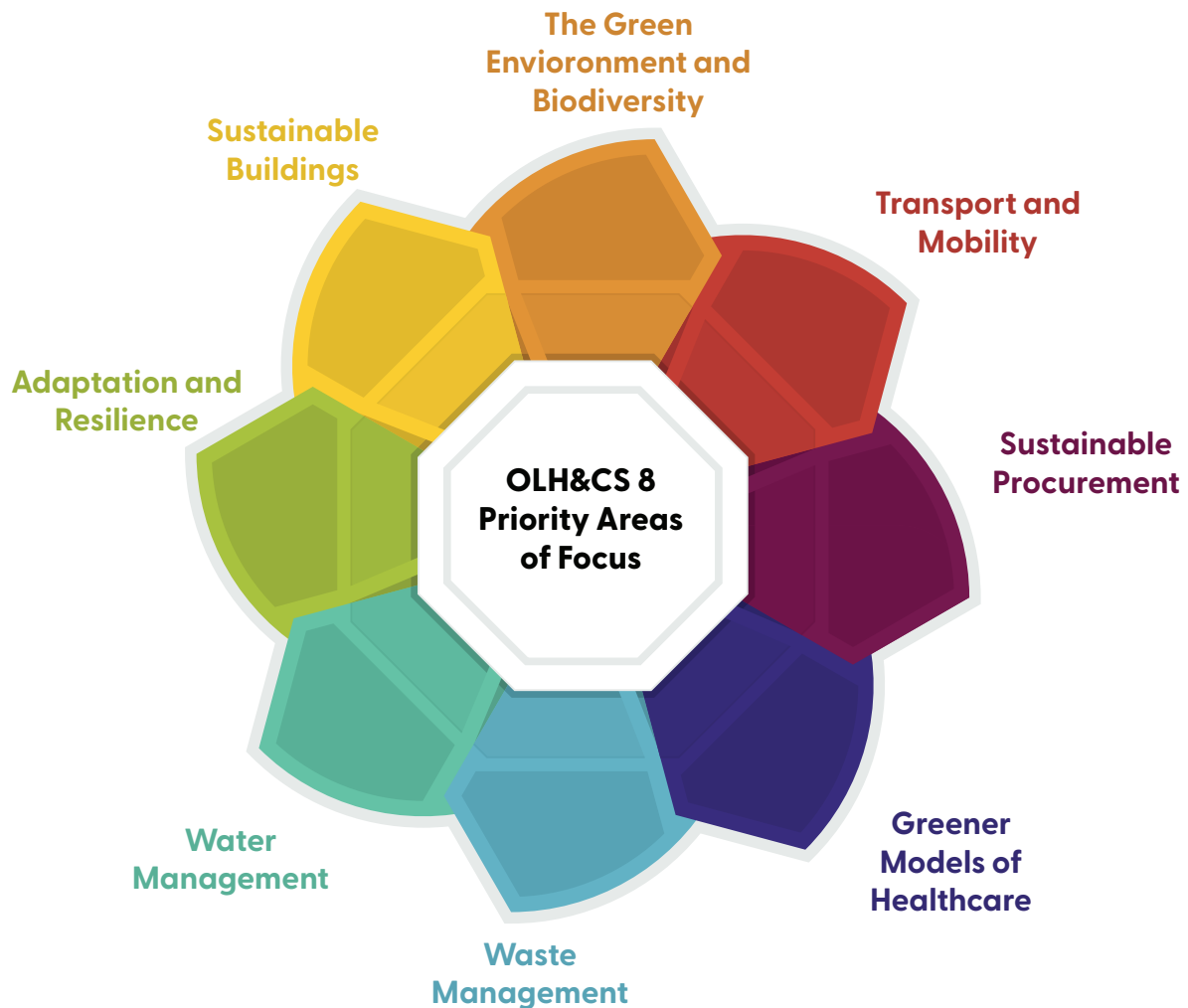
Offering colour and beautiful scent throughout all the seasons, each month there is something in flower and this alone can lift a person's mood and improve wellbeing – bringing joy to so many people.

For patients, experiencing the beauty and serenity of our gardens inspires them to think about and reflect on their own gardens at home, invoking happy memories and encouraging nostalgic chats. The gardens also provide an exercise space for our rheumatology and elder care patients, as well as a beautiful haven of nature for all our staff, relatives and community members to enjoy.

Staff say the gardens provide a welcome relief from the clinical setting when needed and some have reported that walking or sitting in the gardens over break times creates a sense of peace – breathing in the fresh air, listening to the birds and observing the flowers and trees can bring a sense of calm that re-energises people.

Committing to our green goals

OLH&CS 8 Priority Areas of Focus



Our Green/Energy Committee was very active in 2024, driving our efforts to identify and action key areas of improvement. The Committee worked in partnership with the HSE Energy Bureau and the Sustainable Energy Authority of Ireland (SEAI) to:

- Review our energy usage and grant opportunities.
- Provide staff training on ‘green issues’ and Environmental Sustainability in the Workplace.
- Review our events and campaigns through an environmental sustainability lens.



A number of significant strides were made on the 'green' front in both clinical and corporate areas throughout the year. 2024 highlights include:

- Over the course of the year, we reduced our water consumption by a quarter. Piping was re-routed over ground on lines where leaks were uncovered and pressure restrictors were fitted on all high-powered showers to reduce flow and conserve water.
- We installed solar panels on the roof of the refurbished Education & Research Centre, saving €40,000 in energy bills.
- To reduce waste and improve recycling habits, we launched multi-waste stations throughout our three sites in October.
- To minimise single-use plastics, we launched 'keep cups' to replace disposable cups at our three sites. Every staff member was provided with their own 2GoCup in October.
- We trialled a HaPPE compostable apron in one ward in an effort to cut down on our single plastic use.
- To continue our move away from single use items, we also conducted a two-month trial on one ward of a reusable metal spoon for oral administration of medicines.
- We used a grant of €151,157 from the HSE Energy Bureau to carry out a number of energy-saving projects at our Harold's Cross site. These included upgraded LED

lighting in the Education & Research Centre, Anna Gaynor House and the RMDU Department as well as upgraded insulation in plant rooms.

- We provided education and training initiatives for staff in conjunction with a number of key organisations and programmes. These included: the HSE Sustainable Infrastructure Office; SEAI; IBEC; the Green Healthcare Programme; DDLETB Tallaght Training Centre and RCSI.
- We are committed to introducing an Electronic Meal Ordering System to reduce both paper orders and food waste. Work on this project was ongoing in 2024.
- We undertook a scoping exercise to source an electronic purchase-to-pay and stock management system. We visited various healthcare institutions as part of this process and we published a tender in December 2024 to progress this project in 2025.

Looking ahead to the future, we plan to further build on our sustainability achievements by introducing additional solar energy and continuing our heating and lighting upgrade projects.

Improving our digital environment

In 2024, we made significant progress across a number of key areas of our organisation's technology landscape. These included:

- Upgrades to Digital Infrastructure.
- Enhanced Cyber Security measures.
- Ongoing App Development.
- Focus on NIS2 Compliance.



All of these efforts combined contributed to creating a secure, efficient and resilient digital environment, supporting our commitment to meeting the evolving needs of both our organisation and its stakeholders.

Upgrades to Digital Infrastructure

- Blackrock Hospice's internet infrastructure was upgraded to include a faster, more secure firewall.
- In Harold's Cross, the network infrastructure was enhanced in several areas to improve security.

Enhanced Cyber Security Measures

The ICT team maintained a strong focus on data security in 2024.

- We updated the Centre for Internet Security (CIS) standards and expanded their application to our cloud environment.
- Key technologies were reviewed and new systems were implemented to enable rapid identification of vulnerabilities and to continually reduce our attack surface.

Ongoing App Development

- We continued to expand the rollout of electronic referrals across the organisation.
- In addition, several in-house applications have been successfully designed and deployed. In 2024, these included:
 - A solution for recording and tracking pressure ulcers.
 - A mobile user administration system.
 - A notification and reporting system for Infection Prevention and Control.

Focus on NIS2 Compliance

The NIS2 Directive is an EU regulation, which is aimed at enhancing cyber security across critical sectors such as energy, healthcare and digital infrastructure. To support compliance, we have established a dedicated NIS2 committee, which has been actively progressing a range of initiatives. Key activities include:

- Strengthening controls around data access and sharing.
- Implementing application controls to ensure secure and compliant system use.
- Conducting security assessments of third-party partners.

These efforts form part of our broader commitment to maintaining high standards of cyber security and regulatory compliance.

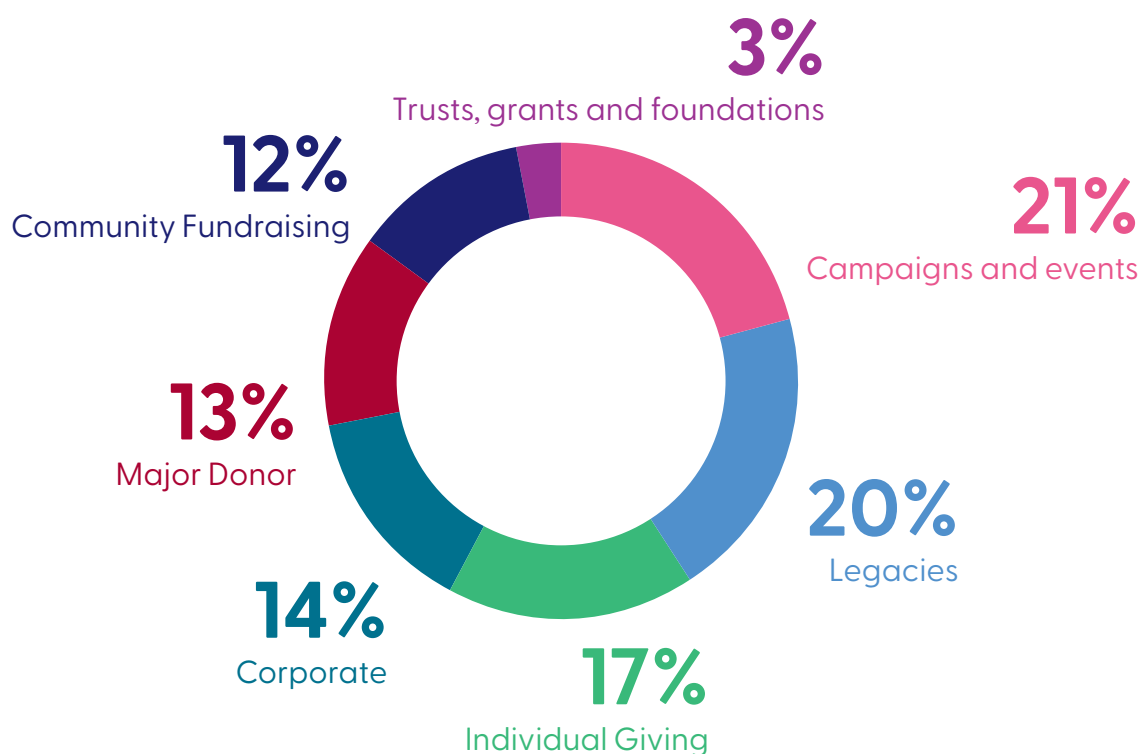
Our Fundraising and Communications

Eleanor Flew, Director of Fundraising and Communications

The goal of our 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 across our three hospice sites at Harold's Cross, Blackrock and Wicklow. This means that our donors and supporters are truly at the heart of all that we do, and we are hugely grateful for their ongoing commitment and support. In 2024, we raised over €6.3m – a 22% increase on the previous year. In 2024, we achieved two significant milestones:

- We had our most successful *Bewley's Big Coffee Morning for Hospice* ever, raising over €483,000
- We had the most successful fundraising event in the history of the organisation, with over €671,000 raised during *Light Up A Life 2024*

How we raised funds in 2024





€6,350,567 raised in 2024 – a 22% increase on the previous year.

Our goals – building the future of care

The end of 2024 marked the completion of one of the most ambitious multi-phase fundraising projects in our organisation's history.

- In 2018, we opened our state-of-the-art, 36 bed specialist palliative care unit in Harold's Cross. 100% of the building costs (€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 of €930,000 coming from our fundraising efforts. The loan was fully paid off in early 2024.
- In 2023, Blackrock Hospice re-opened 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 was €7.4 million and by the end of 2024, over €6.5m had been fundraised to support this vital project.
- As we neared the end of 2024, a key highlight was the replacement of the roof on our Education and Research Centre at our Harold's Cross site. The roof of the building had presented structural challenges over the years, with severe water damage from multiple leaks. 100% of the €1.6m cost was funded through fundraising.

A key fundraising focus in early 2025 will be the complete refurbishment of our hydrotherapy pool in Harold's Cross. These progressive developments across our three sites will form the basis of our specialist services for years to come. As we look ahead to 2025, and our upcoming new organisational Strategic Plan 2025-2030, fundraising has never been so important in supporting our frontline services and capital development plans.

Focus on our supporters – you make 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 a real difference to so many patients, residents and their families and for that we are truly grateful. Thank you!

Community Fundraising

Our fantastic community fundraisers raised over €753,000 – a 25% increase on the previous year and the most successful year for community fundraising in our organisation's history. Thank you to all who supported these wonderful events.



The Baker Family organised a very special concert called Songs of Remembrance & Hope at the National Concert Hall, as well as hosting an event in their family business, Decwell's, raising over €27,000 in memory of Monica Baker, RIP.



The Shanahan and Cantrell families hosted a very successful golf and lunch event at Woodbrook Golf Club, raising over €22,000 in memory of Jackie Shanahan RIP.



We were delighted to be chosen by Milltown Golf Club - Bridge as their charity partner in 2024 and they raised €13,000 in support of the gardens project at Blackrock Hospice.



Our very special thanks to the Dun Laoghaire Lions Club for their ongoing support of the Blackrock Hospice refurbishment and gardens project. They raised €10,000 in 2024.



Special thanks to Jack Henry and friends who travelled to Spain and ran the Malaga Marathon, raising over €12,000 to support our work.



We were delighted to be chosen as the nominated Captain's charity by Old Conna Golf Club, Bray, for their event which raised an impressive €16,000 to support our work.



Special thanks to Linda Clarke who travelled to New York to complete the 20 Bridges Swim Manhattan – a 48.5km swimming event – raising over €14,000 in memory of her mum Eleanor, RIP.



Many thanks to all at Wicklow Garda Station whose Coffee with a Cop fundraiser raised over €7,000.



Sincere thanks to all at the Voices of Bray Community Choir whose summer concert in Bray raised over €7,000.

Community Fundraising Hospice Hero Awards 2024

Now in its third year, the *Community Fundraising Hospice Hero Awards* acknowledge the significant contribution of those in our local communities who go the extra mile to raise funds to support our work across our three hospice sites at Harold's Cross, Blackrock and Wicklow. We are truly grateful for their ongoing dedication, commitment and relentless energy in fundraising to support our services.



The 2024 *Community Fundraising Hospice Hero Award* for Harold's Cross Hospice was presented to Joe Kavanagh. For over 20 years, Joe has hosted a much-loved annual darts competition and has raised a staggering €30,000 over the years.



The 2024 *Community Fundraising Hospice Hero Award* for Blackrock Hospice was presented to Martin Clare. Martin and his family have hosted an annual golf event in memory of Stephen Clare since 2022 and have raised over €12,000 to support Blackrock Hospice.



The 2024 *Community Fundraising Hospice Hero Award* for Wicklow Hospice was presented to Bill Porter. Bill has been a tireless supporter of Wicklow Hospice for over 15 years, generously volunteering his time and expertise in organising many groups to take part in the Dublin City Marathon and Wicklow Hospice Half Marathon & 10km events, as well as a wide range of additional running events. He has also been a part of organising countless golf outings, dance competitions and for several years, Wicklow's *People of the Year Awards*, all in aid of Wicklow Hospice. Bill has raised approximately €740,000 – a phenomenal amount and we are truly grateful for his ongoing support.



Finally, a *Special Recognition Award* was awarded to Ger Kelly to acknowledge his commitment to our work. Despite his life-limiting illness, Ger is passionate about ensuring that as many people as possible know about the range of services which are available to patients, the positive impact they have on those who access them and the importance of fundraising efforts to ensure they remain available. Ger has raised over €22,000 in support of Blackrock Hospice.

Campaigns and events

Our campaigns and events raised over €1.3 million in 2024, reflecting a 5% increase on the previous year. Sincere thanks to all who took part in one of our many activities across the year.



Pictured launching *Bewley's Big Coffee Morning for Hospice* at Wicklow Hospice is An Taoiseach Simon Harris, TD. Over €483,000 was raised – a 3% increase on the previous year – making this the most successful year for *Bewley's Big Coffee Morning for Hospice* in our organisation's history. Sincere thanks to our longstanding sponsor Bewley's whose generosity and commitment over a 32-year partnership has raised over €47 million for hospice care nationwide.



Over €131,000 was raised from our annual flag day, *Hospice Sunflowers Days* – down 4% on the previous year. A sincere thanks to all our volunteers who supported this important fundraiser by selling hospice merchandise at multiple locations across Dublin and Wicklow.



Pictured at our annual *Hospice Spring Raffle* is long-time supporter Gus Corrigan from Kia Dundrum. Over €159,000 was raised through our annual *Hospice Spring Raffle* – a 6% decrease on the previous year.



A sincere thanks to the 1,000 runners who took part in the annual *Wicklow Hospice 10km and Half Marathon*. Over €60,000 was raised – an increase of 60% on the previous year. It was the most successful race event we have hosted to date.



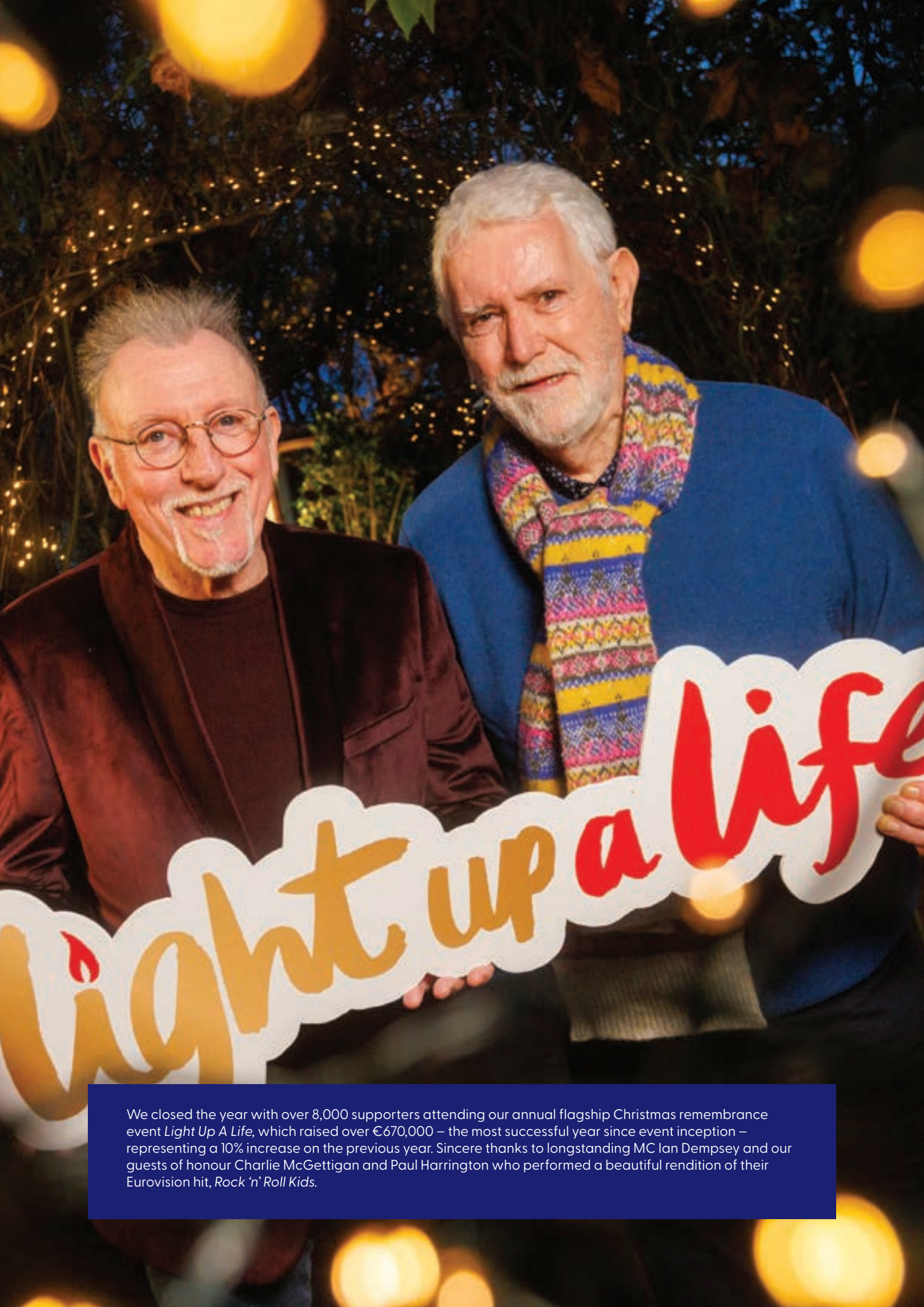
Sincere thanks to all the brave men who participated in the *Wicklow Hospice Dip in the Nip* event in October, raising over €17,000. Special thanks also to *Codling Wind Park* for its generous and on-going sponsorship of this event in aid of *Wicklow Hospice*.



A huge thank you to the 140 walkers who participated in the annual *Wicklow Hospice Glen to Glen hike* in the beautiful garden county. Over €17,000 was raised – up 26% on the previous year.



Thank you to all who participated on behalf of OLH&CS in the *VHI Women's Mini Marathon* in 2024. Over €108,000 was raised – a significant uplift of 89% on the previous year.



We closed the year with over 8,000 supporters attending our annual flagship Christmas remembrance event *Light Up A Life*, which raised over €670,000 – the most successful year since event inception – representing a 10% increase on the previous year. Sincere thanks to longstanding MC Ian Dempsey and our guests of honour Charlie McGettigan and Paul Harrington who performed a beautiful rendition of their Eurovision hit, *Rock 'n' Roll Kids*.

Partnerships and philanthropy

In 2024, over €1.9 million was raised through the generosity of those who supported us through partnerships and philanthropy – a 90% 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 which support their local community, our patients and their loved ones. Special thanks to AIB, Axa, Bewley's, Codling Wind Park, CJK Engineering, El Electronics, Davcon Warehouse Machinery, Dentsu, Elite Gym and Academy, ESB, The RTÉ Late Late Toy Show Appeal, Leo Pharma, Mason Hayes Curran, Maples Group, Powerscourt Hotel, Partners At Law, PTSB, Workday, Nursing and Midwifery Board of Ireland, Carroll & Kinsella, Droga5 Dublin, part of Accenture Song, Northern Trust, Walsh O'Brien Harnett, CDB Aviation, Community Foundation Ireland, Strike Productions and the parishes of St Brigid's Stillorgan & All Saints' Blackrock.

Thank you also to our Founding partner, Massey Bros. Funeral Directors, which has partnered with Our Lady's Hospice & Care Services over the last number of years, and again in 2024, through financial support and fundraising.



Special thanks to the team at Workday who supported us again throughout 2024, pictured here volunteering in the gardens at our Harold's Cross site.



Many thanks to the team at Elite Gym and Academy for their ongoing commitment to our work, raising over €14,000 in 2024.



Sincere thanks to the team at PTSB who partnered with us throughout 2024, pictured here supporting Bewley's Big Coffee Morning for Hospice.



Thanks to the team at CJK Engineering who braved the cold waters in their 'Dip at Dawn' raising over €5,000 in memory of a colleague.

Individual Giving

Our individual giving programmes raised over €1,073 million, a 12% increase on the previous year. Special thanks to our 2,000 donors who support us with regular monthly gifts, as these enable us to plan ahead and make long-term improvements across our three hospice sites.

Legacy Giving

We would like to express most sincere and grateful thanks to all those who remembered us in their Wills. Over €1.3 million was raised in 2024, which will make an extraordinary difference to the patients, residents and families in our care. May they rest in peace.

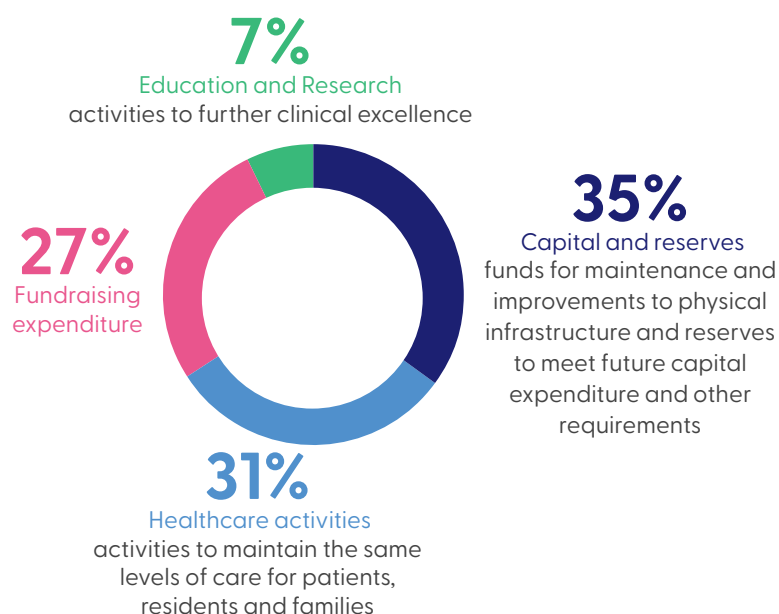
Fundraising Volunteers

We would like to sincerely thank our wonderful Fundraising Volunteers, who play a vital role in our campaigns and events and across all aspects of our fundraising efforts. We simply couldn't raise the levels of funds that we do without their ongoing dedication and support.

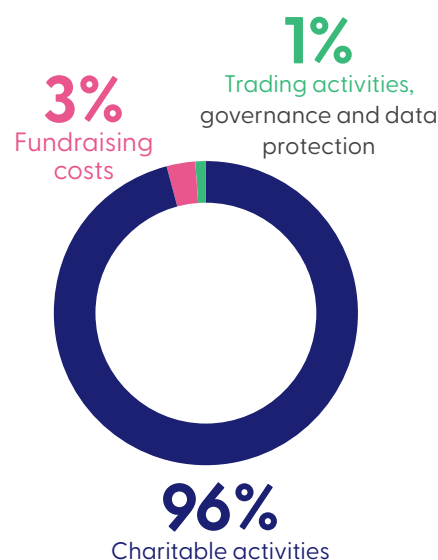


Over the last five years, over €28 million of fundraised income has been used to support the organisation. We are truly grateful for the continued support and generosity of our donors.

How we spent fundraised income in 2024



Total organisational expenditure in 2024



Communications

Throughout 2024, our communications programme continued to raise awareness of our work and celebrated the stories of our residents, patients, families, staff and volunteers.

Highlights of the year included visits to Wicklow Hospice from both An Taoiseach Simon Harris TD and Health Minister Stephen Donnelly TD, as well as the Lord Mayor of Dublin James Geoghegan to Harold's Cross Hospice.

We also developed a new suite of branded design templates, aimed at improving consistency across the information we provide to patients, resident and their families.



Lord Mayor of Dublin James Geoghegan visits 'The Snug' in Harold's Cross



Dr. Joan Cunningham, Consultant in Palliative Medicine at Wicklow Hospice, with An Taoiseach Simon Harris

Our commitment to accountability and transparency in Fundraising

We must raise a minimum of €5.5m every single year to support our frontline services. Our generous donors and supporters are at the heart of all that we do, and we are truly grateful for their ongoing support. Our promise is to treat all our donors and supporters with respect, honesty and openness. We ensure that we are accountable and transparent in all areas of our work so that donors have confidence in the way we run our organisation, our fundraising practices and that we spend donor's funds wisely. As such, 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). We are also very proud to have been awarded *Triple Lock* status again in 2024 by the Charities Institute Ireland, demonstrating our commitment to best practice in all aspects of transparent reporting, accountability, ethical fundraising and good governance.



The difference we make - John's story

Meet John O'Brien. He has decided that when his time comes, he will leave a gift for Our Lady's Hospice & Care Services in his Will as a gesture of appreciation for the loving care his beloved father Mick received while under our care.

"There are moments in all of our lives that we hold in our hearts as really precious and sacred. Moments that help to define us. The night my 84-year-old dad died was one of those. The family had gathered and we were holding vigil, waiting for my sister Mary to arrive from abroad. Dad was very ill with lung cancer and had remained asleep. Earlier on that Friday afternoon, our wonderful Hospice nurse said to us – in that empathetic but honest way – "He'll wait for Mary to arrive, but he'll be gone before Monday."

And sure enough she was right again – as she had been about so many practical, medical and emotional things. Dad did wait for Mary to arrive. When we were all there, assembled on and around his bed – our emotions held in but ready to break – he opened his eyes and looked at each of us in turn and then he went with ease. Of course, we were all so upset but we were also so thankful that he had no pain, and that he was exactly where he wanted to be – in his cocoon in the warm embrace of the people who loved





him. All of that was made possible by the expert and loving care of the Hospice. We had desperately wanted to care for him at home. But he was in such discomfort, we just didn't know how to give him the expert attention he needed. Then, at my request, out came the Hospice Community Palliative Care team and the impact was profound. They lifted such a weight off our shoulders. They

connected with Dad in such an easy and dignified way. Over the days that followed, they took away his worry, his anxiety and his pain and they replaced it with comfort, reassurance and love. They allowed us to be his son, his daughter, his wife again – and not his carers.

For me that's an extraordinary gift. So, I immediately knew I wanted to give something back. I got involved later as a volunteer in the Hospice. And to be honest when I looked around those buildings and facilities, I was absolutely astonished to see what ordinary human kindness helps pay for. So, I decided to leave a gift in my Will to the Hospice – a percentage of my estate. And honestly, it was such an empowering and uplifting thing to do. I know that my lovely dad would be so proud that I'm leaving a legacy to honour the amazing care he got – and that we will be helping strangers we'll never even meet. My quiet, never-complaining, hard-working, always giving, humorous Dad was always concerned about other people when he was alive. That's his legacy. So maybe he's given me that gift as part of it – the joy I get from helping others. And knowing that long after I'm gone – which I hope is many years away yet – my legacy will still be delivering great

impacts for people at the end of their life."



If you would like to leave us a gift of any type or size in your Will, you can pledge to do so at any stage of your life. Your legacy is tax-free and can reduce the tax on your estate. You can always change your mind if your circumstances change.

Our partnerships – Together for Hospice

Hazel O'Shea, National Projects Manager

In 2024, Together For Hospice national fundraising campaigns raised €3,085,885 for hospices nationwide, an increase of 4% on the previous year.

OLH&CS is the host site for Together for Hospice (TFH) – the national fundraising body for 24 Specialist Hospice and Palliative Care providers across Ireland. In 2024, TFH co-ordinated two national fundraising campaigns to raise vital funds for specialist hospice services:

- *Hospice Sunflower Days*
- *Bewley's Big Coffee Morning for Hospice*

A powerful partnership

Funds raised through these two national campaigns played a vital role in supporting local hospices as every euro raised locally, stayed local. This is a powerful partnership in the context of Ireland's aging population and the resulting increase in demand for specialist hospice and palliative homecare services nationwide. The goal of Together For Hospice is to support and enable frontline services to fundraise collectively at a national level and this is achieved by:

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

To advance its goals in 2024, Together For Hospice:

- Developed a 3-year brand and social media strategy.
- Began scoping plans to launch a third national campaign, targeting corporate organisations, in 2025

Building Momentum with our campaigns

In 2024, the *Hospice Sunflower Days* campaign raised a total of €830,286 - an increase of 3% on the previous year. We are privileged to have been joined by broadcaster and campaign ambassador Miriam O'Callaghan, who generously gave her time to support hospices nationwide. One new element of the campaign in 2024 was an initiative to engage with creches, Montessori's, pre-schools and primary schools to encourage them to host a *Hospice Sunflower Fun Day*. This aspect was very well received, accounting for €35,000 of the total funds raised. Huge thanks to our campaign ambassador Maia Dunphy, who very kindly supported us by launching this new concept. As always, we extend our sincere gratitude to the volunteers and supporters of our on-street collections who year after year continue to make this event such a huge success nationwide.



Maia Dunphy with children from St. Christopher's School, Ballsbridge

In 2024, the *Bewley's Big Coffee Morning for Hospice* campaign raised €2,255,599 - a 4% increase on the previous year - bringing the total raised since the campaign's inception in 1992 to a staggering €47.6 million. We added a new element to this campaign in 2024 with the introduction of a competition supported by one of our fantastic ambassadors Catherine Fulvio, who encouraged Transition Year students to take

part by hosting their own Coffee Morning in school. This resulted in over 130 Transition Year classes all around the country raising a cup - and vital funds - for their local hospice.

We are hugely grateful to our dedicated hosts who have supported their local hospice consistently over the years and we would like to take this opportunity to extend a special thanks to our long-term ambassador, actor Brendan Gleeson, who took time to launch and promote the campaign nationwide. On behalf of all specialist hospice and palliative homecare providers across Ireland, Together For Hospice sincerely thanks our long-standing sponsor Bewley's for its generosity and commitment to hospice care over 32 years of partnership. Not only does Bewley's bring innovation and dedication to each year's event, it generously contributes €50,000 to support the campaign each year. This supports local hospices to grow awareness of the event and to continue raising vital funds. The impact of this support is felt nationwide through the provision of free coffee to each of the 2000+ coffee mornings which take place across the country every September. A heartfelt thank you to Paddy and Veronica Campbell for their unwavering support for local hospices.



Miriam O'Callaghan at *Hospice Sunflower Days* Launch



Catherine Fulvio with James Ryder, East Glendalough School, Wicklow Town and Grace Christie, Gaelcholáiste na Mara, Arklow



Brendan Gleeson with Coffee Morning hosts



Brendan Gleeson and Jason Doyle, Managing Director at Bewley's Ireland and UK

Making an impact and planning for the future

In 2024, Together For Hospice national fundraising campaigns raised a total of €3,085,885 for hospices nationwide – up 4% on figures for 2023.

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

For example, there is currently no in-patient unit in the midlands region and plans are being made to build a new hospice unit in Tullamore which will serve Laois, Offaly, Longford and Westmeath. A planning proposal is expected to be submitted in 2025.

The ethos at the heart of Together For Hospice is that we are a hospice movement built by the community for the community. That's why every euro raised through national campaigns stays local to where it is raised. Learn more about Together For Hospice at www.togetherforhospice.ie

Together for Hospice Profit and Loss Report for the period January to December 2024

Income	
Bewley's Sponsorship	€22,940.00
Donations Received	€29,694.05
Hospice Contributions	€219,019.95
Total Income	€271,654.00

Expenditure	
Bank fees/Credit Card	€192.42
Campaign Management	€110,147.38
Campaign Sundries (Including catering)	€2,094.85
Creative/Digital	€24,715.55
Funds Distributed Nationally	€34,452.48
Media and PR	€29,107.09
Printing and Fulfilment	€71,654.35
Professional Fees	€850.00
Total Expenditure	€273,214.12

Our partnerships – The All Ireland Institute of Hospice and Palliative Care

Since its inception in 2010, The All Ireland Institute of Hospice and Palliative Care (AIHPC) operated under the auspices of Our Lady's Hospice & Care Services (OLH&CS). In 2023, the AIHPC registered with the Companies Registration Office and established a Board, which included four members nominated by OLH&CS. In late 2023, the AIHPC applied to the Charity Regulator of Ireland for charity registration and the application was considered during 2024. OLH&CS is one of the AIHPC's 26 member organisations and its CEO represents OLH&CS on the AIHPC's Council of Members. It is anticipated that the AIHPC will receive its charity registration in Q1 2025.





Section 4: 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 one 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

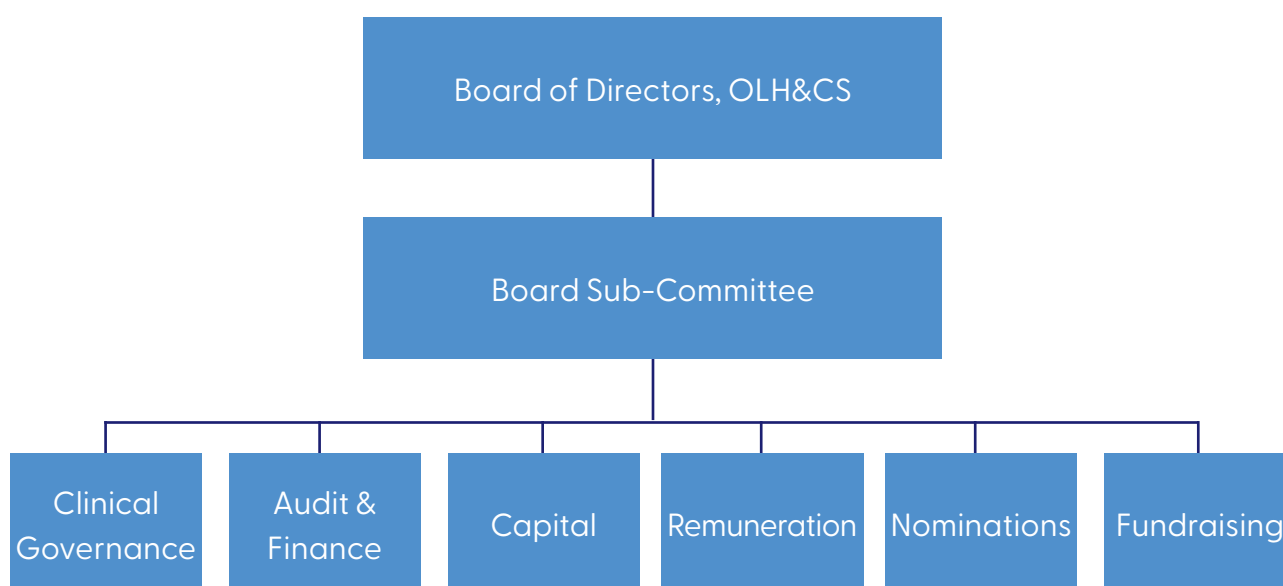
OLH&CS is governed by an independent Board of Directors who serve in a voluntary capacity and meet at least six times a year. In compliance with the Memorandum of Association, no salary, fees, or other remuneration is paid to Board Directors.

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 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.
- **Overseeing and Monitoring Performance** – Approving, monitoring and reviewing organisational performance. The Directors delegate the day-to-day operations of the company to the Chief Executive Officer (CEO).

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



Our Directors

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

The Board is comprised of not less than 2 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.

Mr Vincent Barton

Vincent Barton is a specialist advisor in Healthcare Strategy. He was previously Managing Director at Prospectus Consulting, which specialises 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 retired with over 30 years' experience in the health service and health education and 10 years in the financial services sector. Her career started in Our Lady's Hospice in Harold's Cross where she worked as a Care Assistant before qualifying as a nurse from St Vincent's University Hospital and working in a variety of clinical roles including Director of Nursing. Former executive 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.

Hilary has an MBA from Smurfit Business School and post graduate qualifications in Healthcare Management, Corporate Governance, Risk Management and Executive Coaching. Currently a Board Member at St James's Hospital where she chairs the Board's Quality, Safety and Risk Committee, she was previously a Board Member of the State Boards Public Appointment Service, 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.

Dr. Brendan Cuddihy

Dr. Cuddihy has 38 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 Our Lady's Hospice & Care Services in 1986. Since then he has sought 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. Through this process, he met with one of the Sisters of Charity to advocate that North Wicklow be brought under the care of Our Lady's Hospice & Care Services' homecare teams. Sadly, this did not come to pass. Subsequent difficulties with the high turnover of staff in the Wicklow community palliative care teams led to a temporary suspension of services around 2008. This crisis 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. Wicklow Hospice Foundation emerged from this crisis and over the next 11 years a small

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 over 18 years, Dr. Cuddihy has been a voluntary medical officer with the Dublin Diocesan Pilgrimage to Lourdes.

Ms Cathy Maguire

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 Derbhile McDonagh

Derbhile McDonagh is a registered architect with the Royal Institute of Architects, where she was a member of the RIAI Urban Design Committee. She holds a Director position within O'Mahony Pike Architects Ltd, where her role includes strategic master planning, architecture, design and contract administration. Her practice is concerned with creating places of quality for living and working, which make a positive and enduring contribution to our communities and built environment.

Ms Aisling Meagher

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.

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.

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 Dip 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.

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
- Design and 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
- The highest levels in negotiation and litigation at National and European levels and 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.

Dr Philip Wiehe

Dr. Philip Wiehe, MB BCh R.C.S.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.

Board Meetings in 2024

In addition to the Annual General Meeting on 26 September 2024, the Board scheduled six meetings in 2024. The table below shows attendance at Board meetings during the year.

Name	Appointed	Retiring	Eligible for appointment	Board Attendance 2024
Mr Lorcan Birthistle	2019	2025	Yes	6/6
Dr Philip Wiehe	2019	2025	Yes	4/6
Ms Cathy Maguire	2020	2026	Yes	2/6
Mr Vincent Barton	2021	2027	Yes	3/6
Ms Hilary Coates	2021	2027	Yes	6/6
Mr Dermot Ryan	2021	2027	Yes	5/6
Ms Aisling Meagher	2023	2029	Yes	6/6
Dr Brendan Cuddihy	2023	2029	Yes	6/6
Ms Sheilagh Reaper Reynolds	2023	2029	Yes	5/6
Derbhile McDonagh	2024	2030	Yes	1/1
Ms Carole Pollard	2018	2024	Yes	1/4

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, which 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 Senior Management Team as appropriate. All new members of Sub-Committees are recruited for their skills and expertise aligning to the organisation's needs.

The sub-committees of the Board are as follows:

Committee	No. of meetings in 2024	Chaired by Board Director
Audit and Finance	8	Aisling Meagher, Chair (8) Hilary Coates (7) Simon Costello (8) Brian Vaughan (8) Ciara Lynch (7) OLH&CS Staff
Clinical Governance	4	Dr Philip Wiehe, Chair (4) Anne-Marie Powell (4) Dr Brendan Cuddihy (3) Vincent Barton (2) Mary Connolly (AON) (2/2) *resigned 2024 OLH&CS Staff
Capital	4	Carole Pollard, Chair (Qtr. 1-3) (4) Derbhile McDonagh, Chair (Qtr. 4) (3) Sean Benton (3) OLH&CS Staff
Nominations	3	Lorcan Birthistle, Chair (3) All Board of Directors are members
Remuneration	2	Cathy Maguire, Chair (2) Ian Maguire (2) Sheilagh Reaper Reynolds (1/1)
Fundraising	5	Dermot Ryan, (Chair) (5) Olan Cremin (5)

Decision-making

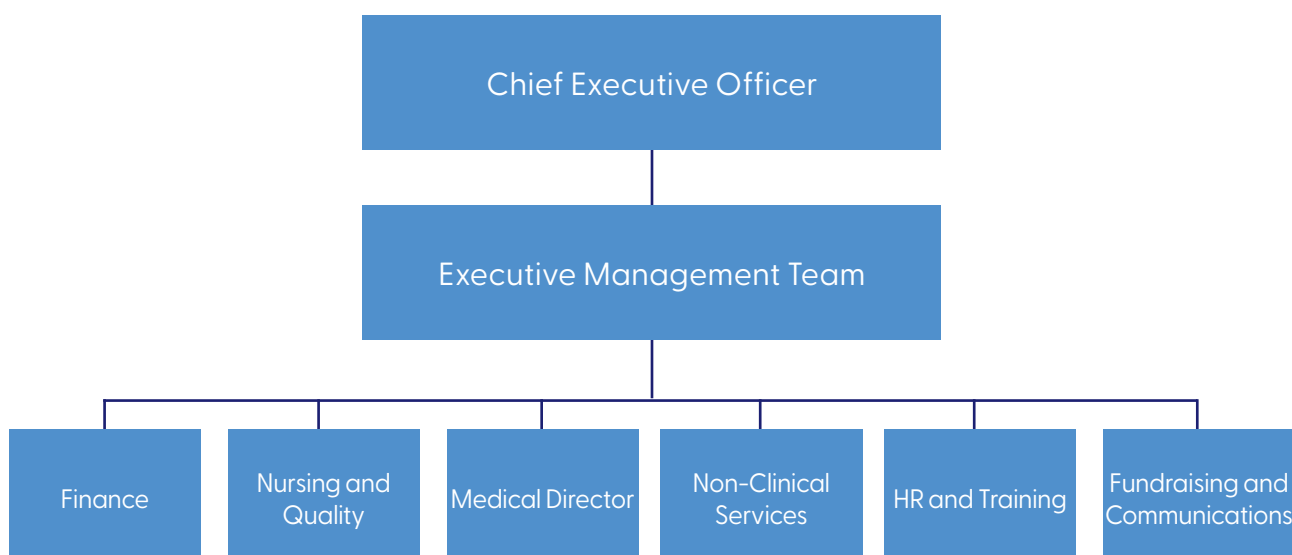
The Board of Directors approves strategy, structure, annual plans and budgets to ensure the organisation is effective, transparent, accountable and achieving its organisational goals. In addition, the Board of Directors appoints the CEO, who delegates responsibility to the Executive Management Team to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

OLH&CS has an overarching strategic plan 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 – Mary Flanagan
- Interim Director of Finance – Aidan Cullinan
- 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. We also maintain a Conflict of Interest Register pertaining to both Directors and the Senior 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 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 2024.

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 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. 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 2024, OLH&CS underwent several internal audits, as follows:

- Patient Income
- Fixed Assets
- Leavers, Joiners and Changers

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 2024, 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 – FOI Officer & Data Protection Lead
Data Protection Officer – Ambit Compliance

Ambit Compliance is the appointed Data Protection Officer for Our Lady's Hospice & Care Services, along with other Hospices throughout Ireland which are part of an established Data Protection Leads Forum. As a group, we have regular meetings where we discuss relevant issues, share information and experience in the area of Data Protection.

In 2024, there were a total of 6 Subject Access Requests. Of these, two have been appealed to the Office of the Data Commissioner and an outcome/decision is awaited.

There were 7 data breaches during the year, all of which were rated low risk matters and did not require reporting to the Office of the Data Commissioner.

Over the course of the year, there were a total of 26 Freedom of Information requests. 20 of these were for personal information, 5 were non-personal requests, and there was one request from a journalist.

Compliance audits are conducted throughout the year to ensure good practice and training workshops are provided by Ambit Compliance. We are grateful to Ambit Compliance for its support throughout the year to ensure the highest levels of compliance are maintained across the organisation.

Directors and other information as at end of 2024

Board of Directors

Mr Lorcan Birthistle (Chairperson)
Mr Vincent Barton
Ms Hilary Coates
Dr Brendan Cuddihy
Ms Cathy Maguire
Ms Derbhile McDonagh (Appointed September 2024)
Ms Aisling Meagher
Ms Carole Pollard (Retired September 2024, at end of term)
Ms Sheilagh Reaper Reynolds
Mr Dermot Ryan
Dr Philip Wiehe

Chief Executive Officer Ms Mary Flanagan

Registered Office

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

Independent Auditors

Crowe Ireland,
40 Mespil Road,
Dublin 4,
D04 C2N4

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



Section 5: Our Financial Statements and Accounts



Financial report

Aidan Cullinan – Interim Director of Finance

Results for the Financial Year

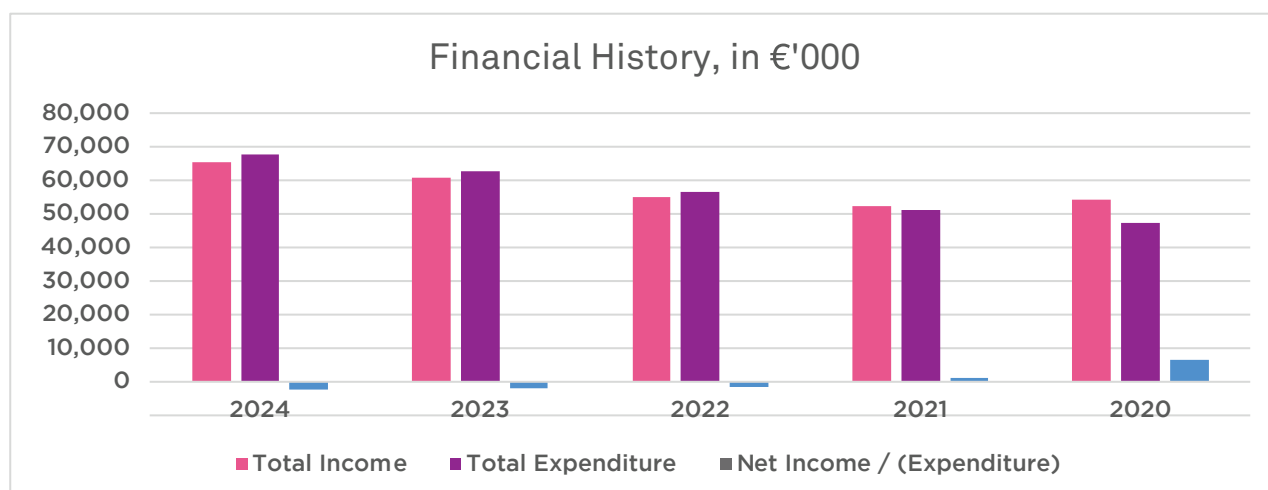
Our Lady's Hospice & Care Services recorded an overall deficit of €2,318,955 in the year to 31 December 2024, compared to a deficit of €1,886,686 in the previous year. When depreciation of €3,186,043 (2024) and €3,250,706 (2023) is excluded, then there is a surplus in 2024 of €867,088 and a surplus in 2023 of €1,364,020. The increased deficit for the year to 31 December 2024 is largely due to the one-off cost of repairs to the Education & Research building, €1.7m, which was funded from fundraising income collected in previous years.

Total income for 2024 was €65.4m - an increase of €4.7m (8%) on 2023 - with the HSE grant of €48.9m (an increase of €3.7m (8%) on 2023) and donations and legacies of €6.4m (an increase of €1.2m (22%) on 2023).

Total expenses for 2024 excluding depreciation was €64.5m - an increase of €5.3m (9%) on 2023 - with payroll costs of €49.8m - an increase of €3.1m (7%) on 2023. Non-pay costs included once-off building repairs to the Education & Research building of €1.7m and remaining non-pay costs of €13.0m - an increase of €0.5m (4%) on 2023.

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.

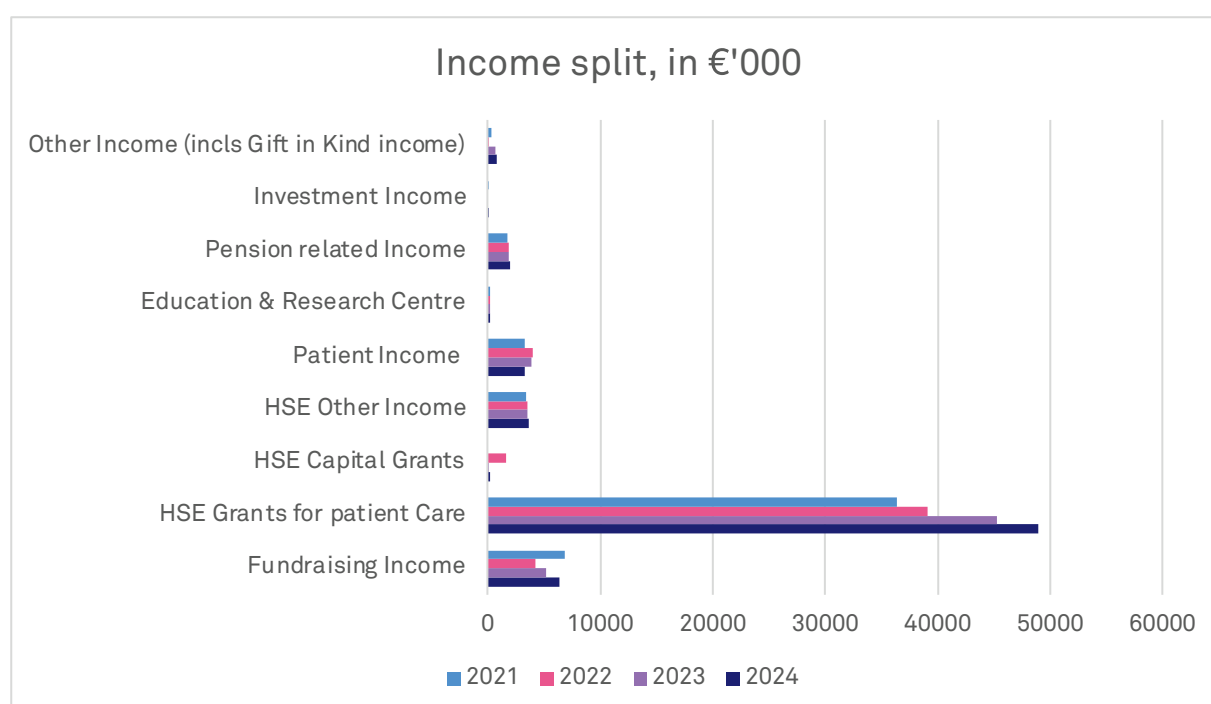
The cash inflow from operating activities for the financial year was €2.3m.



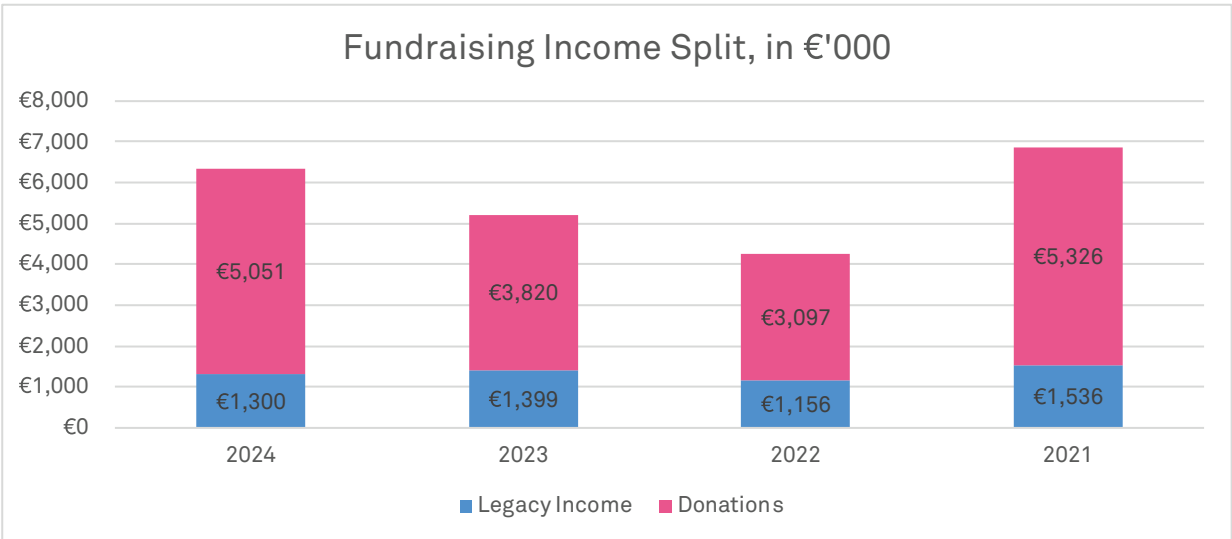
The organisation had €10.1m of cash at bank excluding €55,791 of 3rd party funds (see note 19 for breakdown) at the financial year end 2024 (2023: €8.1m). This cash is available for the future development of the healthcare facilities in line with our strategic development plan and also for maintaining the level of services at the current levels for the foreseeable future.

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.

Income Analysis



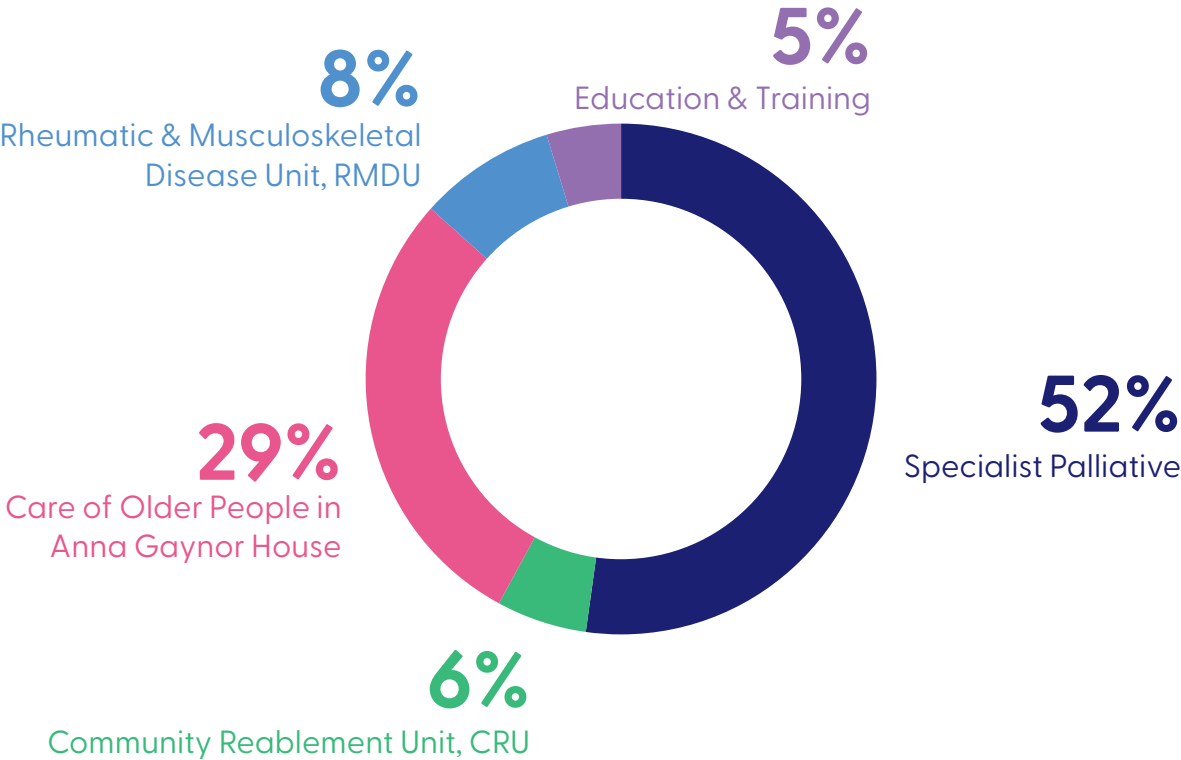
- HSE grants for patient care increased during the year, with pay agreements for 2024 and some inflationary funding for non-pay costs (Harold's Cross, Blackrock and Wicklow).
- Funding pressures remain a challenge with HSE-funded activities, especially in relation to private health insurance income. This has slightly decreased in 2024. This is coupled with the increased demand for the organisation'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 22% or €1.1m from the previous year.



Expenditure

- Fundraising costs for 2024 were €1.8m and decreased from 33% to 29% of the income raised from legacies and donations due to an increase in donations.
- Expenditure on Charitable Activities for the year was €58.3m - this was an increase from 2023, which was €54.8m. This was as a result of increased pay costs, inflationary pressures and repairs to the Education and Research building in 2024.
- Payroll costs accounted for 73.5% of total expenditure with non-pay expenditure at 26.5% in 2024. Payroll costs were 75% of total expenditure in 2023.

2024 Expenditure on Charitable Activities, in € '000



Our Lady's Hospice & Care Services

REPORTS AND FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

OUR LADY'S HOSPICE & CARE SERVICES

**REPORTS AND FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024**

CONTENTS

	PAGE
DIRECTORS AND OTHER INFORMATION	97
DIRECTORS' REPORT	99
DIRECTORS' RESPONSIBILITIES STATEMENT	108
INDEPENDENT AUDITORS' REPORT	109
STATEMENT OF FINANCIAL ACTIVITIES	112
BALANCE SHEET	113
STATEMENT OF CASH FLOWS	114
NOTES TO THE FINANCIAL STATEMENTS	115

OUR LADY'S HOSPICE & CARE SERVICES

DIRECTORS AND OTHER INFORMATION

DIRECTORS	Lorcan Birthistle (Chairperson) Vincent Barton Hilary Coates Dr Brendan Cuddihy Aisling Meagher Caitriona Maguire Carole Pollard (Resigned, 26 September 2024) Derbhile McDonagh (Appointed, 30 September 2024) Sheilagh Reaper Reynolds Dermot Ryan Dr Philip Wiehe Siobhán O'Sullivan (Appointed, 6 February 2025)
CHIEF EXECUTIVE OFFICER	Mary Flanagan
CHARITY REGISTRATION NUMBER	20001827
CHARITY TAX NUMBER	CHY1144
COMPANY REGISTRATION NUMBER	352404
COMPANY SECRETARY	Crescent Trust Co. Unlimited Company
REGISTERED OFFICE	Our Lady's Hospice Harold's Cross Dublin 6W
AUDITORS	Crowe Ireland 40 Mespil Road Dublin 4
BANKERS	Bank of Ireland 1 Rathfarnham Road Terenure Dublin 6

OUR LADY'S HOSPICE & CARE SERVICES

DIRECTORS AND OTHER INFORMATION (CONT'D)

SOLICITORS

Woodcock Solicitors
Pembroke Hall
38-39 Fitzwilliam Square
Dublin 2

Beauchamps
Riverside Two
Sir John Rogerson's Quay
Dublin 2

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 2024.

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 facilities in Harold's Cross, Blackrock and Wicklow.

Our three core principal activities are:

Specialist Palliative Care Service

Specialist Palliative care is provided 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. 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 services as well as supporting thousands of patients in the community through our community palliative care teams across South Dublin and Wicklow.

Rheumatic & Musculoskeletal Disease Service

Our Rheumatic & Musculoskeletal Disease (RMD) service enables those with a chronic condition to maintain or improve their quality of living. Our RMD unit 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 achieve their best quality of life.

Older Person Service

Our Older Person Service is delivered through two main units.

1. Extended Care Unit

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.

2. 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.

Our core services are supported and enhanced by:

Bereavement Service

Our bereavement Service is an integral component of our comprehensive specialist care services. Provided by social workers and highly trained bereavement volunteers, it supports families and carers when their loved one is in our care. Additionally, we offer bereavement counselling for children, young people and adults.

Volunteer Service

We are extremely privileged to have the wonderful support of 400 volunteers across our three sites. Our team of volunteers are engaged in all areas of the organisation and without this support we would not be able to provide the range of services that we offer to our patients and their families.

Education and Research

Our education, research, and training programmes form the bedrock of quality services for patients and their families. Courses, seminars, and workshops are provided in our dedicated education facility in Harold's Cross as well as online. Research is carried out across the organisation and is essential to ensure we provide the best care possible.

OUR LADY'S HOSPICE & CARE SERVICES

DIRECTORS' REPORT (CONTINUED)

Fundraising

We need to raise a minimum of €5.5m every single year to support our services and on-going capital requirements. Our donors are at the heart of all that we do, and we are truly grateful for their on-going support

RESULTS FOR THE FINANCIAL YEAR

Our Lady's Hospice & Care Services recorded an overall deficit of €2,318,955 in the year to 31st December 2024, compared to a deficit of €1,886,686 in the previous year. When depreciation of €3,186,043 (2024) and €3,250,706 (2023) is excluded then there is a surplus in 2024 of €867,088 and a surplus in 2023 of €1,364,020. The increased deficit for the year to 31st December 2024 is largely due to the one-off cost of repairs to the Education building which was funded from fundraising income collected in previous years.

Total income for 2024 was €65.4m, an increase of €4.7m (8%) on 2023, with the HSE grant of €48.9m (an increase of €3.7m (8%) on 2023) and donations and legacies €6.4m (an increase of €1.2m (22%) on 2023)

Total expenses for 2024 excluding depreciation was €64.5m, an increase of €5.3m (9%) on 2023, with payroll costs of €49.8m (an increase of €3.1m (7%) on 2023). Non-pay costs included once-off building repairs to the Education Building of €1.7m and remaining non-pay costs of €13.0m (an increase of €0.5m (4%) on 2023)

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.

The cash inflow from operating activities for the financial year was €2.3m.

The company had €10.1m of cash at bank excluding €55,791 of 3rd party funds (see note 19 for breakdown) at the financial year end 2024 (2023: €8.1m). 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. 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.

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

	Total 2024	Total 2023
	€	€
Share capital and premium	38,638,788	38,638,788
Restricted capital funds – HSE related	17,566,596	17,885,171
Restricted capital funds - Donor related	7,252,986	7,473,193
Restricted funds – HSE related	923,026	585,488
Unrestricted funds – OLH&CS	27,887,055	30,004,766
Total funds at end of financial year	92,268,451	94,587,406

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.

OUR LADY'S HOSPICE & CARE SERVICES

DIRECTORS' REPORT (CONTINUED)

FUTURE DEVELOPMENTS

Strategic Plan

Our 2025-2030 strategic plan will build on the history and vision of Our Lady's Hospice & Care Services maintaining an unwavering focus on:

- Our Patients
- Our Partners
- Our People
- Our Donors

Our strategy seeks to reflect emerging trends together with the demographic changes within our communities. As a leader in specialist care we continue to contribute to national policy development and clinical care programmes, ensuring our expertise shapes the future of healthcare. Importantly, our focus is on the expansion of our services, enhancing the quality of care, while embracing innovative solutions to remain a leader in specialist care delivery.

We listen to the voice of patients as they seek new and alternative models of care. Our goal is to ensure that we reflect those needs, as we build on our core expertise to grow and evolve our service offering the specialist care and support that our patients and their families have come to expect from us.

We believe that strong partnerships create an opportunity for a more connected and effective healthcare system and at the heart of our approach is a commitment to working in collaboration with healthcare providers, policymakers, and our communities. Our expectation is that our partnerships with healthcare colleagues, both in the community and acute settings, as well as academic institutions, will continue to grow over the course of this strategy.

Our people are key to delivering for our patients and our communities. Our strategy recognises the importance of our people in providing "the right care, at the right time, in the right setting". Our plans are predicated on our ability to recruit, develop, and retain highly skilled staff. We also acknowledge the dependency on the active engagement of our dedicated volunteers and wider community.

As a Section 38 organisation we rely on a range of funding streams to deliver our services, and this strategy is contingent on attracting sufficient income to cover our operational and capital activities. Our expectation is that sustainable funding for our services is secured through the Health Service Executive (HSE), supplemented by successful fundraising efforts and donor contributions.

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.

Our Lady's Hospice & Care Services 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.

OUR LADY'S HOSPICE & CARE SERVICES

DIRECTORS' REPORT (CONTINUED)

STRUCTURE, GOVERNANCE AND MANAGEMENT (CONTINUED)

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 11 non-executive directors who are drawn from diverse backgrounds and bring their expertise and decision-making skills to the Board deliberations.

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 (CONTINUED)

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 pay scales
 - To review annual expenses of the Senior Management Team

MANAGEMENT

The senior management team is made up of our CEO – Mary Flanagan; Director of Finance – Aidan Cullinan; 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

Our Lady's Hospice and Care Services 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 senior 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 regulatory and has appropriate processes in place to monitor adherence and compliance with legislation and regulations impacting on its operations.
- **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.

OUR LADY'S HOSPICE & CARE SERVICES

DIRECTORS' REPORT (CONTINUED)

PRINCIPAL RISKS AND UNCERTAINTIES (CONTINUED)

- **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. The general macroeconomic environment in Ireland which is impacted by world events such as the wars in Ukraine and the Middle East, as well as global economic pressures such as tariffs contributes to the risk in relation to fundraising.
- **General Data Protection Regulation:** Our Lady's Hospice & Care Services 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.
- **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 26 to the financial statements.

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.

OUR LADY'S HOSPICE & CARE SERVICES**DIRECTORS' REPORT (CONTINUED)**

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 receives an annual revenue grant from the HSE annually and in return an agreed level of service is provided. The company remains dependent on the ongoing support of the HSE to provide adequate funding to enable it to continue providing a service. For 2025, excluding funding for pensioners, the annual revenue grant is currently €48.5m. This is an increase of €1.7m (3.6%) on the 2024 funding of €47.1m. The extra costs of the 2025 national pay agreements is approximately €1.5m. Non-pay inflation is expected to continue to impact the company in 2025 as in 2024. Another concern is the introduction of the public only consultants pay contracts and the expected reductions in private income. There are ongoing discussions on this topic with the HSE. Additional to HSE funding, the company received €6.4m in donations and legacies in 2024, an increase of €1.2m on 2023 and the expectation for 2025 is to raise approximately €6m in 2025.

The following observations would also indicate that the company is operating as a going concern:

- The company received sufficient cash to meet its obligations at year-end.
- The management team are actively managing the resources of the company to ensure we remain within budget as well as providing the level of service agreed with the HSE.
- The company has received sufficient cash to meet its obligations for first quarter 2025.
- The HSE continues to provide separate funding for long term projects. In 2025 a further €207k has been provided for the clinical management system project. €380k was provided by the HSE in 2024 for this project.
- The HSE arranges an overdraft facility with our bank each year from 1st July onwards to 31st December on our behalf.

The Directors are confident that 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.

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.

OUR LADY'S HOSPICE & CARE SERVICES

DIRECTORS' REPORT (CONTINUED)

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
Aisling Meagher
Catherine Maguire
Carole Pollard (Resigned, 26 September 2024)
Derbhile McDonagh (Appointed, 30 September 2024)
Sheilagh Reaper Reynolds
Dermot Ryan
Dr. Philip Wiehe

Secretary:

Crescent Trust Co. Unlimited Company

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.

DIRECTORS' AND SECRETARY'S INTERESTS IN SHARES

The directors and secretary of the company who held office at 31 December 2024, 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 (2023 €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.

OUR LADY'S HOSPICE & CARE SERVICES**DIRECTORS' REPORT (CONTINUED)****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.

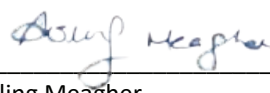
The arrangements and structures include reliance on the assistance and advice of persons employed by the company and by external legal, compliance and tax advisors that the directors consider to have the requisite knowledge and experience to advise on the company's compliance with its relevant obligations.

AUDITORS

Crowe Ireland were appointed as auditors at the 2024 AGM after Deloitte Ireland LLP, Chartered Accountants and Statutory Audit Firm, resigned as auditors following sign off of the 2023 financial statements.

Approved by the Board and signed on its behalf by:


 Lorcan Birthistle
 Director


 Aisling Meagher
 Director

Date: 05/06/2025

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

We have audited the Financial Statements of Our Lady's Hospice & Care Services ('the Company'), for the year ended 31 December 2024, which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows, and notes to the financial statements, including the summary of significant accounting policies set out in note 1. The financial reporting framework that has been applied in their preparation is Irish law and Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' issued in the United Kingdom by the Financial Reporting Council.

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 2024 and of its net movement in funds for the year then ended;
- have been properly prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2014.

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 further described in the Auditors' 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 financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), 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 directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our Auditors' report thereon. Our opinion on the financial statements does not cover the information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, 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.

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:

- in our opinion, the information given in the Directors' Report is consistent with the financial statements; and
- in our opinion, the Directors' Report has been prepared in accordance with applicable legal requirements.

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, and financial statements are in agreement with the accounting records.

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.

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

Respective responsibilities

Responsibilities of directors for the financial statements

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 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 management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

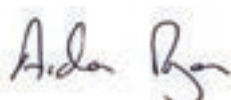
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee 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 the Irish Auditing and Accounting Supervisory Authority's website at: http://www.iaasa.ie/getmedia/b23890131cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf. This description forms part of our auditor's report.

The purpose of our audit work and to whom we owe our responsibilities

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 Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Signed: _____



Aidan Ryan F.C.A.

For and on behalf of

Crowe Ireland
Chartered Accountants and Statutory Audit Firm
40 Mespil Road
Dublin 4
D04 C2N4

Date: 11 June 2025

OUR LADY'S HOSPICE & CARE SERVICES

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Notes	Unrestricted € 2024	Restricted € 2024	Total € 2024	Unrestricted € 2023	Restricted € 2023	Total € 2023
INCOME FROM							
Donations and legacies	4	4,243,783	2,106,873	6,350,656	4,282,568	937,179	5,219,747
Charitable activities	5	252,691	58,066,030	58,318,721	212,414	54,550,548	54,762,962
Investment Income	6	20,475	-	20,475	-	-	-
Other trading activities	7	671,216	-	671,216	646,303	-	646,303
TOTAL INCOME		5,188,165	60,172,903	65,361,068	5,141,285	55,487,727	60,629,012
EXPENDITURE ON							
Raising funds	8	2,580,021	94,430	2,674,452	2,461,766	152,155	2,613,921
Charitable activities	9	4,729,427	60,279,717	65,009,144	4,064,444	55,817,867	59,882,311
TOTAL EXPENDITURE		7,309,448	60,374,147	67,683,596	6,526,210	55,970,022	62,496,232
Net expenditure before other recognised gain/(loss)		(2,121,284)	(201,244)	(2,322,528)	(1,384,925)	(482,295)	(1,867,220)
Gain/(loss) on financial assets at fair value	11	3,573	-	3,573	(19,466)	-	(19,466)
Net expenditure before taxation		(2,117,711)	(201,244)	(2,318,955)	(1,404,391)	(482,295)	(1,886,686)
Taxation	13	-	-	-	-	-	-
NET INCOME							
Transfer between funds	14	-	-	-	(1,460,600)	1,460,600	-
Total funds at beginning of financial year		30,004,766	25,943,853	55,948,619	32,869,757	24,965,548	57,835,305
Total funds at end of financial year		27,887,055	25,742,609	53,629,664	30,004,766	25,943,853	55,948,619

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.

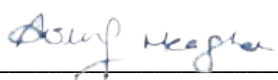
OUR LADY'S HOSPICE & CARE SERVICES

BALANCE SHEET
AS AT 31 DECEMBER 2024

	Notes	2024 €	2023 €
Fixed assets			
Tangible assets	16	83,013,494	86,066,391
Financial assets	17	152,079	148,506
		<u>83,165,573</u>	<u>86,214,897</u>
Current assets			
Stock	18	494,820	460,338
Debtors: amounts falling due within one year	19	8,345,259	7,794,079
Cash at bank and on hand	20	10,159,038	8,106,403
		<u>18,999,117</u>	<u>16,360,820</u>
Creditors: (amounts falling due within one year)	21	(9,864,256)	(7,988,311)
		<u>9,134,861</u>	<u>8,372,509</u>
Net current assets			
		<u>92,300,434</u>	<u>94,587,406</u>
Total assets less current liabilities			
		<u>92,300,434</u>	<u>94,587,406</u>
Creditors: (amounts falling due after more than one year)	22	(31,983)	-
		<u>(31,983)</u>	<u>-</u>
NET ASSETS		<u><u>92,268,451</u></u>	<u><u>94,587,406</u></u>
Capital and charity funds			
Called up share capital	29	2	2
Share premium	29	38,638,786	38,638,786
Restricted capital funds	29	24,819,582	25,358,364
Restricted funds	29	923,026	585,488
Unrestricted funds	29	27,887,055	30,004,766
		<u>27,887,055</u>	<u>30,004,766</u>
CHARITY FUNDS		<u><u>92,268,451</u></u>	<u><u>94,587,406</u></u>

The financial statements were approved and authorised for issue by the Board of directors on June 5 2025 and signed on its behalf by:


Lorcan BIRTHISTLE
Director


Aisling MEAGHER
Director

OUR LADY'S HOSPICE & CARE SERVICES

STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Notes	2024 €	2023 €
Net cash inflow from operating activities	25	2,276,573	796,151
Cash flows from investing activities			
Interest and similar income received		20,476	-
Interest paid		(81,703)	(67,969)
Payments to acquire tangible fixed assets		(133,146)	(1,307,667)
Proceeds from sale of fixed assets			360,000
Net cash flows from investing activities		(194,373)	(1,015,636)
Cash flows from financing activities			
Finance Leased Assets		57,513	-
Bank loan repaid		(87,078)	(755,067)
Net cash flows from financing activities		(29,565)	(755,067)
Net increase in cash and cash equivalents		2,052,635	(974,552)
Cash and cash equivalents at beginning of financial year		8,106,403	9,080,955
Cash and cash equivalents at end of financial year		10,159,038	8,106,403
Reconciliation to cash and cash equivalents			
Cash at bank and in hand		10,159,038	8,106,403
Analysis of changes in net debt			
	At 1/1/2024	Cashflows	At 31/12/2024
	€	€	€
Cash and Cash Equivalents			
Cash (company funds)	8,010,870	2,092,377	10,103,247
Funds held on behalf of 3rd party funds	95,533	(39,742)	55,791
	8,106,403	2,052,635	10,159,038
Borrowings			
Debt due within one year	-	(25,530)	(25,530)
Debt due after one year	-	(31,983)	(31,983)
	-	(57,513)	(57,513)
Total	8,106,403	1,995,122	10,101,525

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

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 5 to 13

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 (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024****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 (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024**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 is 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 2024

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 Our Lady's Hospice & Care Services. 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 Our Lady's Hospice & Care Services.
- (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
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024**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 Our Lady's Hospice & Care Services 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 2024**

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 2024**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. 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 2025.

The following observations would also indicate that the company is operating as a going concern:

- The annual revenue grant, excluding funding for pensions, from the HSE for 2025 is €48.8m. This is an increase of €1.7m (3.6%) on the 2024 funding of €47.1m.
- The company received sufficient cash to meet its obligations at year-end.
- The senior management team are actively managing the resources of the company to ensure we remain within budget as well as providing the level of service agreed with the HSE.
- The company has received sufficient cash to meet its obligations for the first quarter 2025.
- The HSE continues to provide separate funding for long term projects. In 2025 a further €207k has been provided for the clinical management system project. €308k was provided by the HSE in 2024 for this same project.
- The HSE arranges an overdraft facility with our bank on our behalf.

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.

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.

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

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 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.

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

4. DONATIONS AND LEGACIES

	2024 Unrestricted €	2024 Restricted €	Total €	2023 Unrestricted €	2023 Restricted €	Total €
Legacy and Bequest Income	821,325	478,655	1,299,980	1,122,125	277,352	1,399,477
Donations	3,422,458	1,628,218	5,050,676	3,160,443	659,827	3,820,270
	4,243,783	2,106,873	6,350,656	4,282,568	937,179	5,219,747

5. CHARITABLE ACTIVITIES

	2024 Unrestricted €	2024 Restricted €	Total €	2023 Unrestricted €	2023 Restricted €	Total €
HSE Respite Bed Income	-	199,100	199,100	-	166,600	166,600
VAT Compensation Scheme	94,200	-	94,200	40,225	-	40,225
HSE Capital Grants (ICT & Energy grant)	-	206,583	206,583	-	112,694	112,694
Local Authority Grants	-	30,000	30,000	-	5,066	5,066
HSE Grants for patient Care	-	48,937,938	48,937,938	-	45,216,899	45,216,899
HSE Fair Deal Income	-	3,416,322	3,416,322	-	3,334,610	3,334,610
Patient Income	-	3,261,613	3,261,613	-	3,833,489	3,833,489
Conferences, seminars, research income	158,491	-	158,491	172,189	-	172,189
Superannuation Income	-	939,359	939,359	-	927,175	927,175
Pension Levy Income	-	1,075,115	1,075,115	-	954,015	954,015
	252,691	58,066,030	58,318,721	212,414	54,550,548	54,762,962

6. INVESTMENT INCOME -UNRESTRICTED

	2024 Unrestricted €	2024 Restricted €	Total €	2023 Unrestricted €	2023 Restricted €	Total €
Interest received	20,475	-	20,475	-	-	-
	20,475	-	20,475	-	-	-
Total Investment Income	20,475	-	20,475	-	-	-

OUR LADY'S HOSPICE & CARE SERVICES
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024**
7. OTHER TRADING ACTIVITIES

	2024 Unrestricted €	2024 Restricted €	Total €	2023 Unrestricted €	2023 Restricted €	Total €
Other Trading Income	671,215	-	671,215	646,303	-	646,303
	671,215	-	671,215	646,303	-	646,303

8. EXPENDITURE ON RAISING FUNDS

	2024 Direct Costs €	2024 Support Costs €	Total €	2023 Direct Costs €	2023 Support Costs €	Total €
Salaries and other fundraising costs	1,847,695	-	1,847,695	1,739,378	853	1,740,231
Bank interest and charges	61,111	-	61,111	75,232	-	75,232
Expenses from trading activity	765,646	-	765,646	798,458	-	798,458
Total Cost of Raising Funds	2,674,452	-	2,674,452	2,613,068	853	2,613,921

Funded from:	2024 Unrestricted €	2024 Restricted €	Total €	2023 Unrestricted €	2023 Restricted €	Total €
Fundraising costs	1,908,806		1,908,806	1,815,463	-	1,815,463
Expenses from other trading activities	671,215	94,430	765,646	646,303	152,155	798,458
Total Cost of Raising Funds	2,580,021	94,430	2,674,452	2,461,766	152,155	2,613,921

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

9. EXPENDITURE ON CHARITABLE ACTIVITIES

	2024 Direct Costs €	2024 Support Costs €	Total €	2023 Direct Costs €	2023 Support Costs €	Total €
Palliative Care Community	32,549,294	1,380,179	33,929,473	31,092,204	1,201,280	32,293,484
Reablement Unit, CRU	3,573,112	151,510	3,724,622	3,375,809	130,428	3,506,237
Care of Older People in Anna Gaynor House	17,883,652	758,316	18,641,969	17,090,089	660,293	17,750,382
Rheumatic & Musculoskeletal Disease Unit, RMDU	5,400,356	228,990	5,629,346	4,713,242	182,101	4,895,343
Cost of Charitable activities	59,406,414	2,518,995	61,925,409	56,271,344	2,174,102	58,445,446
Bank Interest and Charges	20,592	-	20,592	15,105	-	15,105
Patient Care and Services	59,427,006	2,518,995	61,946,001	56,286,449	2,174,102	58,460,551
Education & Training	3,063,143	-	3,063,143	1,421,760	-	1,421,760
Total Charitable Expenditure	62,490,149	2,518,995	65,009,144	57,708,209	2,174,102	59,882,311
Funded from:	2024 Unrestricted €	2024 Restricted €	Total €	2023 Unrestricted €	2023 Restricted €	Total €
Patient Care & Services	2,422,038	59,523,963	61,946,001	3,349,479	55,111,072	58,460,551
Education & Training	2,307,389	755,754	3,063,143	714,965	706,795	1,421,760
Total Charitable Expenditure	4,729,427	60,279,717	65,009,144	4,064,444	55,817,867	59,882,311

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

10. 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	
2024	€	€	€	€	€	€	
Payroll costs	1,662,471	-	1,662,471	-	-	-	Direct labour costs
General support costs	866,438	-	866,438	-	-	-	Direct labour costs & beds
Audit, legal compliance and regulatory costs	-	49,746	49,746	-	1,230	-	Beds
Total Support Costs	2,528,909	49,746	2,578,655	-	1,230	-	
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	-	925	925	Beds
Total Support Costs	2,128,428	58,603	2,187,031	-	925	925	

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

11. NET (EXPENDITURE)/INCOME BEFORE TAXATION

	2024	2023
	€	€
The net (expenditure)/income before taxation for the financial year has been arrived at after charging / (crediting)		
Depreciation	3,186,043	3,250,707
Major repairs to Education building roof	1,725,596	-
Auditors' remuneration	49,746	58,603
Cost of stock recognised as expense	872,447	814,652
(Gain)/loss on fair value movement of financial assets (Note 17)	(3,573)	19,466
(a) Auditors' remuneration disclosures		
Audit	48,270	58,603
Other non-audit	1,476	-
	<u>49,746</u>	<u>58,603</u>

(b) Directors

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

12. INTEREST PAYABLE AND SIMILAR CHARGES

	2024	2024		2023	2023	
On bank loans, overdrafts and other loans wholly repayable within five years	Healthcare	Development	Total	Healthcare	Development	Total
	€	€	€	€	€	€
	(20,592)	(61,111)	(81,703)	(11,314)	(82,968)	(94,282)

13. TAXATION

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

14. TRANSFER BETWEEN FUNDS

There were no transfers between restricted and unrestricted funds in the year.

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

15. STAFF NUMBERS AND COST

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

	2024 No.	2023 No.
Management and staff (whole time equivalents)	596	600

The aggregate payroll costs of these persons were as follows:

	Healthcare €	Development €	Total 2024 €	Healthcare €	Development €	Total 2023 €
Wages and salaries	39,271,208	2,638,893	41,910,101	34,629,961	2,277,959	36,907,920
Social welfare costs	4,125,767	81,752	4,207,519	3,577,041	64,734	3,641,775
Superannuation	3,604,782	-	3,604,782	3,087,124	-	3,087,124
Pension costs	-	47,233	47,233	-	123,985	123,985
	47,001,757	2,767,878	49,769,635	41,294,126	2,466,678	43,760,804

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

15. STAFF NUMBERS AND COSTS (CONTINUED)

Key management compensation

The total remuneration for key management personnel for the 12 months amounted to €631,233 (2023: €597,088), and this includes gross salary, ER PRSI, and pension contribution. This reflects both healthcare and fundraising activities. The gross pay for the CEO for the year was €104,193 (2023: €121,088). The number of employees, including medical staff, whose emoluments, excluding pension contributions, were in excess of €60,000.

	2024		2023
	No.		No.
€60,000 - €69,999	105	€60,000 - €69,999	77
€70,000 - €79,999	83	€70,000 - €79,999	81
€80,000 - €89,999	36	€80,000 - €89,999	19
€90,000 - €99,999	7	€90,000 - €99,999	8
€100,000 - €109,999	5	€100,000 - €109,999	6
€110,000 - €119,999	3	€110,000 - €119,999	0
€120,000 - €129,999	0	€120,000 - €129,999	2
€130,000 - €139,999	0	€130,000 - €139,999	0
€140,000 - €149,999	0	€140,000 - €149,999	0
€150,000 - €159,999	0	€150,000 - €159,999	1
€160,000 - €169,999	1	€160,000 - €169,999	0
€170,000 - €179,999	0	€170,000 - €179,999	0
€180,000 - €189,999	0	€180,000 - €189,999	0
€190,000 - €199,999	0	€190,000 - €199,999	1
€200,000 - €209,999	1	€200,000 - €209,999	0
€210,000 - €219,999	0	€210,000 - €219,999	0
€220,000 - €229,999	0	€220,000 - €229,999	0
€230,000 - €239,999	0	€230,000 - €239,999	0
€240,000 - €249,999	1	€240,000 - €249,999	0
€250,000 - €259,999	1	€250,000 - €259,999	1
€260,000 - €269,999	0	€260,000 - €269,999	1
€270,000 - €279,999	1	€270,000 - €279,999	2
€280,000 - €289,999	1	€280,000 - €289,999	0
€290,000 -	2	€290,000 - €299,999	1

All pay is aligned with the Department of Health Consolidated Pay Scales. During 2024 there were further pay increases in line with national pay agreements. All increases are reflected above.

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

16. TANGIBLE FIXED ASSETS

	Land €	Buildings €	Equipment & Computer Equipment €	Motor Vehicles €	Total €
Cost or Valuation:					
At 31 December 2023	11,036,500	107,565,411	14,300,080	211,587	133,113,578
Additions	-	-	133,146	-	133,146
Disposals	-	-	(155,306)	-	(155,306)
At 31 December 2024	11,036,500	107,565,411	14,277,920	211,587	133,091,418
Depreciation:					
At 31 December 2023	-	33,622,400	13,255,006	169,781	47,047,187
Charge for financial year	-	2,711,489	454,892	19,662	3,186,043
Disposals	-	-	(155,306)	-	(155,306)
At 31 December 2024	-	36,333,889	13,554,592	189,443	50,077,924
Net Book Value:					
At 31 December 2024	11,036,500	71,231,522	723,328	22,144	83,013,494
At 31 December 2023	11,036,500	73,943,011	1,045,074	41,806	86,066,391

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024**17. FINANCIAL ASSETS**

	2024 €	2023 €
Listed investments:		
Carrying amount at 1 January	148,506	167,972
Additions	-	-
At 31 December	148,506	167,972
Movement in the fair value of listed investments	3,573	(19,466)
Investment Portfolio	152,079	148,506

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 (2023: €119,812).

18. STOCKS

	2024 €	2023 €
Pharmacy	131,171	165,769
Stores	363,649	294,569
	494,820	460,338

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

19. DEBTORS: Amounts falling due within one year

	2024 €	2023 €
HSE	6,334,166	5,506,806
Patient income	1,367,739	1,650,544
Other debtors	398,837	369,697
Prepayment	244,517	267,032
	8,345,259	7,794,079

20. CASH AT BANK AND ON HAND

	2024 €	2023 €
Funds held on behalf of patients (patient private property account) (Note 21)	15,852	54,034
Funds held on behalf of Together for Hospice (Note 21)	39,939	41,499
Cash and cash equivalents	10,103,247	8,010,870
	10,159,038	8,106,403

Company funds include €4m in cash and Government bonds held with Davy Stockbrokers.

OUR LADY'S HOSPICE & CARE SERVICES
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024**

21. CREDITORS: Amounts falling due within one year	2024	2023
	€	€
Trade Creditors	2,057,349	1,311,496
Accruals	6,247,322	5,236,902
Other Creditors	265,461	251,509
PAYE/PRSI	1,212,713	1,005,755
Funds held on behalf of third parties (Note 20)	55,881	95,572
Bank loan	-	87,077
Finance Leases	25,530	-
	9,864,256	7,988,311

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

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

	2024	2023
	€	€
Finance Leases	31,983	-

23. Hire Purchase and Finance Leases

Minimum lease payments under hire purchase fall due as follows:

	2024	2023
	€	€
Finance Leases Less than one year	25,530	-
Finance Leases Between one and five years	38,296	-
	63,826	-
Less: Future Finance Charges	(6,313)	-
	57,513	-

Finance lease payments represent rentals payable by the company for computer equipment. No restrictions are placed on the use of the asset. The average lease term is 3-5 years. All leased are on fixed payment basis and no arrangements have been entered into for contingent rental payments.

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

24. CALLED-UP SHARE CAPITAL PRESENTED AS EQUITY

	2024 €	2023 €
Authorised:		
100,000 Ordinary shares of €1 each	100,000	100,000
Allotted, called-up and fully paid equity shares:		
2 Ordinary shares of €1 each	2	2
Presented as follows:		
Called up share capital presented as equity	2	2

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.

25. RECONCILIATION OF NET (EXPENDITURE) /INCOME TO NET CASH GENERATED BY OPERATIONS

	2024 €	2023 €
Net income before taxation	(2,318,955)	(1,886,686)
Investment Income	(20,475)	-
Interest Payable and similar charges	81,703	90,337
(Gain)/loss on financial assets at fair value	(3,573)	19,466
Depreciation	3,186,043	3,250,706
Operating cash flow before movement in working capital	924,743	1,473,823
(Increase)/decrease in stock	(34,482)	55,609
(Increase)/decrease in debtors	(551,180)	(1,655,815)
Increase in creditors	1,937,492	922,534
CASH GENERATED BY OPERATING ACTIVITIES	2,276,573	796,151

OUR LADY'S HOSPICE & CARE SERVICES**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024****26. FINANCIAL INSTRUMENTS**

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

	2024	2023
	€	€
Financial assets		
Measured at fair value through profit or loss		
Financial asset listed investments (Note 17)	152,079	148,506
Measured at undiscounted amount receivable		
Trade and other debtors (Note 19)	8,100,742	7,527,047
Financial Liabilities		
Measured at undiscounted amount payable		
Trade and other creditors (Note 21)	2,322,809	1,563,005
Funds held on behalf of third parties (Note 21)	55,881	95,572
	<u>57,513</u>	<u>-</u>
Measured at amortised cost		
Finance Leases (Note 22)	57,513	-
Bank loan	-	87,077
	<u>-</u>	<u>87,077</u>

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

	2024	2023
	€	€
Fair value gains and losses		
Gain/(loss) on financial assets (including listed investments) measured as fair value through Statement of Financial Activities	3,573	(19,466)
	<u>3,573</u>	<u>(19,466)</u>

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024**27. 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 2024

28. 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 2024, €3,427,178 (2023: €3,170,387) was paid to pensioners of the VHSS scheme, of which €602,205 related to lump sum payments (2023: €391,758).

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 2024 and paid over to DPER amounted to €878,590 (2023: €720,440). The amount payable to DPER at the financial year end was €76,429 (2023: €78,856).

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 €173,509 (2023: €160,009). There was an amount payable at the financial year end of €32,362 (2023: €12,723).

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

29. FUNDS	Unrestricted Funds €	Restricted Funds €	Restricted Capital Funds €	Total Funds €
(a) Reconciliation of funds				
Fund balances at 1st January 2024	30,004,767	585,488	25,358,364	55,948,619
Net income resources	(2,117,711)	61,695	(262,939)	(2,318,955)
Transfer of funds	-	275,843	(275,843)	-
Fund balances at 31 December 2024	27,887,056	923,026	24,819,582	53,629,664
Share capital and premium	38,638,788	-	-	38,638,788
Total Charity Fund balances at 31 December 2024	66,525,844	923,026	24,819,582	92,268,452
	Unrestricted Funds €	Restricted Funds €	Restricted Capital Funds €	Total Funds €
(b) Analysis of net assets between funds:				
Tangible fixed assets	59,112,353	-	23,901,141	83,013,494
Financial assets	152,079	-	-	152,079
Current assets	7,729,027	10,351,649	918,441	18,999,117
Current liabilities	(467,616)	(9,396,639)	-	(9,864,255)
Long-term liabilities	-	(31,983)	-	(31,983)
Total Charity Fund balances at 31 December 2024	66,525,843	923,027	24,819,582	92,268,452
(c) Movement in funds:				
	Balance as at 01/01/2024 €	Income €	Expenditure €	Transfers €
Share capital and premium	38,638,788	-	-	-
Unrestricted funds	30,004,767	5,188,165	(7,305,875)	-
Restricted	585,488	58,066,031	(58,004,336)	275,843
Restricted capital funds	25,358,363	2,106,873	(2,369,812)	(275,843)
Total Charity fund balances	94,587,406	65,361,069	(67,680,023)	-

* Of this restricted fund balance of €923,026 (2023: €585,488), the HSE restricted balance is €923,026 made up of €315,000 which has been allocated to spend on a Clinical Management System and €200,000 on an Inventory Control System, while the donor related restricted balance is €408,026 (2023: € nil).

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

FUNDS

In Respect of prior financial year

	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 income resources	(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 01/01/2023 €	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

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 December 2024

30. COLLABORATIVE ARRANGEMENTS

All Ireland Institute of Hospice and Palliative Care

Our Lady's Hospice & Care Services is part of a Collaboration Agreement governing the All-Ireland Institute of Hospice and Palliative Care (AIHPC), along with 26 other parties.

The AIHPC is a leading organisation with national and international influence driving excellence in palliative care. AIHPC is a collaborative of hospices, health and social care organisations and universities on the island of Ireland. AIHPC 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, AIHPC 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.

Our Lady's Hospice & Care Services holds the position of Host Institution for AIHPC. On behalf of all parties, the Host Institution will provide administrative support to the AIHPC on an agreed basis in consultation with the other parties. AIHPC have separate governance structures, policies, and financial management.

Separate to this collaboration agreement, Our Lady's Hospice & Care Services has a commercial rental agreement with AIHPC to the value of €25,000 (2023: €25,000).

Together for Hospice – The National Hospice Movement

Our Lady's Hospice & Care Services acts as host site and administrator for Together for Hospice – The National Hospice Movement (TFH). TFH was previously known as Support your Local Hospice (SYLH). 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 Our Lady's Hospice & Care Services on behalf of TFH with a corresponding creditor. In its position as host site, Our Lady's Hospice & Care Services employs the TFH National Projects Manager's, but this is funded through TFH and all monies are reimbursed to Our Lady's Hospice & Care Services. 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 Our Lady's Hospice & Care Services 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 2024**
TOGETHER FOR HOSPICE PROFIT AND LOSS REPORT

	2024	2023
	€	€
Income		
Text to Donate	-	163
Bewley's Sponsorship	22,940	35,500
Hospice Contributions	219,020	260,152
Donations Received	29,694	23,934
Total Income	271,654	319,749
Expenditure		
Creative/Digital	24,716	4,166
Printing and Fulfilment	71,654	117,967
Media and PR	29,107	38,946
Campaign Management	110,147	102,200
Professional Fees	850	1,700
Campaign Sundries (Including Catering)	2,095	3,987
Bank fees/Credit Card	192	105
Funds Distributed Nationally	34,452	19,714
Total Expenditure	273,213	288,785
Net Profit/(Loss)	(1,559)	30,963

OUR LADY'S HOSPICE & CARE SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024**31. RELATED PARTY TRANSACTIONS**

Wicklow Hospice (WHF) is a company limited by guarantee with no beneficial owners and is currently strike off listed effective on 6th March 2025. 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 those Land and Buildings were offset against the €8.75m value of the land and buildings, and €5m in gift-in-kind income recognised.

In 2023 there was a transfer of €14k from WHF to Wicklow Hospice and In 2024 there was a transfer of €4.4k.

In 2024 we received €25k rent from AllHPC and we paid pension fees to the value of €6.6k approx., these were reimbursed in 2024.

In 2024 (as in 2023) we and 4 other Hospices (St Francis Hospice/Marymount Hospice/Galway Hospice/Milford Hospice) shared the services of AMBIT, a data compliance company. OLHCS were the paymaster, and all other hospices as listed reimbursed us, they were invoiced quarterly.

32. CAPITAL COMMITMENTS

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

	2024	2023
	€	€
Committed not contracted:	200,000	-
Contracted:	175,000	-
	<u>375,000</u>	<u>-</u>

33. POST BALANCE SHEET EVENTS

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

Notes

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

How You Can Help

We believe that good things happen when people come together. Here are five ways you can help make to 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 which share our vision for providing loving care, high-quality, person-centred healthcare 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 a fantastic 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 be able to 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.

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