

"The Big Splash"
Art by Colman Patton

2016 St. Michael's House Group ANNUAL REPORT

St. Michael's House Group,
Ballymun Rd, Ballymun, Dublin 9.
T: 01 8840200,
E: info@smh.ie
W: www.smh.ie



Services for People with
Intellectual Disabilities

 St. Michael's
House



Our Vision

**A WORLD WHERE THE POTENTIAL
OF EACH INDIVIDUAL WITH AN
INTELLECTUAL DISABILITY IS ACHIEVED.**



TABLE OF CONTENTS

Welcome.....	1
Key Achievements in 2016.....	2
Chairperson's Review.....	4
Chief Executive's Review.....	6
Children and Young Person Services.....	8
Home-Sharing Services.....	9
Adult Services Highlights.....	10
Improving Service Quality and Safety.....	12
St. Michael's House - A Learning Organisation.....	13
Nursing and Clinical Developments.....	16
Shared Services Teamwork.....	17
Open Training College.....	19
Review of Operations.....	20
Financial Summary.....	24

Welcome

TO ST. MICHAEL'S HOUSE GROUP ANNUAL REPORT

Our Mission

**SUPPORT INDIVIDUALS WITH
INTELLECTUAL DISABILITIES TO
ACHIEVE THEIR POTENTIAL AND
LIVE AS INDEPENDENTLY AS POSSIBLE
IN ORDINARY PLACES IN THE
COMMUNITY CONNECTED TO
NATURAL SUPPORT NETWORKS.**



St. Michael's House is a company funded by Health Service Executive (HSE) under Section 38 of the Health Act 2004 and is the focus of this Report. It is the core funded entity in the Group and the other entities in St. Michael's House Group exist to support St. Michael's House's mission or create opportunities to generate new resources.

St. Michael's House provides a comprehensive range of services and supports to 1,751 men, women, and children with intellectual disabilities in 170 locations in the greater Dublin Area and Navan, Co. Meath impacting on thousands of family and community members.

This Report tells you about the achievements, challenges and opportunities in 2016. St. Michael's House commenced a journey of significant organisational reconfiguration in 2016. Historically, St. Michael's House was divided into three regions North, Northeast and South. The changing structure means we are dividing services by service type into adult services, and children and young person services rather than by geographic region. The reconfiguration involves the realignment of existing resources to create two Adult Services Directorates, one Children and Young Person Services Directorate and Clinical Services Management structures. This reconfiguration ensures St. Michael's House is best placed to deliver on our five-year Strategic Plan 2017-2021 and to meet new and changing needs of our service users and the priorities of our main funding partner HSE.

Funded by the Department of Education and Skills, St. Michael's House is also Patron Body for six special schools in the Greater Dublin area. Developing and growing St. Michael's House commitment to special education and improving school facilities to meet the needs of a growing population forms part of the organisational strategy.

St. Michael's House received fundraised income of more than €700,000 in 2016. St. Michael's House wishes to formally acknowledge and thank its benefactors and donors whose generosity and spirit of volunteerism support us to deliver even more to the men, women and families we serve. St. Michael's House Board has signed up to the Charities Institute of Ireland Statement of Guiding Principles for Fundraising and is listed as a compliant organisation on the Charities Institute of Ireland website. The Board is committed to fully achieving and maintaining the standards set out in the Guiding Principles.

You can read and download the Strategic Plan, our full set of financial statements and our service directory on www.smh.ie



OUR KEY ACHIEVEMENTS IN

2016

Una Hennessy

SERVICES

2

New day support services for young adults North and South of the city. This is in response to the need for a new kind of service to support people with complex needs.

4

Hub support day services developed to build the potential and independence of young adults in the community.

115

Adult learners received Quality and Qualifications Ireland (QQI) minor awards in 9 different modules and topic areas.

76

Residential Designated Centres successfully registered with the Health Information and Quality Authority (HIQA).

RECOGNITION

WINNER

Winner of an International eLearning Award from the Internal E-Learning Awards Committee. St. Michael's House Open Training College was awarded for the best online module devised for Social Care students, entitled 'Professional Development and Ethics'.

SHORTLISTED

Shortlisted nomination for our Clinician Parent Workshop Series: Developing Your Child's Independence by The Association of Occupational Therapy Ireland, AOTI Ann Beckett Award.

ADVOCATE

90

Lobbying - Over 90 letters and emails sent to Government officials to campaign for improved budgets to provide services.

SHORTLISTED

Shortlisted nomination for our Independent Living Marrisfield Project. The project was presented at the 10th International Short Break Conference in Edinburgh. The theme of the conference was 'Unlocking the Potential of Short Breaks'.



Chairpersons REVIEW



I was appointed as Chairman of the Board of St. Michael's House at its December 2015 meeting and chaired my first meeting in February 2016. I had been a Director of St. Michael's House for two years and, while I was aware of the challenges which the organisation faced, I was also aware of its great reputation and the professionalism and dedication of its staff and management team. It has been a privilege and an honour to deepen my involvement in St. Michael's House.

The year was one of change and adaptation. A new five-year Strategic Plan 2017-2021 was developed during the year which involved the participation of many of the staff as well as a wide community of stakeholders, service users and their families.

The Strategy encompasses six objectives that will focus the activity of the organisation during this period, ensuring that it operates to high standards and that through co-operation across the span of activities achieves greater effectiveness. As one of the biggest providers of services to people with intellectual disability, St. Michael's House stands out as a respected and effective leader in the field. It has been a driving force in improving the lives of its service users as well as their families and friends and the Strategy will reinforce and enhance this position.

For its part, the Board has adapted to an evolving regulatory environment. We were fortunate to gain the services of Mr Declan Ryan as Company Secretary during the year and I would like to welcome Declan to the post. He fills an important function in ensuring the effective running of meetings as well as monitoring and delivering compliance with the many requirements of agencies such as the HSE, Charities Regulator, and the Revenue Commissioners. With his support the constitutions of the various companies which make up the St. Michael's House Group were refreshed and streamlined, consistent with the Companies Act 2014.

Despite the deep commitment of the Board and the management team to strive to adapt St. Michael's House to the changing operating environment and to continue to enhance the services provided, the financial situation remained extremely difficult. We have been working closely with the HSE to bring this issue to a conclusion, and have maintained a regular communication channel to brief the HSE on the status of our finances and its impact on the Organisation. We share a common interest with the HSE in achieving a high quality health system responsive to the needs of its users. During the latter part of the year the HSE instituted a full financial review as part of these discussions to bring clarity and to set out a way forward. We were pleased to engage very actively with the review which will conclude in 2017 and which we expect to return St. Michael's House to a sustainable basis.

On behalf of the Board I would like to congratulate and thank Anna Shakespeare, the management team and the whole staff on remarkable progress in 2016. My fellow Directors and I look forward to the full implementation of the Strategic Plan 2017-2021 and to working together to make St. Michael's House the best provider of services to people with intellectual disability that it can be.

Martin Lyes
Chairman



Kenny Bennett and
Jenny Cleary

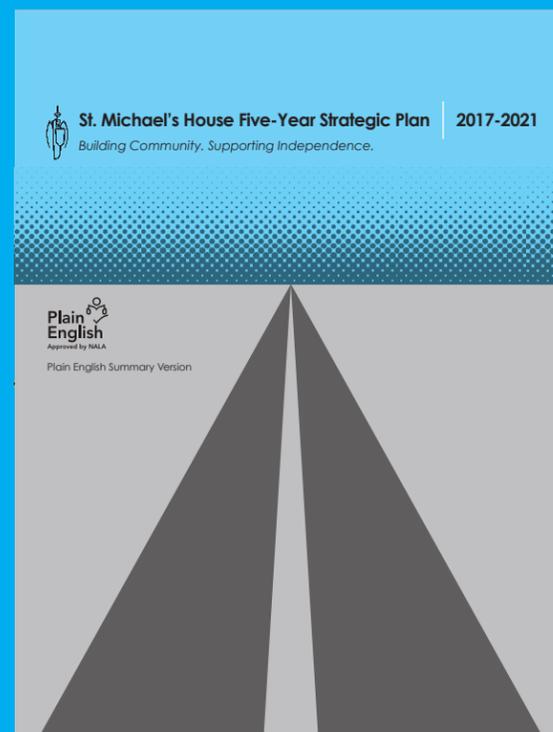




Chief Executive's REVIEW



2016 was a really busy and exciting year for all the service users and staff team in St. Michael's House. I was really pleased with the positive response to the consultative process conducted in 2016 which helped build St. Michael's House Strategic Plan. The plan for 2017 – 2021 Building Community: Supporting Independence sets the scene for what we are aiming to achieve as a team over the next five years. When we were writing the plan we asked people who used the services to help write an Easy to Read guide of the plan so it is accessible to everyone. We also asked people to recommend some symbols for the goals associated with the plan so when we communicate about the plan we use a consistent message and format. We can now look forward to 2017 where we will begin the process of implementing the six Goals and tangible Objectives.



The annual report for 2016 sets out a snapshot of the key results, outputs and outcomes the staff team in St. Michael's House achieved and of which I am very proud.

I would like to sincerely thank the entire staff and volunteer team in St. Michael's House for their hard work, enthusiasm and commitment throughout a year that was exciting but also very challenging.

St. Michael's House relies on each of you to achieve our Vision or our Mission to meet the support needs of the individuals we collectively support.

Finally, I would like to acknowledge the Chairman and Board of St. Michael's House who have been a tremendous source of support, wisdom and advice, giving so generously of their time in the true spirit of Voluntarism – I salute you and thank you.

Anna Shakespeare
Chief Executive Officer



St. Michael's House Five-Year Strategic Plan | 2017-2021

Building Community. Supporting Independence.

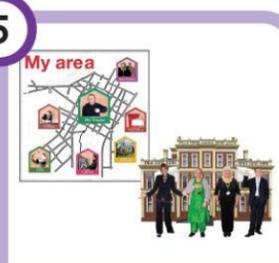
Our six-high level goals

- 

Goal 1: Services
Give people the services and supports they need.
- 

Goal 2: Resources
Make the best use of resources.
- 

Goal 3: Measure Standards
Provide measurable standards of service, excellence, and innovation.
- 

Goal 4: Develop Skills
Make sure that individuals, families, employees and volunteers are skilled.
- 

Goal 5: Build Alliances
Develop strategic community partnerships.
- 

Goal 6: Structures
Have strong governance structures.

Children and YOUNG PERSON SERVICES



St. Michael's House Children and Young Person's Services incorporate respite, in-home support, community based support and clubs, school placement, and clinical and residential services. A key area of development and change in 2016 has meant working in partnership with the HSE and other key stakeholders to support the effective planning, management and implementation of HSE National Children Services Policy, Progressing Disability Services for Children and Young Adults (PDS).

St. Michael's House has been nominated as a Lead Agency to deliver clinical services for children in Network Areas in Dublin North City and County (CHO9). A Lead Agency is a disability service provider providing all the clinical services in a defined area and achieving this requires service reconfiguration and realignment of clinical resources.

In 2016, St. Michael's House worked closely with other agencies including HSE to plan that the reconfiguration of services in CHO9 takes place in the safest and most efficient way possible. The reconfiguration will be phased in over a period of time and the approach will be finalised in early 2017. Similar work is underway in the South Dublin Region (SDR) to progress the reconfiguration process for CHO6 and CHO7.

St. Michael's House reorganised three children and young person services to create two residential houses to support children and young people and one young adult residential house. This has greatly enhanced the quality and safety of the services provided to all children and young people.

St. Michael's House provides clinical services and supports to **751** children and young people across the Greater Dublin area.



St. Michael's House has recruited **47** host families in the Leinster region providing supports to **77** individuals and their families.

St. Michael's House is Patron Body for six special national schools in the Greater Dublin Area.

In 2016 the Patron Body established an Education Office to work with the six School Principals and School Boards of Management. This involves supporting the School Boards of Management and School Principals to establish an independent approach to school management and governance having due regard to the Patron. The Education Officer also supports the implementation of school improvement plans and strategically works with the six schools to engage with the Department of Education and Skills.

In 2016 the School Age Disability Clinical Team received **220** referrals of which **126** were provided with follow on services. **96** of these **126** children and young people and their families have an Individual Child and Family Support Plan in place.

100 children, young people and their families were in 2016 supported with centre based respite.

300 students are presently being educated across **6** St. Michael's House special national schools.

St. Michael's House supported **43** children to avail of home sharing family based respite services.



Home-Sharing SERVICES

St. Michael's House home-sharing and host family respite breaks service recruits people in the community to offer much needed alternative short breaks to children and adults with intellectual disability. The service is provided by independent host carers in the community who are recruited assessed and trained to provide short breaks in their own home. A break could be an overnight stay, day care or a short holiday.

In recognition of the growing need for this service, a part-time social worker was appointed in March 2016 to work alongside a team leader. This provides an assurance that all placements are safe and are appropriately monitored. This is consistent with the HSE 2016 guidance on home sharing published in November 2016.

Adult SERVICES HIGHLIGHTS



Enda Finneran

150 adults with Intellectual disability were provided with centre based respite service.

918 adults with Intellectual disability received support and service by day.

285 men and women who attend St. Michael's House day support services live at home with a main carer aged 70 or older of whom **98** are supported by a main carer over 80 years of age.

St. Michael's House offer a range of supports to 932 adults with Intellectual disability. The role of St. Michael's House is to empower the men and women we support with the necessary skills to live full and satisfying lives as equal citizens of their local communities.

The Marrisfield project, developed during 2016, comprises two apartments being used as a short-break option for individuals who wish to live independently. They are offered with support the opportunity to experience and to develop core skills required for independent living.

We continue to facilitate people who attend our day services with opportunities to plan and carry out activities in their own communities. This helps promote their independence. Emphasis has been placed on people who use services giving back to their communities, by volunteering in charity shops, working with older persons, delivering meals on wheels and working in pet rescue centres.

Larger day services have started to prepare for New Directions, the National Strategy for the introduction of standards for day services. Our service users have been invited to experience different activities in their communities and are spending less time in the traditional centres. Through the Well-Being Review format and Assessment of Needs service users needs have been identified. Family members have been consulted and included in the process.

QQI accredited training brings positive outcomes for adult learners and focuses on building independence, skill development, decision making, assertiveness, making choices and community engagement. It provides a clear transfer of learning and progression route.

115 adults achieved certification with Quality and Qualifications Ireland (QQI)

450 adults with Intellectual disability are provided with residential supports in Dublin city and county.



Alison Jennings, Lynn Conroy, and Adventure Athlete Mark Pollock

In 2016 St. Michael's House reconfigured services to provide residential supports for **6** young adults who were over 18 and needed to move on from children's services.

To meet the changing needs of **2** individuals we reconfigured to provide a new service to meet their needs within existing resources.

20 men and women were provided with the opportunity to try a different short breaks / respite option in Marrisfield.

Mary Gleeson



In 2016 we have **4** day support services that provide educational, vocational, and recreational opportunities to people with autism spectrum disorder and high support needs through evidence based best practice.

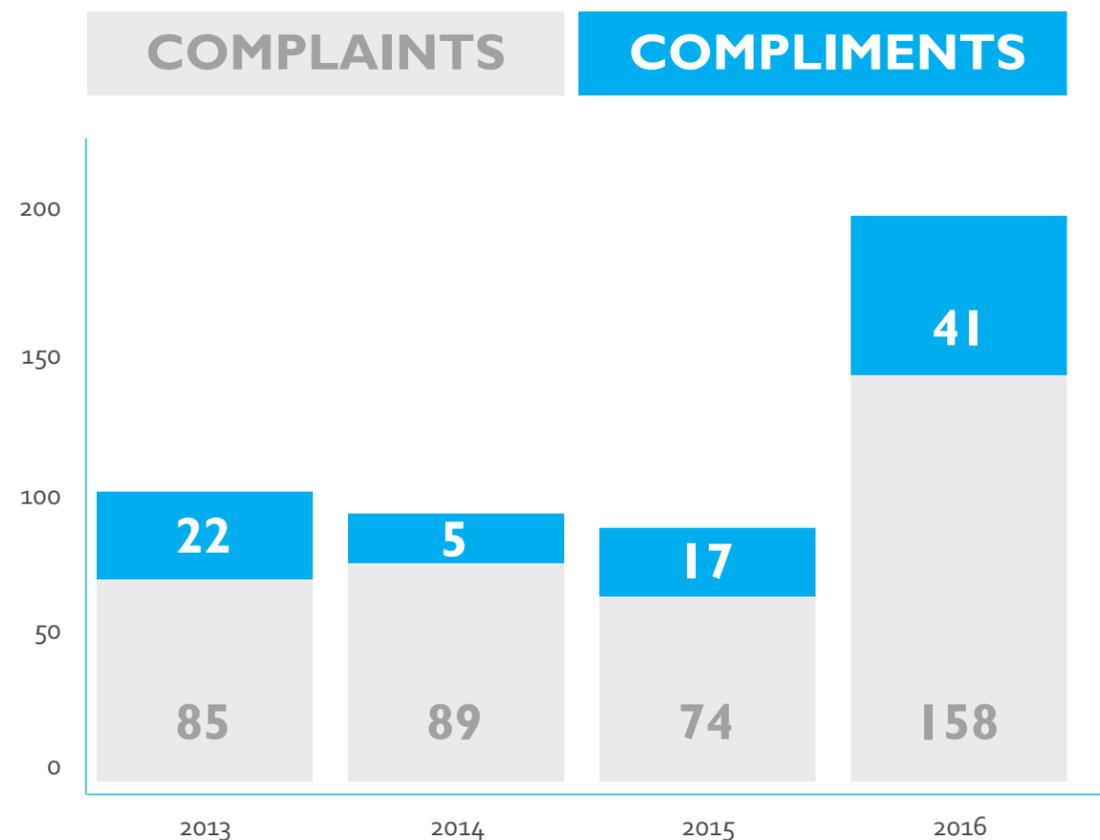
Improving SERVICE QUALITY AND SAFETY

St. Michael's House supports the regulatory work of HIQA and strives to enhance the quality and safety of all residential support services for adults and children.

11 policies were reviewed and updated by teams of staff to reflect changes in the law or best practice.

Policies updated included: Person-Centred Planning, Use of Restrictive Practices, Diet and Nutrition, Communication with Service Users and Risk Management.

In 2016 we focused on supporting staff education to encourage the reporting and effective management of complaints and are very pleased that complaints reporting has increased. All complaints are viewed as an opportunity to continuously improve the quality of the services that we provide, and to learn lessons preventing similar occurrences in the future.



In 2016 St. Michael's House received **158** complaints and **41** compliments which represented more than **50%** increase on the previous year.

St. Michael's House A LEARNING ORGANISATION

The Research Department works to develop and support high quality applied research projects in intellectual disabilities (ID), which are positioned to inform the development of high quality evidence based services and therapeutic interventions for individuals with ID and their families. St. Michael's House Research Department works in partnership with the Research Ethics Committee and University College Dublin (UCD) Centre for Disability Studies.

In 2016 3 service developments and innovations were evaluated through St. Michael's House / UCD scholarship

1. Evaluation of the Positive Behavioural Support Policy (SMH/UCD Scholarship); this study was selected as part of the HSE Service Innovation Showcase, 2016.
2. Evaluation of a new Hub Day Service (TURAS) in St. Michael's House South (SMH/UCD Scholarship).
3. Evaluation of the new Mental Health of Intellectual Disability (MHID) Team (SMH/UCD Scholarship). This research is now complete, and the information is now being prepared for publication.

In 2016 3 research projects were commenced or continued from 2015

1. A Study of Health Professionals' Knowledge, Attitudes and Training in Complicated Grief. A €65,000 Irish Hospice Foundation Grant.
2. Evaluation of Alternative forms of Respite Care. This was funded by €16,000 UCD Seed Funding Grant, 2013 and €100,000 Atlantic Philanthropies, 2014. This study is ongoing.
3. Improving the diagnosis of dementia in people with Down's Syndrome.



Kelvin Boatseng

PROVIDING TRAINING TO CONTINUALLY IMPROVE SERVICES

St. Michael's House staff training is essential to delivering a good quality safe service to our children and adults who use our service.

Our training and upskilling covered all areas outlined in the organisations "Minimum Required Training Standards for Staff" document and includes Manual Handling, Occupational & Emergency First Aid, Fire Safety, Evacuation Aid training, Safeguarding, Food Safety, Hand Hygiene, Safety training for drivers and escorts and CALM training for staff working with children.

Nursing and Clinical DEVELOPMENTS

Nursing Midwifery and Planning Development Unit of HSE (NMPDU) provided funding for a two-year period to recruit a Clinical Nurse Specialist (CNSp) (Acute Hospital Liaison Nurse - Intellectual Disability). The creation of the role of the Liaison Nurse with Acute Hospitals will rationalise and improve supports and services for St. Michael's House service users while in hospital.

Nursing and Midwifery Planning and Development Unit (NMPDU) funded a project proposal to the roll out Medication Management Training to all nursing staff over a two-year period (2016-2018). The project supports 15 Nurse Coaches (Trainers) to complete a 6 Day Train the Trainer Programme (4 Day QQI Special Purpose Award and 2 Day NMBI approved Medication Management Programme).

In 2016, new advice clinics were developed by the Home Teaching and Occupational Therapy Departments and include initiatives such as wheelchair assessment clinics, groupwork with service users in areas of water confidence, sports days and reducing waitlists.

Early in the year, the Psychology team expanded their role and supported the recruitment and clinical supervision of 8 Assistant Psychologists based in a number of our adult day services to support the implementation of the Positive Behaviour Support Policy.

Gregory Osunde and Starbucks Marketing Manager Celine Gilmer



Shared Services TEAMWORK

Gerry Lynam and William Hennessy



St. Michael's House continues to be an employer of choice, with a workforce of 1,605 staff representing over 55 different grades and professions. St. Michael's House continues to create a positive working environment with our profile of 84% female and 16% male employees.

A key area in the reduction in agency staff usage was achieved in 2016. The dedication of staff is reflected in the reduction of the absenteeism rate for St. Michael's House which continues to be below the Health Sector target of 3.5% in 2016. The average rate achieved in our services was 3.3%.

St. Michael's House support transport of our services users where possible. In 2016, there were 18 central transport routes operated directly by St. Michael's House. There were 14 routes operated by a contractor on behalf of St. Michael's House. Funding for the provision of transport services continues to be a challenge for the organisation. We have been unable to increase transport provision to meet demand. We recognise this causes hardship for service users and their families.

316 service users received daily transport to or from home to their day service by St. Michael's House services.

St. Michael's House had 129 vehicles in the fleet in 2016. Our annual Jill Donnelly Golf Classic provides funding to replace aging vehicles each year.

The St. Michael's House Fundraising Department raised in excess of €700,000 in 2016. Funds are raised through corporate, community and private donations and by a variety of activities organised by families and staff.



Stylists Cathy O'Connor and Kate Gleeson, Models Sarah Boyne and Tracey Turner, Author Claudia Carroll and Actress Clelia Murphy

81 events held in local communities in 2016.

400 coin collection boxes in the local community businesses.

100,000 books swapped in our national Bring a book, Buy a book campaign.

465 golfers who tee'd off in aid of our services.

755 Corporate volunteers who visited our Units. We saved €37,750 in man-hour labour.

6 major main fundraising campaigns.

We said "Thank You" over 56,000 times to donors and supporters.

Our purpose built wheelchair accessible Swimming Pool and Leisure Centre based in Belcamp Dublin offers , swimming and a range of sport activities for our service users.

Average of **7,720** service user activity participation in 2016.

667 service users average swims per month.

133 service users other physical activity visits per month.



Stephen Costello (Leinster Rugby), Owen McGrath (Fingal Sport), Mick Pender (FAI), Stephen McGinn (Fingal Sport) Reinhardt Strydom (Leinster Cricket)

We developed our **first** online E-zine communication promoting organisational achievements and news.

We grew by over **1,000** social media likes and tweets.

We reached over **700,000** readers through our Print Media.

We prepared our **first** Easy to Read newsletter.



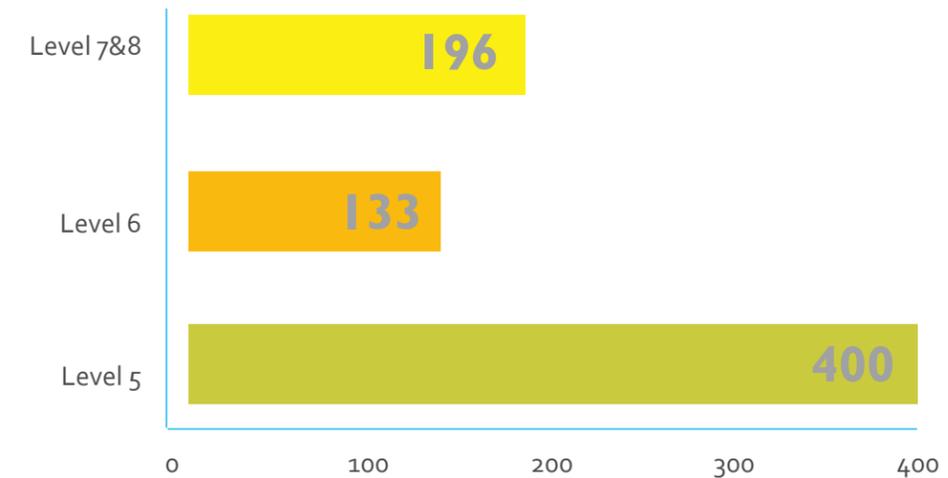
Anna Kilmartin

St. Michael's House

OPEN TRAINING COLLEGE

A division of St. Michael's House, the Open Training College (OTC), provides training and education programmes validated by Quality and Qualifications Ireland (QQI) from Level 5 to Level 8 on the National Framework of Qualifications (NFQ). Programmes offered cover a diverse range of areas including Applied Management (Non-Profit); Professional Social Care (Disability); Intellectual Disability Practice; Supported Employment; Positive Behaviour Supports; Training and Development; Teaching Strategies for people with ID; and Person Centred Planning (www.opentrainingcollege.com for a full list).

NUMBER OF ENROLLED LEARNERS 2015/2016



The OTC works externally with several training initiatives and also worked with St. Michael's House directly on a number of initiatives such as: the Positive Behaviour Supports (QQI Level 5) training and Online modules in fire safety and safe-guarding. These are available for staff induction, initial and refresher training reducing the amount of time away from the frontline services.

The OTC supported the education of **729** learners in 2016 .

Members of the OTC team are representatives on the following Irish Association of Social Care Educators, the National Forum for the Enhancement of Teaching and Learning in Higher Education, the National Digital Capacity Working Group and the RPL Higher Education Scoping Group on National Policy.



REVIEW OF OPERATIONS

St. Michael's House Group is a company limited by guarantee and not having a share capital and is the holding company for all subsidiary companies.

ST. MICHAEL'S HOUSE GROUP

St. Michael's House Group and its activities have been granted charitable status by the Revenue Commissioners. St. Michael's House Group Company Registration Number is 511121. The Group's Charity Registration Number is CHY 20166.

The primary sources of revenue funding for the group are the Health Service Executive and the Department of Education and Skills. All activity of the Group is underpinned by its vision, mission and values and all income is applied solely towards the provision of services and supports for people with intellectual disabilities. The Registered Office for St. Michael's House Group and its subsidiary companies is located at St. Michael's House, Ballymun Road, Dublin 9

BOARD OF DIRECTORS & SUB-COMMITTEES

Board of Directors: St. Michael's House Group is governed by a voluntary Board of Directors five of whom are parents of a service user. Board members work on a voluntary basis and do not receive any remuneration.

Board Members (2016):

Martin Lyes (Chairperson), Michael O'Farrell, James Cuddy, Dermot O'Beirne, David Hughes, Eilis Hennessy, Raymond Brett, Laura Beausang and Breda Dunne.

The Directors would like to express their sincere appreciation of the commitment and dedication of management and staff to maintaining the quality of existing services and for developing new services for people with an intellectual disability and their families. The Directors are satisfied with the operational performance of the organisation.

Finance Committee: The Finance Committee monitors and reviews the financial performance of St. Michael's House Group and its subsidiary companies. It provides the Board with an independent view in relation to internal audit, external audit, financial risk management, financial compliance, internal control and reporting and security of financial records and financial data.

Committee Members: Michael O'Farrell (Chair), David Hughes, Breda Dunne, Laura Beausang, Dermot O'Beirne, and ex officio Martin Lyes (Board Chairperson).

Compliance & Nominations Committee: The Compliance & Nominations Committee is responsible for ensuring that there is effective succession planning for the Board and senior management. It ensures that the membership of the Board and its Sub - Committees have the appropriate skills, knowledge and experience to carry out their duties and are compliant with all relevant legislation, regulations and codes of conduct. It is responsible for risk management, for reviewing the Organisation's corporate governance strategy, insurance strategy and for policies and procedures in relation to protection of data other than financial data.

Committee Members: Dermot O'Beirne (Chair), Aishling Kirkpatrick, Maurice Redmond, and ex officio, Martin Lyes (Board Chairperson).

Policy & Planning Committee: The Policy & Planning Committee supports the Board in developing and monitoring the implementation of the Organisation's Strategic Plan as well as initiating new policies, examining major plans and programmes to ensure that they achieve the desired outcomes.

Committee Members: James Cuddy (Chair), Mairide Woods, Raymond Brett, Marie Therese Mooney, Teresa McDonnell, Marjorie Soden, Bernie Perry, Eilis Hennessy and ex officio, Martin Lyes (Board Chairperson).

Officers' Committee: Comprising the Officers of the Board (Chairperson and Chairpersons of Sub-Committees), the Officers' Committee supports the Chairperson in decision making in situations when, because of time limits, it is not possible to convene a full Board meeting. The Committee is also responsible for reviewing recommendations by management on the legal structures of the organisation and for assessing major property transactions and developments.

Committee Members: Martin Lyes (Chair), Dermot O'Beirne, James Cuddy and Michael O'Farrell.

The Board of St. Michael's House Group reviewed its Committee structure in 2016 and established a new Board Committee structure in December 2016. These new Committees replace the existing Committee structure and comprise Audit & Risk, Finance, Quality & Safety and Governance Committees.

CORPORATE GOVERNANCE

Board of Directors

The members of the Board of Directors serve on a voluntary basis and encompass a wide range of skills, expertise, backgrounds and experience to ensure effective leadership, direction, and control of the Group.

The Board and Management of the Group are committed to maintaining a high standard of corporate governance in accordance with the Organisation's Corporate Governance Policy and the Code of Practice for the Governance of State Bodies.

The Board appoints all members of the Group Board of Directors and the Directors of the Group's subsidiary companies. All Directors receive Induction Training on Corporate Governance. A Code of Conduct outlines the responsibility of each Director to the Group and includes procedures for dealing with any potential conflict of interest, which may arise between their responsibilities as Directors and their outside interests.

The Chairman sets the agenda for each Board meeting. Executive management attend Board meetings and make regular presentations on the strategies and operations of the Organisation.

Under the Organisation's Corporate Governance Policies and Procedures there are a number of matters specifically reserved for decision by the Board of Directors including corporate governance, strategy setting, major policy approvals, risk management and control, financial controls, approval of procurement procedures, and disposal and acquisition of major assets.

The Board has formally reviewed its collective and individual performance for 2016 and is satisfied that it met its duties and obligations as set out in the Organisation's Corporate Governance Policy.

RISK MANAGEMENT

The Board is committed to ensuring that managing risks is an integral part of the Organisation's activities. The Board receives regular Risk Management Reports and has developed a policy to ensure that it is advised of significant events that require its attention. In addition, the Board receives regular reports on the systems, policies and procedures in place to ensure that services are delivered to a high standard and risks are anticipated and managed.

	BOARD OF DIRECTORS		OFFICERS'		FINANCE		COMPLIANCE & NOMINATIONS		POLICY & PLANNING	
	A	B	A	B	A	B	A	B	A	B
M. Lyes (Chair)	11	10	3	3	11	9	4	4	4	3
D. O'Beirne	11	8	3	2	11	4	4	4		
D. Hughes	11	8			11	6				
J. Cuddy	11	10	3	3					4	4
M. O'Farrell	11	11	3	3	11	11				
B. Dunne	11	0			11	0				
R. Brett	11	5							4	2
L. Beausang	11	9			11	11				
E. Hennessy	11	9							4	4

Table of attendance at Board of Director and Board Sub Committee meetings of St. Michaels House held in 2016. A Represents the number of meetings held during the period the Director was a member of the Board/Committee. B Represents the number of meetings attended during the period.

Internal Controls: The Board has established structures, policies and procedures to review and report on internal control including financial, operational and compliance. The operation of these controls has been delegated to the Executive Management Team.

The Board of Directors has appointed PricewaterhouseCoopers(PWC) to provide internal audit services for the Group in support of the internal control processes.

Organisational Structures

Responsibility for the development and management of the Group rests with the Chief Executive Officer (CEO) who reports to the Chairman and Board. The CEO is supported by a Management Team, which includes the Director of Operations, the Director of Psychiatry, Director of HR, Director of Finance, Clinic Managers and the three Regional Directors.

COMPANY	PURPOSE	DIRECTORS
St. Michael's House (company registration number: 27628 CHY 5692)	St. Michael's House is responsible for planning, managing and delivering services funded under Section 38 of the Health Act 2004.	Directors: Martin Lyes, James Cuddy, Michael O'Farrell and Dermot O'Beirne.
St. Michael's House Services (company registration number: 511119 CHY 20168)	St. Michael's House Services is responsible for providing services which are not funded under Section 38 of the Health Act 2004.	Directors: Martin Lyes, James Cuddy, Michael O'Farrell and Dermot O'Beirne.
St. Michael's House Properties (company registration number: 511120 CHY 20167)	St. Michael's House Properties is responsible for managing and maintaining properties owned by St. Michael's House Group.	Directors: Martin Lyes, James Cuddy, Michael O'Farrell and Dermot O'Beirne.
St. Michael's House Housing Association (company registration number: 432718 CHY 17776)	St. Michael's House Housing Association is responsible for managing and maintaining residential properties funded under Part V of the Planning and Development Act 2000-2006, Social and Affordable Housing Programmes and for issuing Tenancy Agreements to service users residing in St. Michael's House's residential services.	Directors: Martin Lyes, James Cuddy, Michael O'Farrell and Dermot O'Beirne.
St. Michael's House Leisure Complex DAC (company registration number: 457866)	St. Michael's House Leisure Complex Ltd ,Belcamp Lane, Belcamp, Dublin 13. Opened in 2008, the Centre is Ireland's first leisure facility specifically designed and developed to meet the needs of people with significant physical and intellectual disabilities.	Directors: Martin Lyes, James Cuddy, Michael O'Farrell and Dermot O'Beirne.
Northbrook Industries Ltd (company registration number : 87772 CHY 6712)	Northbrook was established to provide a range of support services for adults with an intellectual disability and is currently not operational.	Directors: Martin Lyes, James Cuddy, Michael O'Farrell and Dermot O'Beirne.

ST. MICHAEL'S HOUSE GROUP
Consolidated Income Statement
For The Financial Year Ended 31 December 2016

	2016	2015
	€	€
INCOME	90,744,904	87,020,927
EXPENDITURE	(92,270,952)	(89,246,472)
DEFICIT ON ORDINARY ACTIVITIES	(1,526,048)	(2,225,545)
Write down of St Mary's Baldoyle accrual	384,893	
DEFICIT FOR THE FINANCIAL YEAR	(1,141,155)	(2,225,545)

ST. MICHAEL'S HOUSE GROUP
Consolidated Balance Sheet
As At 31 December 2016

	2016	2015
	€	€
FIXED ASSETS		
Tangible assets	59,095,252	61,156,801
	59,095,252	61,156,801
CURRENT ASSETS		
Grants receivable and prepayments	1,260,544	4,958,879
Trade debtors	9,881	41,638
Stocks	-	11,377
Cash at bank and in hand	1,181,685	1,207,714
	2,452,110	6,219,608
CREDITORS: (Amounts falling due within one year)		
Creditors and accruals	(11,447,328)	(12,281,014)
Bank overdraft	(2,561,724)	(3,680,242)
Term loan	(327,536)	(319,624)
	(14,336,588)	(16,280,880)
NET CURRENT LIABILITIES	(11,884,478)	(10,061,272)
TOTAL ASSETS LESS CURRENT LIABILITIES	47,210,774	51,095,529
CREDITORS: (Amounts falling due after more than one year)		
Term loan	(3,554,628)	(3,930,610)
NET ASSETS	43,656,146	47,164,919
CAPITAL RESERVES	50,075,796	52,308,937
REVENUE DEFICIT	(6,419,650)	(5,144,018)
	43,656,146	47,164,919

You can read and download the Strategic Plan, our full set of financial statements and our service directory on www.smh.ie

