

St. Michael's House

Services for People with Disabilities



**ANNUAL
REPORT
2019**

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.

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Family Summer Party

St. Michael's House provides a comprehensive range of services and supports to men, women and children with intellectual disabilities and their families in 170 locations in the greater Dublin area. It supports 1,936 people and this has an impact on thousands of family members. St. Michael's House is funded by the Health Service Executive (HSE), TUSLA and the Department of Education and Skills.

OUR VALUES

- be person centred – to offer a range of activities to support individuals who use our service;
- be professional – this means being skilled, competent and proficient;
- be honest – this means following principles and being dependable in all that we do;
- be ethical – this means that we operate with integrity;
- have high standards of governance – to offer effective systems of management; and
- be innovative – to provide new thinking and deliver creative solutions.

OUR VISION

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.

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

CHAIRPERSON'S REVIEW

I was honoured to be appointed Chair of St. Michael's House in October 2019, having first been appointed to the Board in September 2018. Our founders imbued St. Michael's House with a wonderful ethos centred on supporting people with an intellectual disability to become full members of their communities. This was built on by the remarkably committed staff team who coalesced around the organisation, led in the early years by Dr. Barbara Stokes.

There have been many Board members since that time, all volunteers, who have made their own distinctive contribution, most recently led by Martin Lyes as Chair.

In taking on the role of Chairperson at this challenging time for the organisation I feel greatly encouraged by the commitment of my fellow Board members.

I would like to acknowledge Martin's significant achievements and contribution during his four years in the role. In particular the rationalising of the governance structures and processes within the organisation. This work, which other, now retired Directors, greatly contributed to, has strengthened the sense of openness and transparency about the organisation. He, and those other Directors who retired during 2019, Dermot O'Beirne, who has sadly since passed away, Jim Cuddy, David Hughes, Raymond Brett, Michael O'Farrell and Eilis Hennessy have left the governance of the organisation in robust good health and I thank them for that.

The financial statements show that the organisation has an accumulated deficit at the end of 2019 of €8.1m. Despite additional funding provided by the State in recent years this has continued to grow, partly because our residents are getting older and have more complex needs, and partly because we have taken on the care of people in urgent need, but without being given corresponding funding. Our commitment to our service users drives everything we do, but we cannot deliver on that without a more



stable funding system. The rising deficit is not sustainable, and will eventually bring the organisation to its knees.

My own view is that our current model of block-grant funding is broken. This affects most health and social care providers, and I urge the Government to address this. We will seek to build a consensus nationally about how to tackle these issues in our sector. The report of the Independent Review Group Examining the Role of Voluntary Organisations, chaired by Catherine Day, suggests a number of possibly fruitful options.

In taking on the role of Chairperson at this challenging time for the organisation I feel greatly encouraged by the commitment of my fellow Board members. Their skills and experience encompass all that is necessary to support the management team to pilot a course through what are quite choppy waters just now. All have been recruited in recent years and they have given generously of their time and energy to St. Michael's House.

I would like to acknowledge the work of our previous CEO, Anna Shakespeare, who moved on during 2019 to a similar role with Pobal and to extend a very warm welcome to our new CEO, Liz Reynolds who joined us in December 2019 and comes to us with a wealth of experience in the sector. I look forward to working with her, and the Board, in 2020 to meet the challenges which face us and to continue to deliver the quality services for which the organisation is known.

Prof. Anthony Staines
Chairperson



St. Michael's House Five-Year Strategic Plan

2017-2021

Building Community. Supporting Independence.

Our six-high level goals

1



Goal 1: Services

Give people the services and supports they need.

2



Goal 2: Resources

Make the best use of resources.

3



Goal 3: Measure Standards

Provide measurable standards of service, excellence, and innovation.

4



Goal 4: Develop Skills

Make sure that individuals, families, employees and volunteers are skilled.

5



Goal 5: Build Alliances

Develop strategic community partnerships.

6



Goal 6: Structures

Have strong governance structures.

Plain English and Easy to Read guide are available on www.smh.ie

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CHIEF EXECUTIVE'S REVIEW

I am very proud and excited to address you as Chief Executive Officer and I was delighted to be able to commence in the office in December. I would like to acknowledge the significant contribution of my predecessors, Anna Shakespeare and the Interim CEO, David Dunne, in what was achieved in 2019.

This year's annual report sets out the highlights of the ambitious workplan and achievements of St. Michael's House in 2019. The focus of all our work is on achieving our organisational Vision and to continue to implement our Strategic Plan .

The profile of our service users means that many have changing needs which must be addressed within our current service profile and without any additional resources, and we will continue to work with the HSE in an attempt to agree an appropriate funding base.

The achievements in this document are the outcome of the sum of the collective energy, creativity, imagination and plans of the teams and community of people across St. Michael's House.

St. Michael's House operates on an extremely tight financial margin and 2019 was a very challenging year which, despite everybody's best efforts, resulted in us running a deficit. The profile of our service users means that many have changing needs which must be addressed within our current service profile and without any additional resources, and we will continue to work with the HSE in an attempt to agree an appropriate funding base.



However, it is important to acknowledge our key funders being the Health Service Executive, TUSLA and the Department of Education and Skills. I would also like to applaud the outstanding work of volunteers and fundraisers, without whose support it would not be possible to continue our growth and development, to address unmet and these changing needs of individuals with disabilities.

I would like to sincerely thank the entire staff and volunteer team of St. Michael's House for their professionalism, hard work, commitment and unflagging enthusiasm to achieve what has been set out in 2019's Annual Report.

Finally I would like to thank our Chairman, Dr. Martin Lyes, and our Board who give so generously of their time as voluntary Company Directors and are a source of support, advice and inspiration.

I look forward with great enthusiasm to 2020 where we will continue to work together to grow and develop responses to new and emerging needs, for supports and services, and make a difference to the men, women and children who use, and want to use, services provided by St. Michael's House.

A handwritten signature in blue ink, reading 'Liz Reynolds'.

Liz Reynolds
Chief Executive



GOAL 1:

Give people the services and supports they need.

Our Personal Centred Planning (PCP)

The development of personal planning system for children, young persons and adults in our services.

Our main achievements 2019;

- Completed all assessment of needs for all day service users
- Completed a revision and alignment of PCP and Positive Behaviour Support Policies
- Completed a revision of Organisational Orientation for newly recruited staff to include PCP
- Developed an audit of PCP to determine quality and areas for improvement
- Completed identification and pilot of Quality of Life measures
- Completed St. Michael's House – University College Dublin (UCD) PCP research and implemented recommendations to guide PCP practice
- Completed a review of PCP Policy to reflect Assisted Decision Making (ADM).

Staff Training

We will provide staff training that supports the 'personal planning' process.

Our main achievements 2019;

- Provided clinicians with training and support to understand their role in implementing PCP and Cosán. Cosán is an assessment and intervention tool that can be used as part of the Personal Planning Process
- Completed a PCP audit and implementation plan to include development of training/information for service users and families.

Our Day Supports

We developed clear protocols signposting pathways for day support options to maximise choice and decision making in line with capacity legislation principles.

Our main achievements 2019;

- Completed a review and agreed approach to appropriately escalate the unmet need of growing number of people seeking new day supports through the New Referrals Committee
- Implemented the New Directions EASI audit on the next theme which was rolled out nationally
- Reviewed and Implemented the New Directions Theme 1 audit findings
- Reviewed and Implemented Local Centre review findings for service improvements as part of Quality and Safety Work-plan 2020.

Legislation

By 2021, we will develop and put in place policies, structures and approaches to assist and support decision making in line with legislative requirements.

Our main achievements 2019;

- Commenced the complete development of *consent to treatment* protocols by Clinical management team
- ADM reviewed all policies at time of renewal to ensure ADM is incorporated
- Reviewed documents as legislation and codes of practice commenced in 2019 by ADM steering group.

Safeguarding and Training

We have continued to put in place our policies on safeguarding and training.

Our main achievements 2019;

- Completed review of SMH adults safeguarding policy to improve compliance with Health Information and Quality Authority (HIQA) requirements
- Completed review of Positive Behaviour Support Policy (PBS) to incorporate safeguarding policy requirements
- Trained all new staff members in Adult Safeguarding Policy and Children First Policy
- Completed refresher training of 370 staff in Adult safeguarding policy
- Supported over 500 staff with access to HSE – Land training in Children First Policy
- Established Safeguarding mapping steering project with quarterly output reporting.

Family Framework

We will develop and put in place a service user and family communication, engagement and advocacy framework. This is a framework that will make sure that your voice and wishes are heard.

Our main achievements 2019;

- Initiated review with other organisation stakeholder processes by SMH Board
- Completed Training of 320 staff in Complaints Policy Implementation
- Developed plan to augment and further develop self advocacy in our services
- Revision of policy and training to implement Open Disclosure consistent with HSE National policy
- Established a group to review and develop guidelines on the use of interpreters to support families and individuals for whom English is not their first language

- Established forum to develop SMH Mental Health Intellectual Disability (MHID) link with CH09 Mental Health engagement lead.

Transition Training

We will establish a separate designated team to support and manage transitions of individuals at key points in their lives by 2020

Our main achievements 2019;

- Scoped out transition team for protocols and processes of information requirements in 2019 which involved linkages with day place and residential approvals and new referrals
- Developed terms of reference, best practice and research methods to map the work of the transition team with recommendations of a new model of service to the Executive Management Team (EMT).

Ageing and Persons with an Intellectual Disability

We will review, refine and put in place the policy document 'Ageing and People with an Intellectual Disability'.

Our main achievements 2019;

- Reconvened working group and completed review to refresh and revisit the implementation plan on ageing across the organisation.



5

New School Age Teams developed.

3

QQI Service User Graduation Evenings with families and friends.

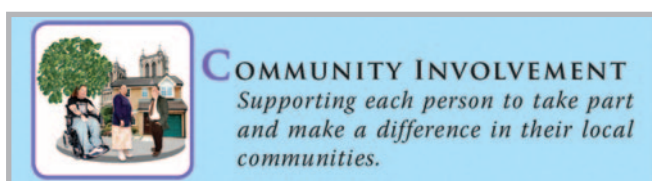
153

QQI Certified portfolios completed by Service Users.

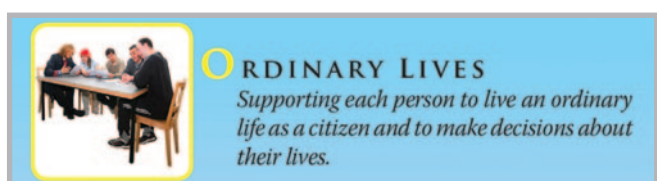


The St. Michael's House Cosán Steering group was established to commit to wholeheartedly championing the Cosán process across the organisation of St. Michael's House and not just in regional pockets since 2009.

Cosán is an assessment and intervention tool that can be used as part of the Personal Planning Process to support staff to develop independent life skills for individual service users and to plan opportunities and activities towards achievement of these skills. Cosán is the Irish for pathways.

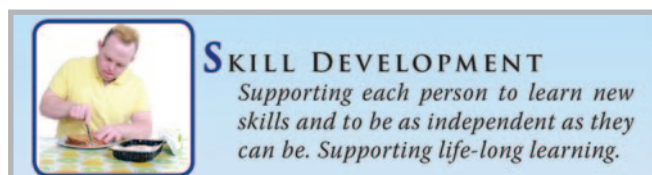


The Cosán working group 2019 successfully provided strategic leadership and direction of the Cosán process and programmes for the benefit of all service users with intellectual disabilities in St. Michael's House.



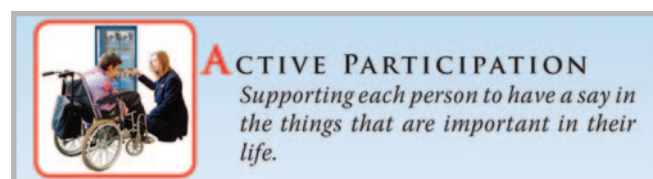
Cosán goals contribute towards achieving what is important TO or important FOR service users and are recorded as part of the service users 'personal plan'.

Cosán programmes successes are individual and vary greatly to; making a meal; travelling on public transport; purchasing items in a shop; learning how to use a spoon or partake in one's own personal care.



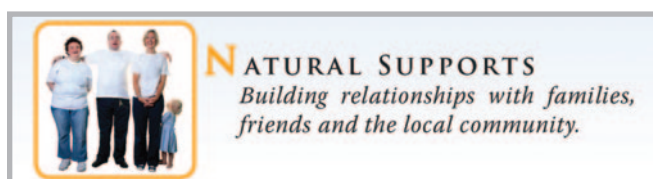
Examples were concluded in a Cosán showcase including the launch of a Cosán Fire Safety Checklist for service users.

One Adult participated in learning to make a meal, (sometimes independently and sometimes with the use of assistive technology); One lady buys her ingredients for making lunch for the week in the local shop using a picture shopping list and can carry out most of the steps involved.



A wheelchair user who is highly dependent on staff makes a contribution to his day service by the use of a technology switch attached to the kettle to make tea for all his colleagues and friends.

Continued evaluation on the development of Cosán across the whole organisation 2019 was essential learning. This engaged the expansion of the programmes to the next step i.e. develop with families and residential houses, expand the use of Cosán skills in everyday life, to attain employment, voluntary work, personal hobbies and participation in the community and to develop educational skills and opportunities from these Cosán programmes. This including preparation for QQI courses for service users.



The increase in numbers of service users wishing to participate in QQI level 2 courses in 2019 increased overwhelmingly as a result of the Cosán Initiative.

NATIONAL AND WORLD SPECIAL OLYMPIC CHAMPIONS

St. Michael's House Special Olympic team all joined World Special Olympian Deirdre O'Callaghan to celebrate her representing Ireland in Kayaking at the World Games in Abu Dhabi.

Our Special Olympic team included:

Anthony Coleman, Lisa Caffrey, John Byrne, Courtney Richardson, Roy Pickett, Edward Doran, Mark Steele, Colin Grassick, Sabrina Phelan, David Kinsella, Dina McAnaspie, Sarah Carroll, Angela Kirwin, Noel McClelland, Damien Byrne, Breda Doyle, Cathy Soden, Una Hennessy, Philip O'Reilly, Michael Hall, Raymond Parrott, Nicole Redmond and Joey Cunningham.

Our coaches:

Dyfed Davis, Gill Byrne, Linda Corcoran and Conor Grassick for encouraging our athletes to believe and achieve.



219

Staff recruited and 9 external recruitment evenings by HR Department.

Over 500

Staff supported with access to HSE-Land training in Children First Policy.

Over €72,000

Received from SEAI grant scheme for heat & light upgrade in Leisure Centre & Swimming Pool, Belcamp.



GOAL 2:

Make best use of resources.

School Leavers

We will look at the needs of school leavers, aged 18 years. We will develop a 5 year multi-annual needs based plan for young adults leaving school and training centres.

Our main achievements 2019;

- Developed a proposal for a progress capital and transport plan with the HSE
- Reviewed SMH assets to establish any capacity to release equity in order to develop capital funding stream of support.

Education, Employment and Living Options

We will review the services provided to people with autism spectrum disorder and intellectual disabilities. We will develop clear pathways for their education, employment and living options.

Our main achievements 2019;

- Autism Spectrum Disorder (ASD) Steering Group established



HomeSharing Programme Launch

- Carried out review of current ASD day services
- Outlined clinical support needs to meet ASD needs in school age team.

Large Day Services

By 2021, we will review and rearrange existing large day service such as our training centres. We will do this using the Interim New Directions Standards - a HSE policy. These are HSE guidelines to ensure that there is an appropriate service for funded adult day services.

Our main achievements 2019;

- Implemented New Directions Easi audit Theme 1 Learning and recommendations from 2018
- Development of Joint Day Services audit tool to establish baseline numbers.

Mainstream Employment

We will design and put in place a way to develop and co-ordinate mainstream employment opportunities that meet the employment needs of adults we support.

Our main achievements 2019;

- Development of Joint Day Services audit tool to establish baseline numbers
- Used the Person Centred Planning (PCP) data to inform the future development requirements of the supported employment approach
- Participated as a strategic partner in DCU/SMH Ability Project Team
- Developed a suite of accessible tools and course content with QQI accreditation as part of DCU/SMH Ability Project.

Support Needs

We will review the residential support needs of those aged 18-40 years and develop a plan of other possible choices to support their needs.

Our main achievements 2019;

- Reviewed terms of reference and process at residential approvals
- Reviewed resident compatibility in residential locations of concern and their expressions of their will and preference through their behaviours of concern
- Commenced review of skills mix in each location to ensure staff competencies best match support needs of individuals residents or users of the service
- Reviewed the outcome of the stock condition survey with St. Michael's House Housing Association (SMHHA) to inform their strategic planning direction in 2019.

Children and Life-limiting Conditions

We will review the needs of young children with life-limiting conditions. We will also propose a model of pre-school support for these children as part of the Early Childhood Care and Education programme.

Our main achievements 2019;

- This objective is completed and is in place.

Therapeutic Respite for Children

We will put in place a new model of therapeutic respite for children with exceptional behaviour needs and autism spectrum disorder. If we get new resources, we will provide support for 13 of these children.

Our main achievements 2019;

- Launched a joint Conference with UCD to raise active lobbying regarding proposal and value of this approach to this new model
- Reviewed existing respite framework tenders commissioned with HSE.

Down Syndrome and Dementia

We will review our approach to, and services for, people with Down Syndrome who have a diagnosis of dementia.

Our main achievements 2019;

- Implemented the diagnostic pathway to include screening Q1- Q4 to deliver more responsive monitoring and improve quality of diagnostics
- Established a plan to review the organisational reporting relationship of CARA palliative care service for 2020
- Reviewed the capacity of the organisation to develop a step down service for individuals leaving acute general hospitals.

Individual Residential Facilities

By 2021, subject to new resources, we will provide individual accommodation for five people who are now in group residential facilities.

Our main achievements 2019;

- Pursued the planning of development of new community based high support service to accommodate four residents from a congregated setting. Resources query for 2020.



1,480

Journal Articles and 1,422 Books checked out through our Family Library and Resource Centre.

1,680

Receipts and Thank you's issued from Fundraising Department.

9

Fast Friends Events for Adults with intellectual disabilities to make new friends in their Dublin communities.



Physical Activity Leaders (P-Pals) In Munich



KPMG – Corporate Volunteer Programme

24

Men's Shed Evenings took place throughout the year. A Men's Social Network Club.

320

Staff completed training in Complaints Policy Implementation.

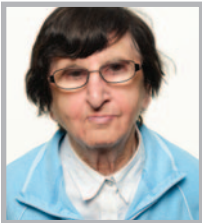
157

Staff completed Level 5 education in Positive Behaviour Supports bringing total to 800 plus QQI certified staff.

THE IRISH TIMES (11 June 2019)

Facing up to intellectual disability

Portrait series creates greater visual awareness of people with intellectual disabilities and challenges stereotypical attitudes.



I Am – is a photographic portrait series of adults with intellectual disabilities, made in association with St. Michael's House in Dublin.

Inclusion is central to people's identity and being visible is essential to being considered and included.

The goal of the work – by photographer Bryan James Brophy – is to create a greater visual awareness of people with intellectual disabilities in society, to advocate for greater inclusion and to challenge stereotypical attitudes.

The work is about being seen, being visible and being included.

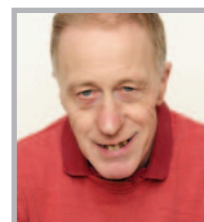
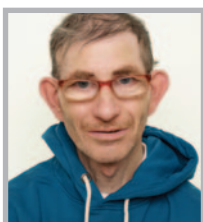
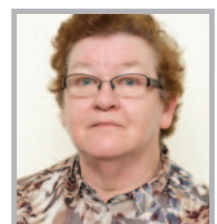
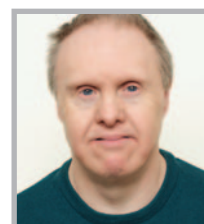
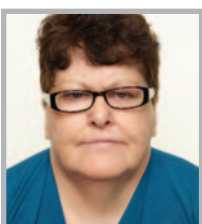
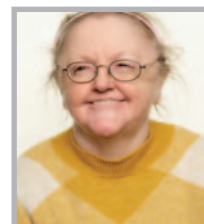
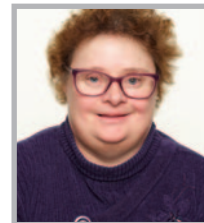
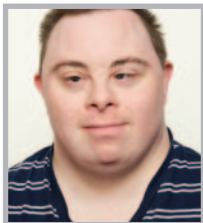
"A photographic portrait provides an opportunity to really look", said Emeritus Professor Roy McConkey about I Am.

"The view is encouraged to think more deeply about the person – their life, their feelings, even their hopes.

Small steps

"The may slowly realise that the people portrayed are not so different after all as they see similarities with themselves or others known to them.

"When that happens, the door to inclusion starts to open in people's minds and in due course to their actions. From such small steps, a more socially inclusive society is built."



The portrait series was created by Bryan James Brophy, a Dublin-based photographer for his MFA in Photography at the Belfast College of Art, Ulster University.

The exhibition was launched by Deputy Lord Mayor of Dublin, Cathleen Carney Boud in St. Michael's House Ballymun Head Office on International Day of Families, 15th May 2019.

The Exhibition featured 20 adult service users from across St. Michael's House Adult services. The goal of Bryan's work was to create a greater visual awareness of people with intellectual disabilities in society, to advocate for greater inclusion and to challenge stereotypical attitudes.

The Exhibition also featured in Belfast Photo Festival and the Tallaght Library Dublin.



GOAL 3:

Provide measurable standards of Service, Excellence and Innovation.

Positive Behaviour Support Policy

We will fully put in place the Positive Behaviour Support (PBS) Policy across the organisation.

Our main achievements 2019;

- Completed a review of policies and appendices alignment with safeguarding policy
- Completed alignment of PBS work plan with Person Centred Planning (PCP) work plan
- Reviewed and updated Restrictive Practices Policy
- Developed and implemented a Restrictive Practices Register and audit
- Completed training for over 157 Staff in PBS Level 5
- Piloted Online PBS refresher programme with 47 participants
- Recruited additional Therapeutic Intervention Promoting Strategy (TIPS) trainers to deliver and operate PBS training
- Developed TIPS training and guidance manual to support implementation of training model
- Completed all planned TIPS training sessions scheduled

- Maintained Crisis and Aggression Limitation Management (CALM) refresher compliance in schools staff
- Developed a new CALM trainer panel
- Participated in HSE National PBS policy review and implementation
- Supported Tizard Centre Research on implementation of PBS Plan.

Mental Health Intellectual Disability Increase

By 2021, we will expand and grow the Mental Health Intellectual Disability Team by 50%. We will evaluate how this affects the outcomes for people who use our service and the impact it has had on their lives.

Our main achievements 2019;

- Completed CH09 Mental Health Intellectual Disability (MHID) service plan and developed 2 Adult MHID teams and 1.5 Children/Adult Mental Health Service (CAMHS) – MHID teams
- Rolled out MHID service to adult service areas
- Development of CAMHS – MHID service across St. Michael's House catchment area
- Revised MHID team guidance document for adult and CAMHS-MHID teams

425

Adults and Children attended the Christmas Matinee, funded by corporate sponsors, Savoy Cinema & Fujitsu Ireland.

2

Adults teams and 1.5 Children teams developed the Mental Health Intellectual Disability Teams.

15

Research projects submitted to IASSIDD Glasgow 2019 Conference.

- Explored HSE framework and developed MHID team mission statement and recovery oriented outcome measures
- Completed communication support audit of service users attending MHID clinics in conjunction with Speech and Language (SLT) Department
- Completed repeat audit of MHID consent communications supports
- Re-initiated MHID clinical database to support development of outcome measures.

Conference every three years

We will host a national conference every three years to showcase innovative examples of practice showing where we focused directly on the person receiving our service.

Our main achievements 2019;

- Celebrated a ten year partnership with UCD – dedicated to research and teaching in disability studies conference
- Submitted 13 academic papers to International Association for the Scientific Study of Intellectual and Developmental Disabilities (IASSIDD) conference in Glasgow 2019.

Clinical Service Delivery

We will review and reconfigure our model of clinical service delivery and clinical governance 2018

Our main achievements 2019;

- Developed and implemented clinical governance policy
- Developed and improved the clinic/ cluster model and implemented lead clinician approach in all clusters with integration of the Person Centred Planning approach.

Review Schools' Curriculum

We will review the curriculum of the six special-needs primary schools for which St. Michael's House is a patron body (a body that provides supports and services).

Our main achievements 2019;

- Progressed pilot proposal with NCSE on alternative model of school service for students with Autism Spectrum Disorder (ASD)
- Explored the move to Junior Cycle 1 and 2 across St. Michael's House schools
- Commenced development of life skills programme for students.

Health Promotion Strategy

We will develop and put in place an organisational health promotion strategy for the people who use our services.

Our main achievements 2019;

- Collated all current health promotion initiatives in St. Michael's House to create a community of good practice
- Developed a Health Promotion Strategy
- Completed the development of Clinical Nurse Specialist roles to support strategy, subject to business case HSE approval 2020.

Quality and Safety

We will improve our quality and safety systems for the people who use our services. This will help us to be sure that individuals are provided with good quality safe services that meet their needs.

Our main achievements 2019;

- Researched appropriate elective accreditation options with aim of achieving internationally recognised quality improvement accreditation by 2021
- Agreed a Quality Metrics Dashboard to measure evaluation

7,980

Staff training sessions in 47 content areas via Staff Education & Training Department.

1,000

Students enrolled to online courses with the OTC.net.

12

New Safety Representatives staff members recruited and trained.

- Implemented St. Michael's House revised Risk Management Policy
- Improved compliance with States Claim Agency (SCA) and National Incident Management system (NIMS) reporting by 20%.

HIQA Requirements

We will register and comply – every three years – with HIQA's requirements. HIQA stands for the Health Information Quality Authority. St. Michael's House must comply with a set of regulations (called the 'Health Act 2013 Regulations').

Our main achievements 2019;

- Achieved high level of compliance with registration renewal of all designated centres inspected
- Monitored compliance levels at QS Committee meetings and ensured transfer of learning across the organisation – achieved 70% compliance
- Implemented a system to capture data relating to costs associated with HIQA thematic inspections e.g. fire safety restrictive practice
- Managed service improvement plans for locations where high levels of non-compliance have been identified through internal review and regulatory inspections.



Family Summer Party

Research

We will define and put in place clear programmes of research to improve and evaluate service change and innovation.

Our main achievements 2019;

- Completed development of Research Strategy
- Identified three new research projects directly relevant to service areas in addition to two student projects
- Explored further research opportunities to build DCU Ability Project
- Completed annual St. Michael's House research studentship.



Baldoyle United V's Fair City, Football Game

99

Families availed of Early Intervention from Home Teaching Department.

831

Average number of service users attending the wheelchair accessible Leisure Centre and Swimming Pool per month.

599

Service users access to PE classes per month in the Leisure Centre and Swimming Pool.

ST. MICHAEL'S HOUSE AND UCD CELEBRATE 10 YEAR PARTNERSHIP



The partnership was dedicated to developing teaching and research in disability studies

St. Michael's House and University College Dublin (UCD) celebrated a ten year partnership dedicated to research and teaching in disability studies. The partnership, formalised by a Memorandum of Understanding in 2009, marked the first time in Ireland that a disability service provider and a University formally agreed to take a collaborative approach toward disability research.

To coincide with International Disability Day, the milestone was celebrated at the 'Improvement through Partnership: Promoting collaborative research in community intellectual disability services' seminar in UCD.

Over the past ten years, the partnership has allowed for cost effective, practical improvements in service provision in St. Michael's House and supports UCD's wider research agenda.

The research was overseen by a Key Working Project Steering Group, a multidisciplinary group including researchers from University College Dublin and clinicians from St. Michael's House.

Key milestones from the ten year collaboration:

- Annual scholarship awarded to a MPsychSc student, resulted in several service evaluations and publications
- External research funding for large scale projects
- Introduction and evaluation of new models of service within St. Michael's House e.g. Key-working in Children & Young People's services
- Bi-annual internal research seminars that showcased impactful research projects
- 15 research projects presented at the 2019 World Congress of the International Association for the Scientific Study of Intellectual and Developmental Disabilities (IASSIDD) in Glasgow.

The collaboration was led by Dr. Philip Dodd, Director of Research at St. Michael's House and Dr. Suzanne Guerin, Deputy Director of the UCD Centre for Disability Studies.

18th

Anniversary of
Sibshops (sibling workshops)
in our services.

1

Quality and Safety Department
formally established.

90

Clinicians attending
3 different clinical training
sessions.

**Re-Launch of HomeSharing Programme****New to You Fashion Show****Annual Christmas Party****7th Feb.**

Collaborated in BrushMyTeeth.ie with TCD teams & Nursing Dept. to promote effective tooth brushing in people with ID.

25th Sept.

Service users and staff Presentation in the National Disability Operations Office on National Disability Services Sharing Day.

29th Nov.

Presentation at the Assisted Decision Making Conf., Cork on supporting service users to communicate their will/preference.


Mental Health Awareness Day

ST. MICHAEL'S HOUSE SCHWARTZ ROUNDS

One of the St Michael's House strategic objectives for 2019 was to promote staff health and wellbeing and to establish structure and policies to ensure the employment experience of staff supports their safety, health, welfare and well-being at work.

As part of the 2019 strategy, St. Michael's House introduced "Schwartz Rounds" to staff. Funding for training of facilitators was supported by the NMPDU.

St. Michael's House joined other Nationwide Health Care Providers to deliver this framework, with St. Michael's House being one of the first Intellectual Disability Care providers to introduce this service. This initiative is now licensed through the HSE Quality Improvement Team.

A Schwartz Round is a structured forum where ALL staff in the organisation can come together and have an opportunity to discuss and reflect on the emotional aspects of their work. The discussion revolves around the emotional aspects of caring for service users and their families through the sharing of 'stories' associated with their work.

Research has shown many benefits of running Schwartz Rounds to both staff wellbeing and the quality of care provided within an organisation.

The initial Schwartz Round was held in December 2019 with the Workforce Planning Committee. Feedback from this Round was very positive. Roll-out of future rounds across the organisation is planned for 2020.

4th

Annual St. Michael's House
Mental Health Awareness Day
event celebrated.

7 Week

Mindfulness Resource Pack launched
– developed by the Psychology Dept.
and funded by corporate sponsors
DAC Beachcroft.

10

Service users benefited from
development of a specialised
lymphoedema service by the
Physiotherapy Department.



GOAL 4:

Make sure that Individuals, Families, Employees and Volunteers are Skilled.

Expand QQI

By 2021, we will expand the National Framework of Qualifications QQI (Quality and Qualifications Ireland) programmes and we will expand the focus on partnering with schools, external colleges, universities and other agencies. These programmes are programmes that give accreditation (such as certificates) that are recognised nationally and in Europe.

Our main achievements 2019;

- Completed re-engagement process with QQI
- Developed new Social Care Level 7 Programme to comply with CORU requirements
- Applied to CORU for programme recognition
- Completed programme development on Department of Health programme
- Department of Health Patient Safety programme completed by 100 participants
- Completed evaluation of Department of Health programme
- Developed a training plan for unqualified Health Care Assistants – FETAC Level 5 Intellectual Disability Care and Practice Programme.

Develop a Volunteer Programme

We will develop and put in place a volunteer development programme to give the people who use our services opportunities for growth and development.

Our main achievements 2019;

- Re- submit a Business Case sent into the HSE for a Volunteer Co-ordinator post 2020.

Set up an Independent Living Programme

We will develop and put in place a structured 'real-life' programme to help people to learn skills for independent living.

Our main achievements 2019;

- Completed a review and proposal to re-develop Marsfield Independent Respite service with submission to the HSE for funding approval.

398

Professional funding applications for staff Professional Development

76

MNPDU Nursing applications were processed by Staff Education and Training Department

Over 90

Staff celebrated our 1st Health & Social Care Professionals Day.

Assistive Technology

We will develop and put in place a policy on using assistive technology to promote and support independent living. This is using electronic devices to help an individual to be more independent in their home.

Our main achievements 2019;

- Developed Assistive Technology policy for organisation
- Finalised St. Michael's House Assistive Technology report and implementation plan.

Expand Family-based Respite

We will expand the family-based respite project to include home share arrangements. We will continue to support the current respite services.

Our main achievements 2019;

- Reviewed incidents in Homeshare services in 2018 to inform service learning and improvements
- Completed review of Homeshare and contract families – to ensure service model is consistent with HSE Homesharing Report 2016
- Promotion of Homeshare programme appeal with launch video and marketing.

Develop our Early Years' Services

We will develop and deliver key working and family training models to support early years' services. A key worker is your point of contact on the clinical team who works with 0-18 year olds.

Our main achievements 2019;

- Implemented key working pilot in Children and Young Persons Services.



Early Services Christmas Party



Family Summer Party



Leisureplex Corporate Partnership

1

Bloom in the Park Festival display of Templeogue's Green Fingers Project.

400

Adults enjoy an Annual Sponsored Leisureplex Christmas Bowl.

256

Golfers tee'd off to support 29th Jill Donnelly Golf Classic.

ABSEIL 2019



St. Michael's House hosted the first Croke Park Abseil fundraising event. The event was lead by thrill seeker Dina McAnaspie and supported by Director of Children and Young Persons services Tracey McKenna.

A team of 60 staff, family members and corporate partner groups descended 100ft from the roof of Croke Park, Dublin. Some brave supporters included: Aircoach, Arklife Assurance and Dundrum Town Centre.



19th Nov.

IDDSI launched in St. Michael's House.

24th Sept.

Presentation in the National Federation of Voluntary Bodies Open Disclosure and Vulnerable Adults session.

10

Team members participation in the HSE New Directions eLearning Module videos.

ST. MICHAEL'S HOUSE BED PROJECT 2019

The Bed Prescription Project was introduced in late 2018 and was a new collaborative service innovation led by the Nursing Department and supported by the OT Department.

The overarching aims to date have been to ensure the comfort and safety of service users within St. Michael's House and to promote a safe ergonomic environment for staff.

The project scope was initially to provide a bed prescription service to service users within residential units. The need extended in 2019 to include day services, adult and children respite services and community services. The community service was specific to the needs of service users living in the community with links to our services through Occupational Therapists and Public Health Nursing referrals.

Our achievements in 2019;



Celebrations



Digitise the Nation

40

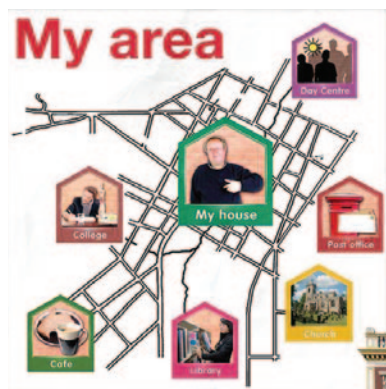
Early services children danced and sang at Annual Early Service Christmas Party.

30

Service users and 60 staff complete Digital Skills for Citizens in-house training courses.

1

Earn as You Learn – Work/Study scheme launched by HR Department and OTC.



GOAL 5:

Build Strategic Alliances to Bridge Gaps.

New Premises

By 2021, we will develop new day and residential support premises in partnership with local authorities and housing agencies.

Our main achievements 2019;

- Established plans for St. Michael's House and Cluid Partnership
- Agreed process with Fingal Co. Council regarding Seatown Road development
- Agreed process with Fingal Co. Council regarding Tuath development to aim to achieve de-congregation support for four individuals. Subject to HSE funding 2020.

Maternity Hospitals

We will set up structures and relationships with maternity hospitals and put in place the principles and practice of the Informing Families Project. This project was developed by the HSE and the National Federation of Voluntary Bodies. It explains best practice guidelines for explaining a child's disability to their family.

Our main achievements 2019;

- Developed Terms of Reference for implementation group
- Developed joint funding proposal for Multi-disciplinary team (MDT) community neurodisability services in partnership with Temple Street Children's Hospital / Children's Hospital Group Dublin.

Acute Hospital Liaison

We will put in place the Acute Hospital Liaison programme proposal. The programme exists to promote access to hospital services for people with intellectual disabilities.

Our main achievements 2019;

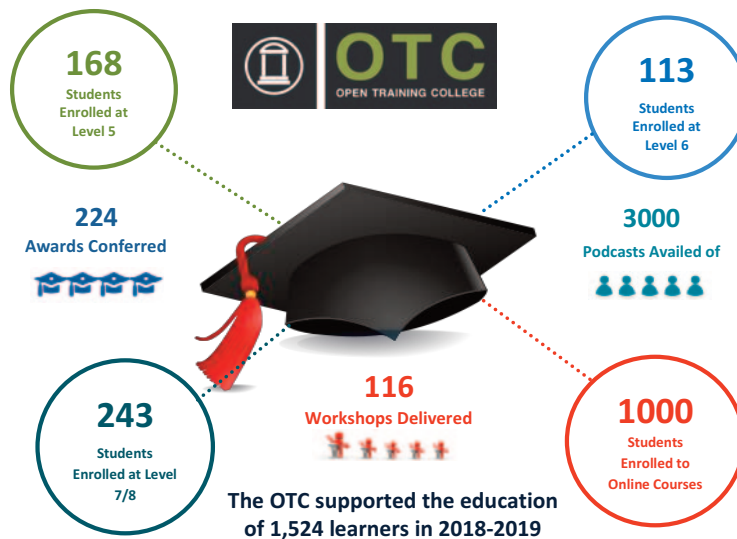
- Explored the process to expand services to service users living in family homes with elderly carers
- Reviewed how this service would be of value of service to support families of young people aged 16-18 years.

Links with Nursing Homes

By 2018, we will develop formal links with nursing home services for senior citizens. We will do this so that they can increase their ability to provide appropriate cost-effective supports to older individuals with intellectual disabilities.

Our main achievements 2019;

- Reviewed the development of protocols on clinical service delivery to individuals who may move appropriately to nursing home services
- Reviewed the development of a formal structure meeting with linked nursing home providers to ensure person centred co-ordination of service provision
- Managed clinically appropriate and Fair Deal solutions to changing need of older service users in a transparent and person centred way with HSE.



Identify Community and Strategic Partners

We will map and identify potential community and strategic partners using an Asset Based Community Development mapping approach.

Our main achievements 2019;

- Developed existing relationships with appropriate nursing home and private providers
- Agreed Mental Health Intellectual Disability (MHID)- Children/Adults Mental Health Service (CAMHS) ID catchment area provision
- Developed proposal in conjunction with Temple Street University Hospital and UCD School of Medicine for medical students in training
- Developed proposal on community neurodisability services in conjunction with Temple Street University Hospital
- Achieved St. Michael's House as a research centre affiliated to International Association for the Scientific Study of Intellectual and Developmental Disabilities (IASSIDD).

Review Open Training College

We will review the Open Training College (OTC). The OTC provides learning and consulting services to the human services and non-profit sector. 'Human services' means the organisations and agencies responsible for delivering services and ensuring their quality, efficiency and accessibility. We will also develop a plan that makes the most of our knowledge – as individuals and as an organisation – while also increasing the college's income.

Our main achievements 2019;

- Following successful Re-engagement (Institutional Review) with QQI, implementation of an improved governance structure, revision of strategic objectives, development of new programmes/content and innovative project work with the Department of Health.

Transition Services

We will identify and work with other providers to support the changes of men and women who require services and supports beyond those that St. Michael's House can provide.

Our main achievements 2019;

- Clarified governance of Home Care Packages with the HSE
- Submitted a completed multi element comprehensive respite proposal to the HSE.

3

Health and wellbeing nursing series events on issues that impact service users hosted by Nursing Department.

24th April

1 Presentation and 2 Posters at the Nursing & Midwifery Planning & Development Dublin North Reg. Conference.

26th Sept.

2 Poster presentations – Royal College of Speech and Language Therapy Conference in Nottingham, UK.

SHARING THE LEARNING IN IASSIDD CONGRESS 2019 – FUTURE 4ALL



St. Michael's House made a significant contribution to the World Congress of the International Association for the Scientific Study of Intellectual and Developmental Disabilities (IASSIDD) held in Glasgow in August 2019.

Fifteen presentations were delivered, a mixture of papers and posters, many describing original studies conducted by research teams involving members of St. Michael's House staff and, in the case of one of the studies, service users as research team members.

The topics listed opposite of the studies were wide-ranging. This unprecedented level of research productivity and dissemination is clear evidence of the value and strength of the St. Michael's House - University College Dublin research partnership. Furthermore, the opportunities for learning from and networking with international colleagues were hugely valuable and will continue to inform and energise practice into the coming years.

- | | |
|--|---|
| <p>01 ▶ Bone Health Education, Management and Treatment.
D. Rodger¹, L. Ledger² and A. Spencer²</p> <hr/> <p>02 ▶ How a Community of Practice (COP) can Promote Good Bone Health and Falls Awareness in Persons with an Intellectual Disability.
L. Ledger¹, A. Spencer¹ and D. Rodger²</p> <hr/> <p>03 ▶ Audit of the use of communication supports in mental health of intellectual disability (MHID) settings.
S. Keane, C. Howorth and P. Dodd</p> <hr/> <p>04 ▶ Exploring the Range of Emotional Response Experienced When Parenting a Child with an Intellectual Disability: The Role of Dual Process.
P. Sheehan¹ and S. Guerin²</p> <hr/> <p>05 ▶ Impact of tennis coaching on players with an intellectual disability.
L. O'Donohoe¹ and S. Hewitt²</p> <hr/> <p>06 ▶ Bridges Help Us to Cross the Boundaries.
M. Ní Riain¹ and G. Bourke²</p> <hr/> <p>07 ▶ Implementing a new model of key working in children's disability services: Findings from a pilot project.
M. Nolan¹, SKWP Steering Group¹ and S. Guerin²</p> <hr/> <p>08 ▶ Exploring the process of goal setting using Person Centred Planning for individuals with severe/profound intellectual disabilities with inconsistent yes/no responses.
C. Molony¹, E. Teague², M. Sloan², G. Clarke² and S. Guerin¹</p> | <p>09 ▶ A qualitative study of a Men's Shed Model in an adult intellectual disability service: Supported inclusion through self determined behaviour.
C. Byrne¹, K. Treacy² and S. Guerin¹</p> <hr/> <p>10 ▶ Positives through participation: Staff views of the benefits of Men's Sheds for an intellectual disability population.
C. Connolly¹, S. Guerin¹ and K. Treacy²</p> <hr/> <p>11 ▶ Living in localities: examining the main theoretical/conceptual frameworks and measurement scales of social inclusion in neighbourhoods of adults with intellectual disabilities. A systematic review.
G. Boland¹, E. De Paor² and S. Guerin³</p> <hr/> <p>12 ▶ Bridging the research to practice gap in intellectual disability settings through strategic collaborations.
R. O'Connor¹, S. Guerin² and P. Dodd¹</p> <hr/> <p>13 ▶ Exploring the validity of self reported complicated grief symptoms in parentally bereaved adults with intellectual disabilities compared to a non bereaved group.
S. Guerin¹, J. McEvoy² and P. Dodd³</p> <hr/> <p>14 ▶ Understanding and supporting the process of grief in adults with intellectual disabilities.
Interventions and recommendations for supporting the process of grieving among people with intellectual disabilities: Findings from a systematic review.
J. McGrath¹, G. Boland², P. Dodd³ and S. Guerin²</p> <hr/> <p>15 ▶ Synthesising existing research on complicated grief in intellectual disability: Findings from a systematic review.
D. J. O. Riordan¹, S. Guerin² and P. Dodd³</p> |
|--|---|



GOAL 6:

Have Strong Governance Structures.

Infoshare process (Information sharing)

We will put in place an 'Infoshare process'. This is a process to maximise knowledge sharing and positive change in how we communicate. This will involve regular staff, service user, families and management gatherings to communicate and share information.

Our main achievements 2019;

- Continued with implementation of Infoshare process quarterly

Communications Strategy

We will develop and put in place a communications strategy and action plan.

Our main achievements 2019;

- Revised and refreshed St. Michael's House Communications Strategy
- Increased our digital footprint on social media channels.

Performance Management and Development System

We will put in place the nationally agreed 'Performance Management and Development System' across the organisation. We will put in place a shared way of supporting our staff to do the best possible job they can by identifying and meeting their development needs (training needs, role change needs).

Our main achievements 2019;

- Completed review of supervision policy and supports for heads of discipline and all clinicians arising from PDS changes
- Reviewed frequency of supervision requirements
- Ensured all new Persons In Charge (PIC) and Person In Management (PPIMs) are introduced to supervision training and policy
- Cascaded executive leadership development initiative to all senior management personnel.

Develop Workforce

We will develop a yearly plan to make sure that our employed staff and other people who help us (such as volunteers) have the skills they need to work with service users.

Our main achievements 2019;

- Reviewed minimum required training policy document to ensure best use of limited training funds and resources.

After Consultation

Completion of the live phase of the Key Working Service pilot project.
Partnership with UCD schools.

After Consultation

Developed a good practice model on transitions to guide planning for transitions across the CYP service.

After Consultation

Early Services teams developed a set of principles to guide individual planning with families of children 0-6 years.

Staff Well-being

We will set up structures and policies to make sure that we support the safety, health, welfare and well-being of our staff in their work. We will improve how we support our employees' well-being. We will do this based on findings from a survey of staff needs.

Our main achievements 2019;

- Developed action plan and commenced implementation following survey
- Supported employee engagement committee in achieving goals and objectives.

Evidence-based Costing

We will develop and put in place a better method to record how much our services cost. These recorded costs – 'evidence' – will help us to provide a more accurate estimate of the cost of developing new services.

Our main achievements 2019;

- Developed a robust costing model to incorporate governance and overhead costs to ensure service safety and quality
- Completed Disability Supports Application Management Tool (DSAMT) for all changing support needs driving increased costs for escalation to the HSE ensuring tracking of all DSAMT through Service Operations, HR and Finance.



Finance Sustainability

We will implement the financial sustainability plan to achieve fully funded service provision.

Our main achievements 2019;

- Implementation of robust control mechanisms to ensure and monitor that WTES and Budgets are kept in line with authorised spend and use of resources
- Implementation of Service Manager and Person In Charge quarterly reviews of rosters and budgets to ensure resources are sufficient to safely meet needs of people who use the services
- Engaged with the HSE on financial review of the services.

Finance Strategy

We will develop a finance strategy to develop new services in accordance with HSE National and Local priorities and service user needs.

Our main achievements 2019;

- Completed review of St. Michael's House forecast document for the next 10 years to develop a Finance, HR and Service development strategy to meet needs
- Progressed school leavers capital requirements document with the HSE estates
- Scoped out appropriate accessible office and clinical therapeutic spaces to address service expansion requirements
- Scoped out the development of a structured service level agreement and formal communication approach with SMHHA CEO and management team.

Established

Horizons Project by the Community Support Team in collaboration with clinical services, OTC & DCU.

1

Thérèse Carroll
winner of the Club Draw
Car Prize 2019.

Established

A Splinting Clinic by the Physiotherapy and OT Dept. for a monthly assessment clinic for adults and children.

Purchasing Policy

We will put in place the St. Michael's House Procurement plan and purchasing policy. This plan and policy will help us to decide what to buy, when to buy it, and where to buy it so that it best meet the needs of our service users and our staff. This means that when we need to buy supplies, services or works such as furniture or training services, we can follow a clear process which will help us get quality services for the best value

Our main achievements 2019;

- Implemented the findings from Procurement Function internal audit report
- Developed a communication strategy and implementation plan to further embed procurement policy at all levels of the organisation.

Information and Communication Technology (ICT)

We will develop, invest in and put in place computer systems that meet our needs

Our main achievements 2019;

- Prioritised phases of ICT developments based on recommendations from ICT Development Committee
- Implemented phases of ICT project plan in accordance with available funds.

Premises and Housing Maintenance

We will develop and implement a time bound resourced programme of premises and housing infrastructure maintenance and development.

Our main achievements 2019;

- Reviewed the development of a structured Service Level Agreement (SLA) and formal communications approach with SMMHA CEO and management team
- Developed a shared prioritised housing development strategy to meet emerging and new needs of people using SMH services.



Family Summer Party

Schools Patron Body Report

We will put in place in full the recommendations of St. Michael's House Schools Patron Body report. This is a list of improvements.

Our main achievements 2019;

- Implemented a number of the recommendations of the SMH Patron body report.
- Transferred accountability for schools finance management to School Board of Management (SBOMS) and returned full set of accounts
- Progressed work with the Department of Education (DOE) on the schools buildings programme for three of the SMH schools
- Reconstituted New Schools Boards of Management
- Established a new team based clinical support systems.

Executive Framework

We will put in place the St. Michael's House Executive Governance Structures Framework. This is a set of guidelines to manage and deliver services in the best way.

Our main achievements 2019;

- Fulfilment of Governance Structures, Terms of Reference and Membership of groups
- Completed review of Chairpersons membership and Terms of Reference of Groups.

1,221

Candidates interviewed for St. Michael's House careers.

€648,209

Fundraised directly for units projects and programmes.

51

Junior Infant class teachers and SNA's plus 42 pre-school staff trained in LAMH module 1 course.

REVIEW OF OPERATIONS 2019

St. Michael's House is a company limited by guarantee and not having a share capital.

Review of Operations

St. Michael's House is a company limited by guarantee and not having a share capital.

St. Michael's House

St. Michael's House and its activities have been granted charitable status by the Revenue Commissioners. St. Michael's House Company Registration Number is 27628 The Charity Registration Number is CHY 5692.

The primary sources of revenue funding for St. Michael's House are the Health Service Executive and the Department of Education and Skills. All activity of St. Michael's House 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 and all the companies in the St. Michael's House Group is located at St. Michael's House, Ballymun Road, Dublin 9.

Board of Directors & Sub-Committees:

Board of Directors: St. Michael's House is governed by a voluntary Board of Directors two of whom are parents of a person with an intellectual disability. Board members work on a voluntary basis and do not receive any remuneration.

Board Members (2019): Martin Lyes (*Chairperson*), Dermot O'Beirne, James Cuddy, David Hughes, Raymond Brett, Eilis Hennessy, Michael O'Farrell, Pat Cullen, Ailis Quinlan, Niamh Moran, Liam O'Donohoe, Tom Casey, Anthony Staines, Noel Beecher and Dee Moran.

The Board would like to express its 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 in what is a very challenging economic climate with increasing demands and constrained funding.

The terms of reference of the four Board Sub-committees are set out in the Corporate Governance Manual. Each Committee adopted a schedule of meetings and workplan for 2019 and made regular

reports to the Board on their work. The Committees kept their terms of reference under review and brought any recommendations for changes to the terms of reference forward to the Board for approval.

Finance Committee: The Finance Committee monitors and reviews all aspects of the financial performance of St. Michael's House. The Committee reviews and recommends for approval the annual overall operating budget for the company and keeps under review the management accounts including the cash flow position of the Company.

Committee Members: Pat Cullen (*Chairperson*), Michael O'Farrell, Laura Beausang and Dee Moran.

Audit & Risk Committee: The Audit & Risk Committee keeps under review the scope and effectiveness of the Company's internal financial controls and risk management systems and the process for monitoring compliance with legislation and regulations associated with financial reporting. The Committee considers and recommends the appointment, re-appointment and removal of the External Auditor and the audit fee. The Committee ensures that risks are properly identified, assessed, reported and controlled. It receives reports on the implementation of the organisation's Procurement Policy and reviews the policy on an annual basis.

Committee Members: Noel Beecher (*Chairperson*), Jim Cuddy, Martin Lyes, Rosemary Ryan.

Quality & Safety Committee: The Quality & Safety Committee provides assurance to the Board that there are appropriate and effective systems, structures and processes in place that cover all aspects of clinical, social care and occupational safety, and sets and monitors the delivery of key performance indicators for the quality and safety function at executive and local levels. The Committee ensures that St. Michael's House is operating within the provisions and standards set out in the legislation or regulation which is material to the work of the company.

Committee Members: Ailis Quinlan (*Chairperson*), Liam O'Donohoe, Regina McQuillan.

Governance Committee: the Governance Committee maintains the constitution of the company under regular review and provides recommendations to the Board as appropriate. It keeps under review the Competency Framework and ensures that the

identification and nomination of candidates for approval by the Board for appointment as Directors is carried out in line with the Framework. The Committee acts as a support to the Chairperson in making decisions in emergency circumstances and takes responsibility for the process of recruiting and agreeing contract terms with the Chief Executive

Officer for approval by the Board. It acts as the Remuneration Committee ensuring compliance with requirements of regulation.

Committee Members: Martin Lyes (*Chairperson*), Anthony Staines, Tom Casey, Niamh Moran and Gerry Fallon.

Attendance at SMH Board Meetings and Committees 2019

Name	SMH Board		Finance		Quality & Safety		Audit & Risk		Governance	
	A	B	A	B	A	B	A	B	A	B
Martin Lyes	10	10							3	3
Dermot O'Beirne	2	2					2	2		
Michael O'Farrell	7	7	10	9					3	3
David Hughes	6	6	5	2						
Prof. Eilis Hennessy	7	6			5	5				
Jim Cuddy	6	4							2	1
Raymond Brett	6	4			4	1				
Pat Cullen	10	9	10	10						
Dr. Ailis Quinlan	10	6			8	6				
Niamh Moran	10	7							3	3
Prof. Anthony Staines	10	8								
Liam O'Donohoe	10	9			8	5				
Tom Casey	10	10							3	3
Noel Beecher	7	7					6	6		
Dee Moran	3	3	3	3						

Table of attendance at Board of Director and Board Sub-Committee meetings of St. Michaels House held in 2019.

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.



Clontarf Yacht & Boat Club

CORPORATE GOVERNANCE

Board of Directors

The Board ensures that the vision, mission and core values of St. Michael's House as expressed in its constitutional documents are upheld and realised in practice through the adoption and implementation of strategic plans and through regular oversight of their implementation. The Board is responsible for exercising all the powers of the organisation, other than those reserved to its members, and has collective responsibility for all of its operations. As an organisation with professional staff, where Directors have no role in the day-to-day running of the company, the Board of St. Michael's House operates by devolving responsibility for the conduct of its business to a CEO and in turn through her to other staff.

The members of the Board serve on a voluntary basis and understand and identify with the mission and values of St. Michael's House. The Board appointed two Directors in 2019 who were selected in line with the criteria set out in the Competency Framework of the Corporate Governance Manual. The Framework aims to create a diverse Board which includes men and women of independent mind who are familiar with and/or are sensitive to the works of St. Michael's House, understand its operating environment, and are familiar with the lived experience of service users. During 2019 the Board set a target of achieving a minimum of 40% women and 40% men as members of the Board to support achieving gender balance.

All Directors receive Induction Training on Corporate Governance. A Code of Conduct outlines the responsibility of each Director and includes procedures for dealing with any potential conflict of interest which may arise between their responsibilities as Directors and their outside interests. The Chairperson sets the agenda for each Board meeting. Executive management attend Board meetings and make regular presentations on the strategies and operations of the organisation. In 2019, the Board had nine scheduled meetings and one unscheduled one. The organisation's Corporate Governance Manual identifies those matters which are specifically reserved for decision by the Board. The Board delegates to the CEO the authority to manage the operation of the organisation and in 2019 the Board adopted a Scheme of delegation of accountability to the CEO.

The Board and Management are committed to maintaining a high standard of corporate governance in accordance with the organisation's Corporate

Governance Manual, the HSE Annual Compliance Statement for Section 38 Bodies and have used the Code of Practice for the Governance of State Bodies 2016 as a guide in drawing up the Corporate Governance Manual.

Risk Management: The Board is committed to ensuring that managing risks is an integral part of the organisation's activities. The principal risks faced by St. Michael's House are having sufficient funding to provide on-going services and ensuring sufficient resources and personnel are available to meet service requirements. The Board established an Audit & Risk Committee, which receives regular Risk Management Reports and has developed a policy to ensure that it is advised of significant events which 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.

Internal Controls: The Board has established structures, policies and procedures to review and report on internal controls including financial, operational and compliance controls. The operation of these controls has been delegated to the Executive Management Team. The Board approved the revised Executive Governance Structure which set out the key committees and team members who are charged with responsibility for undertaking, completing and monitoring the work necessary to ensure good governance of all services and supports provided by St Michael's House. The Board of Directors has appointed an external provider of internal audit services in support of the internal control processes.

Quality Assurance: Services provided by St. Michael's House are developed, planned and delivered based on the needs and goals of people with intellectual disabilities and their families. Service users' life choices and wishes are at the core of service delivery and development. Providing services in this way ensures that the organisation is focused on delivering services to best international standards. The Health Information and Quality Authority (HIQA) is responsible for the registration and inspection of all residential services for children and adults with disabilities, including respite services, run by the HSE and private and voluntary services. As of the 31st of December 2019 the organisation had registered the 79 residential services it operates in 76 designated centres.



“ A world where the potential of each individual with an intellectual disability is achieved. ”



Adare Hub Summer Party

Health and Safety: St. Michael's House is committed to ensuring the health and safety of service users, their families, staff and members of the public. The organisation takes account of legislative obligations under the Safety, Health and Welfare at Work Act 2005; General Applications Regulations 2007 and all associated legislation; the organisation's Safety Statement describes the management system and details of its structure and how it is resourced. In addition it provides a framework for the development of site-specific safety arrangements in all centres. The organisation's Safety Statement details the responsibilities that staff at all levels have in relation to safety matters. In addition, Safety Representatives form an active part of the organisation's consultation arrangements, bringing employee representations on staff health and safety matters through the forum of the Safety Committee. The organisation's Annual Health and Safety Audit Programme monitors compliance with safety standards across the organisation. The Health and Safety Manager makes an annual report to the Quality and Safety Committee on the Health and Safety Programme for St. Michael's House. This report is provided to the Board as an addendum to the Quality and Safety Report.

Directors and Secretary Of The Company

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

Directors:

Martin Lyes
James Cuddy
Dermot O'Beirne
Michael O'Farrell
Eilis Hennessy
Raymond Brett
David Hughes
Pat Cullen
Ailis Quinlan
Niamh Moran
Liam O'Donohoe
Anthony Staines
Tom Casey
Noel Beecher
Dee Moran

Secretary:

Declan Ryan

Financial Summary
ST. MICHAEL'S HOUSE GROUP
CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 2019

	2019 €	2018 €
FIXED ASSETS		
Tangible assets	54,182,987	56,024,962
	54,182,987	56,024,962
CURRENT ASSETS		
Grants receivable and prepayments	1,728,305	2,265,324
Trade debtors		
Cash at bank and in hand	2,071,951	1,470,642
	3,800,256	3,735,966
CREDITORS: (Amounts falling due within one year)		
Creditors and accruals	(15,178,879)	(11,708,692)
Bank overdraft	(800,924)	(3,486,955)
Term loan	(333,083)	(327,905)
	(16,312,886)	(15,523,552)
NET CURRENT LIABILITIES	(12,512,630)	(11,787,586)
TOTAL ASSETS LESS CURRENT LIABILITIES	41,670,357	44,237,376
CREDITORS: (Amounts falling due after more than one year)		
Term loan	(2,480,709)	(2,850,336))
NET ASSETS	39,189,648	41,387,040
 CAPITAL RESERVES	 44,839,034	 46,831,085
REVENUE DEFICIT	(5,649,386)	(5,444,045)
	39,189,648	41,387,040

Financial Summary
ST. MICHAEL'S HOUSE GROUP
CONSOLIDATED INCOME STATEMENT
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2019

	2019 €	2018 €
INCOME	107,531,715	101,812,734
EXPENDITURE	(107,446,658)	(100,882,893)
SURPLUS / (DEFICIT) FOR THE FINANCIAL YEAR	85,057	929,8413

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About..... Lynn Conroy



My name is Lynn.

I am a very active person. I am on the go all the time. I am an independent woman and I live at home with my mam and dad.

I have been going to Work Options for a long time.

I am an athlete in the Special Olympics in Badminton and Bowling.

I am taking part in leagues at the moment. I would love to win a gold medal in the Special Olympics.

Recently I completed a course with students from Trinity College.

I am now a leader with P-Pals which means I am qualified to do an exercise class for other people.

We teach other people in Work Options how to do gentle exercise.

I go to Ballybough Community Centre Gym and the gym in Ballymun. I have a personal trainer.

I will be starting circuit training soon and I go to Zumba class every Wednesday.

Sarah in St. Michael's House Leisure Centre asked me to become a leader for Work Options when we were doing Operation Transformation. I was delighted to be asked to help people to get active, eat healthy and lose weight.

I really love going out with other people.

I take part in 'Link' with a group of ladies.

I love going places. My dream is to go on a Cruise. I know it is very expensive but maybe I'll win the Lotto.





St. Michael's House
Ballymun Road, Ballymun, Dublin 9.
T: (01) 884 0200 | E: info@smh.ie
Registered Charity No: CHY 5692

Website:
www.smh.ie

CHILDREN'S SERVICES



ADULT SERVICES

