



# LauraLynn

IRELAND'S CHILDREN'S HOSPICE



## 2021 ANNUAL REPORT

& Consolidated Financial Statements

CELEBRATING

# 10

... YEARS ...

# CONTENTS

<b>A Message from our Chairperson, Niall McHugh</b>	<b>3</b>
<b>A Message from our CEO, Kerry McLaverty</b>	<b>4</b>
<b>2021 at a Glance</b>	<b>5</b>
<b>Who We Are</b>	<b>6</b>
— Mission, Vision, Values	6
— Our Journey	8
— History of LauraLynn Ireland’s Children’s Hospice	10
<b>Directors and Other Information</b>	<b>11</b>
<b>Celebrating a Decade of Children’s Hospice Care</b>	<b>12</b>
<b>Directors’ Report</b>	<b>16</b>
<b>Principal Activities</b>	<b>17</b>
<b>Objectives and Activities</b>	<b>18</b>
<b>Achievements and Performance</b>	<b>19</b>
— Strategy	19
— Disability Services	29
— Hospice Services	35
— Communications and Awareness	41
— Fundraising	46
<b>Our People</b>	<b>53</b>
— Education and Training	54
— Volunteer Programme	55
<b>Financial Review and Risk Management</b>	<b>57</b>
— Financial Review	57
— Going Concern	62
— Subsequent Events after the Balance Sheet Date	62
— Risk	63
<b>Structure, Governance and Management</b>	<b>65</b>
— Directors, Secretary and Management	65
— Governance Structure	66
— Transparency and Accountability	69
— Information Relevant to Employee Matters	69
— Information Relevant to Environmental Matters	70
— Public Benefit	70
— Lobbying and Political Contributions	70
— Other Information	70
<b>Directors’ Responsibility Statement</b>	<b>71</b>
<b>Independent Auditors’ Report</b>	<b>72</b>
<b>Consolidated Financial Statements</b>	<b>75</b>

# WELCOME FROM OUR CHAIRPERSON

**2021 marked the mid-point of our Strategic Plan 'Growing a Community of Care' 2019-2023 and it was a landmark year for LauraLynn as we celebrated the 10th Birthday of our Children's Hospice service, launched the McKenna Scholarship Programme, improved the sustainability of our funding model, extended our local children's Disability Respite service and unveiled plans to expand our children's palliative service in line with our strategic objectives.**

Despite the restrictions of Covid-19, LauraLynn has continued to provide a full range of care, through both our Disability and Children's Hospice services, ensuring the adults, children and families that avail of LauraLynn had the support they needed more than ever. Thanks to the commitment of our wonderful volunteers and the dedication and resilience of our amazing staff, more children and families than ever before received care virtually, in the home, in the community and onsite in LauraLynn this year.

In addition to receiving our first dedicated, core funding for our children's hospice, the support we received from our committed supporters, corporate partners and the public this year was unwavering, as we recorded a 9% increase in donations – the most we've ever fundraised in one year.

The trust placed in us by our funders and supporters is very important to us and we endeavour to honour that trust by ensuring LauraLynn operates to the highest levels of transparency and governance. You will find in these pages extensive details on the measures and standards we have in place and I would encourage you to take time to read about them or to contact us if you have queries.

As I look ahead to the remaining years of our strategic plan, and particularly the expansion of our Community of Care, significant challenges such as the rising cost of living, shortages in healthcare staff and the ongoing fall-out from Covid-19 may impact our environment and our ability to achieve all we are planning. The Board and I are committed to ensuring LauraLynn has the resources it requires to realise its ambitions, ensuring LauraLynn is seen as an employer of choice and continuing our strategy of diversification and investment in sustainable income generation, as recommend in our fundraising strategy.

In this special anniversary year, I would like to pay tribute to visionaries Jane and Brendan McKenna, who embarked upon a quest to ensure Ireland would have a children's hospice. This vision is now realised in this wonderful organisation that has supported more than 3,122 children and family members, often at the most difficult times in their lives.

Finally, I would like to take this opportunity to recognise and thank our funding partners, the Health Services Executive and the wider health and social care sector, for all they do to support the adults, children and families in our care. Huge thanks also to my fellow Board Members, our LauraLynn Ambassadors, supporters, donors, volunteers and staff, without whom LauraLynn would not exist

I have no doubt with this 'dream team' at our side, our future will be successful and bright as we strive to achieve our vision to 'improve the lives of those in our care'.



**Niall McHugh**  
Chairperson



## A MESSAGE FROM OUR CEO



### Welcome to our 2021 Annual Report, a busy and memorable year that I am delighted to share with you in this report.

2021 much like 2020, brought many challenges, both in our personal lives and professionally, as Covid-19 continued to dominate and change the way we live. I am so proud of the resilience shown by all the team in LauraLynn throughout this pandemic and of their dedication to help and protect our service users and their families every step of the way.

Thankfully some normality started to return this year and once again our hospice hallways were filled with special moments of joy and laughter as families returned for much needed short respite breaks. We continued to provide virtual care and supports to compliment in person care, increasing the choices for families. Despite the ongoing restrictions posed by Covid-19, referrals remained strong and we supported 375 active and bereaved families, providing 380 visits in the home and 1,256 nights of care in LauraLynn House.

Our residents in Willow View finally returned to their Day Services, reconnecting with their many friends there, while the families of Hazel House were able to return for some much needed planned respite again too. Referrals to Hazel House increased this year, with the service now supporting 48 children and families, an increase of 20%. One of the most significant achievements across our Disability Service the year was the role out of Social Role Valorisation training for staff as part of our Discovery Project and our commitment to improve the quality of life of our service users through individualised care.

Raising awareness about children's palliative care and the lived experience of the children and families we care for was more important than ever this year. In May, to mark Children's Hospice Week, we published disturbing findings of a survey of hospice families, highlighting the negative impact of the pandemic on their daily lives to policymakers and the public. For our birthday month, September, we ran a multi-channel public awareness campaign, with input from families and staff. Themed 'Live the Little Moments', the radio and digital campaign aimed to increase awareness of LauraLynn nationally and improve understanding of how LauraLynn supports families to live and enjoy moments that matter, and create lasting memories. We will conduct market research in 2022 to measure the impact and effectiveness of the campaign.

Covid-19 continued to impact our ability to hold in person community fundraisers, but once again supporters across the country did not let a global pandemic stop their motivation, enthusiasm, passion or dedication to LauraLynn. Incredible Facebook Fundraisers donated their hair, held birthday fundraisers, swam and walked thousands of kilometres and some, including myself, completed a marathon every week for the entire year as part of Ray's Marathon Challenge, fronted by Ray D'Arcy. A huge thank you to all of the people, clubs, schools, teams and families across the country who support LauraLynn. We are so proud and lucky to have such a wonderful community of supporters.

In addition, we owe a debt of gratitude to our corporate partners and business supporters for their loyal and generous support during the year. This year was challenging for so many of them but their generosity never faded. A big shout out to the staff who virtually cycled, walked, and held online fundraisers for us. Their commitment, energy and passion continue to make a huge impact at LauraLynn.

This year we celebrated a decade of providing children's hospice care and marked 10 years since the opening of LauraLynn House. So much has already been achieved – the establishment of the first specialist hospice for children, the expansion of the care team to meet the holistic needs of families, LauraLynn's Model of Care, the establishment of the first virtual children's hospice and the development of the first regional hub to bring care closer to children and families living outside Leinster. The service now receives statutory core funding and is recognised as an essential part of the children's healthcare sector. Many people have been critical to the story of LauraLynn, from founders Jane and Brendan McKenna, after whose beloved children Laura and Lynn this wonderful organisation is named; to the many Fundraisers, Supporters, Volunteers, Staff, Board Members, Healthcare Professionals, Children and Families. I hope you all know how grateful we are for the part you have played to date.

I feel confident that with your continued support and involvement, LauraLynn will continue to expand and grow, as we need to, so that one day all children and families that need our care can access it close to home.

Happy reading!

Kerry McLaverty  
CEO



## 2021 AT A GLANCE

# 1

LauraLynn is the only Children's Hospice in Ireland



Children from

# 26

counties can avail of LauraLynn Hospice Care

# 3

## SERVICES IN LAURALYNN'S COMMUNITY OF CARE

**Hazel House**  
Children's Disability Respite Service

**Willow View**  
Adult Disability Residential Service

**LauraLynn**  
Children's Hospice and Palliative Care Service



# 1,920

Number of children with a life-limiting condition who have palliative care needs

up to

# 720

of whom are classified as 'unstable, deteriorating or at end-of-life'

\*Recent UK research suggests that the impact may be actually be double these estimates



## INFINITE

thanks to LauraLynn supporters and donors this year

# €10.1 MILLION

The total cost of operating LauraLynn's services in 2021

# €10 MILLION

Total donations received

# 9%

increase on 2020

## RAY'S MARATHON CHALLENGE

ALMOST

# 50,000

marathons completed by participants of Ray's Marathon Challenge

# €1.78 million

Raised through corporate partnerships and support

## 27 SEPTEMBER

CELEBRATING

# 10

... YEARS ...

10th Birthday of LauraLynn Children's Hospice

# WHO WE ARE



## VISION

To make everyday better for those in our care

## OUR MISSION

To provide a Community of Care that delivers:

### WE WILL PROVIDE

our services from our campus in Leopardstown and regional hubs to be developed over time.

### WE WILL STRIVE

to advance the development and delivery of services to those we support through advocacy, research and education.

### ULTIMATELY

our ambition is that no child whose life is to be limited will spend any more time in a hospital than is necessary; and that residents in our care are supported to reach their full potential.



### What is the LauraLynn Community of Care?

The LauraLynn Community of Care includes all strands of its services, incorporating Children's Palliative Care (hospice and in the home), Children's Complex Care (intermediate care and disability respite) and Adult Residential Care. The philosophy of the LauraLynn Community of Care is centred around delivering exemplar, holistic care; within a dynamic culture of compassion, collaboration and excellence.

# OUR VALUES

Our work will be underpinned by our values of:



**COMPASSION**

**COLLABORATION**

**EXCELLENCE**

Our Values will be recognised through our **CHARACTER STRENGTHS** of:

## **KINDNESS**

Generosity, altruism, empathy, nurturance and care.

## **LOVE**

Capacity to love and be loved, and to value close relationships.

## **HOPE**

Optimism and future-mindedness. Hope is the connection to future dreams and aspirations.

## **TEAMWORK**

Respect, loyalty and social responsibility.

## **LEADERSHIP**

Organising group activities and encouraging a group to meet goals.

## **HONESTY**

Authenticity, integrity and genuineness.

## **LOVE OF LEARNING**

Desire to master new skills, learn new topics and systematically add to knowledge.

## **JUDGEMENT**

Open-mindedness, weighing information thoroughly and making decisions based on evidence.

## **LEADERSHIP**

Organising group activities and encouraging a group to meet goals.

# OUR JOURNEY



Dr Ella Webb, founder of The Children's Sunshine Home in Stillorgan, a convalescent home for tenement children with rickets.



Long-term residential care commenced for profoundly disabled children.



Hazel House opens to extend children's disability respite care service.

1923

1950's

1970's

2005

2010

The foundation stone laid in 1952 by Dr J Ryan, Minister for Health, on a new site donated by the Overend family of Airfield.

The Children's Sunshine Home and The LauraLynn Foundation join forces to fundraise and build a dedicated hospice for children

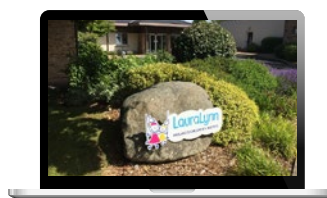




# OUR JOURNEY



LauraLynn At Home commenced in two HSE regions, providing hospice care for children and their families in their own home.



Virtual Children's Hospice launched in response to the Covid-19 pandemic.

2011

2014

2019

2020

2021

Mary McAleese, President of Ireland, opens LauraLynn House which was followed by the rebranding of all our children's disability and hospice services under **LauraLynn, Ireland's Children's Hospice.**

Growing a Community of Care Strategic Plan 2019-2023 commences.

LauraLynn Children's Hospice marks a 'Decade of Care' unveiling ambitious hospice expansion plans including a new hub for Cork/Kerry.



CELEBRATING  
**10**  
... YEARS ...



# HISTORY OF LAURALYNN IRELAND'S CHILDREN'S HOSPICE

LauraLynn Children's Hospice opened in September 2011, having evolved through the merging of the long established Children's Sunshine Home, which dates back to 1925, with the LauraLynn Foundation, established in 2001 by Jane and Brendan McKenna after their daughters, Laura aged four and 15-year-old Lynn, passed away within two years of each other.

Having had personal experience of the lack of respite or specialist care for children with life-limiting conditions, Jane and Brendan dreamed of building a hospice dedicated to their daughters' memory. They worked tirelessly raising funds and fulfilled their dream when they joined forces with The Children's Sunshine Home Hospice Project and succeeded in building a dedicated children's palliative care unit on a site adjoining the Children's Sunshine Home.

LauraLynn Children's Hospice was opened in September 2011 by President Mary McAleese and since then has provided care and support children and more than 2,600 family members from the time of the child's diagnosis, through crises and where required at end-of-life and into bereavement.

Jane and Brendan continued to work in a voluntary capacity with the hospice helping to promote and fundraise for operational costs until August 2016 when they both retired from their public role in order to have time to pursue personal interests. However, they remain an important part of the ethos and story of the organisation that bears the names of their beautiful daughters.

Approximately 3,840 children with a life-limiting condition are living in Ireland today, 50% of whom currently have palliative care needs. More than 720 children are estimated to be unstable, deteriorating or at end-of-life and in need of specialist hospice care at any given time. As part of the current Strategic Plan 'Building a Community of Care' 2019-2023, LauraLynn is committed to expanding its children's hospice and palliative care services nationally, in line with this unmet need.



LAURALYNN HOUSE



# DIRECTORS AND OTHER INFORMATION

## Directors

Niall McHugh (Chairman)  
Sandra O'Malley (Deputy Chair)  
Tony McPoland  
Kevin Keating  
Angie Kinane  
Patricia Lawler  
Dr Fiona McElligott  
Jacinta Quigley  
Kevin Murphy

## Company Secretary

Katie Devlin

## Registered Office & Business Address

Leopardstown Road  
Foxrock  
Dublin  
D18X063

## Registration Numbers

Charity Tax Number: **CHY2633**  
Charity Registration Number: **20003289**  
Company Registration Number: **107248**

## Solicitors

**Hayes Solicitors**  
Lavery House  
Earlsfort Terrace  
Dublin 2

## Bankers

**Allied Irish Bank plc**  
Sandyford  
Dublin 18

## Auditors

**Mazars**  
Chartered Accountants  
& Statutory Audit Firm  
Harcourt Centre, Block 3  
Harcourt Road  
Dublin 2



# CELEBRATING A DECADE OF CHILDREN'S HOSPICE CARE

## CELEBRATING

# 10

••• YEARS •••

### 10th Anniversary and Brand Launched

A new logo and anniversary identity was developed to mark the 10 years and our anniversary campaign was launched during Children's Hospice Week.

### Staff and Volunteer BBQ

In recognition of the enormous contribution of staff and volunteers throughout our 10 years, a BBQ and fun day was held onsite thanks to our generous corporate neighbours DCC.

Monday 27th September 2021 marked 10 years since the opening of LauraLynn Children's Hospice and a decade of providing our special palliative service to children with palliative care needs and their families throughout Ireland. Despite the challenges of Covid-19, this momentous achievement and all those who were part of it, was celebrated in a 10-month-long programme of activities that kicked off in May 2021 and concluded in February 2022.



### McKenna Scholarship Launched

To honour Founders Jane and Brendan McKenna and as part of our commitment to research, LauraLynn created a new three-year funded PhD/MD scholarship to support the expansion of the knowledge base of children's palliative care. Launched in June with the support of Minister for Higher Education, Simon Harris, the application timelines for the new scholarship were short and a successful candidate was not selected from the applications received. Submissions will be invited again in 2022.





# CELEBRATING A DECADE OF CHILDREN'S HOSPICE CARE

## 10th Anniversary Celebration (streamed) and Family Birthday Kit

On the 26th of September we held a virtual celebration event for all families, supporters, staff and volunteers that have been part of LauraLynn's 10 years. Streamed live from LauraLynn, into 300 homes, the event looked back on the decade of LauraLynn, with the help of staff, volunteers, supporters and celebrities, including the founders Jane and Brendan McKenna. Celebrate at home kits, filled with goodies and activities, were distributed to families tuning in from home, thanks to our corporate partners Londis.



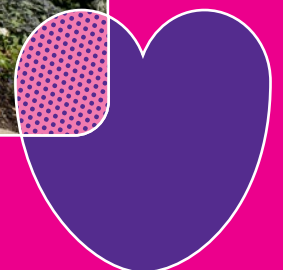
## Family Arts Project - 'Pots of Love' with the National Gallery of Ireland

Families were invited to create their own design, with support from our friends in the National Gallery of Ireland, to be applied to a unique, commemorative plant pot to have and grow a plant as a family. Final pack for each of the 37 participating families comprised of a bespoke plant pot, earth and a bulb for growing at home.

NATIONAL  
GALLERY  
IRELAND

## Memorial Tree and Garden

Unveiled as part of our virtual celebration, our new Memorial Tree and Garden commemorates the children who have availed of LauraLynn since its opening. The central features of the dedicated space are a steel and copper tree and sunflower sculptures - designed by renowned Irish artist, Emma Jane Rushworth, in collaboration with the Faculty of Engineering, Dublin City University. Families wishing to, can dedicate a special engraved leaf in their child's name to be permanently remembered in the Memorial Garden.



# CELEBRATING A DECADE OF CHILDREN'S HOSPICE CARE

CELEBRATING

10

... YEARS ...

## Family Arts Project - 'Moments Matter' with DLRCC and Creative Ireland

To mark our decade milestone, we partnered with Dun Laoghaire Rathdown County Council and Creative Ireland to commission an artist to engage with four LauraLynn families to explore the quotation "We do not remember days, we remember moments" (Cesare Pavese), in the context of families living with a child with a life-limiting illness. Artist John Conway, was successful in winning the commission and over a period of months worked with each family on a bespoke quilt which was presented at our final anniversary event in February 2022. The commission was funded by Creative Ireland and supported by Dún Laoghaire Rathdown County Council.



Clár Éire Ildánach  
Creative Ireland  
Programme  
2017-2022



## 'Library of LauraLynn Moments' Digital Campaign

The story of LauraLynn over our first decade is made up of moments shared with all those connected to our special service – the children and families, staff, volunteers, donors, supporters, healthcare professionals and the public. Through this digital engagement campaign, we aimed to create a repository of these moments through photos and messages. A total of 145 photos and memories were shared on the wall – 64 families – which can be viewed at [www.lauralynn.ie/moments](http://www.lauralynn.ie/moments).



## 10th Birthday – 27th September

Minister for Health, Stephen Donnelly visited LauraLynn to meet the staff and families on our actual birthday, also helping us to announce our plans to expand our palliative care services nationally. In addition, we welcomed our Ambassador Garry Ringrose who joined the team for birthday cake and treats.



Special thanks to everyone who helped make our 10th Anniversary celebrations memorable, especially our events partner Verve the Live Agency and CarveOn.

We would like to take this opportunity to recognize and thank everyone who has been part of the LauraLynn story so far – our donors and supporters; our Ambassadors and friends in the public eye; our colleagues throughout the children's healthcare, research and educational communities; the policymakers and politicians who have supported our growth, funding and expansion ambition; current and past staff, volunteers and Board Members; the visionaries, including Founders Jane and Brendan McKenna, who have brought us to where we are today; and most importantly the children and families that we have had the privilege of caring for during the last decade.

**THANK YOU  
FOR BEING  
PART OF THE  
LAURALYNN  
STORY.**

# CELEBRATING A DECADE OF CHILDREN'S HOSPICE CARE

## CHILDREN FROM



# 26

counties in Ireland have availed of LauraLynn

# 1 IN 3

children that have attended LauraLynn were from Dublin

Children who've attended LauraLynn Hospice

# 57%



# 43%



# 43%

Increase in size of the hospice clinical team over the 10 years

# 2,692

Companies, large and small, have supported LauraLynn



# 2021

Commencement of recurring core funding from HSE

# €43.9 MILLION

Total funding since opening

## CELEBRATING

# 10

... YEARS ...

as Ireland's only children's hospice



# 436,368

Hours of respite, crisis and end-of-life care delivered in LauraLynn House

Birthdays donated to LauraLynn



# 2,517



Hospice in the home service established



# >3,122

Children and families have been cared for by LauraLynn Hospice including

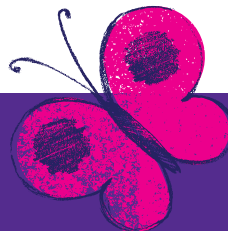
# 522

children with life-limiting conditions

+

# >2,600

mums, dads, brothers, sisters, grandparents and family have also received care and support.



# 278

LauraLynn children have sadly died since our opening





# DIRECTORS' REPORT

The Directors present this report together with the audited consolidated financial statements for the year ended 31 December 2021.



# PRINCIPAL ACTIVITIES

**LauraLynn Ireland's Children's Hospice (LauraLynn) is comprised of three distinct entities, all of which are registered charities: The Children's Sunshine Home, CSH Childcare Services and The Children's Sunshine Home Trust.**

Both The Children's Sunshine Home and CSH Childcare Services companies are limited by guarantee. The services provided by The Children's Sunshine Home and CSH Childcare Services are run from the organisation's campus on Leopardstown Road, Foxrock, Dublin 18, and the financial results of these two companies comprise the consolidated financial statements.

Details of the services provided by The Children's Sunshine Home and CSH Childcare Services (the Group) are as follows:

## The Children's Sunshine Home (Disability Service)

The Children's Sunshine Home (the 'Disability Service') provides care and support to children and adults with intellectual disabilities. This was originally overseen by The Children's Sunshine Home Trust until the establishment of The Children's Sunshine Home in 1985.

In 2021 the Disability Service offered respite and residential services to children with complex disabilities, as well as residential care for seven adults with profound disabilities who have been in the care of The Children's Sunshine Home since they were children. The Disability Service is operated under a Section 38 Service Agreement with the Health Service Executive (HSE). Consequently, the main source of funding for this service is the HSE.

## CSH Childcare Services (Hospice Service)

CSH Childcare Services (the 'Hospice Service') provides specialist high quality short break stays, in-home support, crisis care, symptom management, end of-life care and bereavement support to children with life-limiting conditions and palliative care needs, as well as support for their families. All of the care is provided free of charge to families.

The main source of funding for the Hospice Service is The Children's Sunshine Home Trust through its fundraising activities. In 2021 LauraLynn received €1.5m recurring annual State funding for its hospice services under a Section 39 Service Agreement with the HSE.

### Subsidiary

CSH Childcare Services is accounted for as a subsidiary of The Children's Sunshine Home who controls the composition of its Board of Directors. Additional information is provided in note 9 to the consolidated financial statements.

## The Children's Sunshine Home Trust

The Children's Sunshine Home Trust (the 'Trust') was founded in 1925 and its primary objective was to provide care for sick children. Today, the Trust raises and invests funds to enable the continued operation of the services of LauraLynn. The trustees act as guardians of the organisation's assets and are entrusted with the land and buildings on its campus on Leopardstown Road, Foxrock, Dublin 18.

The Trust does not form part of the consolidated financial statements. Further information regarding The Children's Sunshine Home Trust is included in its Trustees' Reports and Financial Statements, which are available on the LauraLynn website: [www.lauralynn.ie](http://www.lauralynn.ie)

Consolidated

The Children's  
Sunshine Home  
(Disability Service)

CSH Childcare  
Services  
(Hospice Service)

The Children's  
Sunshine Home  
Trust

# OBJECTIVES & ACTIVITIES

## LauraLynn's Disability Service

The Disability Service has been operating since 1925 and was overseen by the Trust until the establishment of The Children's Sunshine Home in 1985. Today, it comprises of the following:

- **Willow View** – a residential care service that is currently home to six adults with complex disabilities who have been in the care of The Children's Sunshine Home since they were children; and
- **Hazel House** – a residential and respite care service for children with complex disabilities.

The service strives to provide a homely setting that promotes the privacy, dignity and safety of each child and adult. The Disability Service is a Health Information and Quality Authority (HIQA) registered Designated Centre for Persons (Children and Adults). Care is person-centred and based on HIQA's Key Principles. In line with public policy, new referrals for residential care are no longer accepted. However, the Board is committed to caring for those currently residing in the service, supporting them to realise their ambitions and fulfil their potential.

## Staffing

The staffing complement for both services consists of non-clinical management and administrators working alongside a range of medical and nursing professionals who deliver frontline care. In addition, as the needs of the hospice service have grown, the range of allied health professionals now includes physiotherapists, an occupational therapist, psychologist, social worker, music therapist, chaplain, play therapist and dietician.

## LauraLynn's Hospice Service

Following a strategic review in 2002-2004, the Trust decided to focus on addressing the needs of children requiring palliative care and established the Children's Sunshine Home Hospice Project to fundraise for a children's hospice building. In 2005, it joined forces with The LauraLynn Foundation (which ceased trading on 15 June 2005), which had been established by Jane and Brendan McKenna, who also saw the need for respite and specialist care for children with life-limiting conditions following their own personal experience with the deaths of their two daughters, Laura and Lynn.

CSH Childcare Services was established in 2011, with the purpose-built LauraLynn House opening in September of that year on the Trust's campus in Leopardstown. LauraLynn Hospice is the only children's hospice in the Republic of Ireland, providing specialist palliative care and supports to children with life-limiting conditions (aged 0-17 years) and their families from across Ireland.

The service focuses on enhancing quality of life, which includes physical comfort and wellbeing, as well as the emotional, social and spiritual aspects of care of the family; supporting all members of the family from the point of diagnosis to end-of-life, and throughout bereavement, with a range of nursing, practical, emotional and medical care. Care is evidence-based and provided by an interdisciplinary team of health and social care professionals in the hospice, the family home, hospital or community setting, depending on the family's preference and the location and medical needs of the child.

With a growing population of teenage children affected by life-limiting conditions, the hospice service has developed a Transition Care Programme for children from the age of 12. Its aim is to ensure that the delivery of palliative care to the child extends seamlessly from children's services into adult services when they are discharged from LauraLynn at 18 years of age. LauraLynn is committed to extending hospice services to more children and families who need specialised care and support. From an advocacy perspective, along with several key stakeholders, LauraLynn is actively engaged in ongoing discussions with the Department of Health and the HSE to progress the children's palliative care agenda.

# STRATEGY

2021 was the third year of the current 5-year LauraLynn (2019-2023) Strategic Plan. There was a midterm Strategy Review in 2021 to take stock of what has been achieved to date, what milestones have changed or been delayed (primarily because of the impacts of Covid-19) and what still needs to be done to achieve the stated objectives of the strategic plan.

In Q2 and Q3 2021 a number of Strategic workshops were held where we focused primarily on establishing a significant increase in the number of children with specialist palliative care needs that require support from LauraLynn in Ireland by 2024.

The Mission, Vision, Values and Strategic Objectives of the organisation were reviewed by the Executive and approved by the Board of Directors.

## Our ambitions continue to be:



### EXPAND

our children's hospice and palliative care services nationwide in line with unmet need.



### EXTEND

our children's disability respite service in the Greater Dublin Area to serve more children and families.



### ENHANCE

our adult disability service to ensure it's an exemplar service and the best possible home for our residents.

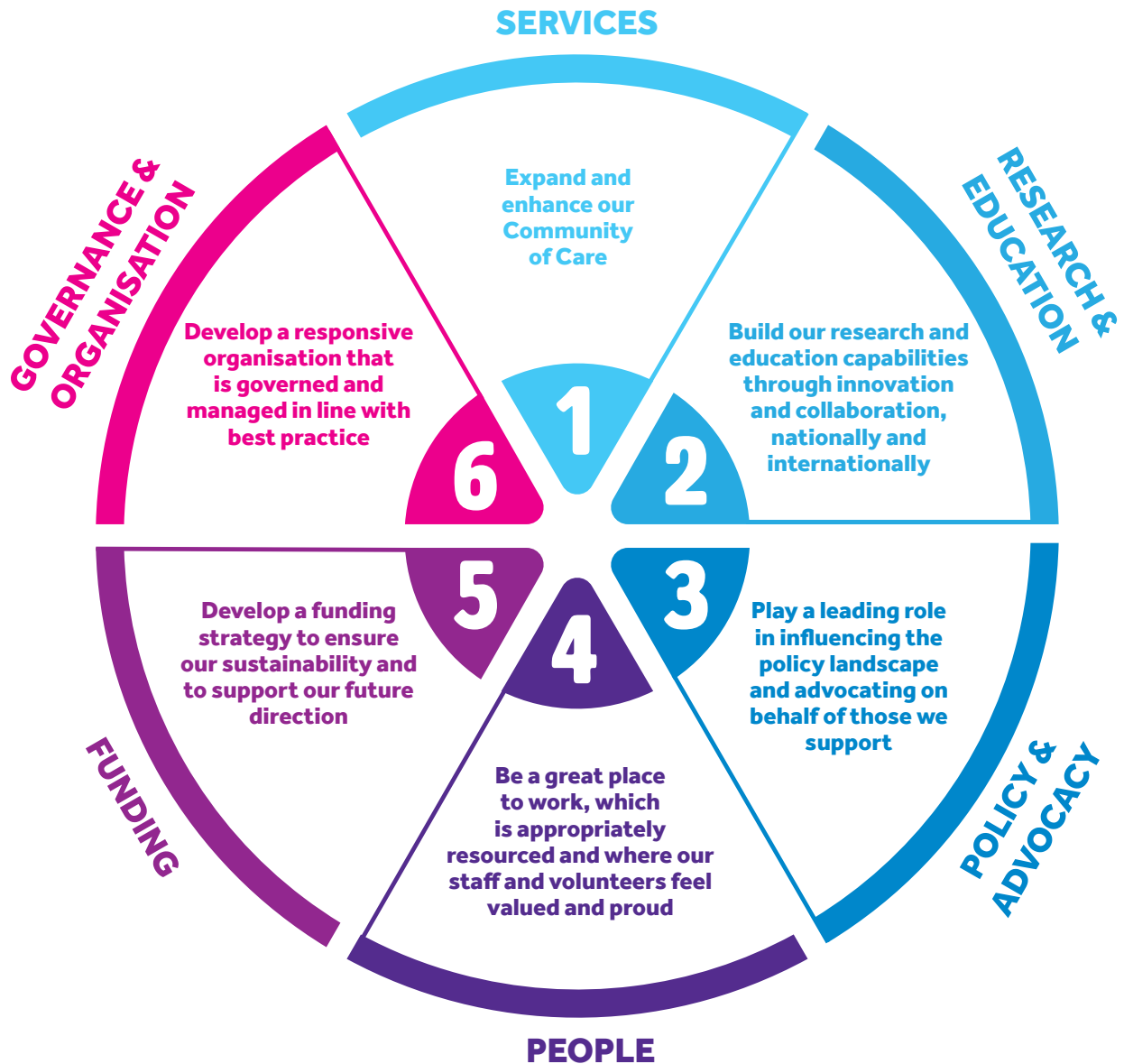


### BUILD

the financial, human, educational and reputational resources necessary for us to achieve these ambitions.

# STRATEGY

Our Strategic Plan focuses on six Strategic Goals that provide the organisation with a roadmap for LauraLynn to achieve our mission and realise our vision:



The Strategy Implementation Plan, which detailed the key objectives, milestones, timelines and responsibilities is coordinated on a monthly basis by the strategy Project Manager. The progress and performance of the Strategic Plan is monitored and updated daily, and it is discussed at an executive level each month.

The Board of Directors are updated on a bi-monthly basis of all progress to date, challenges, risks and what the next steps in project are. The below section outlines the progress achieved to date in 2021, what impact they have had and what are the key goals and milestones planned for 2022.

The reserves of the Children's Sunshine Home Trust will provide initial funding to help achieve the delivery of our strategic goals in relation to the expansion of selected palliative care and complex care services both in Dublin and nationwide. It is our aim to increase the number of active children and families in the Leinster region, supported by LauraLynn's Dublin campus, from 150 to 225 children and families per year by 2023. We identified the Munster region as the location of the first regional Children's Hospice Hub. We are exploring options of hubs across the country that will provide nursing and family support services in the community and through collaboration with other organisations. We have set a target of providing support through our regional hubs to 175 children and families by 2024.



## STRATEGIC GOAL 1: SERVICES

### Expand and enhance LauraLynn's Community of Care

1

#### Objective 1.1

Enhance Children's Palliative Care Services in the Greater Dublin region through:

- Embedding the 5 pillars of care at the LauraLynn campus and LauraLynn@Home.
- Developing an Intermediate Care Service for Children with life-limiting conditions (LLC's) and complex medical needs through Strategic Partnerships.

#### Progress achieved in 2021:

- In 2021 Covid-19 continued to affect how we operated our children's hospice supports. Nevertheless, we successfully piloted our LauraLynn in the Community supports for children and families in the Leinster region and continued to work with key stakeholders to promote our Model of Care.
- We set a target of increasing the number of active children and families in the Leinster region, supported by LauraLynn's Dublin Campus from 150 to 225 children and families (active) per year by 2024.
- Commenced internal rotation of Nursing staff between LauraLynn House and LauraLynn in the Community to augment integration and flexibility within the teams.
- Successfully recruited a Referrals Development Coordinator to take a lead on further developing clinical networks and referral pathways with key healthcare professionals.

#### Impact:

- In addition to those supports already provided from LauraLynn House, an expanded range of nursing and family supports are being offered within the home within the Leinster region, thus offering greater flexibility and choice for children and their families across all 5 pillars of care.

#### Actions and Milestones planned for 2022:

- Establish robust and formal communication networks within the inter-disciplinary team and other service providers, ensuring the effective sharing of information to enhance quality of care and understanding of the LauraLynn Model of Care.
- Develop a long-term strategy for referral management and collaborate on new developments across the organization and in local/regional/national networks, aimed at promoting referrals to LauraLynn and ultimately enhancing and expanding our community of care.

#### Objective 1.2

- Expand the delivery of selected palliative care and complex care services nationwide by exploring the options of developing hubs across the country that will provide nursing and family support services in the community and also through collaboration with other organisations.

#### Progress achieved in 2021:

- Based upon population estimates and demographics, the Munster region was identified as the location of the first Regional Children's Hospice Hub.
- Findings from LauraLynn in the Community (Leinster) were assessed to assist in the design of Regional Hub service delivery model.
- Commenced stakeholder engagement with key healthcare professionals and statutory service providers and funders.
- Set a target of providing support through our Regional Hubs to 175 children and families by 2024.

#### Impact:

- Despite delays due to Covid-19 restrictions, strong professional networks have been developed with key stakeholders in Munster.
- Ensured robust support for the development of the Munster Regional Hub, by a collaborative and coordinated approach to service delivery.

#### Actions and Milestones planned for 2022:

- Engage with active and bereaved families living within the Munster region to facilitate their contribution and to ensure regional hub service development meets the needs of children with palliative care needs and their families.
- Recruitment of Regional Hub Team Lead post and additional clinical posts.
- Commence service delivery to active and bereaved families currently supported by LauraLynn.
- Increase referrals within the region and offer greater flexibility and choice for children and their families across all 5 pillars of care through the delivery of community-based supports in the Region.

## STRATEGIC GOAL 1: SERVICES

### Expand and enhance LauraLynn's Community of Care

1

#### Objective 1.3

- Develop an Exemplar Children's Disability Respite service for children with complex disabilities as part of LauraLynn's 'Community of Care' and extend to children in the Greater Dublin region.

#### Progress achieved in 2021:

- Successful grant application under Strengthening Disability Services scheme to support renovations creating single bedrooms and greater accessibility for children.

#### Impact:

- Despite Covid-19 restrictions, respite services continued in a reduced capacity with 52 referrals and 20 new admissions 1,256 bed nights.

#### Actions and Milestones planned for 2022:

- Recruitment of a Family Liaison and Respite Coordinator to work with teams on increasing scope and reach of respite services and provision of family support.
- Review of eligibility criteria with a view to increasing scope of children that can access respite.
- Develop Family Support model for families accessing respite services.
- Complete renovations to create single bedrooms, additional play and storage space.

#### Objective 1.4

- Provide an exemplar disability residential service, in an appropriate setting, to the adults in LauraLynn's care.

#### Progress achieved in 2021:

- Successful grant application under Strengthening Disability Services scheme to support development of a sensory and accessible garden.
- Social Role Valorisation training and workshops delivered to all staff.
- Discovery Coordinator working with team to increase opportunities for people living in the service.
- Review of living accommodation and amendments to the storage of clinical equipment to create a more homely space.
- Review of bedroom spaces to support access to single bedrooms for all.

#### Impact:

- All people living in the service supported to resume attendance at Day Services after over a year's closure due to Covid-19.
- Despite Covid-19 restrictions all people living in the service supported to maintain social contact and integration within their communities.

#### Actions and Milestones planned for 2022:

- Complete Care Needs Analysis for each person living in the Service.
- Complete Garden Project in consultation with people living in the service to create an accessible and purposeful garden space.
- Develop key working role to support increased integration into the community.
- Achieve single bedrooms for all people living in the service.



## STRATEGIC GOAL 2: RESEARCH AND EDUCATION

### Build LauraLynn research and education capabilities through innovation and collaboration, nationally and internationally.

2

#### Objectives

- Devise and implement a research strategy that informs and guides the development and delivery of services.
- Collaborate with third level institutions (TLI's) and other external stakeholders to provide education and knowledge transfer in children's palliative care, complex care and complex disabilities.

#### Progress achieved in 2021:

- Research Strategy has been developed.
- Research assistant has been recruited and is in post.
- The McKenna Scholarship has been approved. Advertised Q2 of 2021 but no successful applicants. Will be readvertised Q2 2022.
- Graduate Clinical placements.
- Children's Palliative Care Services: LauraLynn House facilitated 26 undergraduate specialist placements (1,088 hours) and 13 postgraduate clinical nurse placements.
- Disability Services: Hazel House and Willow View facilitated 30 undergraduate Intellectual Disability and Paediatric placements (1,666) and 11 postgraduate clinical nurse placements.

#### Impact:

- 2,754 undergraduate clinical nurse placement hours were delivered in Children's Palliative Care Services and Disability Services, despite the Covid-19 pandemic.
- LauraLynn continues to build strong collaborations with TLI's and other organisations such as:
  - Existing MOU with UCD School of Psychology.
  - Established strong working relationship with the Centre for Health Policy and Management, School of Medicine, Trinity College Dublin. Co-applicants on upcoming HRB grant application.
  - Research Committee members are active members of the IAPC Research forum and team works closely with colleagues in the AIHPC.

#### Actions and Milestones planned for 2022:

- Development of Clinical Nurse Placement Portal for undergraduates in UCD and TCD.
- Ongoing support of undergraduate programme
- Individual support for all CPCS postgraduate placements.
- Service evaluation commenced.



## STRATEGIC GOAL 3: POLICY AND ADVOCACY

### Play a leading role in influencing the policy landscape and advocating on behalf of those LauraLynn supports.

3

#### Objectives

- Devise an organisational advocacy strategy informed by research and the needs of LauraLynn's families.
- Develop a Communication and Engagement strategy to:
  - a. Increase awareness and understanding of the vision and mission; and
  - b. Strengthen stakeholder relations.
- Build LauraLynn's external profile with relevant stakeholders to establish LauraLynn's reputation as a credible sector leader.
- Collaborate with like-minded third parties on relevant campaigns and submissions to government, policymakers, the HSE and others who have the power to implement change.

#### Progress achieved in 2021:

- LauraLynn's 10th anniversary highlights included a national radio and digital awareness campaign themed 'Live the Little Moments'; a digital 'Library of LauraLynn Moments' campaign for service users, families, volunteers, staff and supporters; launch of the McKenna Scholarship bursary; and an online celebration event with unveiling of our new Memorial Tree and Garden.
- We welcomed the Minister of Health for a visit and photo call to mark LauraLynn's 10th Anniversary and plans for expansion (September) and we met with the Taoiseach in Government Buildings (November) to discuss children's hospice care and our plans for expansion. In late 2021 we commenced quarterly briefings with Department of Health officials.
- Growth of digital presence of LauraLynn through social media advertising, increased followers and engagement online.
- LauraLynn was shortlisted for the Charity Impact Awards 2021.

#### Impact:

- LauraLynn has continued to widen its political profile and improve understanding about the needs of children with life-limiting conditions and their families and our plans to expand to meet these needs.
- LauraLynn's children's hospice is now established as a government funded, section 39 service, indicating it is an integrated part of children's healthcare environment.
- Increased earned and paid coverage has supported major fundraising campaigns, heightened awareness, increased understanding and reduced stigma.

#### Actions and Milestones planned for 2022:

- Continue to roll out the 'Live the Little Moments' campaign, targeting new growth areas where possible to increase awareness of LauraLynn.
- Increase engagement with policymakers and politicians with regard to funding and expansion of LauraLynn's children's hospice service.
- Support expansion of LauraLynn's children's hospice service through a targeted recruitment campaign in collaboration with the HR team.
- Hold official opening of LauraLynn's Regional Hub in Cork.
- Development of a family engagement platform.





## STRATEGIC GOAL 4: PEOPLE

### Be a great place to work, which is appropriately resourced and where staff and volunteers feel valued and proud.

4

#### Objectives

- Develop a comprehensive workforce plan for staff and volunteers, to attract and retain the best talent to meet future service needs.
- Create a learning environment that facilitates the development of high performing teams across the organisation.
- Become an employer of choice by providing a positive workplace environment that:
  - a. Promotes resilience, health and well-being of staff and volunteers;
  - b. Recognises the contributions of all; and
  - c. Offers professional and career progression opportunities.
- Build LauraLynn's external profile with relevant stakeholders to establish LauraLynn's reputation as a credible sector leader.
- Develop the capabilities and capacity to deliver effective leadership at all levels in the organisation.

#### Progress achieved in 2021:

- Staffing: Staffing requirements identified to meet new goals identified at mid-term review of strategy.
- Competency Development Project – commenced in 2021 – competencies identified, descriptors drawn up, L&D courses developed. To roll out in 2022.
- Values programme – over 40 staff completed the 10 week programme and four staff have been trained as internal facilitators of the programme. Six staff were nominated for a national LIFT award. Two staff succeeded in getting one.
- Culture - Commenced a long-term project by holding culture workshops with staff. Over 70 staff participated.
- 2021 Staff Satisfaction Survey: Was undertaken to gather the views and opinions of staff across a range of areas ranging from teamworking to wellbeing. Overall 68% of staff completed the questionnaire.
- Wellbeing: Many talks and webinars arranged. An additional annual leave day given to every member of staff.

- Dignity at Work: Awareness training provided to staff and managers.
- One to One Coaching: Commenced a one-to-one coaching facility for senior managers. Connected four senior managers with externally professionally qualified coaches. Support to be expanded in 2022.
- Leadership: Four senior managers attended a UCD/Smurfit team leadership programme.

#### Impact:

- In addition to the general improvement to the health and wellbeing of the staff in LauraLynn, the Wellbeing at work programme has resulted in greater interaction at staff and department level across the organisation.
- As acknowledged in the 2021 Satisfaction Survey, staff have acknowledged that LauraLynn is serious about staff wellbeing and about further developing a learning environment.
- LauraLynn is becoming an organisation that offers greater opportunities for improving learning and development at individual, team and organisation levels.

#### Actions and Milestones planned for 2022:

- Recruitment: Recruit all the staff required for Leopardstown and Cork.
- Competency Project: Commence the programme in Q1 2022.
- Values Programme: Achieve a 50% of workforce participation in the programme.
- Culture: Implement initiatives identified by staff in the culture workshops and follow up focus group sessions.
- Recognition: Hold a ceremony to acknowledge the loyalty of staff who have reached milestone service (e.g. 5, 10 and 15 years).
- One to One Coaching: Connect more managers with coaches
- Staff Attraction and Retention: Finish the realistic job preview videos. Create "a day in the life" section on the website. Finish the revamp of the recruitment process on the LL website.

## STRATEGIC GOAL 5: FUNDING

### Develop a funding strategy to ensure sustainability and to support LauraLynn's future direction.

5

#### Objectives

Refine LauraLynn's funding strategy and identify the funding requirements to support the future direction with an emphasis on the following:

- Secure statutory funding for all core services - children's palliative care, complex care and disability services.
- Building diversified funding streams.
- Provide and demonstrate impact to funders.

#### Progress achieved in 2021:

- Over the first three years of the Strategic Plan LauraLynn has managed to achieve all of the major milestones initially identified for this Strategic Objective. This included developing and implementing our fundraising strategy, building diversified funding streams and securing an allocation of core State funding for the hospice from the HSE for the first time. In addition to this we have developed a procurement strategy for the organisation and implemented procurement guidelines.
- 2021 continued to see strong growth in Fundraising with revenue up 9% YoY from 2020.
- Review of CRM (Customer Relationship Management) system and internal processes were completed.
- Our digital offering has been expanded and enhanced with the use of Facebook and iDonate platforms, in conjunction with our virtual fundraising challenges.
- Core State funding for the hospice achieved in 2021 of €1.5m.
- Additional once off funding of €800k announced in December 2021 as part of Government funding for palliative care services to be delivered by voluntary organisations in 2022.
- Tender process and awarding of contract for a new CRM system – Microsoft Dynamics.

#### Impact:

- Fundraising has increased over 120% from pre pandemic levels. This is mainly due to the very large success of our various Facebook challenges.
- New internal fundraising processes have enhanced the ability to acknowledge and record donations in a more efficient manner.

#### Actions and Milestones planned for 2022:

- To increase fundraising revenue up to 60% above pre-pandemic levels (2019).
- Implement new CRM system fully in Q3 2022.
- Introduce further process improvements arising from implementation of the new CRM.



## STRATEGIC GOAL 6: GOVERNANCE AND ORGANISATION

### Develop a responsive organisation that is governed and managed in line with best practice.

6

#### Objectives

To develop LauraLynn's governance and organisational structures to deliver all aspects of its strategic plan:

- Ensure the organisation is governed and managed in accordance with best practice and in compliance with all legal and regulatory requirements.
- Maintain LauraLynn's culture of clinical excellence, quality and risk management as it continues to grow services and pioneer the development of accreditation standards for children's hospice care in Ireland.
- Develop a robust ICT (Information and Communications Technology) strategy that enhances digital capabilities, including the provision of timely management information and analytics.

#### Progress achieved in 2021:

- ICT infrastructure including a Server and Switch upgrade completed in Q3 2021.
- Implementation of new Anti-Virus, Web Filtering Protection and Email Spam Filtering software across the organisation.
- Installation of new Audio-Visual equipment to support conferencing and hybrid meetings with some staff working from home and others onsite.
- We partnered with a GDPR specialist using a bespoke methodology to ensure the service is compliant with the legislation and ensure GDPR is embedded throughout the organisation. The project was rolled out site wide in July 2021.
- The commencement of the Assurance and Accreditation programme which uses its 'Standards Framework' to establish and maintain a culture of continuous quality improvement, encourage leadership and motivation in the delivery of excellent high-quality care, encourage staff at all levels to achieve safer, more effective and high quality services.

#### Impact:

- Cyber security has become an increased priority for all healthcare organisations especially since the Ransomware attack on the HSE in May 2021. Throughout 2021 LauraLynn has placed a large focus and investment on upgrading and improving our ICT infrastructure and capability. Together with our ICT

Managed services provider, LauraLynn has been implementing a 13-point plan to enhance our ICT security systems across the organisation.

- The rollout of the GDPR project has helped to embed data protection compliance throughout the organisation through raised awareness from training and identification of data champions with the completion of RoPa in line with Article 30.
- The Accreditation programme has provided a quality framework, which involves staff across the organisation in the identification and development of quality improvements for service user care and provision of services.

#### Actions and Milestones planned for 2022:

- Review of LauraLynn organisational structures to capture regional palliative care hub as first satellite service.
- Successfully complete the Accreditation Programme which provides internationally recognised quality assurance by the demonstration of compliance against standards essential for high quality of services.
- Completion of the GDPR project to ensure the organisation securely safeguards the personal data processed throughout all the services and ensures the personal data processed for each service user group is captured in a compliance with the principles of GDPR.
- Hiring of an ICT Support Administrator in Q1 2022 to coordinate all ICT services onsite in collaboration with our ICT managed services provider.
- ICT Strategy for LauraLynn to be fully implemented to incorporate the following areas:
  - 13-point ICT security plan to be fully implemented including 2FA, Office 365 upgrade and introduction of Microsoft Intune for device management.
  - Cyber awareness training for all staff.
  - Emergency Business Continuity Plan and Disaster Recovery procedures to be reviewed and enhanced
  - ICT Skills and Training embedded as a core competency of LauraLynn.
  - Cloud Strategy completed.



# STRATEGY

Covid-19 has presented a number of challenges to LauraLynn in terms of continuing to provide vital hospice and disability services while at the same time ensuring our service users and staff are safe and protected. This has affected some of our planned timelines and implementation milestones in a number of the strategic objectives.

Our fundraising strategy had to change dramatically during the last two years with events being cancelled and more emphasis being placed on virtual and digital fundraising. The pandemic has forced the majority of fundraising staff to work from home and their ability to adapt to new ways of working has been instrumental in successfully growing the fundraising total.

LauraLynn began developing and implementing its ICT Strategy as outlined in Strategic Objective 6 (Governance and Organisation) of our 5-year Strategic plan. The ICT Strategy covers 5 main areas such as:

- Managing ICT and ICT Projects in LauraLynn.
- Enhancing our Data Back Up, Cyber Security and Disaster Recovery.
- Streamlining the ICT infrastructure in LauraLynn.
- Developing a Cloud Strategy, System Development and Business Intelligence Reporting for LauraLynn.
- Development of ICT Organisational skills in LauraLynn.

Since January 2021 together with our ICT managed service provider, we have been implementing a 13-point plan to enhance our Data Back Up, Cyber Security and Disaster Recovery capabilities. The importance of investment in this area was demonstrated by the major disruption caused to the HSE following the cyber-attack on its systems back in May 2021. LauraLynn will continue to invest in improving and upgrading its ICT systems and security in 2022.

As part of the project management of the Strategic plan, LauraLynn has a full risk register which monitors all risks relating to strategy, rates their potential impact and outlines control measures and corrective actions that are put in place to mitigate against their effect.





# DISABILITY SERVICES

Covid-19 continued to present many challenges to the service during 2021, these were overcome through the innovative approaches of the team. Adults living in the service were supported to occupy their time through a range of activities on and off-site restrictions permitting and a phased resumption of Day Services commenced in Winter 2021. In line with Public Health guidance various restrictions on visiting from suspension to controlled visiting were implemented and respite services were suspended during times when children in residence (Hazel House) were advised to cocoon.

The Disability Service continued to have a dedicated bedroom available in LauraLynn House for crisis respite referrals during closures of respite in Hazel House, this bedroom was included in the services HIQA registration and deemed part of the designated centre.

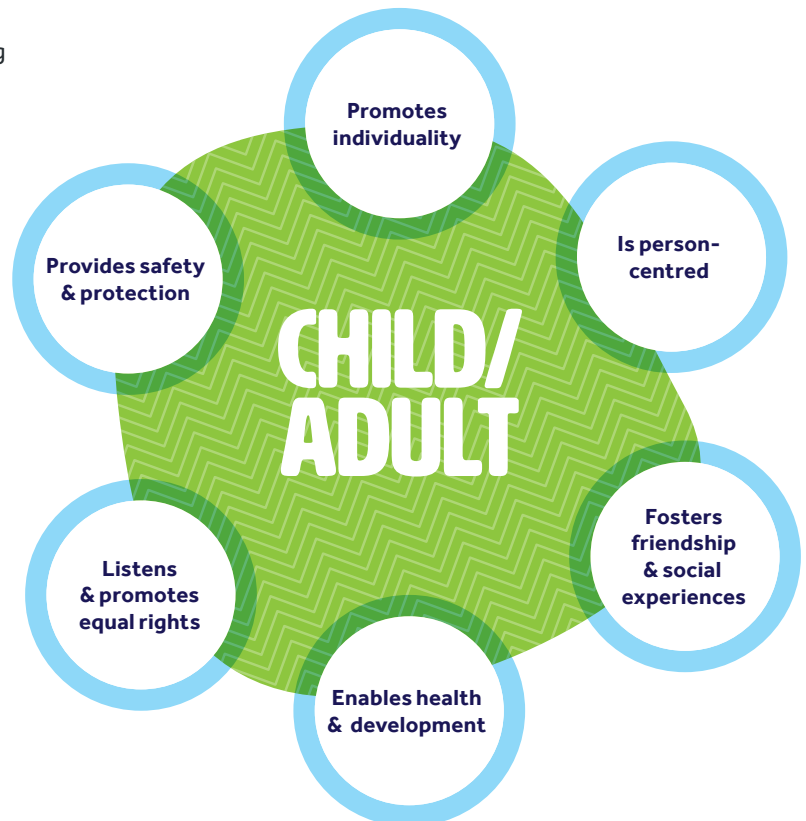
Continuous improvement in service delivery continues to be a cornerstone of LauraLynn's commitment to high quality care, and during 2021 the service used HIQA Regulation 27, Protection from Infection, to ensure the efficacy of:

- infection prevention and control governance and management arrangements,
- preparedness and contingency plans,
- staffing arrangements,
- the knowledge and confidence of staff in implementing infection prevention and control measures,
- audit and review arrangements.

During 2021, the team implemented a programme of activities and supports for the adults and children in residence to support them to live their best possible lives during the Covid-19 restrictions. Alternative ways for connecting with families, friends, and volunteers when face to face contact was not possible were implemented using technology such as House Party, Zoom and Skype.

Our Hospice Music Therapist reignited our relationship with the University of Limerick Masters in Music Therapy programme and supported three student placements over the course of 2021. These students sustained the music therapy programme in the adult residential service offering weekly group and individual sessions. They also offered group sessions to children attending Hazel House. Each placement was successful with students well received by the children, adults, and staff and each having a positive impact on those attending groups.

Using a Social Model of Care approach, our goal in the Disability Service is that the children and adults receive care that:



# DISABILITY SERVICES

## Hazel House

Hazel House is a residential and respite care service for children with complex disabilities and high medical needs. In line with public policy, the service is no longer accepting residential admissions. However, the service is still accepting new respite referrals from the greater Dublin area.

In total, Hazel House has a maximum occupancy of seven children at any time. With current social distancing restrictions, capacity is temporarily reduced to four beds. However, plans are in progress to reconfigure Hazel House to five single bedrooms in 2022. In 2021 families availed of, on average, 13.5 nights over the year (planned and unplanned).

Thereafter the service has varied in line with Public Health guidance. The availability of crisis respite remained a constant during 2021 with 88 crisis bed nights being supported. Planned respite was only closed until February 9th, as residential respite services were categorized as essential and therefore permitted to continue despite the Covid-19 restrictions.

Regular telephone contact was maintained with families, and newsletters with updates and activities to do at home were circulated. Respite availability has been reduced in order to maintain social distancing with children to approximately two nights every 6 weeks.

A total of 48 children and families availed of the children's disability respite service in 2021 (2020:40, 2019:36). No children were discharged or transitioned from the service, eight new children and families (2020:9) were accepted to the service and one child in residential care sadly passed away.

A team of volunteers continue to support the team in Hazel House in delivering a fun and interactive programme of activities such as sensory storytelling virtually, in person when possible and in line with Public Health guidelines.



I am delighted to be working in Hazel House for many years and still feel the same enjoyment and fulfilment, of making the children's day happier, since the day that I started. We all work as a unit in Hazel House which helps the children feel safe and secure and I feel I help to make a difference to these children in some way which makes me so happy.

**Siobhan Deegan**  
Healthcare Assistant,  
Hazel House, Children's Disability Service

# HAZEL HOUSE AT A GLANCE



# 48

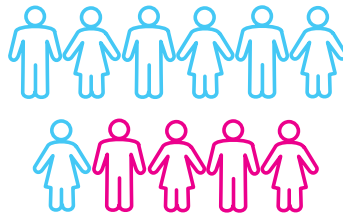
Families avail of  
respite in

## HAZEL HOUSE

# 15

Trained volunteers  
support the disability  
services weekly  
including:

## 4 DEDICATED BUDDIES



# 13.5

Average number of  
nights respite provided to

## HAZEL HOUSE

families

# 8

new children  
referred

## HAZEL HOUSE

# 4

of seven beds in

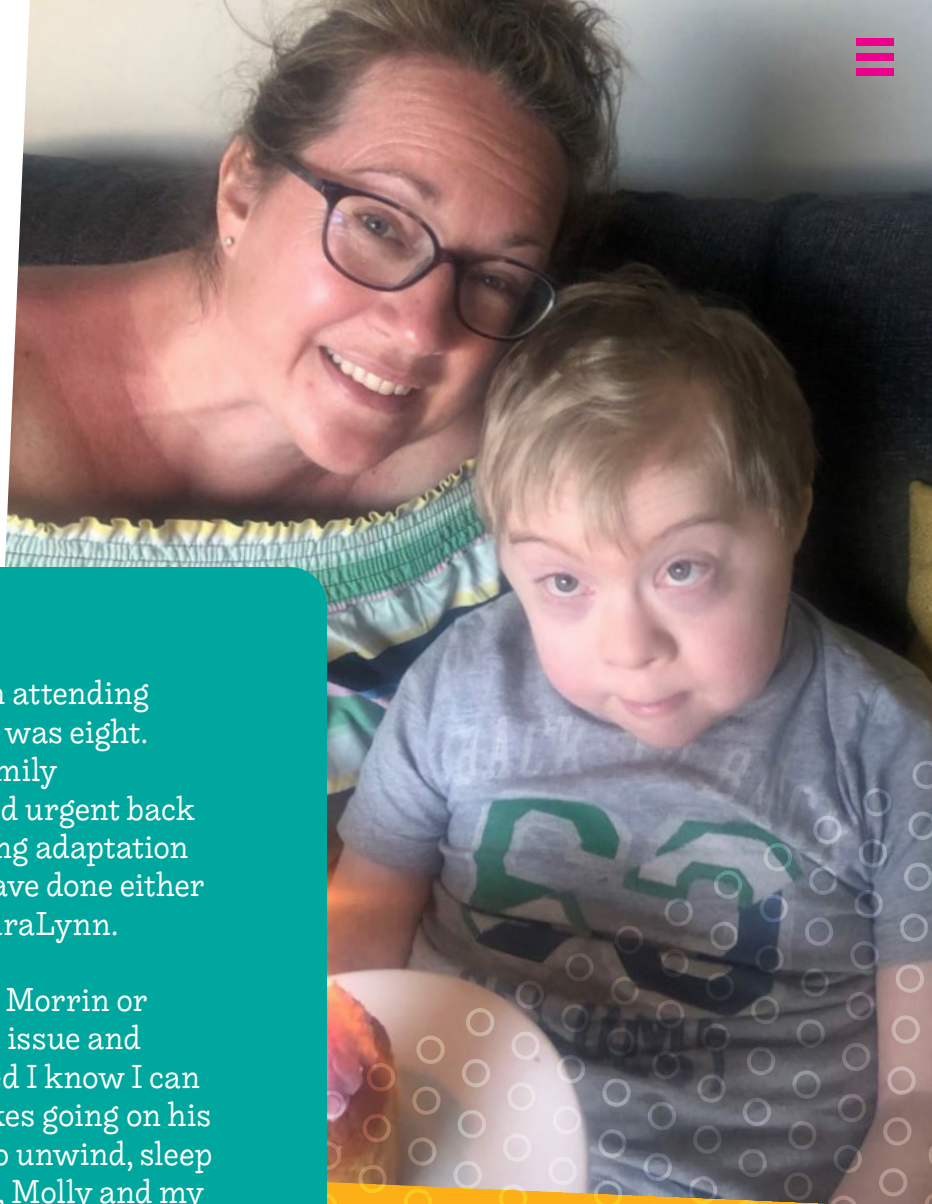
## HAZEL HOUSE

open due to Covid-19  
restrictions

# 88

Crisis bed nights provided  
to children and families in

## HAZEL HOUSE



My son Jack is 16 years old has been attending Hazel House in LauraLynn since he was eight. It has been such a lifeline for our family especially in the last year as I needed urgent back surgery and also we got vital housing adaptation for Jack's needs and we could not have done either without the help and support of LauraLynn.

I know that I can phone CNM Ciara Morrin or Denika McEvoy if Jack is having an issue and ask for advice or just support. Indeed I know I can talk to any member of staff. Jack likes going on his 'holidays' and it gives me a chance to unwind, sleep and to spend time with Jack's sister, Molly and my partner, Philip. We have been cocooning for over two years since the beginning of the pandemic and Hazel House has been almost our only outside support. I could not have done it without them, Jack is still not back to school as there are still too many cases in the community.

I dread the day he turns 18 as I don't know what support, if any that we will have. Meantime we try to stay in the moment and live each day and not look too far ahead. Jack's health needs are increasing and we are so grateful for the support of Hazel House and every single nurse, care assistant, doctor etc who works there. It is his home from home. Thank you all for what you do to ease the burden of care. Jack is the light of our lives and our most precious little boy who we entrust to the loving care of all at Hazel House.

**Aisling McNiffe**  
(Mum to Jack)



# DISABILITY SERVICES

## Willow View

Willow View is a residential disability care service for adults with severe to profound intellectual and physical disabilities, providing the high level of support the residents require. Willow View is home to 7 adults – 4 women and 3 men - who have been in the care of The Children's Sunshine Home since they were children.

Due to Infection Prevention and Control restrictions Day services were suspended up to October 2021, thereafter the residents were supported on a phased basis to return to their day service programme. The Activities Coordinators and Care Team implemented a varied programme to support the residents and occupy their time during Covid-19 restrictions. Activities during lockdown have included bowling, walks in local amenities, increased use of technology to support communication, virtual engagement with volunteers for stories/activities, gardening and many more activities.

Discovery work continued in 2021 with the focus to support the people living in the service to live their best possible lives. The Discovery Coordinator has been developing relationships with the people living in the service and supporting them to have more experiences in line with their will and preference.

A team of 13 trained volunteers support the staff in Willow View in delivering a stimulating and enjoyable programme of activities such as sensory storytelling and music time. The volunteers continue to be exceptional in responding to the restrictions and adapting how they do things, sending in letters and using technology to engage virtually when they cannot come in person. Four volunteers are dedicated 'Buddies' to adults in the service, with the goal of increasing their engagement and socialization. The buddies have not let Covid-19 defeat them and have continued to be resourceful in maintaining contact.



Willow View is Darren's home; he has a smile on his face whenever he comes back!

**Angela,**  
Mum to Darren



One of the things I like about living in Willow View is that I get to go to my favourite places with help from the staff.

**Darren,**  
Resident of Willow View

## DISABILITY SERVICES



### DISABILITY SERVICES' PRIORITIES FOR 2022

- To complete refurbishments in both children's and adult houses to enhance living accommodation.
- To complete a review of the Model of Care for children's disability respite service.
- To enhance Family Supports for families accessing respite services.
- To continue the 'Discovery Work' working with each individual living in the service, and their families, to identify what are their desires and what supports they need to live the best possible life that they can.
- Recruit a Clinical Supervisor to implement and evaluate LauraLynn Clinical Supervision Model for all Healthcare professionals working in the Disability Service.



# HOSPICE SERVICES

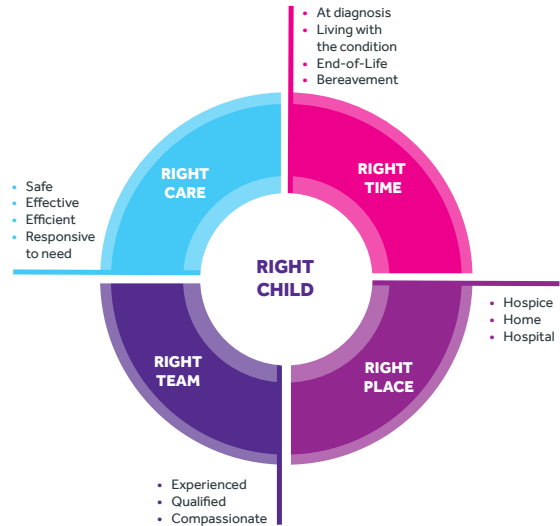
LauraLynn’s hospice service provides specialised palliative care to children with life-limiting conditions from across Ireland, as well as support to their whole family. It also offers a range of bereavement care, support and events to families after the death of their child. The Hospice Service is predominantly dependent on fundraising income, through the Children’s Sunshine Home Trust, to cover operational costs.

Despite the Covid-19 pandemic, demand for the Hospice Service remained high and in line with 2020 figures, albeit that there was a preference for virtual supports whilst families cocooned. In total, 203 children and their families (2020: 212, 2019: 157, 2018: 196) received care and support from our Hospice Service in 2021, and over the year, 203 families (2020:172, 2019: 52, 2018: 68) availed of bereavement care, support and activities. There were 51 new children accepted to the service in 2021 (2020: 57, 2019: 55, 2018:53). The main sources of referrals were from Clinical Nurse Coordinators (12), Clinical Nurse Specialists (25) and Consultants (6).

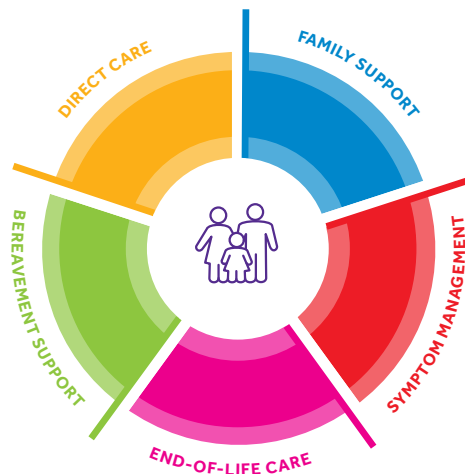
In 2021, two teenagers transitioned from our service when they reached their 18th birthday (2020:6, 2019:8). Our growing transition programme, which helps children and their families to prepare for transition to adult services at 18 years, supported 16 teenagers aged 16 and over (2020: 14, 2019: 13, 2018:12).

Three families attending the hospice this year had more than one child needing LauraLynn’s care (2020: 3 families, 2019: 3 families). 51 families have been availing of the hospice service for less than one year (2020: 57), 89 families have been availing of hospice services for between 1 and 4 years (2020: 60), while 67 families have been availing of the hospice service for more than four years (2020:62).

Over 65% of targeted interventions from the Family support team were provided either in the home/community or virtually. Communication and engagement with families increased through the use of Tele Health. The switch to a digital mode of service delivery has increased equity of service provision. Team members are more accessible to all families (bereaved and active), especially those who were at a geographical disadvantage.



LauraLynn’s Model of Care acts as a standard of care guide in LauraLynn whilst informing policy and service development both internally and nationally. During 2021 we continued to implement the Model of Care ensuring that the Right Family/Child, receives the Right Care, at the Right Time, in the Right Location by the Right Team. All services delivered are detailed under our 5 Pillars of Care; Direct Care, Family Support, Symptom Management, End-of-Life Care and Bereavement Support.



# HOSPICE SERVICES

## Direct Care

Direct Care includes short, planned breaks and crisis care which can be in the home or the hospice. Families receive an annual allocation of 15 nights of planned short stays in the Hospice as part of their individualised care plan. This year, whilst the Hospice remained open for Crisis Care, End-of-Life Care and Symptom Management admissions, due to Covid-19 restrictions there were occasions that planned short breaks had to be suspended. Regular telephone contact, written updates and e-zines with activities for families were maintained throughout the year.

During 2021 LauraLynn House supported a total of 363 admissions, 20 first admissions and three end-of-life admissions (two children passed away in LauraLynn House and one child was transferred home for end-of-life care). In total there was 1,256 bed nights and a total of 30,144 hours of care delivered in LauraLynn House.

We supported children and families to have 791 planned short break nights and 465 unplanned admissions (58 end-of-life nights, 108 extra nights, 186 crisis nights and six baby nights supporting families whilst having new babies).

Through the redevelopment of our LauraLynn in the Community Services in 2021 and with some easing of Covid-19 restrictions we had a significant increase of home visits with 39 families supported for direct care/end-of-life care, 167 visits completed (26 visits for end-of-life care – five children, 14 memory making visits with 10 families and 127 providing direct nursing care), and a total of 398 hours of care.

## Family Support

During 2021 a Family Support Coordinator was recruited to ensure the effective coordination and delivery of family supports. The Family Support Coordinator has been working closely with the Family Support Team to ensure effective delivery of supports to families. A total of 32 families received direct support during 2021 from our Family Support Coordinator and 35 home visits were completed.

Whilst Covid-19 continued to prevent the team from doing a lot of the face to face activities and supports with families in 2021, the team have become more adept with supporting through virtual platforms, when families could not come into LauraLynn House.

A total of 76 families were supported through music therapy in 2021. 135 music therapy sessions took place in LauraLynn House with 56 different children/families. 10 families participated in music therapy sessions virtually over 44 sessions, 16 families were supported through 69 home visits and there were 262 individual/group music therapy sessions.

In addition, our Music Therapist supported three music therapy students, wrote and performed a song for LauraLynn's 10th birthday and supported different virtual music events during the year. The Family Support team had 1,382 direct interactions with children/families during 2021, with 730 contacts in the family's home/community setting and 603 virtual connections. We had over 41 children/families supported by our Psychologist with 224 therapy sessions and two Home Visits, whilst our Occupational Therapist provided support in the child/family home on 34 occasions.





# HOSPICE SERVICES

## Symptom Management

The nursing and clinical team, led by the Hospice Consultant Paediatrician, focus on both preventing and treating actual and potential symptoms, to best improve the quality of life for the child and family. Our Clinical Nurse Specialists in Paediatric Palliative care supported 162 children and their families during 2021. 39 families were supported in their homes/community with 62 home visits to 35 families, 17 community/hospital visits, 16 virtual consultations with 13 families and over 658 telephone calls/emails to check in with families.

## End-of-Life-Care

End-of-Life Care is a continuum of palliative care and includes care during and around the time of death and immediately afterwards. Sadly, 31 children in the service died in 2021 (2020: 36, 2019: 52), 94% of whom died in the community. In collaboration with other service providers, LauraLynn continues to support families of children at end-of-life through hands-on nursing care, family support and memory-making activities in their location of choice – hospice, hospital or home.

In total 40 families were supported with creative art and memory making.

End-of-life Memory Making was completed with 25 families, seven in LauraLynn House five in hospital, 12 in their home and one in the community through Creative Arts Support. 207 families received framed artwork of the memories they created.

There were 49 Family Visits in the Community (hospital or home) and 24 sessions in LauraLynn House for Creative Art and End-of-Life Memory Making.



# HOSPICE SERVICES AT A GLANCE



**375**

Total number of families that used LauraLynn's Hospice Service this year

**203**

Children that accessed active services with their families

**203**

Total families that availed of bereavement care, support and activities



**1,256**

Nights of care provided in LauraLynn House, comprising:

**791**

Planned nights



**465**

unplanned nights including:

**58**

end-of-life nights

**108**

extra nights

**186**

crisis nights and

**6**

baby nights to support families having a new baby

**1,383**

Family Support interactions including:

**262**

Individual and group music therapy sessions run

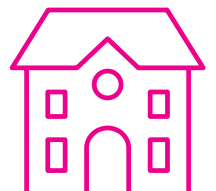


**224**

Therapy sessions with Psychologist

**380**

Visits in the home



**52**



New children and families were referred to the Hospice Service

**67**



Families have been availing of the hospice service for

**4 + YEARS**

**363**

Admissions, of which

**20**

were first time admissions

**3**

were end-of-life admissions

# HOSPICE SERVICES

## Bereavement Care

Bereavement Care is underpinned by the LauraLynn value of Compassion so that families receive high quality bereavement care that is appropriate to their needs and wishes. The Bereavement Care team adjusted their ways of working with families during the Covid-19 restrictions, providing more virtual supports at times.

A total of 31 families bereaved in 2021 received bereavement care and support including: milestone cards, our 'Coping at Christmas' resource and our Annual Memorial Service, which took place online this year. The 36 bereaved families whose children died in 2020 received ongoing support in 2021 and additional support for bereaved families whose children died prior to 2020 continues.

In September the annual memorial walk took place virtually where Families took part in their own communities and did a walk in memory of their loved one. Bereaved Families joined the virtual Light up LauraLynn ceremony and our Christmas Gifting project sent parcels to Bereaved families.

## LauraLynn in the Community

As increasing community-based service provision remains a key strategic objective for LauraLynn, the service reconfigured LauraLynn in the Community services to best respond to family needs and improve efficiencies in service delivery. During 2021 several projects were completed to ensure a more responsive service:

- Rotation of nursing staff in hospice to community teams.
- Engagement with other palliative care service providers in the community to ensure seamless access of supports for children and families.
- Development of a clear pathway to support referrals to the service.



## HOSPICE SERVICE PRIORITIES FOR 2022

- **Grow the nursing team to support more children in LauraLynn House and in the community.**
- **Recruit a Bereavement Coordinator to support delivery and coordination of bereavement supports.**
- **Recruit a Clinical Supervisor to implement and evaluate the LauraLynn Clinical Supervision Model for all Healthcare professionals working in the Hospice.**
- **Complete a service evaluation with families.**
- **Pilot new family support initiatives and complete evaluations on same.**
- **Increase referrals in Leinster region through recruitment of referrals development coordinator.**
- **Expansion of hospice services through development of regional hubs.**



LauraLynn has been helping me and my daughter Grace since 2011. For a single mum with no family in Ireland, it has not been easy but the little breaks I get from bringing my daughter to LauraLynn, have really helped me to manage my health and wellbeing.

**Gladys**  
Mum to Grace



Just knowing that your child is being cared for by professionals makes it so much easier to relax, take time out and spend time with Donnacha's sister. It also benefits Donnacha, because he is being looked after so well and all his needs are being catered for. LauraLynn is amazing and a lifeline for so many families, especially during these hard times.

**Aisling**  
Mum to Donnacha



LauraLynn is the only place that allows us to be parents to our other children. When we go there we get to be a stress-free family for a few days knowing that our child is safe and we can spend quality time with our other two kids.

**Fionnula**  
Mum to Oisín



# COMMUNICATIONS AND AWARENESS

## Children's Hospice Week

Once again, Children's Hospice Week was significantly hampered due to Covid-19 this year. Nevertheless, this week-long national awareness campaign went ahead, themed 'This is...' in order to raise much needed awareness about children's palliative and hospice care – what it is and why it is so important to have. To highlight the lived experience of children and families needing our care throughout the pandemic, a survey of families was conducted and was the basis of our Children's Hospice Week media relations. In addition to our use of traditional media, we used our social channels and digital communications tools (including video), with both organic and paid content; and we engaged the help of supporters and influencers to amplify our social campaign through their own channels.

Our annual Ireland AM Outdoor Broadcast could not happen on-site in LauraLynn again this year but with the help of the production team we had a number of interviews with LauraLynn supporters and families on the show. With the help of the Ireland AM viewers and the public a massive €60k was raised for Children's Hospice Week this year. We are grateful for Ireland AM's ongoing commitment to raising vital funds and awareness for our special hospice.



## Family Perspectives of Living through Covid-19

In April, ahead of our Children's Hospice Week Campaign, we conducted a survey with LauraLynn families across Ireland, in order to gain information on their lived experiences during a global pandemic. The overarching message emerging from the survey was that parents were feeling high levels of stress, exhaustion and isolation. Families continued to cocoon even as the rest of society reopened. Respite in LauraLynn and the virtual supports and hospice care established during the pandemic were reported to enable families to keep going. We would like to take this opportunity to say a big thank you to the 81 respondents to the survey.

### Key findings:

Over  
**85%**

of parents reported feeling totally exhausted and over-whelmed as a result of caring during a pandemic.

Almost  
**60%**

of parents reported that they felt a great deal more stressed caring for their child since the pandemic hit.

Over  
**61%**

of parents reported that they felt a great deal more isolated as a result of caring for their child with a life-limiting condition.

Over  
**90%**

of parents surveyed said that a break in LauraLynn allows them to recharge their batteries.

**60%**

of parents reported that they have availed of LauraLynn's Virtual Hospice during the pandemic.

# COMMUNICATIONS AND AWARENESS

## 'Live the Little Moments' Awareness Campaign

In line with our strategic ambition for expansion of the hospice service and growth of our fundraising income, a national awareness campaign was rolled out from September, to challenge the prevailing misconceptions about our specialist palliative care – with many believing that children's palliative care is only provided at end-of-life. Following a tender process, Language was selected as the agency to devise and execute the campaign, with input and help from staff and families. The concept of the campaign was - Children Live the Little Moments. At LauraLynn we help children and families live and cherish the little moments together. An integrated digital and radio campaign was devised, supported by organic social, website and PR. In addition, our corporate partners Londis promoted the campaign in-store, while Fair City displayed the materials on-set.



## Ambassador Programme

Our LauraLynn Ambassadors continued to help us raise both funding and awareness for LauraLynn and our Decade of Care, as well as bringing lots of joy and fun to the LauraLynn children and families. Our programme grew again this year with the addition of long-term supporter Ray D'Arcy to our existing Ambassadors - Gary Ringrose, Fiona Coughlan, Nicola Coughlan and Picture This.

In addition to our Ambassadors we were lucky to have enjoyed the support and company of a wide range of high profile supporters, who joined us for family events, activities and campaigns throughout this year, including: Baz Ashmawy, Bosco, Doireann Garrihy, Ham Sandwich, Alan Hughes, Leinster Rugby Squads (Men's and Ladies'), Jenny McCarthy, Aoife McDermott, Marty Morrissey, Carl Mullan, Donnacha O'Callaghan, Muireann O'Connell, Riverdance, Eileen Whelan (RTÉ News) and Jennifer Zamparelli. We were also delighted to see several LauraLynn stars appearing on The Late Late Toy Show as part of the Toy Show Tots VT package. Huge thanks to Ryan Tubridy and the Toy Show production team for making this dream come true for Brooke, Kira and Amelia.

We would like to take this opportunity to thank all our supporters and our amazing Ambassadors for all their support, commitment and special blend of magic this year.





# COMMUNICATIONS AND AWARENESS

## Collaborations

Collaborations continued to be more difficult due to Covid-19 but nevertheless they are a critical part of the way we work. In awareness raising, we continued our partnerships with Ireland AM/Virgin Television for national Children's Hospice Week; remained an organising partner in the All Ireland Institute for Hospice and Palliative Care Providers (AIHPC) annual Palliative Care Week (September); and supported MyLegacy.ie with the development and roll out of My Legacy Month (November). At a sectoral level we were proud to contribute to and support the We Act campaign to raise awareness about the impact and work of the charity sector.

In addition, we were delighted to partner with Leinster Rugby for the month of May, who helped us raise awareness through their digital channels during the month, as well as sending a special message to celebrate our nurses on International Nurses Day. Our good friends in the GAA went above and beyond this year to support our Oscars Programme, providing the backdrop for our Best Action Movie winner.

## Advocacy and Political Engagement

Having secured recurring core State funding for our children's hospice service for the first time in Budget 2021 our advocacy focus in 2022 was around deepening understanding with key public representatives and policymakers regarding the work and impact of LauraLynn throughout our Decade of Care, as well as highlighting the current and future unmet needs of children with palliative care needs and their families. Budget 2022 included the same level of recurring funding allocation, which is projected to equate to 29% of operating costs. LauraLynn was also successful in securing €800k once-off funding, part of an allocation to voluntary hospice bodies contained in Budget day announcements due to be received in 2022.

In July, we were honoured to have video support from the Minister for Further and Higher Education, Research, Innovation and Science, Simon Harris TD, as we launched the inaugural competition for the McKenna Scholarship. In September we welcomed the Minister for Health, Stephen Donnelly, for a birthday visit and to unveil our plans to expand our palliative care service in 2022 in line with our current Strategic Plan. In October, An Taoiseach, Micheál Martin, invited us to meet him in Government Buildings to celebrate LauraLynn's Decade of Care and discuss plans for expansion in the future.





# COMMUNICATIONS AND AWARENESS

## Staying Connected

With families still cocooning and restricting their movements in 2021, supporting the hospice and disability care teams in staying in regular touch with them to provide service updates and practical support, continued to be an important aspect of our work. During the course of the year monthly newsletters and e-zines were sent, brimming with fun, join-in arts and crafts activities, sing-along music sessions and story time videos, made lovingly by our volunteers as well as staff. The multi-disciplinary Family Communications Working Group met monthly to inform and guide content in line with family needs.

## KEY PR STATISTICS



### TV

earned pieces

2020	2021
10	9



### PRINT

earned pieces

2020	2021
38	32



### RADIO

earned pieces

2020	2021
12	26



# COMMUNICATIONS AND AWARENESS

	FACEBOOK		TWITTER		INSTAGRAM		LINKEDIN	
	2020	2021	2020	2021	2020	2021	2020	2021
<b>Followers</b>	39,111 to 47,464	47,464 to 55,695	10,400 to 10,941	10,941 to 11,189	5,341 to 7,810	7,810 to 10,617	3,434 to 4,750	4,750 to 6,368
<b>New Followers</b>	8,353	8,231	541	248	2,469	2,807	1,316	1,618
<b>Impressions</b>	19,270,000	45,420,000*	1,092,900	672,710	299,342	588,210*	238,353	518,230*

\* Increased impressions linked to increase advertising campaigns in 2021.

**WEBSITE  
VISITS  
2021**



2021 — **235,157**  
2020 — 404,154\*  
2019 — 230,126

\*Substantially increased website visits largely due to the Late Late Show Appeal, LiveLine Matched Appeal and other online campaigns in 2020.



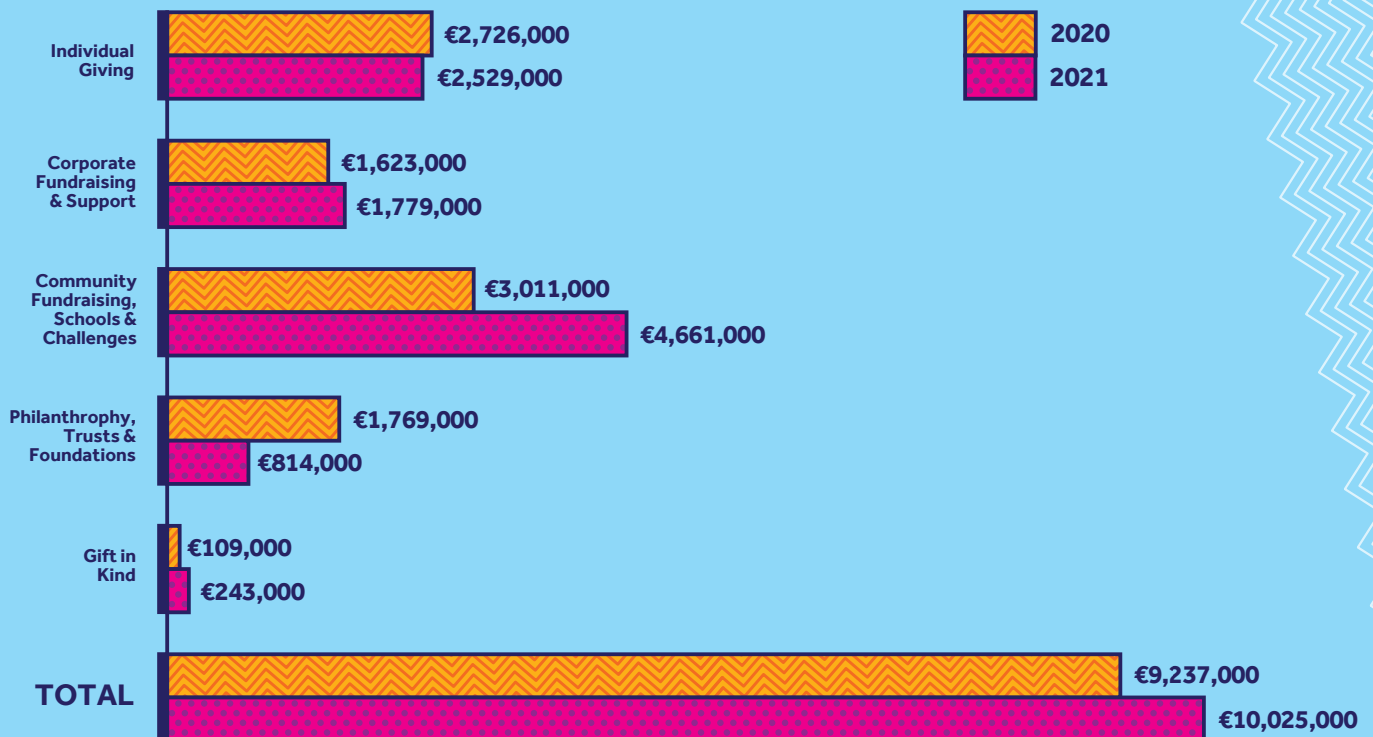
# FUNDRAISING

LauraLynn, through the Trust, raises income from individuals, companies, organisations, and community fundraisers to enable the operation of LauraLynn's Hospice Service, helping to support some of the most vulnerable children and families in Ireland. 2021 was another hugely successful year for fundraising and we were overwhelmed once again by the incredible generosity of our supporters, old and new. Thanks to this, in 2021, LauraLynn raised a total of €10.0m. This represents an 9% increase on the funds raised in 2020 (€9.2m). A large part of this was due to very large sums raised from our online Facebook fundraising through our various challenges. We are truly grateful to everyone who took part in one of these or other challenges or events, or donated to us through their company or personally.

It is important to note though that a large proportion of these additional revenue sources were ad-hoc in nature, and unfortunately due to restrictions, we were unable to push ahead with our sustainable revenue goals due to the suspension of Direct Debit recruitment for much of the year.

In 2021 many wonderful significant donors, Trusts and Foundations from Ireland, Europe and the US whom we have come to know, continued their vital support despite the challenging environment. We were delighted to work with one such group in Ireland who funded a significant element of our work in 2021, which was our LauraLynn in the community work within the Leinster area. We are eternally grateful to each and every one of these significant donors, Trusts and Foundations who play an ever-increasing key role in enabling the delivery of our ambitious strategy.

FIGURE 1 — How LauraLynn Raised Funds in 2020 and 2021





# FUNDRAISING

Due to the pandemic, the recruitment of Direct Debit givers was suspended for large parts of the year. Despite this we still recruited 1,700 new committed givers, bringing the total revenue from them in 2021 to almost €800k (€611k in 2020 and €486k in 2019). We plan to continue this form of recruitment in 2022, hoping to bring this vital revenue source to a million euro for the first time. This will greatly enhance our sustainable revenue goals as set out in our 2019 strategy.

In 2021, we again saw the rewards of developing this strategy, as again it provided us with a more diversified portfolio and a larger team better able to cope with challenges of the ongoing pandemic. 2021 has been another big year for Individual Giving. We were once again overwhelmed with support from our donors despite all the continued uncertainty that Covid-19 brought with it. We launched a new raffle this year which 3,561 individuals entered with 3 lucky prize-winners. The raffle brought in over €217k in revenue and we are truly grateful to everyone who supported this new initiative. We hope to expand on this raffle in spring 2022.

In addition, we ran two appeals which generated great responses from all our incredible donors across the country. Once-off donations decreased from €1.6m in 2020 to €1.1m in 2021 due to the one-off increases seen from our appearances on RTE's The Late Late Show and Liveline in 2020. This still represents a significant increase from the amount generated in 2019 of €451k. Fundraising appeals on radio were a significant contributor to the growth of new supporters. This high level of support continued throughout 2021 with thousands of new supporters joining our fundraising community. With these increased numbers, we are continuing to see the benefits of tax-back income which has increased 34% this year to €192k (€143k in 2020 and €124k in 2019).

In response to the challenges presented by Covid-19, we were in the fortunate position to be able to digitalise some of our fundraising efforts again during 2021. Supporter recruitment and a Legacy campaign saw some very successful results through digital channels. Our income from legacy continues to be strong and the numbers of enquiries and conversations continue to grow.

FIGURE 2 — How LauraLynn Raised Funds in 2020 and 2021, as a percentage of the total



# FUNDRAISING

## Corporate support

2021 marked 10 years since LauraLynn first opened its doors. We enjoyed spending some time looking back over the first decade of children's hospice care in Ireland and were heartened to recognise the incredible support shown to us by our corporate community.

Last year was no different in that support, however it being the second year of a pandemic it felt particularly remarkable. Despite ongoing challenges for many businesses and sectors, and a general sense of 'virtual world' fatigue, the continued commitment, support and generosity of our supporters helped to generate corporate fundraising income of €1.78m (€1.6m in 2020).

In early 2021 partnerships ended and new ones began. We were sad to say goodbye to our friends in Irish Life who raised an incredible €166k. This was followed by excitement with the start of our partnership with Londis with staff in stores all around Ireland taking on the challenge to walk 280,000 steps each. They managed to circumnavigate the globe twice in that month!

For the second year in a row, companies adapted to keep fundraising activities Covid-19 safe, such as BMW staff who cycled 101 kilometres taking them around the Blessington Lakes on one very hot summer day. We will forever be grateful to staff and companies for not allowing the virtual nature of events, from denting their enthusiasm and passion for LauraLynn. We had wonderful groups participate in our fitness challenges, Icy Dip In at Christmastime and Christmas Jumper Days.

The year certainly ended on a high note, with our moving Christmas Appeal to businesses generating the best response ever.

We must take this opportunity to thank our incredible LauraLynn families for sharing their stories, and to our corporate supporters for understanding the difference that they can make.

We missed the support from our corporate volunteers this year, and we look forward very much to welcoming them again in 2022.





## FUNDRAISING



In 2021 LauraLynn commenced a two-year corporate partnership with Londis retailers, bringing an opportunity to raise vital funds as well as raising awareness of LauraLynn in communities throughout Ireland. Despite reduced opportunities for staff volunteering and in person events, due to the pandemic, this exceptional organisation raised €100,000 in the first year of the partnership. Londis have also been a point of support for every campaign we have run, helping us celebrate International Nurses Day - treating each of our wonderful care team to a gift - and our 10th Birthday – sending a *Celebrate at Home Box* to LauraLynn families in support of our 10th birthday celebrations.

**Niamh Doyle**  
Corporate Fundraising Executive



Londis is delighted to be working with LauraLynn as the charity partner for 2021 and 2022. The partnership was decided by a retailer vote and the support from our retailers has been wonderful. Our aims at the outset of this partnership was to create awareness of LauraLynn's services and to fundraise as much money as possible through events that Londis Retailers can participate in.

With €100,000 raised in the first year alone we are on track to meeting both of those aims. Londis is present in communities across Ireland where LauraLynn families live and it is our hope that this partnership will help to support the quality of their lives through the work that LauraLynn does.

**Gillian Rigley**  
Marketing Manager BWG Foods





# COMMUNITY FUNDRAISING





# FUNDRAISING

## Community Fundraising

Community Fundraising brought in €4.7m in 2021 (€3.0m in 2020, €1.3m in 2019).

Another huge success was our 'Locks of Love for LauraLynn', our hair donation campaign. The majority of those taking part are children, which shows how children truly love helping children. We are absolutely amazed at, and so grateful for the continuing support we have received from schools, creches and colleges. Despite the tough, turbulent year they have had, they raised almost €100,000 in 2021.

But the main star of the show was Facebook Fundraising yet again! We ran five month-long challenges and two one-day challenges. We saw 2,080,846,765 steps walked, jogged and ran, 167 Heads Shaved, 6,570km Swam, 864 Dips in the Sea and 5,698,000 Squats completed.



Molly McWade raised a whopping **€3,066.50** from her Locks of Love hair donation fundraiser for LauraLynn. Her twin brother Leo availed of LauraLynn before sadly passing away aged 19 months, in 2013. Molly's donation will support children and families who receive care in our hospice. Molly's wonderful classmates also supported her fundraiser. I think we can all agree she's an amazing and brave girl! What an achievement — **well done Molly!** ❤️

# RAY'S MARATHON CHALLENGE



OVER  
**€1,000,000**  
RAISED IN  
**2021**

'Ray's Marathon Challenge' was a concept brought to us by our LauraLynn Ambassador Ray D'Arcy; he asked people to run/walk the distance of a marathon a week, every week, in 2021! Incredibly, over 2,000 people signed up and raised over €1 million!

Nearly 50,000 marathons were completed. We also managed to hold a physical event in the stunning Phoenix Park, 'Ray D'Arcy's LauraLynn Half & 5K', a lovely way to finish out a year of fabulous fundraising!

## HERE'S SOME FEEDBACK FROM PARTICIPANTS:

- “ Ray, not only did you encourage me to leave my couch and raise funds for a very worthy cause, you've also helped kick start me into a healthier lifestyle, I'm sleeping better, feeling better, I've lost weight and fitter at 40 than I was at 20
- “ Ray what can I say - I cursed you, I thanked you, I had lots of conversations with you (out loud and in my head!!) but on 31 December 2021 I praised you for arranging this challenge and for making me get up and out for the whole of 2021!
- “ I am one of very lucky participants who had the pleasure of meeting Laura and Lynn during their lifetime and to able to support their legacy and that of their parents, Brendan and Jane, in some small way is both humbling and fulfilling.
- “ Was a pleasure to participate in this challenge and raise funds for LauraLynn. I found it hugely motivating to enable me to get out running on wet and cold days knowing that my effort would help those that needed help and support. Best challenge I have ever completed.





## PEOPLE

Having weathered the initial Covid-19 storm of 2020 the staff and volunteers in 2021 adapted to the new ways of working with the continued focus on providing care and support to our children and families. Improvements in the use of technology enabled more effective and efficient working. Online meetings and training became the norm and staff embraced the change albeit challenging at times. The driving focus for all staff and volunteers was to ensure that the impact of the pandemic on our service users was minimal.

The health and wellbeing of staff and volunteers is very important at LauraLynn. It was encouraging to see that staff feel this too. From a staff survey undertaken in mid-2021 88% of staff agreed/strongly agreed with the statement that

the organisation demonstrates an interest in staff health and wellbeing. Given the challenges of Covid-19 all staff in 2021 were allocated an extra annual leave day – a wellbeing day.

The wellbeing committee organised a number of events throughout the year including webinars from external speakers on menopause, dignity and respect in the workplace. April was designated stress awareness month where several webinars and activities were organised. There was plenty of fun events too during 2021 including a virtual St Patrick's Day gathering, staff BBQ and Christmas lunch. Throughout the year the content on the wellbeing page on the staff intranet site continued to grow with articles, videos, and links to information on various topics made available to staff.



I can still remember vividly the very first time we set foot in LauraLynn, the day Lauralynn House opened. There was Angela, myself and two children — little boys. It was amazing!

Many things have changed and evolved throughout the 10 years. There had been so many lasting memories- fun, laughter and activities with the children and their families... We remember those children that we have loved and lost since 2011 and missing those children that have graduated and transitioned into the adult service. However, we have children that are still with us since 2011 and have grown since then creating happier memories together with their families, staff and volunteers.

It is a privilege to do the work that we do because we are working with the children and their families at a challenging and difficult time in their life and so I feel proud and fulfilled as a nurse having been working in Lauralynn Ireland's Children's Hospice over these years.

**Jennifer Grace Lopez,**  
Senior Staff Nurse,  
LauraLynn Children's Hospice Service



## PEOPLE

A review of standard HR performance indicators shows that LauraLynn ended the year with a turnover rate of 11%. The organisation was unfortunate in experiencing a higher than normal number of long term sick leave cases during 2021, all non-work related. This translated to an average sickness absence rate of 6% over the year.

A staff satisfaction survey was undertaken in 2021. Overall, the results were very positive from the 70% of staff that responded. In summary 95% of staff said that they enjoyed their job (92% in 2019). However, some of the feedback received did provide scope for improvement.

At LauraLynn there is a strong emphasis on training and education. This was evident by the volume and variety of events made available during 2021 including a number of organisational development projects. One project focused on the three LauraLynn values – compassion, collaboration, and excellence. Working with LIFT Ireland LauraLynn created a bespoke programme during 2021. The goal of the values programme is to ensure that the LauraLynn values are lived and in turn become an intrinsic part of the LauraLynn culture. By year end over 40 members of staff had completed the programme. The success of the LauraLynn values programme was recognised in November 2021 at the national LIFT Ireland 2021 awards when six members of staff were shortlisted of which two were successful for demonstrating a particular value - Anne-Marie Carroll (honesty and integrity) and Clare Daly (empathy and understanding).

In September work began on a review of the culture within the organisation. Over 70 staff attended a series of workshops, facilitated by an external consultant. They explored the changes required to the existing culture to help the organisation reach its goals in the years ahead. Follow up focus group sessions were arranged with staff in December to identify the practical actions to bring about the necessary changes. This work will continue in 2022.

The learning and development showcase week was held in February. This event provided a platform for eight members of staff to share their learning from courses undertaken. In addition, four professional education programmes were delivered in 2021 and were attended by nearly 220 healthcare professionals.

Four online dignity at work awareness training sessions were also organised in 2021 with over 30 members of staff attending. The drive to make available more online courses also continued in 2021. By year end 20 courses had been uploaded and over 100 items of learning were available via the intranet SharePoint site. As part of LauraLynn's 10-year anniversary week in September a staff team day took place along with a number of professional and clinical events.

Four Schwartz round sessions were organised during 2021. These events are always well attended and 2021 was no different.

**153** + **51** = **204**  
 Staff                      Active Volunteers                      Total Staff

**95%** 

LauraLynn staff  
enjoy their job

**40**

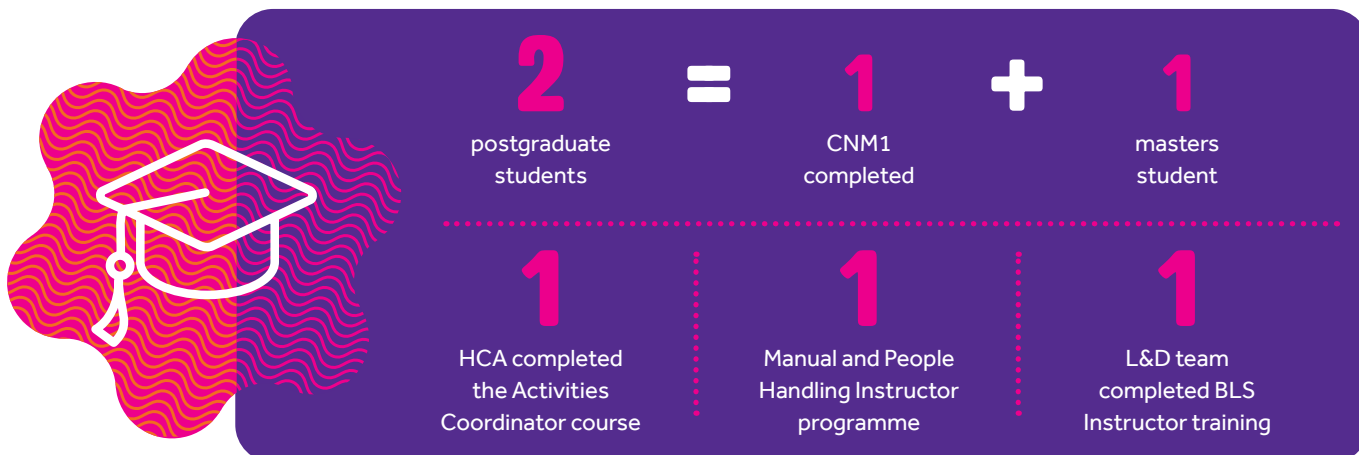
Staff completed LauraLynn  
Values Programme, with  
**2 Staff winning  
national LIFT Awards**

**25** 

Volunteer Elves delivered  
Christmas Advent Boxes to  
**200+ families.**

# PEOPLE

Each year a number of staff are supported in undertaking formal education/training. In 2021, six staff enrolled in the following courses with help from the organisation:



## Volunteer Programme

2021 saw many of our on-site volunteers return to their weekly shifts. Our dedicated team supported us across several roles; Administration, Activity Assistants, Buddy Programme, Music, Maintenance, Fundraising Ambassadors and Drivers have all been busy over the last 6 months of the year enabling us to continue to enhance the support to our Disability and Palliative Care Services.

The technological advances that LauraLynn embraced in 2020 have continued to remain effective with many meetings, training and information available online for volunteers. In 2021 we launched our Volunteer Portal, an online forum for registered volunteers to get information on roles, training and connect with staff and other volunteers.

The dedication and commitment shown by our team of weekly volunteers has been phenomenal. In what has been an extremely challenging few years for everyone – our volunteers have been a ray of light and have brought such positivity and enthusiasm. The LauraLynn Christmas Gifting Project was a highlight for the Volunteer Programme. The LauraLynn Elf Team was supported by 25 volunteers and transition year students who heled to create and deliver Christmas Advent Boxes to over 200 families.

The LauraLynn Volunteer Team has truly been incredible. We look forward to welcoming back our events team next year. Volunteer Recruitment re-opened in November 2021, with new recruits hopefully starting in 2022.

TABLE 1 — Volunteer Programme Statistics

Description	2020	2021
New volunteers (joined during the year)	34	—
Average Age	44 Years	51 Years
Age Range	19-81 Years	21-83 Years
Gender — Male	33	13
Gender — Female	139	38
<b>Total active volunteers</b>	<b>115</b>	<b>51</b>





I started volunteering in LauraLynn in 2019 and never would have expected it to make the impact on my life that it did. Every time I go in I am greeted with warm and happy faces, it truly is a magical place.

I've been lucky enough to be a member of LauraLynn's Royal Family on a few occasions, being not one but two princesses, Cinderella and Rapunzel. The joy on the children's faces when I dress up is second to none and I always have an amazing time with them pretending to go to royal balls or tea parties and talking about the movies 'I' have been in!

Each time I go LauraLynn is different and whether I am reading stories, doing arts and crafts, hair or nails, I always value my visits. The smiles and giggles from the children make every second in there special. I receive so much more than I give, it's such a positive place and I lose track of time being in there.

The nursing staff in LauraLynn are incredible and make LauraLynn even more special for all the children. I have learnt so much in my time in LauraLynn and have been shown such strength from the children, they are truly very special. I've really appreciated the opportunity to be part of such an incredible community.

**Debbie Fair**  
LauraLynn Volunteer



# FINANCIAL REVIEW AND RISK MANAGEMENT

The consolidated financial statements comprise the results of The Children's Sunshine Home and CSH Childcare Services, together they are known as 'the Group'. CSH Childcare Services is accounted for as a subsidiary of The Children's Sunshine Home which controls the composition of its Board of Directors.

The consolidated statement of financial activities for the financial year ended 31 December 2021 and the consolidated balance sheet at that date are set out on pages 77 and 79, respectively. The net deficit for the financial year, after depreciation, amounted to €329,673 (2020: net income €610,879).

## Income

The main sources of income are funding from the HSE for The Children's Sunshine Home, and from the Trust for CSH Childcare Services. Overall Group income has increased by 18% from €8.3m in 2017 to €9.8m in 2021. This is a reflection of the increased level of investment required to support the volume of services that need to be provided, and to support the strategic expansion of the hospice services.

TABLE 2 — Group Income Since 2017 ●●

	2017 €000's	2018 €000's	2019 €000's	2020 €000's	2021 €000's
<b>Charitable Activities:</b>					
Revenue Grant from HSE	3,681	3,711	3,930	4,726	5,847
Hospital Services Maintenance Income	486	388	193	132	76
Superannuation Deductions	204	199	192	177	193
<b>Subtotal</b>	<b>4,371</b>	<b>4,298</b>	<b>4,315</b>	<b>5,035</b>	<b>6,116</b>
Funding from The Children's Sunshine Home Trust	3,613	4,030	4,316	4,284	3,329
Miscellaneous Income	58	74	77	75	100
Revenue/ Capital Grants	18	—	—	—	—
Gifts in Kind	236	304	268	109	242
<b>Total Income</b>	<b>8,296</b>	<b>8,706</b>	<b>8,976</b>	<b>9,503</b>	<b>9,787</b>

Consolidated

Trust



# FINANCIAL REVIEW AND RISK MANAGEMENT

## Charitable Activities

Income received from charitable activities has increased by €1.7m or 39% from €4.4m in 2017 to €6.1m in 2021.

This is as a result of annual recurring funding of €1.5m received from the HSE to CSH Childcare Services from 2021 onwards, for its hospice services under a Section 39 Service Level Agreement. This is offset by reductions in Hospital Maintenance Service income received from €485,606 in 2017 to €75,958 in 2021.

Table 3 below provides details of the Income received by LauraLynn overall in 2020 and 2021, incorporating the results of the three entities: The Children's Sunshine Home, CSH Childcare Services and The Children's Sunshine Home Trust. Funding between entities (Trust to CSH Childcare Services) is excluded from the table below.

TABLE 3 — LauraLynn Income 2020 and 2021

	2020 €000's	2021 €000's
Charitable Activities	5,035	6,116
Fundraised Income	9,128	9,783
Other Income	199	149
Gifts in Kind	109	243
<b>Total Income</b>	<b>14,471</b>	<b>16,291</b>

## Expenditure

Overall Group expenditure has increased by 22% from €8.3m in 2017 to €10.1m in 2021 mainly due to the strategic expansion of the hospice service.

TABLE 4 — Group Expenditure Since 2017

	2017 €000's	2018 €000's	2019 €000's	2020 €000's	2021 €000's
<b>Charitable Activities:</b>					
Direct Care Pay	4,449	4,574	4,636	4,574	5,201
Support Costs Pay - Other	1,392	1,514	1,852	1,841	2,020
Support Costs Pay - Fundraising Services	652	715	815	984	1,138
Support Costs - Non Pay	1,516	1,504	1,426	1,366	1,499
Depreciation	10	17	24	18	17
Subtotal	8,019	8,325	8,754	8,784	9,874
Value of Gifts in Kind expended	236	304	268	109	243
<b>Total Expenditure</b>	<b>8,255</b>	<b>8,629</b>	<b>9,022</b>	<b>8,893</b>	<b>10,117</b>



# FINANCIAL REVIEW AND RISK MANAGEMENT

It cost the Group €10.1m in 2021 to operate the hospice and disability services, an increase of €1.2m or 13% on 2020 costs of €8.9m.

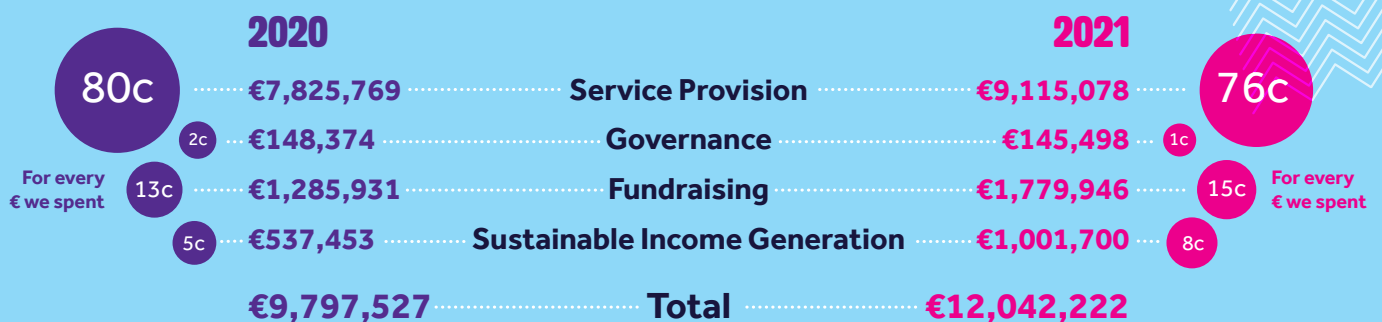
Table 5 below provides details of LauraLynn's overall expenditure in 2020 and 2021, incorporating the results

of the three entities: The Children's Sunshine Home, CSH Childcare Services and The Children's Sunshine Home Trust. Trust funding between entities (to CSH Childcare Services) is excluded from the table below.

**TABLE 5 — LauraLynn Expenditure 2020 and 2021** ●●●

	2020 €000's	2021 €000's
<b>Charitable Activities</b>		
Direct Care Pay	4,574	5,201
Support Costs Pay - Other	1,841	2,020
Support Costs Pay - Fundraising Services	984	1,138
Support Costs - Non Pay	1,477	1,972
Depreciation & Amortisation	415	441
<b>Subtotal</b>	<b>9,291</b>	<b>10,772</b>
Expenditure on Raising Funds	921	1,712
Value of Gifts in Kind expended	109	243
<b>Total Expenditure</b>	<b>10,321</b>	<b>12,727</b>
<i>Total Expenditure (excluding: depreciation and amortisation)</i>	<i>9,906</i>	<i>12,286</i>

**TABLE 6 — LauraLynn Expenditure 2020 and 2021**



**NOTE:** LauraLynn Expenditure presented above is per the financial statements and excludes any intercompany expenditure and non-cash items such as depreciation and gifts-in-kind.

# FINANCIAL REVIEW AND RISK MANAGEMENT

## Funding

The HSE Revenue Grant is provided to fund the disability service for the children and young adults who avail of the respite and residential services.

The HSE continues to acknowledge that due to the essential nature of the hospice service, some of the nursing and direct care disability resources were applied to support that service.

The HSE has indicated their continued commitment and from 2021 LauraLynn receives €1.5m annual recurring funding for its hospice services under a S39 Service Level Agreement. It has also been indicated that further once-off funding will be received in 2022 of €800,000.

The Trust relies primarily on fundraising from the general public, to enable it to provide funding for the hospice service.

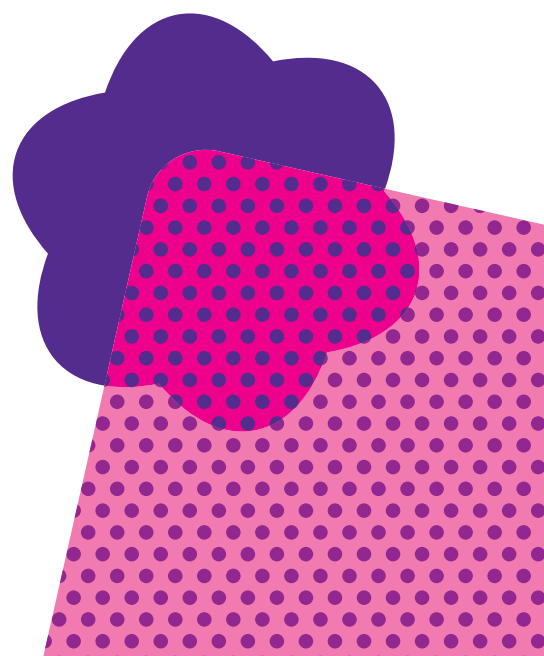
LauraLynn recognises that the on-going support of the HSE and the goodwill of the general public are essential to maintaining its services. The directors are ever mindful of the trust that the general public place in them and are committed to ensuring that the governance and practices remain of the highest standards.

## Funds Employed and Financial Position

LauraLynn's reserves are considered on an 'organisation wide' basis being The Children's Sunshine Home, CSH Childcare Services and The Children's Sunshine Home Trust.

TABLE 7 — LauraLynn Reserves 2020 and 2021

	2020	2021
	€000's	€000's
<b>Reserves:</b>		
The Children's Sunshine Home	287	270
CSH Childcare Services	607	295
The Children's Sunshine Home Trust	28,064	32,568
<b>Total Reserves</b>	<b>28,958</b>	<b>33,132</b>
<b>Further analysed below:</b>		
Tangible fixed assets	14,640	14,432
Intangible fixed assets	18	109
Investments	0	4,995
Cash	14,689	13,357
Net Current Liabilities	(389)	239
<b>Total Reserves</b>	<b>28,958</b>	<b>33,132</b>







# FINANCIAL REVIEW AND RISK MANAGEMENT

## LauraLynn Reserves Policy – The Children's Sunshine Home Trust

The purpose of the Reserves Policy of The Children's Sunshine Home Trust is to:

- a Ensure the stability of the services provided by LauraLynn Ireland's Children's Hospice (LauraLynn), and to allow it to fulfil its mission statement;
- b Give confidence to stakeholders that the charity's finances are being managed and to also provide an indicator of future funding needs; and
- c Support the care of sick adults and children with life-limiting conditions by the provision of funding to the Children's Sunshine Home and CSH Childcare Services.

It is the Trust's policy to retain sufficient funds to safeguard the continuity of both the hospice and disability services, to enable LauraLynn to deliver its Strategy 2019-2023 and to also ensure that it can manage financial, governance and operational risk.

The Trust reviews the level of funds held periodically. The last review was carried out in December 2021 in conjunction with the approval of the 2022 budget. At that time, it was agreed that the level of funds held was appropriate to ensure continuity of the services.

The Trust is dependent on voluntary contributions from the public for the continued funding of CSH Childcare Services for the hospice service. If all funding streams were to be withdrawn, both by the public and the HSE, the current unrestricted cash reserves and investments of €18.1m held by the Trust would enable both the disability and hospice services to continue for 1.8 years at the current level of expenditure.

The Board has reviewed the balance sheet of the Group, including reserves. With the continued support of the HSE and the Trust, the Board are confident that they can continue in operation into the foreseeable future.

2021 was another exceptional year for fundraising income, largely due to some exceptional individual donations and campaigns and the continued generosity of LauraLynn donors. This resulted in a significant surplus at year end. Along with the recurring statutory core State funding received by the LauraLynn Hospice Service (equivalent to approximately 29% of current annual operating costs of the hospice), the Board now acknowledges the Trust's stronger financial standing, allowing a revised approach to cash reserves management to be adopted. Looking to 2022 and beyond, the Board have deemed that best use of its financial resources requires both the progression and acceleration of LauraLynn's strategic plan, in particular its goal to expand and enhance LauraLynn's community of care.

## LauraLynn Investment Policy – The Children's Sunshine Home Trust

The Trust seeks to produce the best financial return within an acceptable level of risk. As assets are expected to be spent over the next three to five years, capital preservation is of paramount importance. The primary mechanism for meeting this objective is to invest in alternative low risk investments in a negative interest rate environment, spreading the total invested and limiting the amount invested with any individual financial institution. These financial institutions are reviewed by the trustees on a periodic basis.

The levels of these deposits are monitored to ensure that the Trust has sufficient liquid funds to meet operational cash flow and planned capital expenditure requirements.

# FINANCIAL REVIEW AND RISK MANAGEMENT

## Going Concern

At the balance sheet date, the Group had net current assets of €525,396 (2020: €845,682). The Group is dependent on the HSE and the Trust to continue to fund its operations.

In assessing that the financial statements are prepared on a going concern basis, the directors have given due consideration to further cost savings, value improvement, fundraising initiatives and strategic planning. In addition, there are regular discussions with the HSE regarding the level of funding being provided to The Children's Sunshine Home and also funding for CSH Childcare Services.

From 2021 LauraLynn will receive €1.5m recurring annual State funding for its hospice services. As this equates to approximately 29% of the current annual operating costs, CSH Childcare Services will continue to be dependent on voluntary contributions from the Trust, for the continued funding of the hospice service. All of the hospice care is provided free of charge to families. The trustees have indicated their willingness to continue to support the service.

Based on the results for the year, the year-end financial position, the approved 2022 budget, and the committed State funding from the HSE for both the disability and hospice services, the directors believe that The Group has adequate resources to continue in operational existence for the foreseeable future. For this reason, the directors continue to adopt the 'going concern' basis in preparing the financial statements. Additional information is provided in note 1 in the financial statements.

## Subsequent Events after the Balance Sheet Date

There have been no significant events affecting the Group since the financial year end.



# FINANCIAL REVIEW AND RISK MANAGEMENT

## RISK

LauraLynn's activities expose it to a number of risks including financial risk, operational risk and reputational risk. Risk registers are maintained which identify key risks, and the controls that have been put in place to mitigate and manage these risks. Risks are monitored on an ongoing basis and reported on regularly throughout the year at Board, Board Sub-Committee and Executive Management Team meetings.

### Risk Management

Risk is the effect of uncertainty on an individual's or service's objectives. It is measured in terms of consequences and likelihood (HSE, 2017). The process of risk management in LauraLynn Ireland's Children's Hospice, involves a cycle of identifying risks, evaluating their potential consequences and determining the most effective methods of responding to them (i.e. of reducing the chances of them occurring and reducing the impact if they do occur). The risk management cycle is completed by a system of regular monitoring and reporting (HIQA, 2014).

The escalation process for risks are as follows:

#### Internal:

##### Low Risks (Ratings 1 – 5):

- Managed locally by managers (support from QRS department)
- Included on the local risk register
- Some risks which are low are included on the corporate register for regulatory requirements

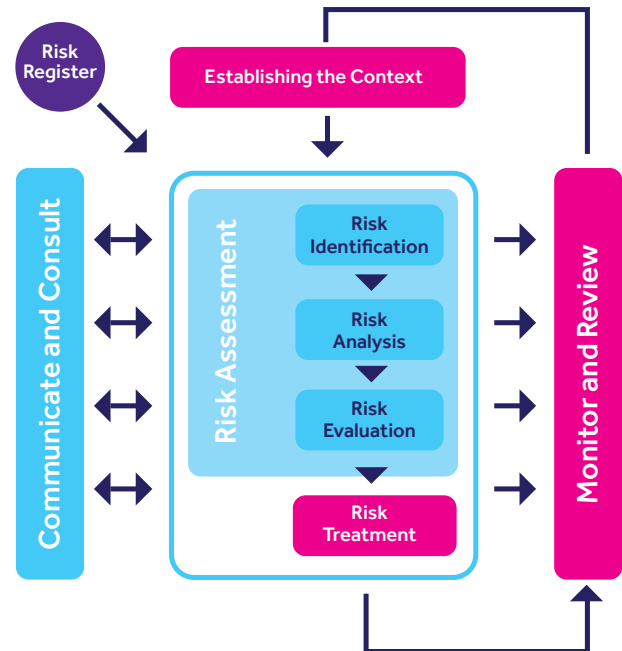
##### Medium Risks (Ratings 6 – 12):

- Risks rated at 9 or greater (9-25), is referred to the Medicines Management, Incident and Risk Review Group or Health and Safety Committee
- Escalated to the Quality, Safety and Risk Committee
- Included onto the local risk register and corporate risk register

##### High Risks (Ratings 15 - 25):

- If rated 15 or greater (15-25) the risk shall be included onto the local risk register and corporate risk register
- Escalated to the Quality, Safety and Risk Committee and Board of Directors

DIAGRAM 1 — HSE's Risk Management Cycle (2017)



#### External

Where there is a risk which requires action from the HSE, the risk is escalated to the Risk Manager (Dublin South East)/ Head of Service for Disabilities or Head of Service for Primary Care CH East. The HSE has to accept the risk in order for it to be included on the HSE Risk Register. If an incident occurs within the Disability Service, we follow our Incident reporting policy and are required to report these to the State Claims Agency under NIMS (National Incident Management System).

#### Risk Assessments

Each child and adult in the hospice and disability services have risk assessments in place to ensure the service identify any risks and implement control measures identified to keep them safe. Risk assessments are also completed for social activities to ensure that each child and adult are able to carry out activities and fulfil their independence as much as possible.

Risk assessments are also completed for any activities and events that take place on the grounds of LauraLynn and externally. LauraLynn's risks assessment formats are in line with the HSE's risk management policy. All staff in the organisation have received mandatory training on risk management and completing risk assessments.



# FINANCIAL REVIEW AND RISK MANAGEMENT

## Risk Registers

Risk registers provide managers with a high-level overview of the services' risks and risk status at a particular point in time and becomes a dynamic tool for the monitoring of actions to be taken to mitigate those risks. The risk registers are a live document and therefore changes on a regular basis. A review of the existing risk registers was undertaken in Q4 2021 to consolidate the risk under designation and recategorized the existing 4 register into Organisational wide and Corporate Risk Registers.

Each Executive Manager is responsible for updating and monitoring their own area and implementing any additional actions, which are required. The Risk Registers are monitored, reviewed, and updated as deemed required by the Quality, Safety and Risk Manager, but annually at a minimum. The corporate risk register is a standing agenda at both the Quality, Safety and Risk Committee and Board of Directors, which take place on a bi-monthly basis. A report is produced and presented, detailing the organisation's high risks (15 - 25), any new updates including control measures and any additional measures required.

## Financial risk

LauraLynn is dependent on voluntary contributions from the Trust for the continued funding of the hospice service (CSH Childcare Services). In turn the Trustees are very much dependent on the generosity of businesses and the public. They remain vigilant with regards to the management and governance of both Trust assets and funds, and the management and use of the funds provided by it. There is a dependence on the HSE for short-, medium- and long-term funding of the disability service (The Children's Sunshine Home). There is a reasonable expectation that such funding will continue.

## Operational Risk

The main operational risks centre on the consistent delivery of the quality of services provided to people in need of LauraLynn's care, for both the individual and the staff. These risks are addressed through appropriate systems and controls and reviewed on a regular basis.

## Reputational Risk

As is the case with many other charities, LauraLynn's principal risk is reputational damage. LauraLynn functions as a healthcare organisation and therefore clinical risk is a prime area that could impact its reputation. Clinical risk is overseen by quality, risk, and safety governance structures, which monitor and manage the disability and palliative care services, including clinical governance, clinical audit and infection control.

Additionally, failure to comply with applicable legislation, regulations, and standards across a wide range of compliance areas could result in penalties, reputational harm and damage to relationships with clients, funders and donors. To mitigate this risk LauraLynn is a 'Triple Lock Member' of Charities Institute Ireland. 'Triple Lock Membership' provides assurances with regard to ethical fundraising, transparent reporting under Charities SORP (Statement of Recommended Practice) (FRS 102) and the principles of good governance.

## Complaints and Feedback

The organisation has an effective and comprehensive system in place for individuals to provide feedback. The service welcomes and encourages feedback from the people who access our service and commits to learn from the information it receives and to use the learning to inform continuous quality improvements in our services.

The service also has a legal responsibility to ensure that there is a system in place to record and investigate any feedback that is critical of the service and requires a response, and this is dealt with through the complaints policy. The service is committed to ensuring that children/adults, their families, and members of the public are aware of their rights throughout the complaints process.

## Hospice Accreditation

LauraLynn Ireland's Children's Hospice commenced the Assurance and Accreditation programme with CHKS in July 2021. CHKS is a leading provider of healthcare intelligence and quality improvement services, which uses its 'Standards' Framework' to establish and maintain a culture of continuous quality improvement. In undertaking CHKS accreditation, LauraLynn has embarked on a journey of quality to enhance and improve productivity, encourage leadership and motivation in the delivery of excellent high-quality care and encourage staff at all levels to achieve safer, effective, and high-quality services.



# STRUCTURE, GOVERNANCE AND MANAGEMENT

**Both The Children's Sunshine Home and CSH Childcare Services companies are limited by guarantee with no share capital. The Board and relevant Board Sub-Committees have been established in line with the Memorandum and Articles of Association.**

## Subsidiary

CSH Childcare Services is accounted for as a subsidiary of The Children's Sunshine Home which controls the composition of its Board of Directors.

## Directors, Secretary and Management

The Children's Sunshine Home and CSH Childcare Services companies are governed by the same Board of Directors, who are all volunteers. The trustees of the Children's Sunshine Home Trust are also Board members of The Children's Sunshine Home and CSH Childcare Services. The trustees have no beneficial interest in either The Children's Sunshine Home or its subsidiary, CSH Childcare Services.

The Board is ultimately responsible for governance, strategic direction, ethos and values. Additionally, the Board is responsible for ensuring that the organisation operates an appropriate system of financial control and complies with relevant laws and regulations.

The Board is supported by a Board Sub-Committee structure that deals effectively with specific aspects of the organisation's business and is chaired by a director. These committees consist of people who are experts in these areas and have relevant qualifications and experience. Each committee has clearly defined Terms of Reference. Members of the Executive Management Team attend the Sub-Committee meetings as required and report on their areas of expertise.

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

### Directors:

Niall McHugh (Chairman)  
Sandra O'Malley (Deputy Chair)  
Tony McPoland  
Kevin Keating  
Angie Kinane  
Patricia Lawler  
Dr Denise McDonald (resigned August 2021)  
Dr Fiona McElligott  
Kevin Murphy  
Jacinta Quigley

### Company Secretary:

Rena Garrigan (resigned October 2021)  
Lauri Cryan (appointed November 2021, resigned December 2021)  
Katie Devlin (appointed January 2022)

### Senior Management Team:

Kerry McLaverty - Chief Executive Officer  
Anne-Marie Carroll - Director of Nursing  
Bernie Chapman - Quality, Risk and Safety Manager  
Bevan Ritchie - Head of Operations  
Dr Joanne Balfe - Consultant Paediatrician  
Katie Devlin - Head of Finance  
Lauri Cryan - Head of Human Resources  
Sarah Meagher - Head of Fundraising  
Sarah O'Callaghan - Head of Marketing and Communications

### Chief Executive Officer

The Board delegates operational responsibility for the day-to-day running of the services to the CEO. As Head of the Service, the CEO is accountable to the Board, but is not a member of the Board.

The Board appoints a CEO, recruited in accordance with the Public Service Management (Recruitment and Appointments) Act 2004. Appointment of the CEO is approved by the Board as supported by the Nominations, Remuneration and Corporate Governance Board Sub-Committee.



# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Recruitment, Induction and Training of Board Members

### Board and Board Sub-Committee Members

The Board, through the Nominations, Remuneration and Corporate Governance Board Sub-Committee, reviews its membership on a constant basis and ensures that vacancies are filled in a timely fashion and with the required skillset. An agreed recruitment process is followed which includes meeting with the Chairman of the Board, the CEO and/or Chair of the Nominations, Remuneration and Corporate Governance Board Sub-Committee.

Board and Board Sub-Committee members of LauraLynn are then co-opted by the Board following recommendation from the Nominations, Remuneration and Corporate Governance Committee in accordance with its Memorandum and Articles of Association and then approved at the following AGM.

Each director is appointed for a period of three years and is eligible for re-appointment for two further consecutive three-year periods (maximum tenure: nine years).

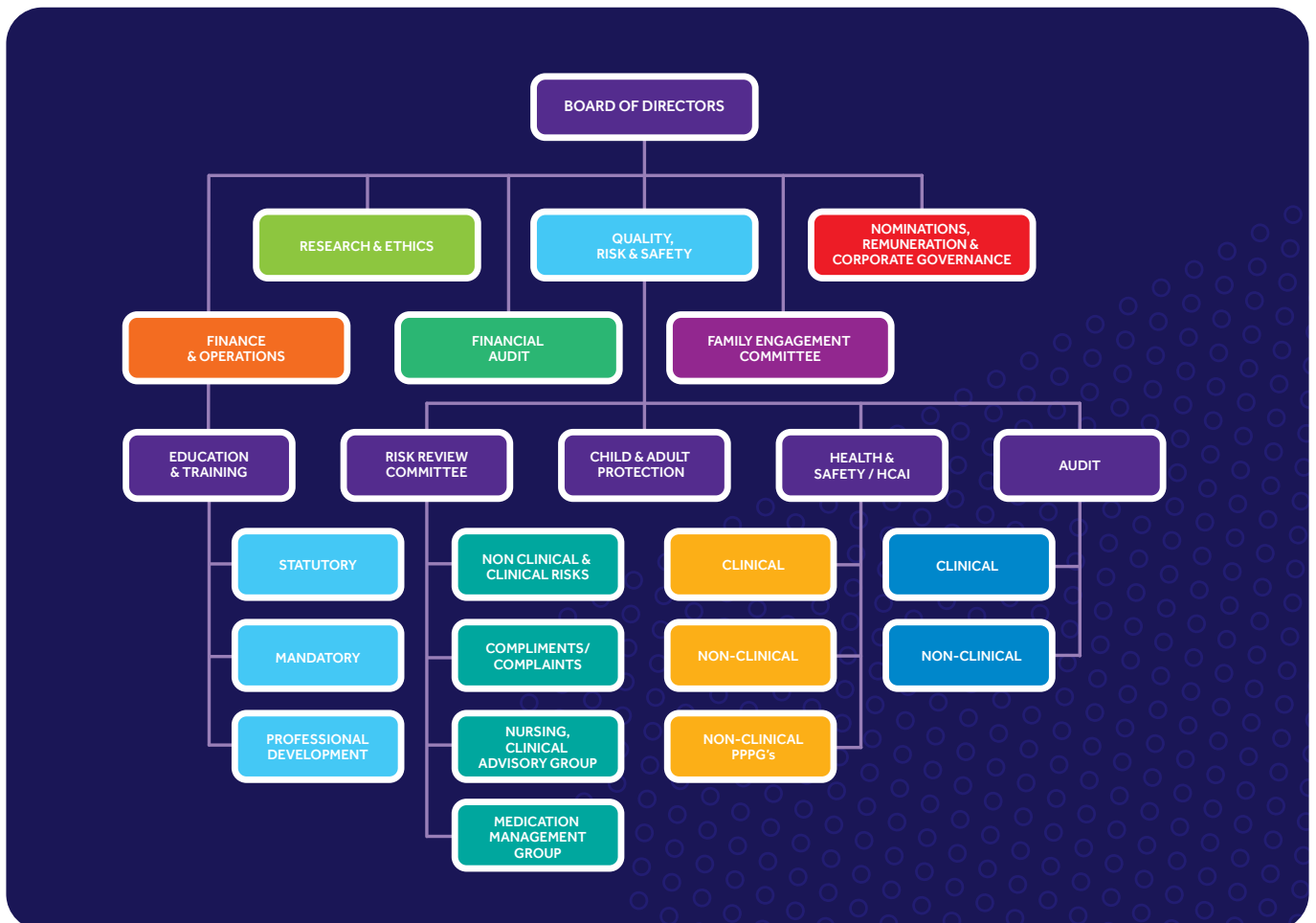
The Board Sub-Committee structure is reviewed every three years by the Board. Internal reviews of the Board are carried out annually and external board reviews are carried out every three years. The results of the reviews are communicated to the Board and any recommendations subsequently implemented.

### Chairperson and Deputy Chairperson

The Chairperson and Deputy Chairperson are appointed by the Board. The appointment is for a period not exceeding three years and at the end of that term, may be reappointed for a further maximum term of three years (maximum tenure: six years).

### Induction and Training

All new Board Members are inducted into the organisation, receiving a Code of Conduct for Board Members Booklet which includes a Conflict of Interest Policy. Every Board Meeting commences with a request for expressions of conflict of interest. Subsequent training for all Board members takes place as and when the need arises, particularly in relation to new laws and regulations. The Conflict of Interest Policy was reviewed in July 2021 and is due to be reviewed again in July 2024.





# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Board Sub-Committees

The Board sub-committees are as follows:

- The **Family Engagement Sub-Committee** provides an effective representative body for families, guardians and carers to communicate effectively with the Board of Directors and Staff. Having regard to the best interests of children, young adults and families in each strand of the organisation, this Sub-Committee develops communications from the Board of Directors and Staff to Families. It aims to develop and foster communication within the 'Family Groups' and to articulate and put forward suggestions, issues, concerns etc. for the improvement of the service in an open and constructive forum.

**Chairperson:** Kevin Murphy (Board Member)

- The **Finance and Operations Sub-Committee** is responsible for ensuring that the organisation is meeting its operational and financial targets as determined by the Board; developing the overall plans and budgets for the various operational divisions that are represented at committee meetings; and ensuring the successful delivery of services and special projects as allocated to budget holders by the Board. In addition, it monitors service activities including bed occupancy, referrals, HR statistics (for example, recruitment, retention and absenteeism) and fundraising activities.

**Chairperson:** Kevin Keating (Board Member)  
Appointed January 2021

- The **Financial Audit Sub-Committee** assists the Board in discharging its responsibility in ensuring the organisation adopts, maintains and applies appropriate and accurate accounting and financial reporting processes and procedures; facilitating the independence of the external audit process and addressing issues arising from the internal and external audit process; and ensuring that the organisation maintains effective risk management processes relating to the organisation's management of financial risks, prevention of corruption and waste and the system of internal control.

**Chairperson:** Tony McPoland (Board Member)

- The **Nominations, Remuneration and Corporate Governance Sub-Committee** monitors and reviews the structure and composition of the Board. It deals with matters of Board succession, disciplinary issues at a senior executive level of the organisation, ensuring that remuneration for employees is in keeping with the service's Finance Management Policy and the requirements under HSE Compliance and Good Governance.

**Chairperson:** Tony McPoland (Board Member)  
Angie Kinane (Board Member) Appointed May 2021

- The **Quality, Risk and Safety Board Sub Committee** oversees key aspects of the risk management process to ensure that the organisation adheres to policies and procedures governing care delivery; has stringent procedures in place for the recruitment of staff and volunteers and audits clinical practice to ensure compliance with the organisation's processes. It also oversees the work of the Child Protection and Vulnerable Adult Team who are dedicated to managing any reported issues and implementation of policies; and investigates and resolves issues which arise from the Complaints, Compliments and Feedback Team.

**Chairperson:** Sandra O'Malley (Board Member)

- The **Research and Ethics Sub-Committee** ensures that research is conducted according to best practice and maintains ethical standards of practice in research. It protects and preserves the subjects' rights and ensures that the practice of fully informed consent is observed. It provides reassurance to the public and outside bodies that high ethical standards are maintained.

**Chairperson:** Patricia Lawler (Board Member)



# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Board and Board Sub-Committee Meetings

The Board and the Board Sub-Committees met on several occasions in 2021. Attendance by each board member at these meetings is set out in Table 8 below. An additional Board Strategy session was held on 15 July 2021.

**TABLE 8 — Board and Board Sub-Committees meeting attendance during 2021**

	Board	Family Engagement	Finance & Operations	Financial Audit	Nominations, Remuneration & Corporate Governance	Quality, Risk & Safety	Research & Ethics*
<b>Number of Meetings</b>	<b>8</b>	<b>6</b>	<b>6</b>	<b>3</b>	<b>4</b>	<b>6</b>	<b>2</b>
Niall McHugh (Chairman)	7						
Kevin Keating	7		6				
Angie Kinane	8				4		
Patricia Lawler	8				4		2
Denise McDonald	3 (5)					1 (4)	
Sandra O'Malley	8					6	
Fiona McElligott	6						
Kevin Murphy	7	6					
Tony McPoland	8			3	4		
Jacinta Quigley	8		4 (4)				
Rena Garrigan (Company Secretary)	5 (5)						
Andrew Paul			5 (5)				
Olivia Rigney				3			
Frances Fletcher						5	
Tony Golden				2 (2)			

\*The Research & Ethics Committee meetings depend on receipt of applications

The Board would like to thank Dr. Denise McDonald who retired from the Board in August 2021, for her significant contributions to the Board and Board Committees during her term of office.

In September 2021, the AGM was held remotely given the circumstances with Covid-19 and Government restrictions which did not allow for gathering in a small space.

## Remuneration of Directors

All directors are non-executive, receive no remuneration for their services, are drawn from diverse backgrounds, and possess a wide range of skills and experience. They give their time and advice freely, as volunteers, and although they are entitled to reimbursement for vouched expenses, no such claims have been made in 2021.





# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Transparency and Accountability

In LauraLynn, credibility depends on public trust, so it is important that the commitment and trust of donors, funders and the public is taken very seriously and business is conducted with the highest levels of accountability and transparency.

The Children's Sunshine Home and CSH Childcare Services are fully compliant where required and practicable, with the Charities Regulatory Authority Charities Governance Code. They comply with the Guidelines for Charitable Organisations on Fundraising from the Public issued by the Charities Regulatory Authority and adhere to the data protection laws including the General Data Protection Regulations (GDPR).

They are also fully compliant with the obligations of the National Vetting Bureau (Children and Vulnerable Persons) Act 2012 and applies Child Protection policies, based on the Children First Act 2015 and Children First Guidelines 2017, as well as Adult Vulnerability policies, best practice recruitment policies and procedures.

In addition to the annual statutory audit provided by Mazars, an internal audit consultant is engaged by the Financial Audit Committee to provide further independent and objective assurance of the financial procedures and practices of the organisation.

The Board is satisfied that no incidence of financial mismanagement has occurred and remain vigilant with regard to this.

Regarding GDPR, we partnered with a GDPR specialist using a bespoke methodology to ensure the service is compliant with the legislation and ensure GDPR is embedded throughout the organisation. The project was rolled out site-wide in July 2021. The roll out of the GDPR project has helped to drive data protection compliance throughout the organisation through raised awareness from training and identification of data champions with the completion of Records of Processing Activity (RoPa) in line with Article 30. We aim to complete this project in Q2 2022.

## Information Relevant to Employee Matters

Staff safety, health and wellbeing is governed by employment legislation and health and safety standards. LauraLynn takes its duty of care for staff seriously by ensuring the necessary steps are taken to ensure compliance with the health and safety standards including the adoption of a safety statement.

LauraLynn communicates and consults regularly with all employees on matters relating to the organisation's performance and on other issues affecting them e.g. Covid-19. Employees are encouraged to get actively involved by providing feedback via questionnaires, focus group sessions and team meetings.

LauraLynn's Human Resources policies ensure that:

- Staff members receive information and training on safe work practices, infection control, child protection, medication storage and administration, and the reporting of incidents, accidents and near misses.
- External Occupational Health supports for staff are available as required including access to a confidential 24/7/365 counselling service via the LauraLynn Employee Assistance Programme (EAP). There are also designated Support Contact People under the Dignity at Work policy that staff can avail of.
- Members of staff are debriefed following a traumatic incident or where staff members are exposed to a stressful situation.
- All members of staff are paid in accordance with HSE pay scales with the exception of the CEO and some senior members of the Fundraising and Marketing and Communications teams who are paid in line with current market rates.



# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Information Relevant to Environmental Matters

LauraLynn is committed to protecting the environment and continues to proactively minimise its carbon footprint. In collaboration with our landscaping partner, LauraLynn is implementing a number of green initiatives to enable our campus and gardens to become more self-sustainable. This includes a new composting system, a reduction in grass areas and development of more wild gardens onsite. This reduces our carbon footprint by allowing LauraLynn to develop its own fertiliser, reduce the need for garden waste removal, propagation of existing plants onsite and encouraging the use of battery-operated equipment while working on the gardens.

LauraLynn is still benefiting from the large-scale sustainability project implemented in 2019 in collaboration with SEAI and SSE Airtricity, which was aimed at achieving energy savings across the campus. This involved the installation of photovoltaic solar panels, energy efficient radiators, LED lighting, insulation, and electric vehicle charging ports which aim to yield significant savings in energy costs. The impact of these actions has resulted in LauraLynn being able to mitigate against the general rise in fuel costs that occurred in 2021.

LauraLynn's partnership also continues with WEEE Ireland, the electrical and battery recycling scheme, on their 'small things matter campaign' encouraging households and schools across Ireland to recycle their e-waste.

Plans for 2022 include replacing all outside lighting with LED bulbs, additional EV charging points installed onsite and the development of a green strategy for LauraLynn.

## Public Benefit

LauraLynn meets the definition of a public benefit entity under FRS 102 as an organisation whose primary objective is to provide care and services to children with palliative care needs and complex disabilities, and a home for adults with complex disabilities.

## Lobbying and Political Contributions

There were no political contributions in 2021 (2020: Nil), and as a result no disclosures are required under the Electoral Act, 1997. As required under the Regulation of Lobbying Act 2015, LauraLynn records all lobbying activity and communications engaged in with the Designated Public Officials (DPOs). It has made all the returns and submissions required by the Act.

## Accounting Records

The measures that the directors have taken to secure compliance with the requirements of Sections 281 to 285 of the Companies Act 2014, with regard to the keeping of accounting records, are the employment of appropriately qualified accounting personnel and the maintenance of computerised accounting systems. The group's accounting records are maintained at the group's registered office at Leopardstown Road, Foxrock, Dublin 18.

## Disclosure of Information to Auditors

In the case of each of the persons who are directors at the time the Directors' Report and Financial Statements are approved:

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

## Auditors

The auditors, Mazars, Chartered Accountants and Statutory Audit Firm will continue in office in accordance with the provision of Section 383(2) of the Companies Act 2014.

Approved by the Board and signed on its behalf by:

**Niall McHugh**  
Director

**Tony McPoland**  
Director

**Date:** 9 May 2022



# DIRECTORS' RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with the Companies Act 2014 and the applicable regulations.

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

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

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

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

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website.

Approved by the Board and signed on its behalf by:

**Niall McHugh**  
Director

**Tony McPoland**  
Director

**Date:** 9 May 2022

# AUDITORS REPORT

## Independent auditor's report to the members of The Children's Sunshine Home

### Report on the audit of the financial statements

#### Opinion

We have audited the financial statements of The Children's Sunshine Home for the year ended 31 December 2021 which comprise the Company Statement of Financial Activities, Consolidated Statement of Financial Activities, Company Balance Sheet, Consolidated Balance Sheet, Company Statement of Cash Flows, Consolidated Statement of Cash Flows and the notes to the financial statements, including the summary of significant accounting policies set out in note 1. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland issued in the United Kingdom by the Financial Reporting Council (FRS 102).

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2021 and of its result for the year then ended;
- have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report.

We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

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

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

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



# AUDITORS REPORT

## Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2014

In our opinion, based on the work undertaken in the course of the audit, we report that:

- the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements;
- the directors' report has been prepared in accordance with applicable legal requirements;
- the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited; and
- the financial statements are in agreement with the accounting records.

We have obtained all the information and explanations which, to the best of our knowledge and belief, are necessary for the purposes of our audit.

## Matters on which we are required to report by exception

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

The Companies Act 2014 requires us to report to you if, in our opinion, the requirements of any of Sections 305 to 312 of the Act, which relate to disclosures of directors' remuneration and transactions are not complied with by the Company. We have nothing to report in this regard.

## Respective responsibilities

### Responsibilities of directors for the financial statements

As explained more fully in the directors' responsibilities statement set out on page 71, the directors are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework that give a true and fair view, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

# AUDITORS REPORT

## **Auditor's responsibilities for the audit of the financial statements**

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

A further description of our responsibilities for the audit of the financial statements is located on the Irish Auditing and Accounting Supervisory Authority's website at: [http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description\\_of\\_auditors\\_responsibilities\\_for\\_audit.pdf](http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf). This description forms part of our auditor's report.

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

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

### **Aedín Morkan**

for and on behalf of Mazars  
Chartered Accountants & Statutory Audit Firm  
Harcourt Centre, Block 3  
Harcourt Road  
Dublin 2

**Date:** 12 May 2022



LauraLynn

IRELAND'S CHILDREN'S HOSPICE

# CONSOLIDATED FINANCIAL STATEMENTS

for the financial year ended 31 December 2021



## COMPANY STATEMENT OF FINANCIAL ACTIVITIES

(Including An Income And Expenditure Account)

	Notes	2021 Restricted Funds €	2021 Unrestricted Funds €	2021 Total €	2020 Restricted Funds €	2020 Unrestricted Funds €	2020 Total €
<b>Income from:</b>							
Charitable activities	4	4,597,429	—	4,597,429	4,210,923	—	4,210,923
Other trading activities	5	15,695	17,442	33,137	13,961	18,163	32,124
<b>Total Income</b>		<b>4,613,124</b>	<b>17,442</b>	<b>4,630,566</b>	4,224,884	18,163	4,243,047
<b>Expenditure on:</b>							
Charitable activities	6	4,630,017	17,442	4,647,459	4,208,047	18,163	4,226,210
<b>Total Expenditure</b>		<b>4,630,017</b>	<b>17,442</b>	<b>4,647,459</b>	4,208,047	18,163	4,226,210
<b>Net (Expenditure) / Income</b>		<b>(16,893)</b>	<b>—</b>	<b>(16,893)</b>	16,837	—	16,837
<b>Net movement in funds</b>		<b>(16,893)</b>	<b>—</b>	<b>(16,893)</b>	16,837	—	16,837
<b>Reconciliation of funds:</b>							
Total funds brought forward		286,917	—	286,917	270,080	—	270,080
<b>Total funds carried forward</b>	13	<b>270,024</b>	<b>—</b>	<b>270,024</b>	286,917	—	286,917

There are no other recognised gains or losses other than those listed above.

Foreign currency exchange rate differences are zero.

All income and expenditure derives from continuing activities.

The notes on pages 82 to 102 form part of these financial statements.



## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(Including An Income And Expenditure Account)

	Notes	2021 Restricted Funds €	2021 Unrestricted Funds €	2021 Total €	2020 Restricted Funds €	2020 Unrestricted Funds €	2020 Total €
<b>Income from:</b>							
Donations and Legacies	3	3,571,602	—	3,571,602	4,392,985	—	4,392,985
Charitable activities	4	6,116,029	—	6,116,029	5,035,323	—	5,035,323
Other trading activities	5	69,328	30,247	99,575	29,661	45,671	75,332
<b>Total Income</b>		<b>9,756,959</b>	<b>30,247</b>	<b>9,787,206</b>	9,457,969	45,671	9,503,640
<b>Expenditure on:</b>							
Charitable activities	6	9,844,007	30,247	9,874,254	8,738,141	45,671	8,783,812
Value of gifts in kind expended		242,625	—	242,625	108,949	—	108,949
<b>Total Expenditure</b>		<b>10,086,632</b>	<b>30,247</b>	<b>10,116,879</b>	8,847,090	45,671	8,892,761
<b>Net (Expenditure) / Income</b>		<b>(329,673)</b>	<b>—</b>	<b>(329,673)</b>	610,879	—	610,879
<b>Net movement in funds</b>		<b>(329,673)</b>	<b>—</b>	<b>(329,673)</b>	610,879	—	610,879
<b>Reconciliation of funds:</b>							
Total funds brought forward		894,221	—	894,221	283,342	—	283,342
<b>Total funds carried forward</b>	13	<b>564,548</b>	<b>—</b>	<b>564,548</b>	894,221	—	894,221

There are no other recognised gains or losses other than those listed above.  
 All income and expenditure derives from continuing activities.

Foreign currency exchange rate differences are zero.

The notes on pages 82 to 102 form part of these financial statements.

## COMPANY BALANCE SHEET

as at 31 December 2021

	Notes	2021 €	2020 €
<b>Fixed Assets</b>			
Tangible assets	10	7,067	1,402
<b>Current Assets</b>			
Debtors	11	806,923	687,688
Cash at bank and in hand		71,253	70,640
		<b>878,176</b>	758,328
<b>Creditors: Amounts falling due within one year</b>	12	<b>(615,219)</b>	(472,813)
<b>Net Current Assets</b>		<b>262,957</b>	285,515
<b>Net Assets</b>		<b>270,024</b>	286,917
<b>Represented By:</b>			
Restricted funds	13	270,024	286,917
Unrestricted funds	13	—	—
<b>Total Charity Funds</b>		<b>270,024</b>	286,917

The notes on pages 82 to 102 form part of these financial statements.

The statutory financial statements were approved and authorised for issue by the Board of Directors and signed on its behalf by:

**Niall McHugh**  
Director

**Tony McPoland**  
Director

**Date:** 9 May 2022

## CONSOLIDATED BALANCE SHEET

as at 31 December 2021

	Notes	2021 €	2020 €
<b>Fixed Assets</b>			
Tangible assets	10	39,152	48,539
<b>Current Assets</b>			
Debtors	11	1,330,655	582,017
Cash at bank and in hand		149,105	906,349
		1,479,760	1,488,366
<b>Creditors: Amounts falling due within one year</b>	12	<b>(954,364)</b>	(642,684)
<b>Net Current Assets</b>		<b>525,396</b>	845,682
<b>Net Assets</b>		<b>564,548</b>	894,221
<b>Represented By:</b>			
Restricted funds	13	564,548	894,221
Unrestricted funds	13	—	—
<b>Total Charity Funds</b>		<b>564,548</b>	894,221

The notes on pages 82 to 102 form part of these financial statements.

The statutory financial statements were approved and authorised for issue by the Board of Directors and signed on its behalf by:

**Niall McHugh**  
Director

**Tony McPoland**  
Director

**Date:** 9 May 2022



## COMPANY STATEMENT OF CASHFLOWS

for the financial year ended 31 December 2021

	Notes	2021	2020
		€	€
<b>Net cash provided by / (used in) operating activities</b>	14	<b>8,052</b>	(59,582)
<b>Change in cash and cash equivalents in the year</b>		<b>8,052</b>	(59,582)
<b>Cash flows from investing activities</b>			
Purchase of fixed assets		<b>(7,439)</b>	—
<b>Cash and cash equivalents at beginning of financial year</b>		<b>70,640</b>	130,222
<b>Cash and cash equivalents at end of financial year</b>		<b>71,253</b>	70,640

The notes on pages 82 to 102 form part of these financial statements.



## CONSOLIDATED STATEMENT OF CASHFLOWS

for the financial year ended 31 December 2021

	Notes	2021 €	2020 €
<b>Net cash (used in) / provided by operating activities</b>	14	(749,805)	666,522
<b>Cash flows from investing activities</b>			
Purchase of fixed assets	10	(7,439)	(14,071)
<b>Change in cash and cash equivalents in the year</b>		(757,244)	652,451
<b>Cash and cash equivalents at beginning of financial year</b>		906,349	253,898
<b>Cash and cash equivalents at end of financial year</b>		149,105	906,349

The notes on pages 82 to 102 form part of these financial statements.



## 1. ACCOUNTING POLICIES

### General Information

The Children's Sunshine Home is a public benefit entity incorporated in Ireland under the Companies Act 2014. The address of the registered office is Leopoldstown Road, Foxrock, Dublin 18.

The objectives of the company are charitable in nature and it has been granted charitable tax exemption by the Revenue Commissioners (Charity number CHY 2633) and is registered with the Charities Regulatory Authority (CRA number 20003289). The nature of the company's operations and its principal activities are set out in the Directors' Report on pages 16 to 70.

The company is limited by guarantee and has no share capital. In accordance with Section 1180(8) of the Companies Act 2014, the company is exempt from including the word "Limited" in its name.

The principal accounting policies are summarised below. They have all been applied consistently throughout the financial year and the preceding year.

### Basis of Preparation

The financial statements have been prepared on the going concern basis and in accordance with the historical cost convention. The financial reporting framework that has been applied in their preparation is the Companies Act 2014, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland and the Statement of Recommended Practice (Charities SORP (FRS102)) as published by the Charity Commission for England and Wales, the Charity Commission for Northern Ireland and the Office of the Scottish Charity Regulator which are recognised by the UK Financial Reporting Council (FRC) as the appropriate body to issue SORPs for the charity sector in the UK. Financial reporting in line with SORP is considered best practice for charities in Ireland.

The financial statements are presented in Euro €.

### Statement of Compliance

The financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (FRS 102) and the Companies Act 2014. These financial statements also comply with the Statement of Recommended Practice (Charities SORP FRS 102) "Accounting and Reporting by Charities".

### Basis of Consolidation

The consolidated financial statements incorporate the financial statements of the company and its subsidiary undertaking for the financial year ended 31 December 2021. CSH Childcare Services is accounted for as subsidiary undertaking as the Board of The Children's Sunshine Home has the power to appoint and control the Board of CSH Childcare Services.

### Going Concern

The financial statements have been prepared on the going concern basis.

In assessing that the financial statements are prepared on a going concern basis, the directors have given due consideration to further cost savings, value improvement, fundraising initiatives and strategic planning. In addition, there are regular discussions with the HSE regarding the level of funding being provided to The Children's Sunshine Home and also funding for CSH Childcare Services.

The company is dependent on the HSE to provide adequate funding to enable it to fund its services. The HSE has not given any indication that it will withdraw its financial support from the company for the foreseeable future and has continued to provide funding for 2022. The HSE has indicated that funding will be available during 2022 at a similar level to that of 2021.

## 1. ACCOUNTING POLICIES (continued)

The company's subsidiary, CSH Childcare Services, is primarily dependent on voluntary contributions from The Children's Sunshine Home Trust for the continued funding of the hospice service. The trustees have advised the Board that they intend to continue to support the service for the foreseeable future. Additionally, the HSE have committed to provide funding of €1.5m per annum commencing in 2021.

### Income Recognition

Income is recognised in the Statement of Financial Activities in accordance with Charities SORP which is based on three criteria being met, which are entitlement, measurement and probability.

- i The Revenue Grant received and receivable from the HSE is accounted for on the basis of the allocated amount notified by the HSE for that financial year.
- ii Funding received from the Children's Sunshine Home Trust is recognised when received.
- iii Hospital Services Maintenance income comprises income from patients directly, and from the HSE, and is recognised at the time the services is provided.
- iv Superannuation contributions from staff are recognised when the deduction is made.
- v Gifts in Kind which are received from donors and used in the service are included in the financial statements in the period in which they are received or when the service is performed. They are valued at the cost the company would be reasonably expected to pay in an arm's length transaction and accounted for at valuation. In accordance with Charities SORP, volunteer time is not recognised in the financial statements.
- vi Capital Grants received are recognised as restricted income in the financial year and the depreciation on the related capital asset is charged against the restricted capital fund.
- vii Revenue Grants received are recognised when the company has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.
- viii Income from all other sources is recognised when received.

### Expenditure

Expenditure is recognised when there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure on charitable activities includes the costs incurred in undertaking the various activities which are performed for the benefit of The Children's Sunshine Home's beneficiaries including those support costs and costs relating to the charity apportioned to charitable activities.

### Allocation of Support Costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. The basis on which support costs have been allocated is set out in note 6.

Governance costs are defined as costs related to the general running of The Children's Sunshine Home as an entity as opposed to the direct management functions inherent in generating funds, and include audit and accountancy, legal and professional fees.

## 1. ACCOUNTING POLICIES (continued)

### Funds of the Charity

All transactions of the company have been recorded and reported as income into or expenditure from funds of the charity which are classified as 'restricted' or 'unrestricted'.

#### *Restricted Funds*

Income is restricted where by the donor or grant making institution has specified that it must be used for a particular purpose or where it has been raised for a particular purpose. All other income is treated as unrestricted. Expenditure is treated as being made out of restricted funds to the extent that it meets the criteria specified by the donor or grant making institution.

#### *Unrestricted Funds*

All other income is treated as unrestricted. Unrestricted funds represent amounts which are expendable at the discretion of the Board of Directors in furtherance of the objectives of the charity.

### Foreign Currency

The functional currency of The Children's Sunshine Home is considered to be Euro (€) because that is the currency of the primary economic environment in which the company operates.

Transactions in foreign currency are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. All differences are taken to the Statement of Financial Activities.

### Tangible Fixed Assets

Tangible fixed assets are stated at cost or valuation, net of depreciation and any allowance for impairment. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost or valuation, less estimated residual value, of each asset on a straight-line basis over its estimated useful life, as follows:

Buildings	—	50 years
Motor Vehicles	—	5 years
Equipment	—	5 years

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

### Impairment of Assets

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

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

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



## 1. ACCOUNTING POLICIES (continued)

### Prepayments

Prepayments are expenses paid in advance and recorded as assets before these are utilised. Prepayments are apportioned over the period covered by the payment and charged to the Statement of Financial Activities when incurred. Prepayments that are expected to be realised no more than 12 months after the reporting period are classified as current assets. Otherwise, these are classified as non current assets.

### Financial Instruments

The company only holds basic financial instruments and has chosen to adopt Section 11 of FRS 102 in respect of financial instruments.

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

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

#### *Financial assets and liabilities*

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a finance transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument. Financial assets include debtors and cash at bank and in hand. Financial liabilities include creditors (excluding PAYE/PRSI).

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

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

Balances that are classified as payable or receivable within one year on initial recognition are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

## 1. ACCOUNTING POLICIES (continued)

### Taxation

Both the company and its subsidiary have been granted charitable tax exempt status by the Revenue Commissioners and therefore no provision for Corporation tax is required.

The Children's Sunshine Home: CHY number 2633  
CSH Childcare Services: CHY number 20245

### Pensions

#### *Defined Benefit Schemes*

Nominated Health Agencies Superannuation Scheme (NHASS)

The company operates a defined benefit pension scheme in respect of employees eligible for inclusion under the Nominated Health Agencies Superannuation Scheme (NHASS) operated by the HSE. The scheme is administered and funded by the Department of Health and Children. The company acts as an agent in the operation of the scheme and does not contribute financially to the scheme.

Contributions are received from eligible employees only. By agreement with the HSE and the Department of Health and Children, pension contributions received may be offset against pension payments made and the surplus or deficit each financial year forms part of the funding for the company.

Cost arising from the payment of entitlements under the scheme as well as refunds to former employees are treated as expenses in the financial statements. The directors are of the understanding that the company has no responsibility for any liability that falls due as a result of any potential under-funding of the scheme. Refunds of contributions paid are charged to the income and expenditure account when notification is received from the Department of Health and Children to make a payment to an employee who is leaving the scheme.

No provision has been made in respect of the accrued benefits payable to current or former employees (see note 16, 'Pension Commitments').

#### *Single Public Service Pension Scheme ('SPSPS')*

The Public Service (Single Scheme and Other Provision) Act 2012 introduced the new Single Public Service Pension Scheme ('SPSPS') which commenced with effect from 1 January 2013. All new staff members to the company, who are new entrants to the Public Sector, on or after 1 January 2013 are members of the Single Scheme. In line with the guidance of this scheme, all employee contributions are paid over to the State pension account and not included in the Statement of Financial Activities. The Department of Public Expenditure and Reform ('DPER') is responsible for the SPSPS and under the Public Service Pensions (Single Scheme and Other Provision) Act 2012, Section 44 (1) (b), payments arising under this Single Scheme to retiring employees shall be paid from funds provided by the Oireachtas for that purpose.

#### *Defined Contribution Scheme*

The subsidiary company, CSH Childcare Services, has established a defined contribution pension scheme and the assets of the scheme are held separately from those of the company in an independently administered fund. The annual contributions payable are charged to the Statement of Financial Activities (see note 16, 'Pension Commitments').

### Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

Termination benefits are recognised immediately as an expense when the Company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.



## 2. Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In the application of the company's accounting policies, which are described in note 1, the directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

### *Estimating useful lives of tangible fixed assets:*

The Company reviews annually the estimated useful lives of tangible fixed assets based on the asset's expected utilisation, market demands and future technological development. It is possible that the factors mentioned may change in the future, which could cause a change in estimated useful lives.

There were no changes in the estimated useful lives of tangible fixed assets during 2021.

The net book value of tangible fixed assets as at 31 December 2021 is €39,152 (2020: €48,539).

### **Critical judgements in applying the company's accounting policies**

The following are the critical judgements that the directors have made in the process of applying the accounting policies and that have the most significant effect on the amounts recognised in the financial statements.

#### **Pensions**

##### *Nominated Health Agencies Superannuation Scheme (NHASS)*

Certain employees participate in the Nominated Health Agencies Superannuation Scheme (NHASS) operated by the HSE. The NHASS is a scheme which is administered and funded by the Minister for Health and Children. In the judgement of the directors, the funds required to pay current pension liabilities, under the NHASS, as they arise will continue to be provided by the Department of Health and Children. Therefore, they believe that it is not necessary for the financial statements to make provision for the net assets/liabilities at the balance sheet date in respect of pension entitlements accrued to that date by the employees of the company, nor the disclosure requirements of the Charities SORP (FRS102). See note 16 for further details.

##### *Single Public Service Pension Scheme ('SPSPS')*

The NHASS closed to new members with effect from 31 December 2012. With effect from 1 January 2013 a new scheme – the Single Public Service Pension Scheme (SPSPS) commenced. Pension contributions under this scheme are remitted to the Department of Public Expenditure and Reform. The directors are of the understanding that the Department of Public Expenditure and Reform ("DPER") is responsible for this Single Scheme and payments arising under this scheme to retiring employees are payable by the state. They also believe that it is not necessary for the financial statements to make provision for the net assets/liabilities at the balance sheet date in respect of pension entitlements accrued to that date by the employees of the company nor the disclosure requirements of FRS 102.

### 3. Donations and Legacies

#### Company

The company was not in receipt of any income from donation and legacies in either the financial year or the preceding year.

#### Group

	Restricted €	Unrestricted €	2021 Total €	2020 Total €
Funding from The Children's Sunshine Home Trust (note 17)	3,328,977	—	3,328,977	4,284,036
Value of gifts in kind received	242,625	—	242,625	108,949
	<b>3,571,602</b>	<b>—</b>	<b>3,571,602</b>	<b>4,392,985</b>

The source of all income received was the Republic of Ireland.

### 4. Income from Charitable Activities

#### Company

	Restricted €	Unrestricted €	2021 Total €	2020 Total €
HSE Revenue Grants	4,347,482	—	4,347,482	3,976,258
Hospital services maintenance income	57,358	—	57,358	57,710
Superannuation deductions	192,589	—	192,589	176,955
	<b>4,597,429</b>	<b>—</b>	<b>4,597,429</b>	<b>4,210,923</b>

#### Group

	Restricted €	Unrestricted €	2021 Total €	2020 Total €
HSE Revenue Grants	5,847,482	—	5,847,482	4,726,258
Hospital services maintenance income	75,958	—	75,958	132,110
Superannuation deductions	192,589	—	192,589	176,955
	<b>6,116,029</b>	<b>—</b>	<b>6,116,029</b>	<b>5,035,323</b>

The source of all income received was the Republic of Ireland.

The terms and conditions of funding received under Department of Public Expenditure and Reform circular 13/2014 are complied with.

The State's investment is protected and will not be used as security for any other activity without prior consultation with the HSE. The Company is compliant with the Circular 44/2006 Tax Clearance Procedures Grants, Subsidies and Similar Type Payments.

HSE Revenue Grants received were a Section 38 grant of €4,052,932 and a Section 39 grant of €1,500,000.

The Section 38 grant was for the purpose of providing respite and residential care to children and adults with complex disabilities in The Children's Sunshine Home (Disability Service).

The Section 39 Grant was for the purpose of maintaining palliative care services for children.



## 5. Income from Other Trading Activities

Company	Restricted €	Unrestricted €	2021 Total €	2020 Total €
Canteen receipts	—	17,442	17,442	17,170
Miscellaneous income*	15,695	—	15,695	14,954
	<b>15,695</b>	<b>17,442</b>	<b>33,137</b>	<b>32,124</b>

Group	Restricted €	Unrestricted €	2021 Total €	2020 Total €
Canteen receipts	—	30,247	30,247	30,131
Miscellaneous income*	69,328	—	69,328	45,201
	<b>69,328</b>	<b>30,247</b>	<b>99,575</b>	<b>75,332</b>

\*Miscellaneous income mainly relates to education funding from the Nursing & Midwifery Planning & Development Unit, a reclaim of VAT, and Schwartz round mentoring.

The source of all income received was the Republic of Ireland.

## 6. Expenditure on Charitable Activities

Company	Direct Care Pay Costs €	Support Costs €	2021 Total €
<b>Activity:</b>			
Adult Disability Services	1,128,094	409,818	1,537,912
Children's Disability Services	989,198	819,514	1,808,712
Children's Palliative Care	1,025,345	275,489	1,300,834
	<b>3,142,637</b>	<b>1,504,822</b>	<b>4,647,459</b>

### Analysis of Support Costs:

	Adult Disability Services €	Children's Disability Services €	Children's Palliative Care €	2021 Total €
<b>Pay Costs:</b>				
Management and Administration	78,618	157,113	195,560	431,291
Support	26,643	53,286	79,929	159,858
Retired employees*	97,374	194,748	—	292,122
<b>Non Pay Costs:</b>				
Governance and Overhead Costs	106,977	213,955	—	320,932
Drugs and Medical Equipment	28,857	57,713	—	86,570
Catering and Catering Supplies	49,357	98,715	—	148,072
Education and Training	5,520	11,040	—	16,560
Maintenance	15,881	31,762	—	47,643
Depreciation	591	1,183	—	1,774
	<b>409,818</b>	<b>819,514</b>	<b>275,489</b>	<b>1,504,822</b>

\*Payments to retired employees include any pension lump sum payments paid in the period (note 7).

Where costs are not directly attributable to an individual service, the shared cost is allocated between the activities on the basis of the time spent for pay costs and the utilisation of maintenance and overhead related expenditure by activities.

## 6. Expenditure on Charitable Activities (contd.)

<b>Company</b>	Direct Care Pay Costs €	Support Costs €	2020 Total €
<b>Activity:</b>			
Adult Disability Services	977,305	348,592	1,325,897
Children's Disability Services	897,644	707,748	1,605,392
Children's Palliative Care	1,014,787	280,134	1,294,921
	<b>2,889,736</b>	<b>1,336,474</b>	<b>4,226,210</b>

### Analysis of Support Costs:

	Adult Disability Services €	Children's Disability Services €	Children's Palliative Care €	2020 Total €
<b>Pay Costs:</b>				
Management and Administration	77,261	156,863	199,835	433,959
Support	26,499	53,800	80,299	160,598
Retired employees	63,526	128,978	—	192,504
<b>Non Pay Costs:</b>				
Governance and Overhead Costs	93,669	190,176	—	283,845
Drugs and Medical Equipment	23,927	48,578	—	72,505
Catering and Catering Supplies	39,056	79,296	—	118,352
Education and Training	6,031	12,246	—	18,277
Maintenance	18,161	36,871	—	55,032
Depreciation	463	939	—	1,402
	<b>348,593</b>	<b>707,747</b>	<b>280,134</b>	<b>1,336,474</b>

Where costs are not directly attributable to an individual service, the shared cost is allocated between the activities on the basis of the time spent for pay costs and the utilisation of maintenance and overhead related expenditure by activities.

## 6. Expenditure on Charitable Activities (contd.)

Group	Direct Care Pay Costs €	Support Costs €	2021 Total €
<b>Activity:</b>			
Adult Disability Services	1,190,675	586,863	1,777,538
Children's Disability Services	1,162,163	1,173,770	2,335,933
Children's Palliative Care	2,847,770	2,913,013	5,760,783
	<b>5,200,608</b>	<b>4,673,646</b>	<b>9,874,254</b>

### Analysis of Support Costs:

	Adult Disability Services €	Children's Disability Services €	Children's Palliative Care €	2021 Total €
<b>Pay Costs:</b>				
Management and Administration	255,662	511,369	1,938,831	2,705,862
Support	26,643	53,286	79,929	159,858
Retired employees*	97,374	194,748	—	292,122
<b>Non Pay Costs:</b>				
Governance and Overhead Costs	106,977	213,954	562,997	883,928
Drugs and Medical Equipment	28,857	57,713	37,369	123,939
Catering and Catering Supplies	49,357	98,715	151,737	299,809
Education and Training	5,520	11,040	53,304	69,864
Maintenance	15,881	31,762	73,794	121,437
Depreciation	591	1,183	15,052	16,826
	<b>586,862</b>	<b>1,173,770</b>	<b>2,913,013</b>	<b>4,673,645</b>

\*Payments to retired employees include any pension lump sum payments paid in the period (note 7).

Where costs are not directly attributable to an individual service, the shared cost is allocated between the activities on the basis of the time spent for pay costs and the utilisation of maintenance and overhead related expenditure by activities.

## 6. Expenditure on Charitable Activities (contd.)

Group	Direct Care Pay Costs €	Support Costs €	2020 Total €
<b>Activity:</b>			
Adult Disability Services	1,042,937	509,414	1,552,351
Children's Disability Services	1,062,188	1,005,531	2,067,719
Children's Palliative Care	2,469,115	2,694,627	5,163,742
	<b>4,574,240</b>	<b>4,209,572</b>	<b>8,783,812</b>

### Analysis of Support Costs:

	Adult Disability Services €	Children's Disability Services €	Children's Palliative Care €	2020 Total €
<b>Pay Costs:</b>				
Management and Administration	238,083	454,646	1,779,464	2,472,193
Support	26,499	53,800	80,299	160,598
Retired employees	63,526	128,978	—	192,504
<b>Non Pay Costs:</b>				
Governance and Overhead Costs	93,669	190,176	514,853	798,698
Drugs and Medical Equipment	23,927	48,578	32,374	104,879
Catering and Catering Supplies	39,056	79,296	121,203	239,555
Education and Training	6,031	12,246	12,756	31,033
Maintenance	18,161	36,871	137,170	192,202
Depreciation	463	939	16,508	17,910
	<b>509,415</b>	<b>1,005,530</b>	<b>2,694,627</b>	<b>4,209,572</b>

Where costs are not directly attributable to an individual service, the shared cost is allocated between the activities on the basis of the time spent for pay costs and the utilisation of maintenance and overhead related expenditure by activities.



## 7. Employees and Remuneration

The average number of persons employed by the group during the financial year was 153 (2020: 148) and is analysed into the following categories:

Company	2021 No.	2020 No.
Management and administration	8	8
Clinical	54	54
Support	3	3
Fundraising	—	—
Pensioners	15	15
	<b>80</b>	<b>80</b>

Group	2021 No.	2020 No.
Management and administration	32	33
Clinical	90	86
Support	3	3
Fundraising	13	11
Pensioners	15	15
	<b>153</b>	<b>148</b>

### Staff Costs Comprise:

Company	2021 €	2020 €
Wages and salaries	3,388,683	3,159,549
Social welfare costs	345,101	324,744
Pensioners	183,038	161,380
Pension lump sum	109,083	31,124
	<b>4,025,905</b>	<b>3,676,797</b>

Group	2021 €	2020 €
Wages and salaries	7,098,735	6,352,937
Social welfare costs	723,570	647,735
Retirement benefit costs	244,020	206,358
Pensioners	183,038	161,380
Pension lump sum	109,083	31,124
	<b>8,358,446</b>	<b>7,399,534</b>

Staff costs stated above were treated as an expense of the group in the financial year. No amount was capitalised into assets. Included in staff costs is €334,369 (2020: €329,220) which was paid for the provision of direct care in relation to staff on external contracts/secondment to LauraLynn.

## 7. Employees and Remuneration (contd.)

### Key management compensation

Key management includes directors and members of the executive team. The total remuneration for key management personnel including employer pension contributions and employer's PRSI for the financial year is shown below.

	2021 €	2020 €
Directors	—	—
Executive team	869,143	842,329
<b>Total key management compensation</b>	<b>869,143</b>	<b>842,329</b>

There are no emoluments paid to the directors in either year.

The salaries paid to individuals in the CEO role (including Acting CEO's) during 2021 were a total of €149,354 (2020: €145,163) plus pension contributions of €8,400 (2020: €9,618). Figures are inclusive of Employer's PRSI.

### Employee benefits exceeding €60,000

The number of employees whose total employee benefits (including basic pay, allowances, overtime, night duty, weekends, on-call, arrears and excluding employer PRSI, employer pension costs) for the reporting period fell within each band of €10,000 from €60,000 upwards are as follows:

Company	2021 No.	2020 No.
Between €60,001 and €70,000	4	9
Between €70,001 and €80,000	9	3
Between €80,001 and €90,000	2	2
	<b>15</b>	<b>14</b>

Group	2021 No.	2020 No.
Between €60,001 and €70,000	9	15
Between €70,001 and €80,000	12	5
Between €80,001 and €90,000	4	4
Between €100,001 and €110,000	1	1
Between €110,001 and €120,000	1	1
	<b>27</b>	<b>26</b>

## 8. Net (Expenditure) / Income

<b>Company</b>	<b>2021</b>	<b>2020</b>
	€	€
The net (expenditure) / income for the financial year is stated after charging the following:		
Depreciation (note 10)	<b>1,774</b>	1,403
Auditor's remuneration for audit of financial statements	<b>9,011</b>	9,960
<hr/>		
<b>Group</b>	<b>2021</b>	<b>2020</b>
	€	€
The net (expenditure) / income for the financial year is stated after charging the following:		
Depreciation (note 10)	<b>16,826</b>	17,911
Auditor's remuneration for audit of financial statements	<b>18,022</b>	19,911
<hr/>		

## 9. Subsidiary

### Company

CSH Childcare Services, a company limited by guarantee not having a share capital was incorporated on 13 October 2011. CSH Childcare Services is accounted for as a subsidiary undertaking as the Board of The Children's Sunshine Home has the power to appoint and control the Board of CSH Childcare Services.

Details in respect of CSH Childcare Services are set out below:

Name of registered office	—	<b>CSH Childcare Services</b>
Country of Incorporation	—	<b>Ireland</b>
Principal Activity	—	<b>Operation of a Children's Hospice</b>

### Results for the Year

	<b>2021</b>	<b>2020</b>
	€	€
Net movement in funds (after depreciation)	<b>(312,780)</b>	594,042
Net assets	<b>294,524</b>	607,304
<hr/>		

## 10. Fixed Assets

### Group & Company

	CSH Childcare Services (Subsidiary) Building Improvements	CSH Childcare Services (Subsidiary) Equipment	CSH Childcare Services (Subsidiary) Motor Vehicles	Children's Sunshine Home (Company) Equipment	Group Total
	€	€	€	€	€
<b>Cost:</b>					
At 1 January 2021	7,517	6,554	111,945	7,011	133,027
Additions	—	—	—	7,439	7,439
<b>At 31 December 2021</b>	<b>7,517</b>	<b>6,554</b>	<b>111,945</b>	<b>14,450</b>	<b>140,466</b>
<b>Depreciation:</b>					
At 1 January 2021	63	655	78,161	5,609	84,488
Charge for financial year	150	1,311	13,591	1,774	16,826
<b>At 31 December 2021</b>	<b>213</b>	<b>1,966</b>	<b>91,752</b>	<b>7,383</b>	<b>101,314</b>
<b>Net Book Values:</b>					
<b>At 31 December 2021</b>	<b>7,304</b>	<b>4,588</b>	<b>20,193</b>	<b>7,067</b>	<b>39,152</b>
At 31 December 2020	7,454	5,899	33,784	1,402	48,539

The campus land and buildings remain outside of the company in the ownership of The Children's Sunshine Home Trust.

## 11. Debtors

### Amounts falling due within one year:

	Group 2021	Group 2020	Company 2021	Company 2020
	€	€	€	€
HSE	693,693	318,338	568,693	293,738
CSH Childcare Services (note 17)	—	—	—	336,234
The Children's Sunshine Home Trust (note 17)	433,981	182,618	190,955	—
Prepayments	124,777	51,324	30,698	51,324
Debtors	78,204	29,737	16,577	6,392
Provision for Doubtful Debtors	—	—	—	—
	<b>1,330,655</b>	582,017	<b>806,923</b>	687,688

All debtors are due within one year. All trade debtors are due within the company's normal terms, which is 30 days. Trade debtors are shown net of impairment in respect of doubtful debts.

## 12. Creditors

### Amounts falling due within one year:

	Group 2021 €	Group 2020 €	Company 2021 €	Company 2020 €
Trade creditors	232,691	125,217	138,612	125,217
Accruals	532,744	332,912	394,739	254,550
PAYE/PRSI	188,929	184,555	81,868	93,046
	<b>954,364</b>	<b>642,684</b>	<b>615,219</b>	<b>472,813</b>

The repayment terms of trade creditors vary between on demand and ninety days. No interest is payable on trade creditors. Tax and social insurance are subject to the terms of the relevant legislation. Interest accrues on late payment. No interest was due at the financial year end date. The terms of the accruals are based on the underlying contracts. Other amounts included within creditors not covered by specific note disclosures are unsecured, interest free and repayable on demand.

## 13. Funds of the Charity

### Company — current year

	Opening balance 1 January 2021 €	Income 2021 €	Expenditure 2021 €	Closing balance 31 December 2021 €
<b>Restricted</b>				
Adult Disability Services	961,365	1,764,081	(1,391,202)	1,334,244
Children's Disability Services	3,292,838	2,849,043	(1,938,483)	4,203,398
Children's Palliative Care	(3,967,286)	—	(1,300,332)	(5,267,618)
	<b>286,917</b>	<b>4,613,124</b>	<b>(4,630,017)</b>	<b>270,024</b>
<b>Unrestricted</b>				
General fund	—	17,442	(17,442)	—
<b>Total</b>	<b>286,917</b>	<b>4,630,566</b>	<b>(4,647,459)</b>	<b>270,024</b>

### Analysis of charity net assets between funds:

	Restricted Funds 2021 €	Restricted Funds 2020 €
Tangible fixed assets	7,067	1,402
Current assets	878,176	758,328
Current liabilities	(615,219)	(472,813)
	<b>270,024</b>	<b>286,917</b>

### Company — prior year

	Opening balance 1 January 2020 €	Income 2020 €	Expenditure 2020 €	Closing balance 31 December 2020 €
<b>Restricted</b>				
Adult Disability Services	848,362	1,432,900	(1,319,897)	961,365
Children's Disability Services	2,094,083	2,791,984	(1,593,229)	3,292,838
Children's Palliative Care	(2,672,365)	—	(1,294,921)	(3,967,286)
	<b>270,080</b>	<b>4,224,884</b>	<b>(4,208,047)</b>	<b>286,917</b>
<b>Unrestricted</b>				
General fund	—	18,163	(18,163)	—
<b>Total</b>	<b>270,080</b>	<b>4,243,047</b>	<b>(4,226,210)</b>	<b>286,917</b>



### 13. Funds of the Charity (continued)

#### Group — current year

	Opening balance 1 January 2021 €	Income 2021 €	Expenditure 2021 €	Closing balance 31 December 2021 €
<b>Restricted</b>				
Adult Disability Services	263,495	1,764,081	(1,625,331)	402,245
Children's Disability Services	2,016,427	2,849,043	(2,454,709)	2,410,761
Children's Palliative Care	(1,393,076)	4,901,210	(5,760,279)	(2,252,145)
Gifts in kind	—	242,625	(242,625)	—
Capital grant (see below)	7,375	—	(3,688)	3,687
	<b>894,221</b>	<b>9,756,959</b>	<b>(10,086,632)</b>	<b>564,548</b>
<b>Unrestricted</b>				
General fund	—	30,247	(30,247)	—
<b>Total</b>	<b>894,221</b>	<b>9,787,206</b>	<b>(10,116,879)</b>	<b>564,548</b>

#### Analysis of charity net assets between funds:

	Restricted Funds 2021 €	Restricted Funds 2020 €
Tangible fixed assets	39,152	48,539
Current assets	1,479,760	1,488,366
Current liabilities	(954,364)	(642,684)
	<b>564,548</b>	<b>894,221</b>

#### Group — prior year

	Opening balance 1 January 2020 €	Income 2020 €	Expenditure 2020 €	Closing balance 31 December 2020 €
<b>Restricted</b>				
Adult Disability Services	376,976	1,432,877	(1,546,358)	263,495
Children's Disability Services	1,279,970	2,792,007	(2,055,550)	2,016,427
Children's Palliative Care	(1,386,866)	5,124,136	(5,130,346)	(1,393,076)
Gifts in kind	—	108,949	(108,949)	—
Capital grant (see below)	13,262	—	(5,887)	7,375
	<b>283,342</b>	<b>9,457,969</b>	<b>(8,847,090)</b>	<b>894,221</b>
<b>Unrestricted</b>				
General fund	—	45,671	(45,671)	—
<b>Total</b>	<b>283,342</b>	<b>9,503,640</b>	<b>(8,892,761)</b>	<b>894,221</b>

#### Capital Grants — Group

	2021 €	2020 €
At 1 January	7,375	13,262
Depreciation	(3,688)	(5,887)
At 31 December	<b>3,687</b>	<b>7,375</b>

The Service Level Agreement contracted with the HSE is for the provision of services to persons with a disability. While the utilisation of those funds for the operation of the Hospice Service is outside the scope of the agreement, the HSE has acknowledged that due to the essential nature of the hospice service, some of the nursing and direct care disability resources were applied to support that service.

## 14. Note to the Statement of Cash Flows

### Company

	2021 €	2020 €
Net (expenditure) / income for the reporting period (as per the Statement of Financial Activities)	<b>(16,893)</b>	16,837
<b>Adjustments for:</b>		
Depreciation	<b>1,774</b>	1,403
Decrease / (increase) in debtors	<b>(119,235)</b>	94,413
Increase / (decrease) in creditors (amounts falling due within 1 year)	<b>142,406</b>	(172,235)
<b>Net cash provided by / (used in) operating activities</b>	<b>8,052</b>	<b>(59,582)</b>

### Group

	2021 €	2020 €
Net (expenditure) / income for the reporting period (as per the Statement of Financial Activities)	<b>(329,673)</b>	610,879
<b>Adjustments for:</b>		
Depreciation	<b>16,826</b>	17,911
Decrease / (increase) in debtors	<b>(748,638)</b>	195,721
(Decrease) / increase in creditors (amounts falling due within 1 year)	<b>311,680</b>	(157,989)
<b>Net cash (used in) / provided by operating activities</b>	<b>(749,805)</b>	<b>666,522</b>

## 15. Contingent Liability

A contingent liability of €270,095 (2020: €308,680) exists in respect of the Pobal Grant which becomes repayable if certain conditions, as set out in the agreements, are not adhered to. The most significant of these conditions relates to cessation of services by The Children's Sunshine Home. The services must be maintained and protected for a period of at least seventeen years after the date of payment of the grant, failing which all grant monies or part thereof may be repayable. The contingency period reduces each year by 1/17 of the total amount received. The total amount of the grant and the related expenditure has been credited and debited, respectively, to the income and expenditure account in the year of receipt.

## 16. Pension Commitments

### Defined benefit schemes

#### *Nominated Health Agencies Superannuation Scheme (NHASS)*

The financial statements do not include pension liabilities and assets to those staff who are members of the Nominated Health Agencies Superannuation Scheme (NHASS), operated by the Department of Health and Children, as required by Financial Reporting standard 102, 'Employee Benefits' (FRS102). The majority of staff members employed by the Children's Sunshine Home are members of the NHASS scheme which the directors believe to be underwritten by the Minister for Health and Children.

By agreement with the HSE and the Department of Health and Children the pension contributions received may be offset against pension payments made and the surplus or deficit of contributions each financial year forms part of the funding of the company. The directors are of the understanding that the company has no responsibility for any liability that falls due as a result of any potential under-funding of the Scheme.

For the financial year ended 31 December 2021, €192,589 (2020: €176,955) was retained and treated as income and €292,122 (2020: €192,504) was paid to pensioners (including pension lump sums).

#### *Single Public Service Pension Scheme ('SPSPS')*

The Single Public Service Pension Scheme (SPSPS) applies to all employees who are joining the public sector as new entrants from January 2013. In line with the guidance of this scheme, all employee contributions are paid over to the state pension account and not included in the income and expenditure account. The Department of Public Expenditure and Reform ('DPER') is responsible for the SPSPS and under the Public Service Pensions (Single Scheme and Other Provisions) Act 2012, Section 44(1) (b), payments arising under this Single Scheme to retiring employees shall be paid from funds provided by the Oireachtas for that purpose.

### Defined contribution scheme

The subsidiary company operates a contributory defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The contributions charged to the Statement of Financial Activities by the company during the financial year amounted to €244,020 (2020: €206,358). There were no amounts payable at financial year end (2020: € Nil).

## 17. Related Party Transactions

The Children's Sunshine Home Trust (the 'Trust') was established to support the development of facilities at The Children's Sunshine Home and subsequently CSH Childcare Services.

In order to meet the demand for the level of services provided by the Group, financial support for the provision of the hospice services is provided by the Trust with the support of donors and volunteers.

The four trustees of the Trust are also directors of The Children's Sunshine Home and CSH Childcare Services. They have no beneficial interest in either of the companies and receive no remuneration.

In 2021, the Trust transferred funds of €3,328,977 (2020: €4,284,036) to CSH Childcare Services.

CSH Childcare Services is a wholly owned subsidiary of The Children's Sunshine Home.

During the financial year, funds are initially transferred to The Children's Sunshine Home for CSH Childcare Services. Balances at the year-end represent expenses paid or payable by the Trust not yet transferred to CSH Childcare Services. At the year end, the following amounts were outstanding:

	Group 2021 €	Group 2020 €	Company 2021 €	Company 2020 €
Due from CSH Childcare Services	—	—	—	336,234
Due from the The Children's Sunshine Home Trust	<b>433,981</b>	182,618	<b>190,955</b>	—
	<b>433,981</b>	182,618	<b>190,955</b>	336,234

## 18. Financial Instruments

	Group 2021 €	Group 2020 €	Company 2021 €	Company 2020 €
<b>Financial assets</b>				
<i>Measured as undiscounted amounts receivable:</i>				
HSE (note 11)	<b>693,693</b>	318,338	<b>568,693</b>	293,738
CSH Childcare Services (note 11)	—	—	—	336,234
The Children's Sunshine Home Trust (note 11)	<b>433,981</b>	182,618	<b>190,955</b>	—
Debtors (note 11)	<b>78,204</b>	29,737	<b>16,577</b>	6,392
Cash at bank and in hand	<b>149,105</b>	906,349	<b>71,253</b>	70,640
	<b>1,354,983</b>	1,437,042	<b>847,478</b>	707,004
<b>Financial liabilities</b>				
<i>Measured as undiscounted amounts payable:</i>				
Trade creditors (note 12)	<b>232,691</b>	125,217	<b>138,612</b>	125,217
Accruals (note 12)	<b>532,744</b>	332,912	<b>394,739</b>	254,550
	<b>765,435</b>	458,129	<b>533,351</b>	379,767

## 19. Post Balance Sheet Events

There have been no significant events affecting the Group since the financial year end.

## 20. Approval of the Financial Statements

The financial statements were approved by the Board of Directors on 9th May 2022.



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