



LauraLynn

IRELAND'S CHILDREN'S HOSPICE

# 2022

## ANNUAL REPORT

& Consolidated Financial Statements



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# MESSAGE FROM THE CHAIR



**Sandra O'Malley**

Reflecting on the past year fills me with deep admiration and gratitude for the resilience and dedication demonstrated by the entire LauraLynn Community. We faced immense challenges emerging from the COVID-19 pandemic, including restrictions on care provision and fundraising events. A growing economic uncertainty, post pandemic surge in demand for care and increased scrutiny and compliance requirements put demands on LauraLynn and its resources that were greater than ever before. Yet, together, we persevered and made a lasting difference to the lives of children, adults and families in need.

I extend my deepest gratitude to our exceptional staff who tirelessly dedicated themselves throughout the year. Despite the countless challenges and personal sacrifices, their commitment to our mission remained steadfast. Their remarkable perseverance in providing compassionate care and support to the children, adults and families availing of LauraLynn's care deserves our utmost appreciation. Huge thanks to each member of our LauraLynn team for your selflessness and compassion.

Our volunteers have been an immeasurable source of strength and support. Their boundless compassion, enthusiasm and willingness to give their time and expertise have enhanced our services in invaluable ways. Their unwavering commitment to our cause has made a significant difference in the lives of those we serve. We are immensely grateful for their continued dedication and passion.

I would also like to acknowledge the exceptional efforts of our voluntary Board of Directors. Their strategic guidance and drive have been instrumental in driving the expansion of our palliative care service and increasing our reach to those most in need. The expertise and dedication they bring have been vital in navigating the challenges we faced. I extend my heartfelt appreciation to each member for their dedication and support.

As we look ahead, it is important to recognise and bid farewell to my predecessor Niall McHugh who retired from the Board this year after 9 years of service, including 6 years as Chair. Niall's wisdom, passion and tireless dedication have contributed greatly to the growth and success of LauraLynn. We are forever grateful for his invaluable contributions and wish him the very best in his future endeavours.

None of our achievements would have been possible without the generosity of our statutory funders, our incredible donors and supporters. Your unfaltering trust, commitment and belief in our mission have made it possible for us to continue providing our vital services. Your contributions and gifts have a profound impact on the lives of children, adults and families ensuring they have the care, comfort and support they deserve. From the bottom of our hearts, we extend our deepest gratitude to each and every one of you.

The trust placed in us by our funders and supporters is of utmost importance and we strive to honour that trust by maintaining the highest levels of transparency and governance at LauraLynn. In the following pages, you will find extensive details on the measures and standards we have in place. I encourage you to take the time to read about them or reach out to us with any queries you may have.

Lastly, I want to express my heartfelt thanks to the children, adults and families who have availed of LauraLynn's hospice and disability services. Your strength, resilience and trust inspire us every day. It is a privilege to provide care and support during challenging times and we are honoured to walk alongside you on this journey.

As we embark on the next chapter of LauraLynn's story, we do so with determination and a renewed commitment to our mission. Together, we will continue to make a difference and provide compassionate care to those who need it most. Thank you for being an integral part of our journey and for your ongoing support.

*Sandra O'Malley*

**Sandra O'Malley**  
**Chair**

# CEO ADDRESS



## Welcome to our 2022 Annual Report, a year of recovery and expansion that I am delighted to share with you in this report.

Despite the lingering challenges posed by the Covid-19 pandemic and the global economic and environmental instability, 2022 proved to be a year of gradual recovery and progress for LauraLynn. We experienced our busiest year ever, demonstrating our commitment to providing essential care and support to those in need.

In our children's hospice service, we saw an incredible 139% increase in referrals, accepting 122 out of 128 new referrals compared to 51 out of 52 in 2021. We provided support to 288 active families, while also continuing our engagement with 267 bereaved families. LauraLynn House supported 1,534 nights of care, and successful recruitment efforts allowed us to increase our bed occupancy and accommodate more family members onsite.

A significant milestone in 2022 was the opening of our first regional community service in Mallow, bringing care closer to home for families in Cork and Kerry. This expansion has driven growth of our community supports, with the community hospice team conducting a total of 990 home visits this year, compared to 380 in 2021. In December, we officially inaugurated the LauraLynn in the Community service for Cork and Kerry, with the presence of An Taoiseach Micheál Martin T.D.

For the residents of Willow View, our adult disability residential service, the focus in 2022 was on adopting the principles of Social Role Valorisation (SRV), aiming to improve the quality of life for those at risk of marginalization. Through the SRV mindset, we continuously sought ways to enhance the residents' experiences, providing tailored activities and events based on their individual interests and preferences. We also assessed our adult disability service and its model of care to determine if it is upholding the rights, needs and preferences of the residents in light of recent legislation including the UN Convention on the Rights of Persons with Disabilities, the Assisted Decision Making Act and Time to Move On from Congregated Settings national policy.

Referrals to our children's disability respite service in Hazel House also increased this year, and we embarked on a renovation project to ensure each child availing of respite has their own individual bedroom, along with a dedicated sensory room and upgraded family and staff facilities.

While our fundraising income showed a 16% decline from the record-breaking previous year, we exceeded our budgeted target and experienced the common trend seen across the sector. Nonetheless, the unwavering support of our incredible donors remained strong. Individuals, clubs, schools, families, businesses, and corporate partners all demonstrated their dedication through various activities, reinforcing their position on Team LauraLynn. We extend a heartfelt thank you to all our supporters nationwide.

Other notable milestones this year included the appointment of the inaugural McKenna Scholar, Elaine Brennan, furthering our commitment to expand knowledge in children's palliative care. We also completed a voluntary accreditation process for our hospice service, achieving a 97% compliance rating on the first attempt, as we strive towards full accreditation.

Throughout the year, we celebrated with our colleagues and volunteers during our Staff and Volunteer Appreciation Awards, joined by our ambassador, Ray D'Arcy. We honoured 91 LauraLynn staff and volunteers with more than five years of service, recognising their invaluable contributions and highlighting LauraLynn as a great place to work.

As we enter the final year of our current strategic plan, we remain confident that, with your unwavering support, LauraLynn will meet its ambitious targets. Together, we will continue to provide high standards of care, expand our reach to support more families in need, and ensure our entire Community of Care thrives.

Kerry McLaverty  
CEO

# 2022 AT A GLANCE

**1**

LauraLynn is the only Children's Hospice in Ireland



Children from **26** counties can avail of LauraLynn Hospice Care

**Locks of Love**



**FOR LAURALYNN**

**1,300**

Children and adults cut their long hair to raise funds in our **Locks of Love Campaign**

**€11.5 million**

The total cost of operating LauraLynn's services in 2022



**Heartfelt thanks**

thanks to LauraLynn supporters and donors this year

**10th December**



Mallow based, LauraLynn in the Community Team was officially opened by Taoiseach Micheal Martin



**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 actually be double these estimates

**€1.8 million**

Raised through corporate partnerships and support

# WHO WE ARE



## VISION

To make every day better for those in our care.

## OUR MISSION

To provide a Community of Care that delivers:

- Evidence-based, personalised services to children with palliative care needs, complex care needs and complex disabilities;
- Related family support services; and
- A home to our residents where quality of life is paramount.

We will provide our services from our campus in Leopardstown and from our regional Community Services 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 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.



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

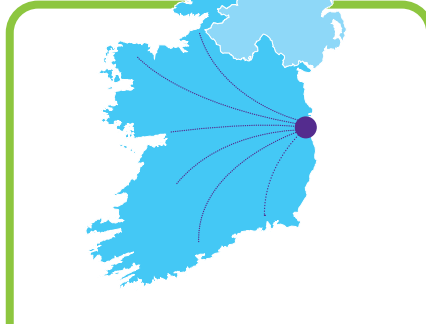




# OUR JOURNEY



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 marks a Decade of Care and received dedicated statutory funding for the hospice service.

2011

2014

2019

2020

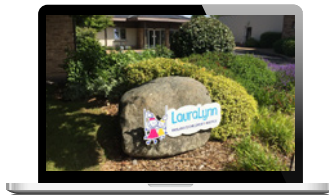
2021

2022

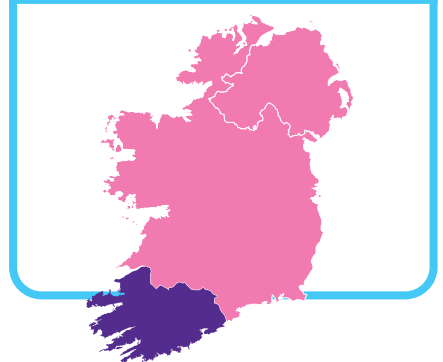
LauraLynn At Home commenced in two HSE regions, providing hospice care for children and their families in their own home.



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



LauraLynn establishes new Community Team in Mallow, expanding care in the home to Cork and Kerry.



# THE STORY OF LAURALYNN

**LauraLynn, Ireland’s Children’s Hospice, formally known as the Children’s Sunshine Home, dates back to the 1920’s when Dr Ella Webb, a pioneering Dublin paediatrician of her time, with the support of a dedicated group of philanthropists, identified the need for medical care within a residential setting for Dublin’s tenement children with acute rickets, so that they could recover fully before returning to home. From that day to this, the organisation has been at the forefront of emerging children’s healthcare needs, locally and nationally.**

As acute rickets became less common, the needs of children with primary tuberculosis and pre and post-operative congenital heart disease became the focus of The Children’s Sunshine Home (CSH). Over time, social conditions and state supports improved and families became able to provide care for their very ill children in their own homes. By the early 70’s, the need for long term care for children with profound intellectual disabilities was emerging as the pressing need and CSH evolved to meet this need with funding from the HSE.

As medical knowledge and practices advanced, the Children’s Sunshine Home recognized that some children faced life-limiting conditions that required specialised care beyond convalescence. The organisation gradually shifted its focus to cater to the needs of children with complex medical conditions and in 2005 the Children’s Sunshine Home Hospice Project was launched, to provide support for, not only for the physical health but also the emotional, social, and spiritual well-being of the children and their families.

In 2006 The Children’s Sunshine Home merged with the LauraLynn Children’s Hospice Foundation, which had been established by Jane and Brendan McKenna in 2001 following the tragic deaths of their two daughters, Laura (4) and Lynn (15) within the space of two years. Collaboratively, they sought to maximise fundraising efforts and realise their shared vision of establishing Ireland’s first children’s hospice.

Following the merger, the organisation was officially named LauraLynn Ireland’s Children’s Hospice and in September 2011 LauraLynn House – the first children’s hospice – was officially opened by then President of Ireland, Mary McAleese. This modern, award winning health care facility had eight palliative care beds with four family accommodation units. It was funded by voluntary contributions, and in particular, the work of Brendan and Jane McKenna.

Today, LauraLynn remains Ireland’s only children’s hospice, offering a comprehensive range of tailored services to support children with life-limiting conditions and their families holistically. Care is delivered by an interdisciplinary team of medical, clinical, nursing and health and social care professionals. Expansion in 2022 has brought care closer to home for children and families in Cork and Kerry, through a community team based in Mallow Co. Cork. In addition to providing specialised care, LauraLynn strives to play a vital role in advancing children’s palliative care and standards in Ireland through research, advocacy, and education.

LauraLynn’s Disability Services – which carry on the legacy of The Children’s Sunshine Home – are registered with HIQA as a Designated Centre for Persons (Children and Adults) with Disabilities and are funded by the HSE. Comprising Willow View, an adult residential service, and Hazel House, a respite service for children and adolescents, our disability services offer an individualised, model of care to children and adolescents with complex disabilities and medical needs and adults with intellectual disabilities.

The history of LauraLynn Ireland’s Children’s Hospice is one of continuous growth and dedication to providing specialised care and support for children with complex medical and disability needs and their families. From its origins as the Children’s Sunshine Home to its merger with the LauraLynn Children’s Hospice Foundation, the organisation has evolved into a pioneering organisation that remains committed to enhancing the lives of children and families facing these challenging circumstances.





## THE STORY OF THE MCKENNAS

The LauraLynn Foundation was set up in 2001 by Jane and Brendan McKenna after their daughters, Laura (four) and Lynn (15), died within two years of each other.

Having personal experience of the lack of respite or specialist care for children with life-limiting conditions, Jane and Brendan established the LauraLynn Foundation and 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.

It was opened in September 2011 by President Mary McAleese and since then has provided care and support to more than 650 families from the time of 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 are still an important part of the ethos and story of the organisation that bears the names of their beautiful daughters.



# DIRECTORS AND OTHER INFORMATION

## Directors

Sandra O'Malley (Chair)  
Kevin Keating  
Paul Kerrigan  
Angie Kinane  
Patricia Lawler  
Dr Fiona McElligott  
Tony McPoland  
Regina McQuillan  
Kevin Murphy  
Deirdre O'Connor  
Jacinta Quigley

## Company Secretary

Katie Devlin

## Registered Office & Business Address

Leopardstown Road  
Foxrock  
Dublin  
D18 X063

## 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



# DIRECTORS' REPORT

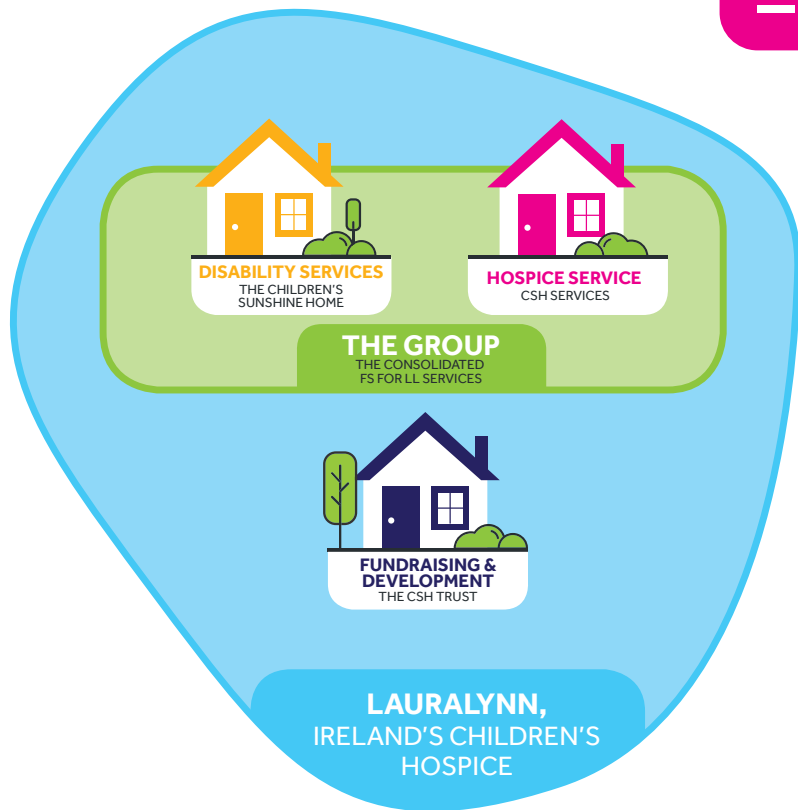


The directors present this report together with the audited consolidated financial statements for the year ended 31 December 2022.

# PRINCIPAL ACTIVITIES

**LauraLynn, Ireland's Children's Hospice 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 2022 the Disability Service offered respite and residential services to children with complex disabilities, as well as residential care for six adults with intellectual 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 2022 LauraLynn received €1.5m recurring annual State funding and €0.8m once-off 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)

# OBJECTIVES AND 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 intellectual disabilities who have been in the care of The Children's Sunshine Home since they were children; and
- **Hazel House** – a respite care service for children with intellectual disabilities and complex care needs.

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 a Physiotherapist, an Occupational Therapist, Psychologist, Music Therapist, Play Therapist, Dietician, Bereavement Coordinator, Family Support Coordinator, Speech & Language Therapist and Pharmacist.



## 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 0-18 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.

# ACHIEVEMENTS AND PERFORMANCE – STRATEGY

2022 was the penultimate year of the current 5-year LauraLynn (2019-2023) Strategic Plan. Restrictions imposed by the Covid-19 pandemic in 2020 and 2021 had slowed progress in some strategic objectives, however 2022 marked a year of real delivery against core strategic goals.

**Our ambitions continue to:**



## 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.



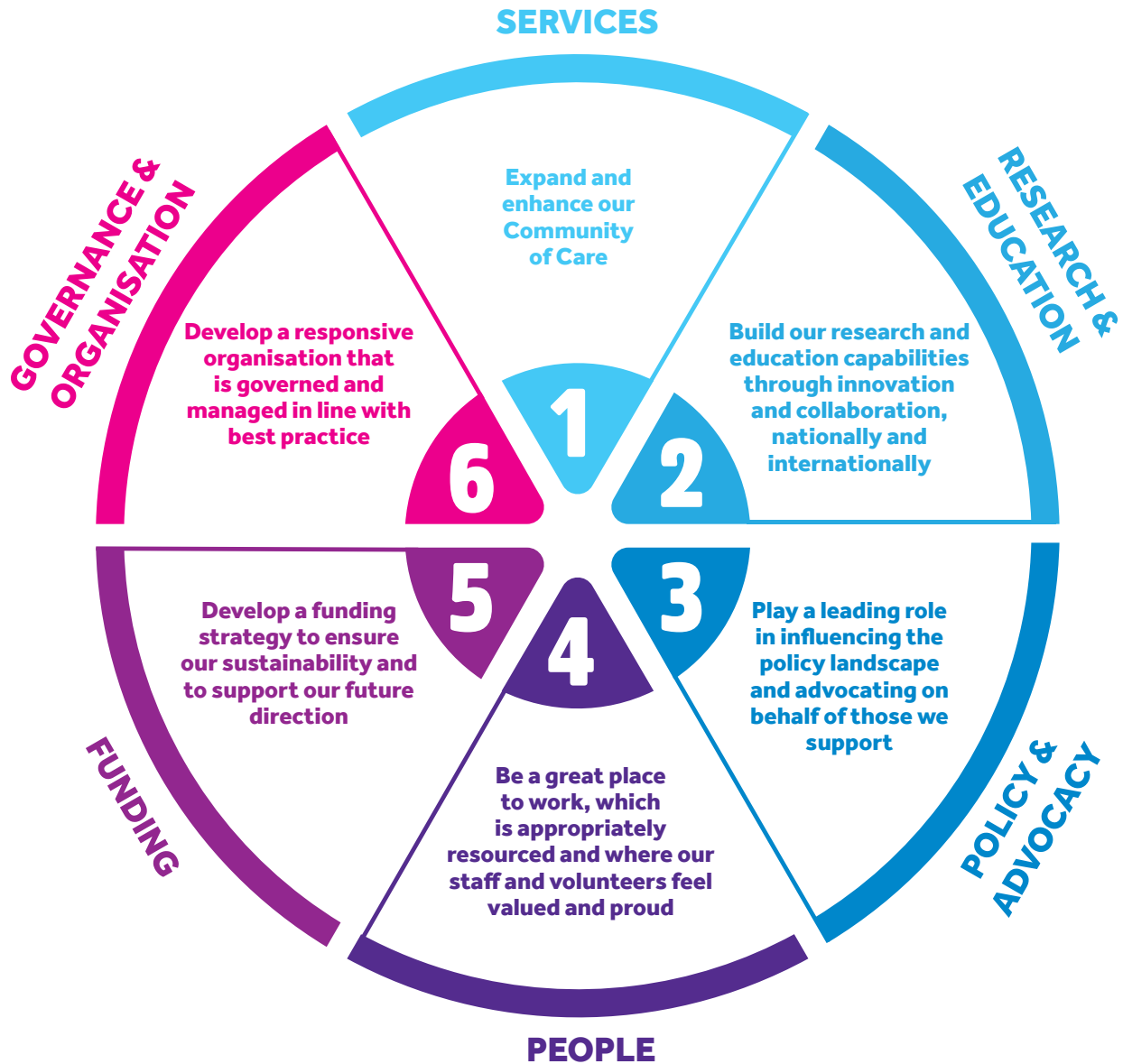
## BUILD

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



# STRATEGY

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



Each strategic objective has been assigned an Executive Lead, who monitors and updates the progress and performance of implementing the respective elements of the Strategic Plan. The Executive Team dedicate two meetings per month to collectively discuss the strategy, and to ensure that any challenges in implementation are being addressed.

The Board of Directors are updated on a bi-monthly basis of all progress, challenges, risks and what the next steps in the project are. The below section outlines the progress achieved to date in 2022, what impact they have had and what are the key goals and milestones remaining for completion in 2023.

The reserves of the Children’s Sunshine Home Trust will continue to provide funding to help achieve the delivery of our strategic goals in relation to the expansion of services both in Dublin and nationwide.

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.

# STRATEGIC GOAL 1: SERVICES

Expand and enhance LauraLynn's Community of Care.



## 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 in the Community.
- Developing an Intermediate Care Service for Children with life-limiting conditions (LLCs) and complex medical needs through Strategic Partnerships.



## Progress achieved in 2022:

- Continued the rotation of Nursing staff between LauraLynn House and LauraLynn in the Community to augment integration and flexibility within the teams.
- Virtual hospice supports maintained for families from both nursing and family support teams.
- Referrals Development Coordinator commenced in post and engaged with multiple healthcare professionals and key stakeholders to socialise LauraLynn's Model of Care and increase the efficiency of the referral pathway.



## Impact:

- In addition to supports provided from LauraLynn House and within the home for families in Leinster and Munster, the continuation of virtual supports ensures that families living in all areas of the country can avail of hospice care and targeted interventions, thus making LauraLynn's supports more accessible.
- Aside from a 139% increase in the number of overall referrals in 2022, the engagements of the Referrals Development Coordinator has resulted in a shift in the primary source of referrals from Clinical Nurse Coordinators in the community, to Clinical Nurse Specialists in the acute setting. This often results in earlier intervention for children and families. Similarly, we have noted a change in the medical profile of children being referred, with a significant increase in the number of children with cancer now accessing the service. There has also been a significant increase in referrals for targeted family supports as the primary reason for referral.



## Actions and Milestones planned for 2023:

- Increase the number of active children and families supported by LauraLynn's Dublin campus, from 150 to 225 children and families per year by 2023.
- Continue to grow referrals within the Munster region and expand support to families living in Limerick.
- Recruit additional clinical and administrative posts for the current regional service.
- Complete service evaluation of the Mallow based LauraLynn in the Community Team to ensure it is meeting the needs of children with palliative care needs and their families, and to inform future regional service developments.
- Commence stakeholder engagement across the Mid-West region to identify children's palliative care service need in the region.
- Establish LauraLynn's second regional palliative care service by the end of 2023. We have set a target of providing support through our regional LauraLynn in the Community Teams services to 175 children and families by 2024.

# STRATEGIC GOAL 1: SERVICES

Expand and enhance LauraLynn's Community of Care.



## Objective 1.2

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



## Progress achieved in 2022:

- Successfully established Ireland's first Regional Children's Palliative Care Community Team, based in Mallow Co. Cork. Officially launched by An Taoiseach, Micheál Martin in December 2022.
- A stakeholder mapping exercise was completed to inform continued engagement with key healthcare professionals, statutory service providers and funders in the West and Mid-West regions with a view to progressing with the development of a second LauraLynn in the Community service in 2023.



## Impact:

- LauraLynn's first in the Community service now supports families across Cork and Kerry delivering nursing care and music therapy in the family home. Current caseload is 28 active families and 31 bereaved families. 38 families received support in 2022 through targeted care in the home, coffee mornings and our Christmas gifting project.
- Referrals from the Munster region have increased significantly since the establishment of the LauraLynn in the Community service (from 10 in 2021 to 24 in 2022). This indicates that children who were previously not in receipt of children's hospice supports are now receiving care closer to home. It also indicates an increased awareness of LauraLynn's services among families and healthcare professionals in Munster.



## Actions and Milestones planned for 2023:

- Increase the number of active children and families supported by LauraLynn's Dublin campus, from 150 to 225 children and families per year by 2023.
- Continue to grow referrals within the Munster region and expand support to families living in Limerick.
- Recruit additional clinical and administrative posts for the current LauraLynn in the Community service.
- Complete service evaluation of the LauraLynn in the Community service to ensure it is meeting the needs of children with palliative care needs and their families, and to inform future regional satellite service developments.
- Commence stakeholder engagement across the Mid-West region to identify children's palliative care service need in the region.
- Establish LauraLynn's second LauraLynn in the Community service by the end of 2023. We have set a target of providing support through our community services to 175 children and families by 2024.

# STRATEGIC GOAL 1: SERVICES

Expand and enhance LauraLynn's Community of Care.



## 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 2022:

- Commenced large scale refurbishment of Hazel House building to convert 4 existing shared bedrooms to 5 single occupancy rooms, with the addition of a dedicated sensory room, new laundry and storage facilities and an upgraded family room.
- Recruited a new Family Liaison and Respite Coordinator to ensure appropriate access to the respite service for children in the service, to optimise bed capacity and enhance family communications'.
- Transition Care Pathway established to support children from the age of 13 and their families with transitioning to adult disability services when they turn 18.



## Impact:

- Covid-19 impacted the service periodically throughout the year with staff sickness occasionally necessitating a reduction in bed capacity. Similarly, to facilitate the refurbishment works, the service was limited for the last quarter of the year, with a relocation of 2 respite beds to LauraLynn House.
- Despite these periodic restrictions, the service received 14 new referrals and accepted 6.
- 1,124 respite bed nights were provided in 2022 141 of which were crisis care.



## Actions and Milestones planned for 2023:

- Complete review of eligibility criteria with a view to increasing scope of children that can access respite and expand access to more children in Leinster.
- Complete renovation works in Hazel House and recommission the building for resumption of respite care.

# STRATEGIC GOAL 1: SERVICES

Expand and enhance LauraLynn's Community of Care.



## Objective 1.4

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



## Progress achieved in 2022:

- Final designs completed for new sensory and accessible garden area, funded under the Strengthening Disability Services scheme.
- Social Role Valorisation Training delivered to the Board of Directors, Executive Management Team, nursing and care staff.
- Care Needs Analysis completed for each person living in the Service.
- Key working roles assigned to support increased integration into the community and to facilitate increased social opportunities for people living in the service tailored to their individual preferences.
- Review of bedroom spaces completed with single bedrooms now in place for all people living in the service.



## Impact:

- All people living in the service were supported to experience meaningful activities aligned to their individual interests and preferences, ensuring social contact and integration within their communities.
- The service recognised shortfalls in its ability to ensure all residents can have a sustained programme of meaningful activities, primarily as a result of the medicalised model of care in operation.



## Actions and Milestones planned for 2023:

- Complete Garden Project in consultation with people living in the service to create an accessible and purposeful garden space.
- Discovery Final Report to be produced, outlining the project findings of the project (2020 to 2022), to inform future service planning for each individual, ensure that their needs and rights are being met and that LauraLynn is delivering on its mission to optimise the quality of life of its residents.

# STRATEGIC GOAL 2: RESEARCH AND EDUCATION

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



## Objective

- 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 2022:

- In September 2022, Elaine Brennan was announced as the inaugural McKenna Scholar. Ms Brennan's PhD project will "Explore whether early discussion on the experience of loss and anticipatory grief supports parents to engage in future care planning for their child". The PhD project is being supervised by the Department of Psychology in UCD.
- LauraLynn was successful in its application for a Health Research Board (HRB) Applied Partnership Award, made jointly with the Irish Hospice Foundation and the Centre for Health Policy and Management, Trinity College Dublin. The funded project "Improving Children's Palliative Care in Ireland" will commence in 2023.
- Children's Palliative Care Services: LauraLynn House facilitated 19 undergraduate specialist placements and 11 postgraduate clinical nurse placements.
- Disability Services: Hazel House and Willow View facilitated 19 undergraduate Intellectual Disability & Paediatric placements and 10 postgraduate clinical nurse placements.



## Impact:

- Established strong working relationship with the Centre for Health Policy and Management, School of Medicine, Trinity College Dublin. Co-applicants on recent HRB grant application.
- McKenna Scholarship and APA HRB grant awarded project will contribute to knowledge expansion in Children's Palliative Care and demonstrate LauraLynn's commitment to CPC research.



## Actions and Milestones planned for 2023:

- Commencement of "Improving Children's Palliative Care in Ireland" project which will gather and examine information to address gaps in data regarding the prevalence and needs of children with palliative care needs in Ireland.
- Continued contribution to the development of children's palliative care professional education programmes nationally.

# STRATEGIC GOAL 3: POLICY AND ADVOCACY

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



## Objective

- i Devise an organisational advocacy strategy informed by research and the needs of LauraLynn's families.
- ii Develop a Communication and Engagement strategy to:
  - a Increase awareness and understanding of the vision and mission; and
  - b Strengthen stakeholder relations.
- iii Build LauraLynn's external profile with relevant stakeholders to establish LauraLynn's reputation as a credible sector leader.
- iv 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 2022:

- 'Live the Little Moments' awareness campaign reactivated for Children's Hospice Week 2022 to continue to educate the public and key stakeholders about the myths and misconceptions surrounding children's palliative care .
- A targeted Pre-Budget 2023 campaign was executed, demanding increased investment in LauraLynn services as well as broader funding and policy requests aimed at enhancing the lives of children with palliative care needs and their families across Ireland. Core funding was maintained at 2021 levels, with a further €800k once off funding secured. Core hospice statutory funding equated to 23% of operating costs.
- Political engagement included meetings with Taoiseach Micheál Martin, to mark the opening of our new LauraLynn in the Community service in Cork and Kerry and with Minister Simon Harris to award the inaugural McKenna Scholarship.
- Engagement with the Department of Health increased, with standing quarterly briefings and a site visit completed.
- As an organising partner in the All-Island Institute of Hospice and Palliative Care, LauraLynn featured in the photocal with Taoiseach Micheál Martin to launch Palliative Care Week as well as key media coverage and digital assets.



## Impact:

- LauraLynn has continued to widen its political profile and improve understanding about the needs of children with palliative care needs and their families and LauraLynn plans to the service to meet these needs.
- LauraLynn, Ireland's Children's Hospice is now an established section 39 service, indicating it is an integrated part of children's healthcare environment, and contributing to the growth in referrals in 2022.
- Increased media coverage - has supported major fundraising campaigns, heightened brand awareness and resulted in unique partnership opportunities, such as with Rugby Players Ireland.

## STRATEGIC GOAL 3: POLICY AND ADVOCACY

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



### Actions and Milestones planned for 2023:

- Increase brand awareness and engagement across key stakeholder groups in line with hospice expansion plans to support referrals, fundraising and recruitment requirements.
- Conduct market research to measure the public understanding of LauraLynn and of children's palliative care.
- Devise a new two-year advocacy strategy for LauraLynn, identifying key manifesto priorities, potential partners and underpinned with evidence from families and professionals.
- Increase cross-party and policymaker engagement including securing meetings with the Minister for Health and 5 other Ministers, TDs and policymakers.





# STRATEGIC GOAL 4: PEOPLE

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



## Objective

- 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.
  - a Become an employer of choice by providing a positive workplace environment that: Promotes resilience, health and well-being of staff and volunteers;
  - b Recognises the contributions of all; and
  - c Offers professional and career progression opportunities.
- Develop the capabilities and capacity to deliver



## Progress achieved in 2022:

- The expansion of services during 2022 including the opening of the Mallow regional service resulted in a very busy year of recruitment. There were 56 separate competitions held across the 12 months compared to 36 in 2021 and 20 in 2020.
- To make LauraLynn a more attractive place to work in a very competitive labour market a formal flexible working policy was implemented across the organisation during 2022. Following feedback from staff new flexible working options were made available, where possible. Over 90% of staff now engage in a form of flexible working.
- Competency Development Project – Commenced an organisation programme with Leading and Adapting to Change. This was followed later in the year with module 2 – The Principles of Disability and Hospice Care.
- A new Clinical Nurse Specialist (CNS) in Infection Prevention and Control & Staff Occupational Health was appointed in 2022. The CNS has been providing face to face support to staff on health and wellbeing issues. The wellbeing committee organised a number of talks, webinars and events including the staff summer BBQ and step challenge..
- A project to implement a Model of Clinical Supervision commenced with the recruitment of a Clinical Supervisor giving Health Care Professionals regular, protected time for facilitated, in-depth reflection of their clinical practice.
- Culture: work continued in 2022 on building on the organisation which is underpinned by the three LauraLynn values of compassion, collaboration and excellence. This included work on making LauraLynn a more attractive place to work and stay with – achieved via the employee value proposition (e.g. flexible working, wellbeing, learning and development, communications, Values programme).
- A review of standard HR performance indicators shows that staff turnover for 2022 was 10%, down from 11% the previous year. The sickness absence rate also fell last year by 13% to 5.2%.
- Staff Recognition: A staff awards ceremony took place in September where our longer serving colleagues were awarded a medal badge or personally inscribed glass plaque in recognition of their long service with LauraLynn.

## STRATEGIC GOAL 4: PEOPLE

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



### Impact:

- Having a dedicated wellbeing human resource and through the work of the wellbeing committee there has been a general improvement in the health and wellbeing of staff in LauraLynn including a greater interaction at staff and department level across the organisation.
- Feedback from staff that have undertaken the LauraLynn Values Programme has been very positive. Taking time out each week to focus on a personal value linked to a LauraLynn value has proven to be hugely appreciated by the participants. LauraLynn has and will continue to provide greater opportunities for improving learning and development at individual, team and organisation level.



### Actions and Milestones planned for 2023:

- Recruitment: Recruit the required staff with the necessary skillset in Leopardstown, Mallow, and additional LauraLynn in the Community Regional base.
- Attraction: Develop promotional material and candidate packs for potential candidates.
- Competency Project: Roll out of module 3 of the project.
- Values Programme: Reach 50% participation in the programme.
- Staff Engagement: Staff satisfaction survey.
- Website: Commence work on the development of the recruitment section of the website.
- Wellbeing: Implement the 2023 wellbeing calendar of events and continue providing helpful information and supports via the LauraLynn Sharepoint site.
- Evaluation of Clinical Supervision Programme

# STRATEGIC GOAL 5: FUNDING

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



## Objectives:

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

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



## Actions and Milestones planned for 2022:

- Final year of fundraising strategy implemented in 2022. Thanks to the wonderful support of the public and business, we exceeded all targets as set out in the strategy.
- New CRM system implemented and rolled out across the Fundraising team.
- Continuous review of our administration processes in order to identify streamlining opportunities. New Administration Manager appointed to oversee this.



## Impact:

- Revenue from committed givers in the form of direct debits now accounts for over €1 million.
- New processes between the LauraLynn website and CRM have enhanced our ability to acknowledge and record donations in a timelier and more personable manner.
- Using the skillset of the Database and Analytics Manager allowed us to identify trends and insights into supporter behaviour. In turn this allows us to communicate more effectively with our supporters.



## Actions and Milestones planned for 2023:

- To continue to develop and streamline processes within our administration systems and further enhance and personalise communication with our supporters.
- To continue to increase our pool of monthly committed supporters so we can grow our planned giving which will allow us to plan better for the future.
- To develop a new Fundraising Strategy that we can work towards and achieve over the next number of years.
- To explore new digital ways of attracting supporters for challenges and other types of fundraising.

# STRATEGIC GOAL 5: GOVERNANCE AND ORGANISATION

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



## Objectives:

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

- i Ensure the organisation is governed and managed in accordance with best practice and in compliance with all legal and regulatory requirements.
- ii 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.
- iii Develop a robust ICT (Information and Communications Technology) strategy that enhances digital capabilities, including the provision of timely management information and analytics.



## Actions and Milestones planned for 2022:

- An Assurance and Accreditation Inspection of the Children's Hospice Service was completed by UK company CHKS, which used a 'Standards Framework' to ensure that LauraLynn maintains a culture of continuous quality improvement, encourages leadership and motivation in the delivery of excellent high-quality care, and encourages staff at all levels to achieve safer, more effective and high-quality services.
- While GDPR is an ongoing area of compliance that will require continual monitoring and review, in 2022 LauraLynn completed its official GDPR project ensuring 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.
- Throughout 2022, LauraLynn progressed with planned developments in ICT across the organisation. These included the recruitment of a dedicated ICT Support Administrator and the completion of an ICT and cloud strategy document.
- The service continued to implement a 13-point plan to enhance our ICT security systems across the organisation which included the roll out of two Factor Authentication for all staff, Office 365 upgrades, updating of Emergency Business Continuity Plans and Disaster Recovery procedures, as well as the introduction of new mandatory training in the area of Cyber Security which is hosted virtually by the HSE.
- The Service also continued to invest in upgrading and improving our ICT infrastructure and capability. A new CRM system was developed and rolled out for the Fundraising Department for enhanced capture and utilisation of data, and Power BI functionality was enabled for enhanced service activity data analytics and reporting.

# STRATEGIC GOAL 5: GOVERNANCE AND ORGANISATION

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



## Impact:

- A compliance score of 97% was achieved on completion of the Assurance and Accreditation inspection, indicating extremely high levels of quality across all aspects of the hospice service, both clinical and non-clinical as well as with regards to organisational governance. Only minor areas for improvement were recommended.
- 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 Records of Processing Activities in line with Article 30.
- Continued developments in ICT have ensured that LauraLynn can continue to utilise technology in a safe, secure and effective manner to support core business functions. Developments have also facilitated options for remote and hybrid working for staff, as well as allowing safe access to virtual hospice supports that can ultimately benefit our service users. The on-site presence of an ICT administrator has facilitated early adoption and on-boarding of new ICT programmes and systems and provides day-to-day troubleshooting support for staff.



## Actions and Milestones planned for 2023:

- Development of a new organisational strategic plan (2024-2029), and new Fundraising Strategy.
- Completion of review of LauraLynn organisational structures to capture regional palliative care services as well as changes and additions to the hospice care team and management structures.
- Submission of an action plan to address the minor areas for improvement noted in the Accreditation Programme report to be followed by adjudication for the awarding of international accreditation status for our Children's Hospice Service.
- Review of our current Electronic Healthcare Record system and the implementation of a new system that is fit for purpose to facilitate more effective recording of care and to support data utilisation for our regional satellite services.
- Migration of existing phone system to the cloud which entails the implementation of VOIP and full integration with Microsoft Teams.
- Completion of 13-point ICT security plan including:
  - Augmenting the existing HSE Cyber awareness training and introducing additional system vulnerability testing against potential attacks, with ICT Skills and Training embedded as a core competency of LauraLynn.
  - Introducing Microsoft Intune for device management.

# DISABILITY SERVICES

## Hazel House

House Hazel House is our respite service for children with severe/profound intellectual disabilities and complex care needs. Referrals are open to HSE Community Healthcare Organisation (CHO) Areas six, seven and nine.

During 2022 Hazel House occupancy was reduced to four beds to support Infection, Prevention and Control measures resulting from national Covid-19 guidelines. In October 2022, Hazel House was temporarily closed in order to facilitate refurbishment and to create five single bedrooms and a soft play and sensory area. Even with the closure, respite services continued albeit at a reduced capacity of two beds in LauraLynn House.

Despite these disruptions in 2022, 52 families (2021:48, 2020:40, 2019:36) were supported with a total of 926 planned respite nights and 126 crisis respite nights. Six new children (2021:8, 2020:9, 2019:15) and families were accepted to the service and six children (2021:0, 2020:5, 2019:2) were discharged or transitioned from the service.

A team of volunteers continued to support the team in Hazel House in delivering a fun and interactive programme of activities such as sensory storytelling virtually and in person when possible and in line with Public Health guidelines. An exciting addition to our Disability Service Care Team this year was the appointment of a Speech and Language Therapist, with a focus on supporting children with feeding challenges and enhancing communication.



Our beautiful girl, Liv, absolutely loves all her friends and the fun she has during her stay in respite. Knowing Liv is so happy gives us such a peace of mind when she is not with us. We all love Hazel House.

**Majella**  
Liv's Mum



# DISABILITY SERVICE AT A GLANCE



**52**

Families avail of respite in

**Hazel House**

**UP 8% on last year**

**6**

Adults residents in

**Willow View**

**3 3**

**Age of residents:**

Youngest

**26**

Oldest

**42**

**6**

new children referred

**Hazel House**

**13**

Trained volunteers support the

**Willow View**

team – including four dedicated Buddies



**13.5**

Average number of nights respite provided to

**Hazel House**

Families

**126**

Crisis bed nights provided to children and families in

**Hazel House**

# DISABILITY SERVICES

## Willow View

Willow View is our Disability Residential service for adults located within our Leopardstown Campus. We support six adults with intellectual disability to live in a residential service designated so by HIQA. The group is an even mix of men and women.

Discovery work is about supporting people to access what is good in life including a place to call home, family, friends, a sense of belonging, work, equal chances and having a say over one's life.

Discovery work continued in 2022 with a focus on the lived experience of the individuals living in Willow View. The team explored what a good day in someone's life could look like if the supports were tailor-made to the person. A Social and Activity Initiative was commenced to enhance everyone's

social supports. Benchmarking individual likes and dislikes against people without disabilities of the same age, gender and culture, we set about planning and supporting new adventures.

During 2022, and with significant pre-planning, individuals were supported to go to live comedy gigs, the cinema, music festivals, food festivals, holidays (a first holiday for one individual), meals out with families, and beauty therapies. Whilst the service historically focussed more on the medical care needs of the individuals it is clear to us that their social needs are much higher. Individual likes expanded to podcasts and audio books and one favourite is The 2 Johnnies!

Many movies were watched on the cold winter nights, but ice skating and accessible bikes were also explored. It continues to be a challenge for the service to sustain a more social model of care on a daily basis, however staff continue to endeavour to support individual needs and preferences.



The smile from the residents each week on my arrival says it all.

**Tommy Monaghan,**  
Volunteer reader at Willow View





# DISABILITY SERVICES

## Social Role Valorisation and the Universal Good things in Life

Social Role Valorisation (SRV) is a concept and framework in disability care that aims to enhance the social inclusion and quality of life for individuals with disabilities, particularly adults. The fundamental idea behind SRV is that people with disabilities should be supported in ways that foster their participation in meaningful roles and activities that are valued by society. This might include roles like employee, friend, colleague, neighbour, student, and active community member. In actively participating in these roles, individuals with disabilities can experience a sense of belonging, purpose, value and dignity, which contributes to their overall well-being.

The concept of “the good things in life” relates to the fundamental rights and experiences that form part of a fulfilling and meaningful existence for individuals with disabilities. These include access to valued social roles, opportunities for personal growth, genuine relationships, community engagement, and a sense of purpose. SRV emphasizes that people with disabilities should not only have their basic needs met but should also have the chance to enjoy these enriching aspects of life. By supporting individuals to take part in activities that align with societal roles and fostering their participation in community life, SRV aims to empower individuals with disabilities to experience the same meaningful and enjoyable facets of life as everyone else.

“

Killian loves his visits to Hazel House, every trip is like a new adventure. The staff are like part of our family and treat Killian with so much love and kindness

Jennifer,  
Killian's Mum



# DISABILITY SERVICES

## SERVICES PRIORITIES FOR 2023

- To complete refurbishments in both children's and adult houses to enhance living accommodation.
- To complete a review of the Eligibility Criteria and Family Support for the children's disability respite service
- To report on the 'Discovery Work' with each individual living in the service, to their circles of support, identifying their desires and what supports the need to live the best possible life that they can.



The most rewarding part of being a nurse in LauraLynn's Disability Service is the interactions I have with the children, adults and families, no matter how big or small. I get great satisfaction from helping families when they need it the most.

**Lisa Murphy**  
Clinical Nurse Manager 2  
(Disability)

# 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.

## Who does LauraLynn care for?

LauraLynn welcomes referrals from anywhere in Ireland and anyone can make a referral to LauraLynn - medical, nursing, health and social care professionals, as well as parents and family members directly. There are set criteria to help decide if LauraLynn is an appropriate service for a child.

### To be accepted the child must:

- be under 18 at time of referral.
- have a medically diagnosed life-limiting condition (or diagnosed with a condition in the antenatal period) as per the Together for Short Lives categories.
- have identified palliative care needs.
- have a strong possibility of dying before the age of 18.

## The Hospice Care Team

The Hospice Care Team in LauraLynn is made up of individuals from a variety of professional backgrounds to ensure the care provided is holistic, responsive and of a high quality.

It consists of a Nursing Team supported by a Consultant Paediatrician, General Practitioner and Pharmacist, and a Family Support Team comprising a range of Allied Healthcare Professionals: Physiotherapist, Occupational Therapist, Speech and Language Therapist, Psychologist, Music Therapist, Play Therapist, Dietician, Bereavement Coordinator and Family Support Coordinator.

### FAMILY SUPPORT TEAM

Family Support Coordinator

Occupational Therapist

Psychologist

Dietician

Physiotherapist

Bereavement Coordinator

Speech and Language Therapist

Play Therapist

Music Therapist

### CLINICAL TEAM

Nursing Team

General Practitioner

Consultant Paediatrician

Pharmacist

# HOSPICE SERVICES

In-patient support in the form of planned short breaks or unplanned (e.g. Crisis, End of Life Care) admissions is available to all children and their families who have been accepted to the service.

Additionally, community and home-based nursing and family supports are available from our Dublin Campus, for families living within the Leinster region, and for families in Cork and Kerry, from our new LauraLynn in the Community Team

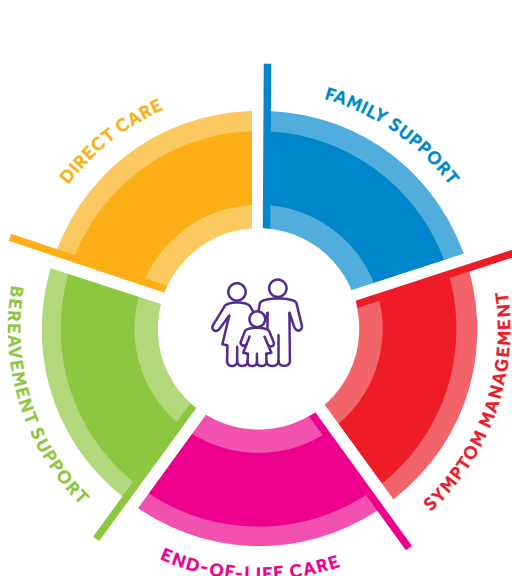
Whilst the easing of Covid-19 restrictions saw increased demand from families for in-person support and in-hospice care, where in-person supports were not possible or preferred,

our virtual hospice model of care allowed us to continue to offer further choice to children and families and the Hospice Care Team facilitated over 450 virtual engagements with children and families in 2022.

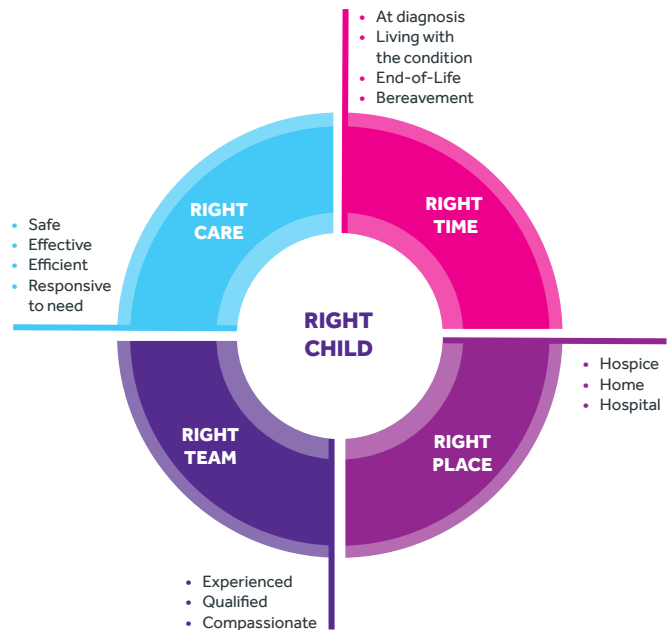
2022 was the busiest year yet for the hospice service – the momentum of planning and collaborating in the last few years came to fruition this year, resulting in significant growth in all aspects of the hospice service.

During 2022 we continued to implement the LauraLynn Model of Care ensuring that the Right Child, received the Right Care, in the Right Place at the Right Time, by the Right Team.

## Hospice Model of Care



All services were delivered in line with our five Pillars of Care: **Direct Care, Family Support, Symptom Management, End-of-Life Care and Bereavement Support.** LauraLynn’s Model of Care is unique in its focus on caring for the child whilst supporting the whole family and is based upon a holistic assessment of needs for the entire family, which acts as a guide to the Hospice Care Team in identifying the most appropriate pillar of care supports.



A significant increase in new children referred to and accepted into the service has been a key driver of this growth. There was a 139% increase in accepted referrals, with 122 new children and their families welcomed to the service in 2022 (2021:51, 2020:57, 2019:55, 2018:53). The main sources of referrals were from Clinical Nurse Specialists (65), Clinical Nurse Coordinators (22), and Consultant Paediatricians (15).

Increased referrals have been driven by (1) expansion of the service and the opening of the new LauraLynn in the community service.; (2) improved referral pathways as a result of our Referrals Development Coordinator; and (3) greater awareness and integration of LauraLynn within children’s healthcare due in no small part to achieving statutory funding.

# HOSPICE SERVICES

## Referral Development

Following a mid-strategy review, LauraLynn tasked itself with increasing the number of children and their families it supports over the course of a year.

A Referrals Development Coordinator (RDC) was appointed in June 2022 in order to ensure that more children with palliative care needs have a genuine opportunity and choice in accessing hospice care, and were able to avail of LauraLynn

services in a timely manner. This key strategic position is aimed at managing and developing the referral pathways and processes, with an overall goal to extend the reach of LauraLynn and its Community of Care and extensively increase referrals nationally.

The RDC has been working closely with key stakeholders and healthcare professionals, ensuring they are fully informed of the LauraLynn Model of Care.



# HOSPICE SERVICE AT A GLANCE



**488**

Families were part of the hospice community of care

**288**

Children that accessed active services with their families

**267\***

Total families that were offered bereavement care, support and activities

\*includes 67 families whose child received active care and support during the year.



**139%**

Increase in referrals accepted to the Hospice Service



**1,534**

Nights of care provided in LauraLynn House

**50**

First stay admissions to LauraLynn House



**43**

Families were supported to make end-of-life memories through Creative Arts Support



**38**

Children and families in Cork and Kerry in receipt of our new Community Service –



receiving of

**189**

home visits



*Riverdance*



**4**

LauraLynn Moms trained and performed with Riverdance

# HOSPICE SERVICES

In total over the course of 2022, 288 (2021:203, 2020:173, 2019:212, 2018:209) children and their families received care and support from our hospice service, and over the year, 267 (2021:203, 2020:172, 2019:172, 2018: 65) bereaved families were offered a range of bereavement care, support and activities.

In total LauraLynn has accepted 35 teenagers who were 15-17 years at time of referral, eight of whom were accepted in 2022 (2021:6, 2020:1, 2019:4, 2018:2).

In 2022, five teenagers were supported through our transition programme and were discharged from our service upon reaching their 18th birthday, (2021:2, 2020:6, 2019:8). A total of 19 teenagers aged 15-17 years of age continue to be supported by LauraLynn.

Once a child has been accepted, the Hospice Care team meets with the family and carry out a Holistic Needs Assessment to

identify family goals and see what supports may be offered. Each child and family are offered an annual allocation of 15 nights planned short stays in the hospice as part of their individualised care plan. Additional unplanned stays can be facilitated – step down from hospital, Crisis support, End-of-Life care.

During 2022 there was a total of 477 admissions (2021:363), 50 first stay admissions (2021:20) and 6 admissions for end of life (2021:3) to LauraLynn House; equating to 1,534 bed nights (2021:1,256) and 36,816 hours (2021:30,144) of care.

LauraLynn community services, operating out of the LauraLynn Dublin Campus across the greater Leinster region, saw a significant increase in activity due to easing of Covid-19 restrictions as well as increased demand, and carried out 801 home visits (2021:354), with 177 families (2021:85) supported for direct care and end of life care and family support in the family home.



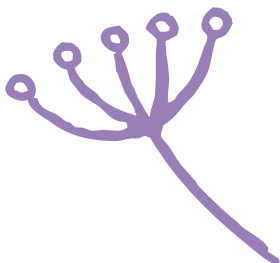


“



We have had great support from LauraLynn. John and I received counselling and bereavement support following Leo's passing. Molly, Leo's twin sister, attended Music Therapy at LauraLynn. The LauraLynn Memorial days are really special as well and help us build a support network of other families who have had similar journeys.

Catherine & John McWade



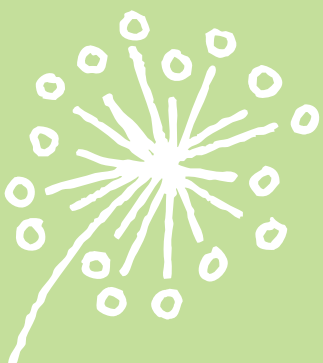




## BRINGING CARE CLOSER TO HOME – CORK & KERRY COMMUNITY TEAM

As part of our Strategic Goal, to Enhance and Expand our Community of Care, and in recognition of the fact that many families find the long journey to Dublin difficult, LauraLynn launched its first LauraLynn in the Community Team, outside of Dublin, in 2022. Based in Mallow Primary Healthcare Centre, the service offers additional nursing and family supports to children and their families in Cork and Kerry. Care is offered in the family home from the team of nurses and a music therapist. All supports are provided collaboratively with the Hospice Care Team in Dublin and in line with the LauraLynn Model of Care.

Following the recruitment of the Mallow Team Lead in May 2022, and the further recruitment of staff nurses and a music therapist in the final quarter of 2022, a total of 189 home visits were completed, supporting 38 children and families in Cork and Kerry.



“

Without LauraLynn I wouldn't be able to keep caring for my son at home. It is a magical place where he can go and do fun things while having his needs met. I can have a break and breathe.

**Kate,**  
Jack's Mum



# HOSPICE SERVICES

## Symptom Management

Symptom Management is a very specialised pillar of the LauraLynn Model of Care and focusses on both preventing and treating actual and potential symptoms, to best improve the quality of life for the child and family. Led by the Consultant Paediatrician, our Clinical Nurse Specialists in Paediatric Palliative care supported 244 children and their families during 2022 (2021:162). 75 families (2021:39) were supported in their homes/community with 99 home visits (2021:62), in addition to the 136 community and hospital visits, 17 virtual consultations and over 360 telephone calls and emails were made to check in with families. 53 children and their families received targeted symptom management support, often in conjunction with external healthcare professionals and service providers.

## Family Support

The support LauraLynn provides to the family in addition to the care provided to the child makes the service unique from all others in this space. The Family Support Pillar is aimed at reducing distress and enhancing the quality of life for children, their parents or carers, and siblings. Family Supports follow a clearly defined pathway to ensure that care is integrated, targeted and equitable. In 2022, overall Family Support activity continued to increase with over 260 families supported.

Our Family Support services grew to include Speech and Language therapy in October 2022, with a focus on supporting children with feeding challenges and enhancing communication. During 2022 our Play Therapist supported 76 families individually. 32 families were involved in projects such as the Oscars and Riverdance. There were 44 individual play therapy sessions. 44 Families were supported by our Psychologist who provided 173 targeted sessions, 95% of which were virtual.

Our Music Therapists provided targeted support to 121 families and offered 233 Music Therapy sessions in 2022 and 50 Group Music Therapy Sessions. 66 individual sessions were offered to children at LauraLynn House in addition to 50 group sessions (107 children) and 14 family sessions. 124 music therapy sessions were offered in the family home.

Following the successful recruitment of a Music Therapist in November 2022, 7 families in the Cork and Kerry region were supported with 22 music therapy sessions in this area. 21 families were supported from our Dublin campus with 92 music therapy sessions offered.

Music Therapy continues to play a significant part in supporting bereaved families. During 2022 our Music Therapists supported 5 families through 8 community/virtual music therapy sessions. Music Therapy also provided support at 4 Memorial Removal Services for LauraLynn children who died.

## End-of-Life Care

End-of-Life Care is the continuum of palliative care to include care during and around the time of death and immediately afterwards. In collaboration with other service providers, LauraLynn continued 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 keeping with a general growth in referrals and activity, sadly, 67 children in the service died in 2022 (2021:31, 2020:37, 2019:52), 51% of whom died in the home (2021:61% 2020:54%, 2019:48%). In 2022 LauraLynn House supported 6 admissions (2021:2, 2020:2, 2019:4) for End-of-Life Care.

In 2022 43 families were supported to make memories through Creative Arts Support, 4 of whom were supported by the Mallow Team.

## Bereavement Care

Bereavement Care in LauraLynn is underpinned by the LauraLynn value of Compassion so that families receive high quality bereavement care that is appropriate to their needs and wishes.

Following the retirement of our Chaplain in January our first Bereavement Coordinator was appointed to support the coordination and delivery of bereavement supports, in line with the service's Bereavement Pathway. 67 families bereaved during the year (2021:31) received bereavement care and support. The 31 families whose children died in 2021 received ongoing support in 2022 and additional support for bereaved families whose children died prior to 2021 continues.

Our annual memorial service was held in person in LauraLynn for the first time since pre Covid-19, and was a hybrid event with the option for families that could not travel to join in online. 36 families with a total of 90 individuals attended in person and 20 families joined online. In September the annual memorial walk took place with 120 people attending doing a walk in memory of their loved one in the Phoenix Park. 48 families requested a customised Memorial Leaf for their child which were placed on our Memorial Tree.

# HOSPICE SERVICES



## SERVICES PRIORITIES FOR 2023

- Further extend the Community of Care and develop a second community service .
- Recruit a Family Support Team Manager to support the growth and development of the Family Supports.
- Further develop nursing competencies to respond to the needs of children.
- Review Model of Care Pillars to ensure fit for purpose.



# COMMUNICATIONS & AWARENESS

A vital piece of our work throughout 2022 was raising awareness and funds by showcasing the unique impact of LauraLynn’s services through sharing our families’ lived experiences and demonstrating the specialised work of our clinical and family support teams in caring for and supporting whole families across the country.

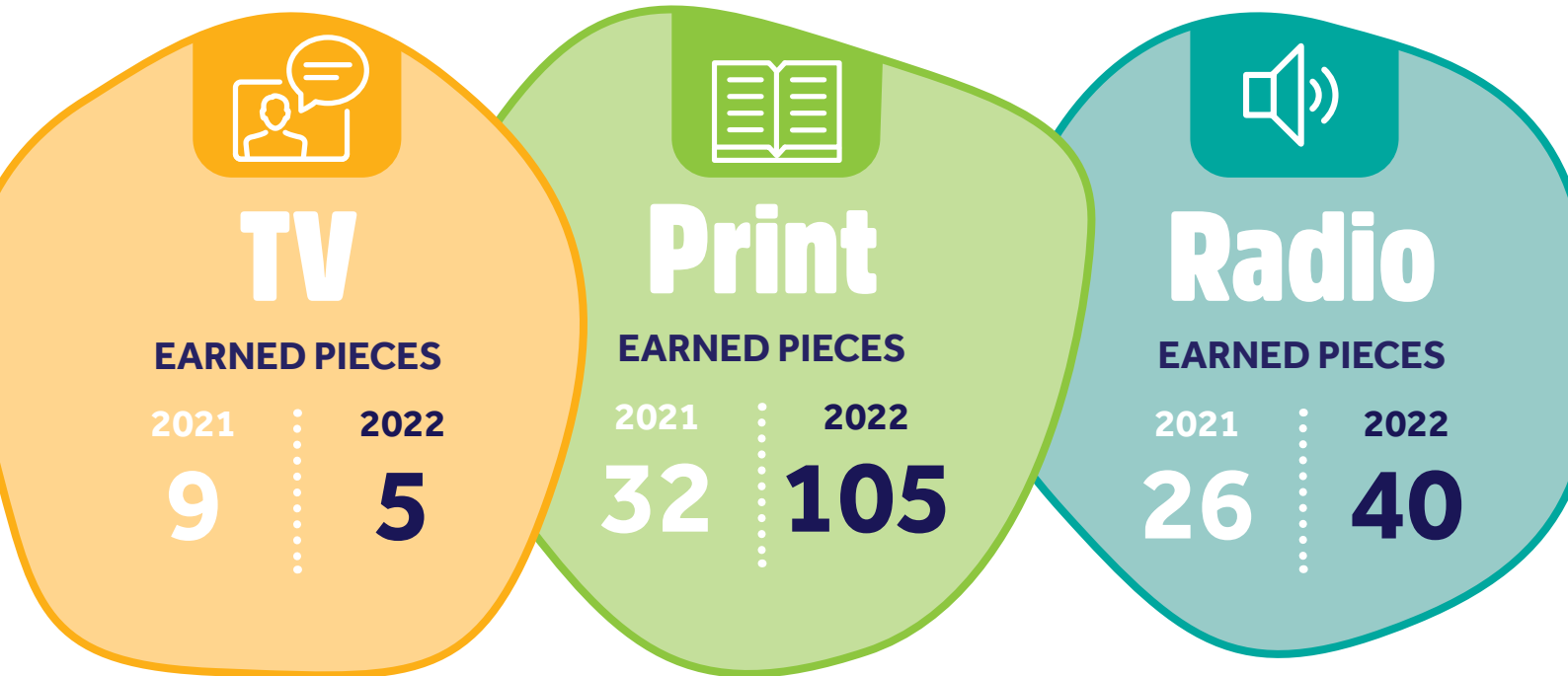
The role of the communications team has never been so important with the service seeing more growth than ever before in 2022. Expanding our regional footprint with the official launch of our new community-based service in Cork and caring for more children and families than ever before, requires us to hold a consistent public presence and make sure LauraLynn’s brand and message are front of mind.

A key priority continues to be educating the public and breaking the common misconceptions that surround children’s palliative care, showcasing that LauraLynn is all about ‘living’. During our annual Children’s Hospice Week, we reactivated our ‘Live the Little Moments’ awareness campaign messaging,

targeting regions of expansion – such as Cork, Kerry and the Greater Leinster region – through traditional broadcast and out of home advertising as well as social and digital initiatives.

Throughout the year we maintained high levels of exposure across both national and regional media and saw strong organic coverage too. Throughout the year we maintained high levels of exposure across both national and regional media and saw strong organic coverage too. Total media coverage for the year had a reach of 107M and comprised of 614 print pieces, 627 online pieces, 127 radio pieces and 11 TV pieces. Earned media coverage was up in all areas except TV. The total reach for earned media was 45.9M.

## KEY PR STATISTICS



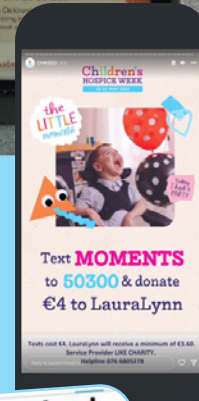
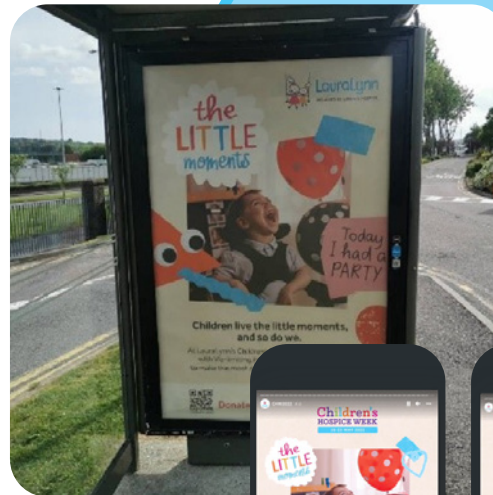
# COMMUNICATIONS & AWARENESS

Some key media highlights were secured during Children's Hospice Week including a nationwide show to spotlight the work and impact of our services and a special Newstalk package with CEO Kerry McLaverty, various members of our clinical and family support team and some families taking part.

A focus of our Communications Strategy is to continue to grow awareness and engagement across all counties by an increased focus on regional media and region-specific messaging. In addition to radio interviews across counties throughout the year, we also ran a regional ad campaign and some out of home advertising in key regions during the year to support our PR and earned activity.

Social media – both paid and organic – offers a massive opportunity for us to raise awareness, generate income and build engagement and buzz with our donors, fans and the wider public. In 2022, we saw steady growth in our social media presence, including our first steps in TikTok.

Engaging with our various stakeholders is always important for LauraLynn, and our families are always a priority group for the Communications Team in terms of engaging them in meaningful experiences and showcasing their stories. We commenced a more robust family communications plan in 2022 with printed newsletters going out every quarter to both bereaved families and families with a child currently availing of hospice care.



	Facebook		Twitter		Instagram		LinkedIn		TikTok
	2021	2022	2021	2022	2021	2022	2021	2022	2022
FOLLOWERS	47,464 to 55,695	<b>55,695</b> to <b>59,419</b>	10,941 to 11,189	<b>11,189</b> to <b>11,314</b>	7,810 to 10,617	<b>10,617</b> to <b>13,016</b>	4,750 to 6,368	<b>6,368</b> to <b>7,349</b>	25
NEW FOLLOWERS	8,231	<b>3,724</b>	248	<b>125</b>	2,807	<b>2,399</b>	1,618	<b>981</b>	N/A
IMPRESSIONS	45,420,000*	<b>33,927,428</b>	672,710	<b>204,514</b>	588,210*	<b>669,992</b>	518,230*	<b>233,796</b>	N/A

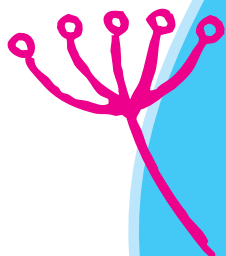
# COMMUNICATIONS & AWARENESS

## Collaborations

We collaborated with some great brands and organisations in 2022 including a partnership with Riverdance which saw four LauraLynn mums perform the Riverdance encore with the full cast onstage at the Gaiety Theatre, running alongside a fundraising drive. Another key partnership commenced in 2022 was with Rugby Players Ireland (RPI). The team in RPI helped to raise awareness and funds but also created memorable experiences and moments for our children and families through accessible rugby matches with families in our hospice in Dublin and also in Cork where our new community-based service is operating.



## WEBSITE VISITS 2022



**2022 – 229,028**  
**2021 – 235,157**  
**2020 – 404,154**

# COMMUNICATIONS & AWARENESS

## Ambassador Programme

LauraLynn Ambassadors and celebrity supporters play an essential role in helping gain media and public attention for our fundraising, campaigns and messaging. Once again, in 2022 we were blown away by the support and time afforded to us by our Ambassadors - Ray D'Arcy, Fiona Coughlan, Nicola Coughlan, Picture This and Garry Ringrose - we are so grateful. In addition, we enjoyed visits and support from a wide range of celebrity supporters who joined us for family events, activities and campaigns throughout the year. And we were delighted to see several LauraLynn stars appearing on The Late Late Toy Show again this year. Huge thanks to Ryan Tubridy and the Toy Show production team for making dreams come true.

LauraLynn would like to thank all the families who bravely shared their stories throughout the year, this is vital to us being able to achieve our communication goals. Thank you to our dedicated staff for showcasing the incredible work they do as the leaders in children's hospice and palliative care in Ireland, and thank you to our celebrity supporters and ambassadors for using their platforms to raise awareness for us while also creating experiences and special 'little moments' for the children and families we care for.





# OUR PEOPLE

**2022 was a particularly exciting and busy year at LauraLynn. Two important projects successfully implemented were GDPR and accreditation for the hospice. Opening the new satellite service in Mallow, Cork was one of the exciting highlights of the year. The Cork team has gone from strength to strength since early summer and now provides crucial supports to children and their families in the surrounding southern counties.**

Adapting to new ways of working during the pandemic provided an opportunity to review and identify how staff could be better supported in balancing their working life with their personal life. Thus, following staff engagement in early summer a new flexible working policy was formally adopted across the organisation.

New flexible working options were made available, including hybrid working and compressed hours. This attraction and retention measure has proven to be extremely popular. Nursing and care staff already work a form of compressed hours (longer but fewer shifts). In addition, over 90% of all remaining staff now engage in a form of flexible working.

The work on our organisational culture that commenced in 2021 continued last year with focus group sessions where staff inputted into the creation of a culture action plan. Various actions and initiatives were identified, and work began on implementing them during 2022.

In March the new organisational core competency programme was launched. This programme identified six competencies where all staff were expected to undertake training in. The programme began with module one – leading and adapting to change and was followed later in the year with module 2 – the principles of disability and hospice care. Phase two of the competency programme, job and grade specific competencies will be identified and implemented on the completion of phase one.



# OUR PEOPLE

## 6 LauraLynn Competencies

1

Leading and adapting to change

2

Principles of children's palliative care and disability services

3

Introduction to teamworking

4

Communications

5

Leading and managing people

6

IT skills

“

The most rewarding part of my role at LauraLynn is giving the children and families lovely memories for them to cherish. All my colleagues at LauraLynn are so caring and kind. Everyone is here for the same reason and we all support each other

**Sarah Bannon**

Recreation & Activities Coordinator



# OUR PEOPLE



A review of standard HR performance indicators shows that turnover for 2022 was 10%, down from 11% the previous year. The sickness absence rate also fell last year by 13% to 5.2%. The expansion of services during 2022 including the opening of the Mallow satellite service resulted in a very busy year of recruitment. There were 56 separate competitions held across the 12 months compared to 36 in 2021 and 20 in 2020.

Supporting staff has always been important at LauraLynn and 2022 was particularly busy in this regard. Staff wellbeing was formally included as part of a staff member's job description. The wellbeing committee organised a number of events including the staff summer BBQ, step challenge, healthy eating recipes on the staff Sharepoint page courtesy of our LauraLynn chef, a talk from our employee assistance programme (EAP) provider. The wellbeing page on the staff Sharepoint system also contains a huge amount of material, blogs, videos and articles for staff to access.

A new Clinical Nurse Specialist (CNS) in Infection Prevention and Control was appointed in 2022. The CNS is also responsible for occupation health and has been providing face-to-face support to staff on health and wellbeing issues. Another important appointment made during 2022 was that of a Clinical Supervisor. This role is a key support now available to staff.

Our staff and volunteers are by far the most important component in LauraLynn. Their commitment, dedication and loyalty is inspiring and hugely appreciated. It was a pleasure to be able to recognise these individuals firstly in January through participation as part of LauraLynn Thank You Month. A more formal event was held in September where our longer serving colleagues were awarded a medal badge or personally inscribed glass plaque in recognition of their long service with LauraLynn. The event was kindly attended by the broadcaster Ray D'Arcy and by our Chair Sandra O'Malley.

To ensure our children, adults and their families all continue to receive the quality care and support they deserve it is important we maintain our commitment to the learning, training and development of our staff and volunteers. The L&D team had another busy year in 2022 running various training events, team training day in all three services, one to one supports to name a few. An online seminar on bereavement was organised in November. Healthcare professionals from around the country attended.

Support was provided to two staff members undertaking the postgraduate Diploma in Children's Palliative/ Complex Care and a third member of staff commenced a Master's Degree in Children's Palliative/ Complex Care in September 2022.

The LauraLynn Clinical Supervision Project is a Quality Improvement project recognising the emotional impact of working in palliative and complex care for Healthcare Professionals and the need to enhance the existing supports. In 2022 LauraLynn developed a Model of Clinical Supervision for Healthcare Professionals working in LauraLynn Children's Hospice & Disability Services, the HSE National team of Clinical Nurse Coordinators for children with life-limiting conditions and palliative care, and the Paediatric Palliative Care Clinical Nurse Specialists in Children's Health Ireland. A Clinical Supervisor was appointed late 2022 to support implementation of Phase 2 of the LauraLynn Clinical Supervision Project. The aim is to make Clinical Supervision accessible to all key stakeholders and complete evaluation of Phase 2 of the LauraLynn Clinical Supervision Project.

# OUR PEOPLE

## Education

Building research capability through innovation and collaboration is a key strategic objective of LauraLynn. Children's Palliative Care is a relatively new paediatric speciality and research is lacking. In 2022 we were delighted to support two significant projects mark important steps in our commitment to grow and invest in children's palliative care research and continue to expand the knowledge base in this area.

In September 2022, Elaine Brennan was announced as the inaugural McKenna Scholar. Ms Brennan's PhD project will "*Explore whether early discussion on the experience of loss and anticipatory grief supports parents to engage in future care planning for their child*". The PhD project is being supervised by the Department of Psychology in UCD. We look forward to learning about the outcomes of Ms Brennan's PhD.

In December LauraLynn was delighted to be informed that their application for HRB Applied Partnership Award, made jointly with the Irish Hospice Foundation and the Centre for Health Policy and Management, Trinity College Dublin, had been successful. The project, "Improving Children's Palliative Care in Ireland: using evidence to guide and enhance palliative care for children with life-limiting conditions and their families" will commence in 2023. The project will discuss different definitions of life-limiting conditions and palliative care need. It will examine national datasets on hospital stays, deaths, children's palliative care activity and others to determine prevalence of life-limiting conditions in children nationally. The health care utilisation of children with LLC will be explored in detail. The information will be used to guide and improve children's palliative care policy, planning, and service delivery, supporting our goal of universal access to palliative care in Ireland. LauraLynn as a knowledge user, and Dr Balfe as Lead Applicant Knowledge User will be key collaborators throughout the project.



# OUR PEOPLE

## Volunteer Programme

2022 gave us the opportunity to review our Volunteer Programme following two uncertain years that limited opportunities for Volunteer involvement, as our services were restricted. Our volunteer team was reduced by 30% due to the pandemic. Our regular team on site continued to be an invaluable support to our families and staff.

Our events team, although with a reduced number of opportunities, proved yet again how they enable us to deliver high quality events for our families, fundraising initiatives and family support initiatives.

Finally, after two years, we were in a position to open our doors again to new recruits. We hosted three information sessions and welcomed 31 new volunteers into the fold, growing our number of registered volunteers. Some of our new recruits had been patiently waiting for over two years to start their induction and have hit the ground running.

Volunteering at LauraLynn you can let your inner child come out. I have been Mickey Mouse and many other characters while here.

**Paul Hickey,**  
LauraLynn Volunteer



TABLE 1 — Volunteer Programme Statistics

Description	2020	2021	2022
<b>New volunteers</b> (joined during the year)	34	—	<b>31</b>
<b>Average Age</b>	44 Years	51 Years	<b>52 Years</b>
<b>Age Range</b>	19-81 Years	21-83 Years	<b>22-84 Years</b>
<b>Gender — Male</b>	33	13	<b>16</b>
<b>Gender — Female</b>	139	38	<b>79</b>
<b>Total active volunteers</b>	115	51	<b>115</b>

# OUR PEOPLE

As part of the Volunteer Programme Review, two new roles were launched this year. Both roles are supporting families directly:

- Our Babysitter service was launched in September and has proven very popular. Our babysitter team mind siblings staying in the Hospice, allowing parents some freedom and quality time off site.
- LauraLynn's Practical Home Support Pilot was also launched in September in collaboration with our Family Support Coordinator. Four volunteers are taking part in this pilot project, supporting parents in their own home with practical tasks like cleaning, ironing and shopping. The Pilot Programme will be reviewed early in 2023 with a view to expanding the service further if successful.

Our Staff and Volunteer Recognition Event in September was a definite highlight of the year. 50 volunteers were invited to receive Long Service Pins in recognition of their incredible contribution to LauraLynn over 5, 10, and 15 years.

The Volunteer Programme is expected to grow and expand further into the community in 2023.

“

People can often think LauraLynn is a sad place but it's mostly about happiness, laughing and being happy.

**Marion Holohan,**  
LauraLynn Volunteer

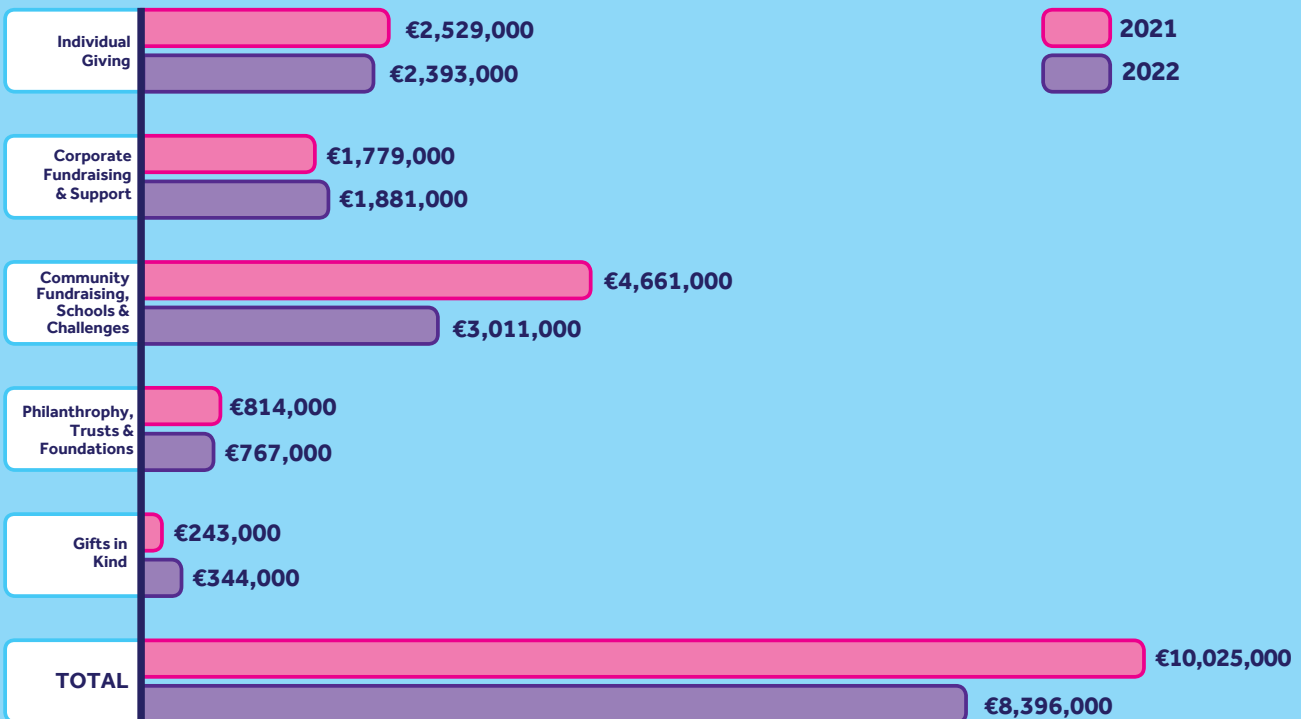




# FUNDRAISING

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. 2022 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 2022, LauraLynn raised a total of €8.4m. This represents a 16% decrease on the funds raised in 2021 (€10.0m) but still represents a very large increase on funds raised in 2019 of €4.5m pre-pandemic. We are truly grateful to everyone who took part in challenges or events or donated to us through their company or personally.

FIGURE 1 — How LauraLynn Raised Funds in 2021 and 2022



# FUNDRAISING

In 2022 we were the beneficiary of significant generosity from many wonderful individuals, Trusts and Foundations, as well as the RTE Late Late Toy Show. Many of these donors have a strong and long relationship with LauraLynn and it is wonderful to receive their vital continued support. In 2022 we also benefited from the support of newer donors and Foundations which were particularly significant in the delivery of the new Mallow satellite service. 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 LauraLynn to deliver the right care, at the right time, in the right location.

2022 was a very successful year for the recruitment of monthly direct debit givers. In excess of 2,800 generous supporters committed to a new monthly gift in 2022. Because of them and our existing monthly supporters, revenue from direct debits was in excess of €1m for the first time. We plan to continue this form of recruitment in 2023, hoping to bring this vital and plannable revenue source to €1.5m by the end of 2023. This will greatly enhance our sustainable revenue goals.

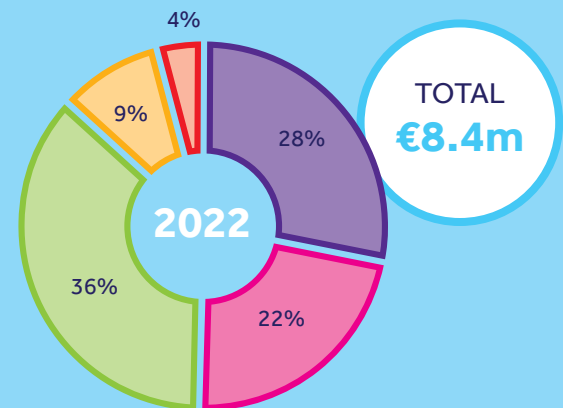
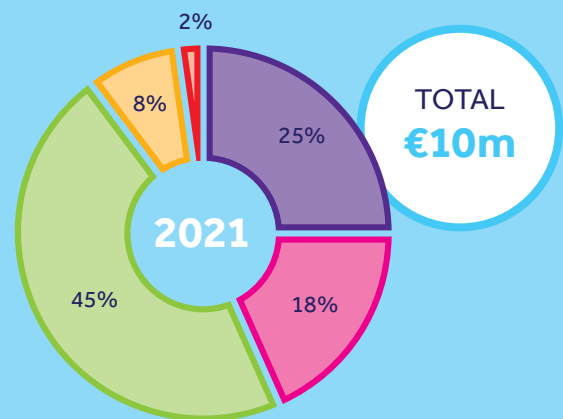
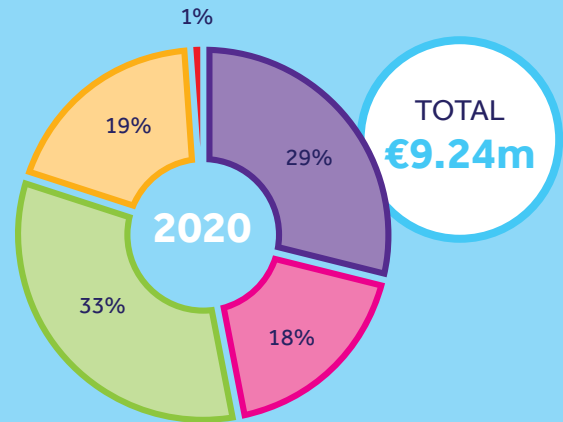
2022 has been another big year for Individual Giving overall. We were once again overwhelmed with support from our donors against a background of increased cost of living challenges that are very present for a lot of our supporters. After a successful 2021 raffle, we once again rolled this out in 2022. The raffle brought in over €215k and we were delighted by its continued success and hope to continue this activity in 2023.

In addition to monthly givers and our raffle we also ran two appeals, one of which was digital to see how this would work in comparison to the traditional postal appeal. Thank you to all our supporters who responded to these appeals, the support has been incredible. Once-off donations decreased slightly to €0.9m in 2022 from €1.1m in 2021 (€1.6m 2020). We attribute this decrease to the ongoing cost of living and extra financial demands that some of our supporters may be experiencing.

Due to the general increase in supporters and their donations over the past number of years, our taxback income significantly increased in 2022. Taxback income in 2022 was in excess of €287k, an increase from €192k in 2021 and €143k in 2020.

In 2022, we were once again in the fortunate position to be able to digitalise some of our fundraising efforts. 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, 2021 and 2022 as a percentage of the total



- Individual Giving
- Corporate Fundraising & Support
- Community Fundraising, Schools & Challenges
- Philanthropy & Trusts
- Gifts in Kind



# FUNDRAISING

## Corporate Support

Corporate fundraising generated €1.88m in 2022 (€1.78m in 2021, €1.64m in 2020).

2022 was another strong year for Corporate Fundraising with our income growing due to a large increase in companies participating in and organising fundraising events. Our corporate partners were very keen to engage their staff and fundraising events provided a fun way to come together and support LauraLynn at the same time. Our partners Microsoft were able to return to their annual cycle and raised a huge €273k. The team were delighted to be back cycling the Wild Atlantic Way.

After a delay of two years, we were able to hold our annual Heroes Ball in May. It was a truly magical night enjoyed by LauraLynn families, staff, corporate partners and guests. The evening was once again hosted by Miriam O'Callaghan while Alan Shortt entertained us and raised huge money during the auction and Perfect Day had us dancing until the small hours. The big surprise of the night was a special performance by Riverdance.

As in other years, we have started some new partnerships such as Citi and said goodbye to other partners who have aligned themselves with us – we were sorry to say goodbye to Crowleys DFK who were fantastic partners. After the goodbyes were said, we were humbled to hear Crowleys DFK say that "While all these initiatives raised some vital funds for the Charity during what was a very challenging few years, we are in no doubt that we got a lot more back from the partnership. Not only were we continually inspired and moved by our online talks with the incredible staff and caregivers at LauraLynn, but our initiatives also kept us connected during a time when we all had to be apart."

A huge highlight late in 2022 was the return of our magnificent corporate volunteers on site. We had missed their support but played catch up in the last few months of the year with wonderful volunteers who painted fun images on our windows, worked in our garden, supported our Light Up Event and put up Christmas decorations – thank you all!





# COMMUNITY FUNDRAISING



# FUNDRAISING



## Community Fundraising

Community Fundraising brought in €3.01m in 2022 (€4.66m 2021, €3m 2020).

We saw big increases across our Community, crèche and school income, but a decrease in our Challenges & Marathons after our exceptional year in 2021 thanks to the year-long Ray's Marathon Challenge which raised just over €1m.

We received huge support from schools and crèches who raised almost €149k in 2022 (€99k in 2021, €77k in 2020). Superhero Day raised over €15k and Christmas Jumper Day raised more than €23k. The remaining income came from a mix of fun runs, Halloween and Christmas fundraisers, non-uniform days and Communion donations. This is an increase of €50k compared with 2021 which is fantastic. It is simply wonderful to see Children Helping Children, a theme we have been focusing on in fundraising.

2022 was a bumper year for Community fundraising, our fantastic fundraisers around the country raised an incredible €1.78m for us which is our best year ever. A huge factor in this success has been our wonderful 'Locks of Love for LauraLynn' hair donation campaign which was established in May 2021. The hair donation is sent to either The Rapunzel Foundation or Little Princess Trust to create wigs, and the funds come to LauraLynn. With over 1,300 fundraisers set up across 27 counties in 2022, it has generated a huge amount of PR as well as income. We noticed an increase in adults taking part in the campaign, with a 50/50 split between children and adults registering, which is fantastic.

Challenges and Marathons were popular in 2022 with over €1.0 million raised. Again, this year we ran 5 different one month-long challenges which saw our virtual challenge fundraisers walk over 300,720,000 steps, swim more than 1,100 kms and complete over 4,000,000 press ups. We also had 483 people take icy dips in the Irish Sea on December 18th for Dip in for LauraLynn. 2022 saw the return of in person races with Dublin Marathon and the VHI Women's Mini Marathon returning to the streets of Dublin where over 100 people ran and fundraised for LauraLynn.



# FUNDRAISING DONOR HIGHLIGHT

**€34,000**  
RAISED  
IN 2022

## SANTA TRUCK

The idea of the Santa Truck originated in December 2020 when Naas County Council had asked local business Judge Haulage to drive an articulated truck, decorated in Christmas lights, through Naas during a Christmas Event. This created such attention and buzz around the town that Judge Haulage decided to drive the truck to other towns and asked their staff to dress up as Santa, Mrs Claus, and elves. They were very happy to bring some cheer to children and families during the holiday season, especially given the Covid-19 restrictions at the time. People generously and unexpectedly offered donations to give their thanks, which Judge Haulage then donated to St Vincent de Paul. In December 2021, Judge Haulage decided to develop this into an official event to support LauraLynn. Santa, Mrs Claus, the elves and the rest of the crew got to work and scheduled in dates to drive through various towns across Leinster and parts of Munster over a four-week period from the end of November to the end of December. They raised a whopping €40k for LauraLynn through iDonate and offline donations. The Santa Truck supported LauraLynn yet again in December 2022 and added even more dates and towns to their schedule. The total raised was €34k. They have big plans for 2023 so watch this space!



# 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 2022 and the consolidated balance sheet at that date are set out on pages 89 and 91, respectively. The net deficit for the financial year, after depreciation, amounted to €329,811 (2021: net income €329,673).

## 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 €8.7m in 2018 to €11.5m in 2022. 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 2018

	2018 €000's	2019 €000's	2020 €000's	2021 €000's	2022 €000's
<b>Charitable Activities:</b>					
Revenue Grant from HSE	3,711	3,930	4,726	5,847	6,641
Hospital Services Maintenance Income	388	193	132	76	49
Superannuation Deductions	199	192	177	193	197
<b>Subtotal</b>	<b>4,298</b>	<b>4,315</b>	<b>5,035</b>	<b>6,116</b>	<b>6,887</b>
Funding from The Children’s Sunshine Home Trust	4,030	4,316	4,284	3,329	4,206
Miscellaneous Income	74	77	75	100	73
Revenue/ Capital Grants	—	—	—	—	0
Gifts in Kind	304	268	109	242	344
<b>Total Income</b>	<b>8,706</b>	<b>8,976</b>	<b>9,503</b>	<b>9,787</b>	<b>11,510</b>

# FINANCIAL REVIEW AND RISK MANAGEMENT

## Charitable Activities

Income received from charitable activities has increased by €2.6m or 59% from €4.3m in 2018 to €6.9m in 2022.

This is as a result of annual recurring funding of €1.5m received from the HSE to CSH Childcare Services from 2021 onwards, as well as once off funding (€800k in 2022) for its hospice services under a Section 39 Service Level Agreement. This is offset by reductions in Hospital Maintenance Service income received from €388k in 2018 to €49k in 2022.

Table 3 below provides details of the Income received by LauraLynn overall in 2021 and 2022, 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 2021 and 2022

	2021 €000's	2022 €000's	Change %
Charitable Activities	6,116	6,887	12.6
Fundraised Income	9,783	8,052	-17.8
Other Income	149	119	-19.9
Gifts in Kind	243	344	41.7%
<b>Total Income</b>	<b>16,291</b>	<b>15,403</b>	<b>-5.4%</b>

## Expenditure

Overall Group expenditure has increased by 33% from €8.6m in 2018 to €11.5m in 2022 mainly due to the strategic expansion of the hospice service.

Table 4 below provides details of total expenditure incurred by the Group since 2018.

TABLE 4



### Group Expenditure Since 2018

	2018 €000's	2019 €000's	2020 €000's	2021 €000's	2022 €000's
<b>Charitable Activities:</b>					
Direct Care Pay	4,574	4,636	4,574	5,201	5,852
Support Costs Pay - Other	1,514	1,852	1,841	2,020	2,360
Support Costs Pay - Fundraising Services	715	815	984	1,138	1,232
Support Costs - Non Pay	1,504	1,426	1,366	1,499	1,704
Depreciation	17	24	18	17	17
Subtotal	8,325	8,754	8,784	9,874	11,167
Value of Gifts in Kind expended	304	268	109	243	344
<b>Total Expenditure</b>	<b>8,629</b>	<b>9,022</b>	<b>8,893</b>	<b>10,117</b>	<b>11,510</b>

# FINANCIAL REVIEW AND RISK MANAGEMENT

It cost the Group €11.5m in 2022 to operate the hospice and disability services, an increase of €1.4m or 14% on 2021 costs of €10.1m.

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.

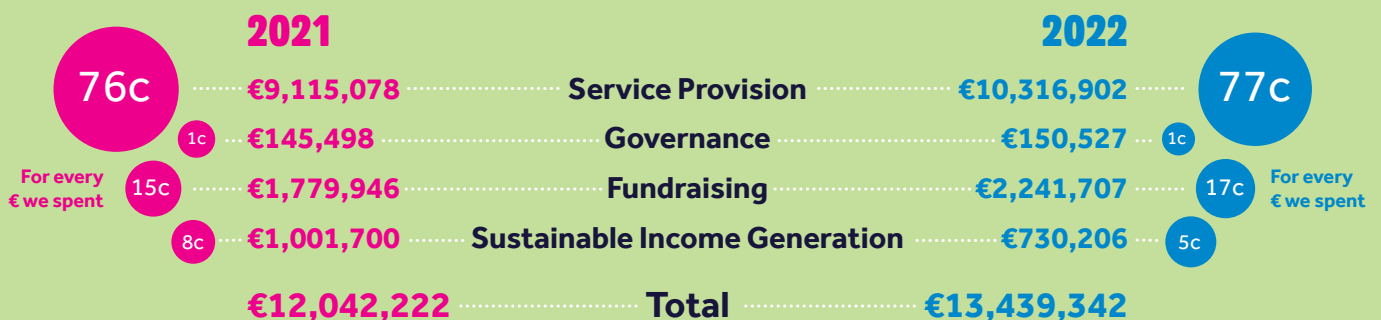
Table 5 below provides details of LauraLynn's overall expenditure in 2021 and 2022, incorporating the results

**TABLE 5**

## LauraLynn Expenditure 2021 and 2022

	2021 €000's	2022 €000's	Change %
<b>Charitable Activities</b>			
Direct Care Pay	5,201	5,852	12.5
Support Costs Pay - Other	2,020	2,360	16.8
Support Costs Pay - Fundraising Services	1,138	1,232	8.3
Support Costs - Non Pay	1,972	2,001	1.4
Depreciation & Amortisation	441	469	6.3
<b>Subtotal</b>	<b>10,772</b>	<b>11,915</b>	<b>10.6</b>
Expenditure on Raising Funds	1,712	1,994	16.4
Value of Gifts in Kind expended	243	344	41.7
<b>Total Expenditure</b>	<b>12,727</b>	<b>14,253</b>	<b>12</b>

**FIGURE 3** How LauraLynn Expenditure 2021 and 2022



**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 since 2021 LauraLynn receives €1.5m annual recurring funding for its hospice services under a S39 Service Level Agreement.

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 6



### LauraLynn Reserves 2021 and 2022

	2021	2022
Reserves:	€000's	€000's
The Children's Sunshine Home	270	269
CSH Childcare Services	295	295
The Children's Sunshine Home Trust	32,568	33,509
<b>Total Reserves</b>	<b>33,132</b>	<b>34,072</b>
<b>Further analysed below:</b>		
Tangible fixed assets	14,432	14,396
Intangible fixed assets	109	113
Investments	4,995	4,442
Cash	13,357	15,947
Net Current Liabilities	239	(825)
<b>Total Reserves</b>	<b>33,132</b>	<b>34,072</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 minimum level of reserves required to be held is an amount equivalent to 12 months budgeted operating costs less the core Statutory funding received in the prior year, which equates to approximately €10.4m. Where balances arise at the end of the year in excess of the minimum level of reserves, these are generally utilised in the upcoming financial year and to ensure the delivery of the current strategic plan.

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 €18.5m held by the Trust would enable both the disability and hospice services to continue for 1.6 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.

2022 was another strong year for fundraising income, largely due to some exceptional individual donations and campaigns and the continued generosity of LauraLynn donors. Along with the recurring statutory core State funding received by the LauraLynn Hospice Service of €1.5m together with €800k once-off funding (equivalent to approximately 35% 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.

The Trust reviews the level of funds held periodically. The last review was carried out in December 2022 in conjunction with the approval of the 2023 budget. At that time, it was agreed that the level of funds held was appropriate to ensure continuity of the services. Looking to 2023 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. Increased expansion through the provision of both regional satellite services and further expansion of the Dublin campus will generate an increased funding requirement on an ongoing annual basis to support the additional pay and associated service delivery costs. It is for this purpose that the reserves will be initially used.

## 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, 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 €541,124 (2021: €525,396). The Group is dependent on the HSE and the Trust to continue to fund its operations.

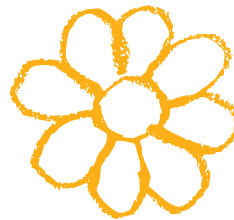
In assessing that the financial statements are prepared on a going concern basis, the directors have given due consideration to further cost savings, value improvement, fundraising initiatives and strategic planning. In addition, there are regular discussions with the HSE regarding the level of funding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

Since 2021 LauraLynn receive €1.5m recurring annual State funding for its hospice services. As this equates to approximately 23% 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 2023 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 organisational risk register.

#### Medium Risks (Ratings 6 – 12):

- is referred to the local QRS Committee (LQRS).
- Escalated to the Quality, Safety and Risk Committee for discussion and possible inclusion on the corporate risk register.
- Included onto the local risk register and corporate risk register.

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

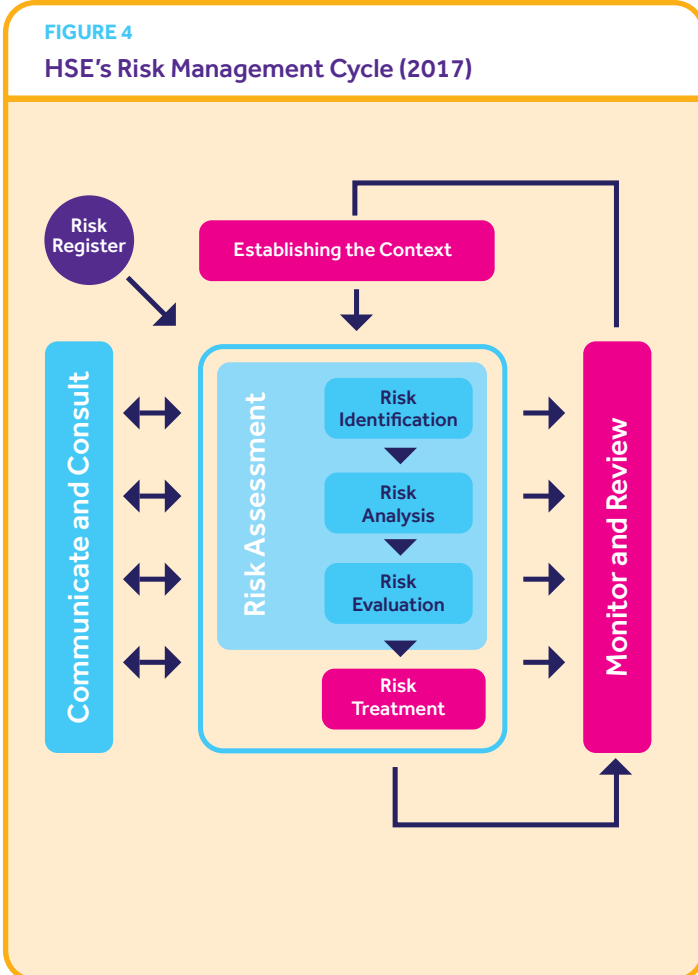
- If rated 15 or greater (15-25) the risk shall be included on the corporate risk register.
- Escalated to the Quality, Safety and Risk Committee and Board of Directors.

### 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 CHO6. 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 required to report these to the State Claims Agency under NIMS (National Incident Management System).

**FIGURE 4**  
HSE’s Risk Management Cycle (2017)



# 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 Service maintains two Risk Registers; one Organisational wide and one Corporate Risk Register.

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.

A total of 70 live risks are documented in the organisational risk register with the addition of 4 newly identified risks and 6 closed off during 2022.

Figure 5 (below) provides an overview of the organisational and corporate risk register in 2022.

**FIGURE 5 Organisational and Corporate Risk Register in 2022**



# FINANCIAL REVIEW AND RISK MANAGEMENT

## 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 monitors and manages 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 is committed to ensuring that children/adults, their families, and members of the public are aware of their rights throughout the complaints process.

FIGURE 6 Complaints v Compliments 2022



# FINANCIAL REVIEW AND RISK MANAGEMENT

## Hospice Accreditation

Our 2019-2023 Strategic Plan, 'Building a Community of Care', outlined our ambition to provide assurances to all our Stakeholders, that we are meeting international best practice. To achieve this, we 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.

A gap analysis was carried out by teams against their standards, to establish a baseline compliance against the framework. The results confirmed, out of a total criteria of 1,177, at the beginning of the process we were 59.22% compliant. Having established our baseline, the focus moved to developing and implementing Quality Improvement Projects (QIPs), that had been identified through the gap analysis, to increase our compliance.

The Accreditation survey took place over three days in May and June 2022 and was managed by a team of three Surveyors. The surveyors met with approximately 50 members of staff to review 30 standards. The areas covered were: Organisational Leadership and Management, Risk and Safety, Person Centred Care, Facilities and Site Services, Service Governance, Specialist and Clinical & Support Services.

Out of the 1,177 individual criterion the service was inspected against, and following the implementation of the QIPs, LauraLynn was found to be 97% compliant. The surveyors described the findings as exceptional and commended numerous staff and practices from catering to clinical care, the environment to Infection Prevention Control measures, staff development to the volunteer programme, to name just a few. The Accreditation Team are currently working through the action plan to address the outstanding criteria. Once completed it will be submitted to the Accreditation Awards Panel for review and sign off.



# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Governing Document

**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:

Sandra O'Malley (Chair)  
 Niall McHugh (Resigned September 2022)  
 Tony McPoland  
 Kevin Keating  
 Paul Kerrigan (Appointed December 2022)  
 Angie Kinane  
 Patricia Lawler  
 Dr Fiona McElligott  
 Deirdre O'Connor (Appointed December 2022)  
 Kevin Murphy  
 Jacinta Quigley  
 Regina McQuillan (Appointed February 2023)

### Company Secretary:

Katie Devlin

### 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 & Deputy Chairperson

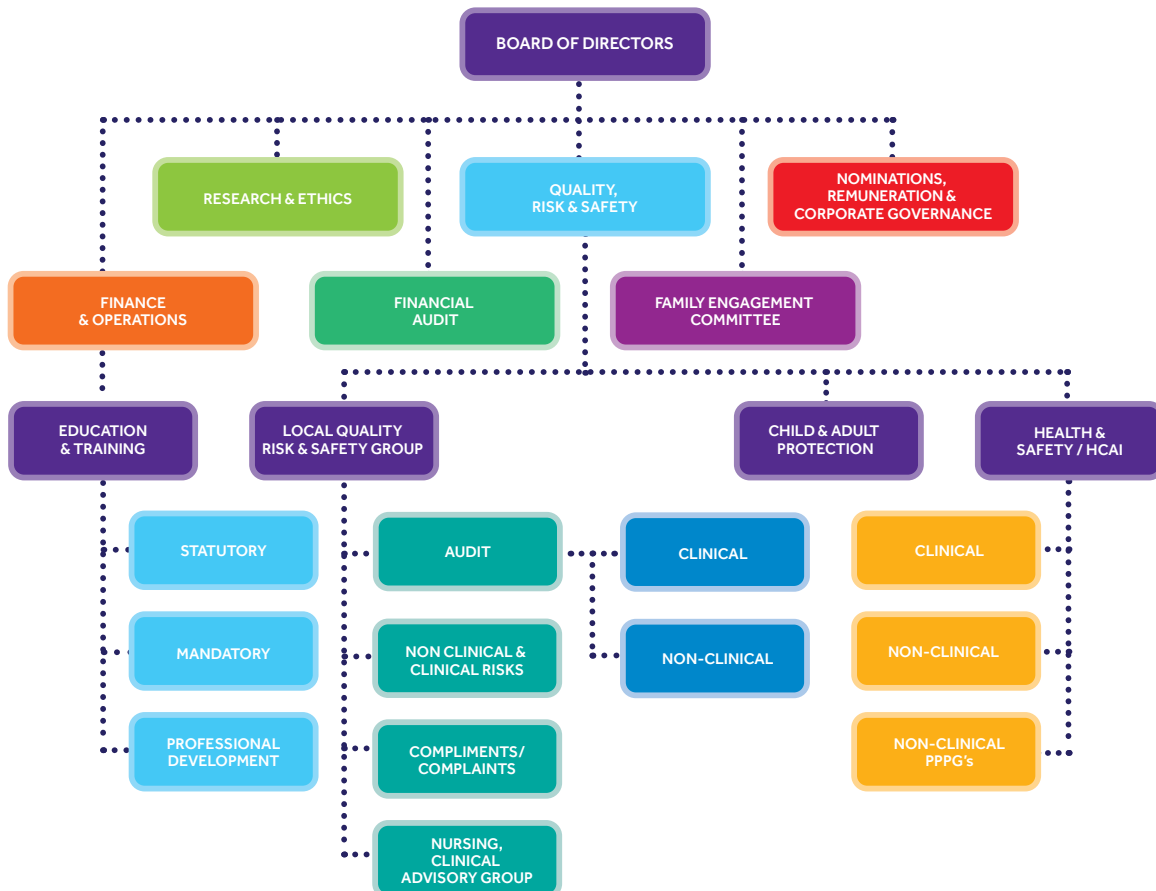
The Chairperson and Deputy Chairperson are appointed by the Board. The appointment is for a period not exceeding three years and at the end of that term, may be reappointed for a further maximum term of three years (maximum tenure: six years).

## Induction and Training

All new Board Members are inducted into the organisation by the CEO, receiving a Board Handbook which includes the Code of Conduct for Board Members and a Conflict of Interest Policy. All Board members are also given a full tour of the facilities and the opportunity to meet the Executive Management Team and staff across the organisation.

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. The Code of Governance is due for renewal in 2023.





# 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)
- 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:** Angie Kinane (Board Member)
- **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 & 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)
- **The Trustees** are responsible for overseeing the management of LauraLynn's assets (land, buildings and financial) on behalf of the service. Four Trustees are appointed from among the serving Board members. The trustees meet separately to the Board at quarterly intervals.  
**Trustees:** Sandra O'Malley, Kevin Keating, Angie Kinane, Tony McPoland

From time to time, the Board will establish dedicated Subgroups of the Board to focus on specific strategic objectives or projects. These groups will harness the respective skillsets of the Board members to support members of the Executive Management Team in achieving specific objectives. In 2022, two such working groups were established:

- 1 Discovery Project Subgroup – established to support and guide the Executive in the completion of the discovery project for the residents of Willow View adult disability service, and to ensure the findings of the project are implemented.
- 2 Strategy Subgroup – established to support the CEO and Executive Team in monitoring and reporting on strategic objectives to the Board in order to facilitate effective discussion at Board meetings. This subgroup will also support and guide the planning process that will initiate the development of the new organisational strategic plan (2024-2028).

# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Board and Board Sub-Committee Meetings

The Board and the Board Sub-Committees met on several occasions in 2022. Attendance by each board member at these meetings is set out in Table 7 below. Two additional Board meetings were arranged in May and November, each to discuss one specific agenda item. An additional Finance & Operations

Subcommittee meeting was convened in November to further review the 2023 budget. Two additional Trustees meetings were held over the course of the year for the specific purpose of reviewing and assessing the performance of the investment holding with Brewin Dolphin.

TABLE 7

### Board and Board Sub-Committees meeting attendance during 2022

	Board	Family Engagement	Finance & Operations	Financial Audit	Nominations & Corporate Governance	Quality, Risk & Safety	Research & Ethics*	Trustees
<b>Number of Meetings</b>	<b>8**</b>	<b>6</b>	<b>7*</b>	<b>4*</b>	<b>4</b>	<b>6</b>	<b>2</b>	<b>5**</b>
Niall McHugh	5 (5)							2(2)
Sandra O'Malley	8					6		5
Angie Kinane	8				4			4
Tony McPoland	5			4	4			5
Kevin Murphy	8	6						
Kevin Keating	6		7					2 (2)
Dr. Fiona McElligott	6					6		
Jacinta Quigley	6		6					
Patricia Lawlor	7				4		2	
Deirdre O'Connor	1 (1)							
Paul Kerrigan	1 (1)							
Katie Devlin (Co. Sec)	7		7	4	4			4
Olivia Rigney (Ext)	—			4				
Tony Golden (Ext)	—			4				

Note: The Research & Ethics Committee meetings depend on receipt of applications

\* Indicates one additional meeting outside of the normal meeting schedule

\*\* Indicates two additional meetings outside of the normal meeting schedule

# STRUCTURE, GOVERNANCE AND MANAGEMENT

In June 2022, the AGM was held on site at LauraLynn with the additional option for members to dial in remotely.

LauraLynn welcomed two new Board members, Deirdre O'Connor and Paul Kerrigan in December 2022 who bring skills and expertise in the areas of facilities, property and asset management, law, and risk and safety which were identified as key skillsets in the Board Effectiveness Review and skills audit.

The Board would like to thank Niall McHugh who retired from the Board in September 2022 after completing three full terms on the Board, two of which were as Chair. Niall oversaw a huge period of change and growth across the organisation, and LauraLynn are most grateful for his significant contributions to the Board and Board Committees during his term of office.

## Board Profiles



**Sandra O'Malley**  
Chair

Sandra O'Malley (Chair) is a healthcare consultant with a background in medical law and healthcare risk management. She is an experienced healthcare lawyer having previously practised in defence medical malpractice and having been Head of Legal Affairs of the Royal College of Surgeons in Ireland. Sandra works with healthcare clients delivering consultancy services and training in relation to healthcare risk management. As an executive coach and emotional intelligence assessor, she also delivers coaching and mentoring services.



**Paul Kerrigan**

Paul Kerrigan is General Counsel and Chief Risk Officer at Deloitte Ireland. In his role with Deloitte, Paul is responsible for Deloitte's legal and risk frameworks, data privacy and confidentiality, and corporate governance among other areas. He is a solicitor with over 15 years' experience in law firms and international and Irish businesses. He joined the Board in 2022.



**Kevin Keating**

Kevin Keating is a financial consultant. He is a chartered accountant who has worked directly in the financial services industry for over 28 years. He retired from Goodbody Stockbrokers at the end of 2016, having worked in Goodbody as a Director of Corporate Finance since 1996. Kevin joined the Board of LauraLynn in November 2017.



**Angie Kinane**

Angie Kinane is a Partner and Director of Q4 Public Relations. She is an experienced corporate and public affairs practitioner providing counsel and guidance to multinational and private companies, public bodies, representative organisations and non for profits. A former member of the Reader's Advisory Group of the National Library of Ireland she is a member of the Institute of Directors and of the Public Relations Institute of Ireland. She joined the Board of LauraLynn in January 2015.

# STRUCTURE, GOVERNANCE AND MANAGEMENT



Patricia Lawler

Patricia Lawler qualified as a nurse at St Vincent's Hospital and set up Scope Clinical Research Ltd a Contract Clinical Research Organisation in April 1993. Patricia is currently the Managing Director at Scope, an experienced professional with over 25 years' experience in providing clinical research and training services in Ireland, The UK and Europe. Patricia is a member of the Institute of Directors obtaining a Certificate in company direction IoD 2016 (Hons) and Diploma in company direction IoD 2016.



Dr. Fiona McElligott

Dr. Fiona McElligott is a Consultant in Paediatric Palliative Medicine (PPM) to Children's Health Ireland at Temple Street, with liaison in reach to The Rotunda Hospital. She completed a diploma in paediatric palliative care in 2012, prior to pursuing sub-speciality GRID training in PPM in Yorkshire, UK. Prior to returning to Ireland, Fiona worked as a consultant in PPM in the National Health Service (UK), in association with Martin House Hospice for Children and Young People and Blue Bell Wood Children's Hospice. She was an executive member of the Yorkshire and Humber Children's Palliative Care Network as well as chair of its Education Subgroup. Fiona is also a member of the National Development Committee on Children's Palliative Care. She joined the Board in 2019.



Tony Mc Poland

Tony Mc Poland worked for 25 years in the financial services industry, and served ten years on the Board of Directors of LBBW Bank with executive responsibility for Finance, Operations, Risk and IT. He has become a professional independent Director and sits on the Boards of 11 companies including a regulated asset manager, a number of regulated funds, SME companies and non-profit organisations. He is Chairman of five of these Boards. He is a Fellow of Chartered Accountants Ireland. He also completed the Advanced Management Programme in INSEAD, and The Institute of Director's Diploma and Certificate in Company Direction. He joined the Board of LauraLynn in 2015.



Regina McQuillan

Regina McQuillan qualified from University College Dublin in 1985 and is working as a palliative medicine consultant at Beaumont Hospital and St Francis Hospice since 1996. She is interested in palliative care for disadvantaged groups, including people with intellectual disability, travellers and people experiencing homelessness. Regina is also involved in education, including medical students, and postgraduate clinical staff. She is interested in medical ethics and has a MA in Ethics from Dublin City University and also holds an Advanced Diploma in Medical Law from Kings Inns. She joined the Board in 2023.

# STRUCTURE, GOVERNANCE AND MANAGEMENT



Kevin Murphy

Kevin Murphy is a volunteer with LauraLynn for more than 20 years. He initially joined The Children's Sunshine Home as a volunteer with the adult residential Disability Service and since then has volunteered in a range of operations and activities programmes. He is part of our reading programme, events team and also spent time working with our fundraising team promoting the service through school visits. Professionally, Kevin has a background in Commercial Sales & Marketing, having spent the last 36 years involved in the Irish Chemical & Pharmaceutical industry. He joined the Board of LauraLynn in August 2020



Jacinta Quigley

Jacinta Quigley is the Director of EMEA Partner Business Operations at Microsoft. In this role, she enables partners in their operations with Microsoft, delivering on landing change with these partners, driving process optimisation and operationalising go-to market strategies. Since joining Microsoft in 2001, Jacinta held a number of roles across engineering, business management, supply chain and operations. She is a big advocate for diversity and inclusion and is the sponsor for the newly formed women@microsoftireland employee resource group. Prior to joining Microsoft, Jacinta worked as a consultant with Accenture for three years. She has a master's degree in Business Studies and a post-graduate diploma in IT both from Dublin City University. Jacinta joined the board in 2020.



Deirdre O'Connor

Deirdre O'Connor is a Chartered Urban Planner and has an MSc in Property Economics. She is an experienced planner advising on complex planning, sustainable development, legal, commercial, and environmental issues that have a bearing on property assets and on opportunities for property development. Deirdre is currently the Head of Planning and Deputy Chief Commercial Officer at the National Asset Management Agency (NAMA). She previously worked in planning consultancy as owner/director of busy planning practice and served on the Board of Cluid Housing. Deirdre is a member of the Institute of Directors, is a Chartered Member of the Royal Town Planning Institute, and a Corporate Member of the Irish Planning Institute. She joined the Board in 2022.

## 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 were made in 2022.

# 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 compliant 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 apply 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.

Accountability and transparency are vital in everything we do. This report incorporates requirements as outlined in the Statement of Recommended Practice for Charities preparing their accounts in accordance with The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102). LauraLynn is committed to and compliant with the "Charities Institute Ireland" triple lock standards of transparent reporting, good fundraising and governance and has adopted the Guidelines for Charitable Organisations on Fundraising from the Public and the Charity SORP (Standard of Reporting Practice under FRS102). We have also fully implemented the Charities Regulatory Authority Charities Governance Code.

## 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.

## Information Relevant to Environmental Matters

LauraLynn is committed to protecting the environment and continues to proactively minimise its carbon footprint.

In 2022 LauraLynn upgraded the majority (over 60 in total) of the outside lighting on campus with LED bulbs. This has resulted in a 50% reduction in energy consumed.

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.

In November 2022 with the assistance of corporate donors we planted a mini orchard beside the car park. This orchard contains three apple trees, one pear tree and one plum tree. These hybrid self-pollinators will provide fruit next year and are part of the National Biodiversity Plan. We planted a range of spring bulbs across the site which will attract pollinators.

# STRUCTURE, GOVERNANCE AND MANAGEMENT

We have increased the number of Hot Desk office space available which is helping us reduce our transportation carbon footprint. We are trialling the provision of wood pallets (resulting from our large deliveries onsite) to staff members for upcycling in their gardens. We are increasing the upcycling of furniture on site, where possible it is upgraded and re-used or donated to other worthy recipients.

We are reviewing our complete heating system to ensure maximum energy efficiency and have upgraded one boiler which is helping to reduce our energy consumption.

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.

2023 will see the development and implementation of a Green Strategy for LauraLynn which will include the following initiatives:

- Encourage greater recycling and less food waste across the campus.
- Encourage alternative transportation for staff such as walking, cycling, bus and Luas.
- Installation of additional EV charging points onsite.
- Incorporate sustainable design and materials in our marketing materials and campus improvements.
- Continue to develop the LauraLynn volunteer programme to collaborate on green initiatives.
- Organise green events for staff.
- Incorporate sustainable purchasing into the organisational procurement and tendering process.

## 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:

- So far as the director is aware, there is no relevant audit information of which the group's auditors are unaware; and
- 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:

**Sandra O'Malley**  
Director

**Tony McPoland**  
Director

**Date:** 18th May 2023

# 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.

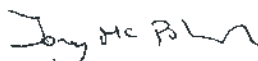
The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities and financial position of the company to be determined with reasonable accuracy, 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:



Sandra O'Malley  
Director



Tony McPoland  
Director

**Date:** 18th May 2023



# 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 2022 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 2022 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 46, 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.



**Aedin Morkan**

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

**Date:** 2 May 2023

# AUDITORS REPORT



## Independent auditor's report to the members of CSH Childcare Services

### Report on the audit of the financial statements

#### Opinion

We have audited the financial statements of CSH Childcare Services for the year ended 31 December 2022, which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, 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 2022 and of its results 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 35, 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.



### **Aedin Morkan**

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

**Date:** 2 May 2023

# **CONSOLIDATED FINANCIAL STATEMENTS**

for the financial year ended 31 December 2022

# COMPANY STATEMENT OF FINANCIAL ACTIVITIES

(Including An Income And Expenditure Account)

For the financial year ended 31 December 2022

	Notes	2022 Restricted Funds €	2022 Unrestricted Funds €	2022 Total €	2021 Restricted Funds €	2021 Unrestricted Funds €	2021 Total €
<b>Income from:</b>							
Charitable activities	4	4,586,974	—	4,586,974	4,597,429	—	4,597,429
Other trading activities	5	15,000	17,001	32,001	15,695	17,442	33,137
<b>Total Income</b>		<b>4,601,974</b>	<b>17,001</b>	<b>4,618,975</b>	4,613,124	17,442	4,630,566
<b>Expenditure on:</b>							
Charitable activities	6	4,602,785	17,001	4,619,786	4,630,017	17,442	4,647,459
<b>Total Expenditure</b>		<b>4,602,785</b>	<b>17,001</b>	<b>4,619,786</b>	4,630,017	17,442	4,647,459
<b>Net (Expenditure) / Income</b>		<b>(811)</b>	<b>—</b>	<b>(811)</b>	(16,893)	—	(16,893)
<b>Net movement in funds</b>		<b>(811)</b>	<b>—</b>	<b>(811)</b>	(16,893)	—	(16,893)
<b>Reconciliation of funds:</b>							
Total funds brought forward		270,024	—	270,024	286,917	—	286,917
<b>Total funds carried forward</b>	13	<b>269,213</b>	<b>—</b>	<b>269,213</b>	270,024	—	270,024

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 94 to 114 form part of these financial statements.



# CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(Including An Income And Expenditure Account)

For the financial year ended 31 December 2022

	Notes	2022 Restricted Funds €	2022 Unrestricted Funds €	2022 Total €	2021 Restricted Funds €	2021 Unrestricted Funds €	2021 Total €
<b>Income from:</b>							
Donations and legacies	3	4,316,460	233,123	4,549,583	3,571,602	—	3,571,602
Charitable activities	4	6,886,974	—	6,886,974	6,116,029	—	6,116,029
Other trading activities	5	35,276	37,693	72,969	69,328	30,247	99,575
<b>Total Income</b>		<b>11,238,709</b>	<b>270,816</b>	<b>11,509,526</b>	<b>9,756,959</b>	<b>30,247</b>	<b>9,787,206</b>
<b>Expenditure on:</b>							
Charitable activities	6	11,128,882	37,693	11,166,575	9,844,007	30,247	9,874,254
Value of gifts in kind expended		343,761	—	343,761	242,625	—	242,625
<b>Total Expenditure</b>		<b>11,472,643</b>	<b>37,693</b>	<b>11,510,336</b>	<b>10,086,632</b>	<b>30,247</b>	<b>10,116,879</b>
<b>Net (Expenditure) / Income</b>		<b>(233,934)</b>	<b>233,123</b>	<b>(811)</b>	<b>(329,673)</b>	<b>—</b>	<b>(329,673)</b>
<b>Net movement in funds</b>		<b>(233,934)</b>	<b>233,123</b>	<b>(811)</b>	<b>(329,673)</b>	<b>—</b>	<b>(329,673)</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		564,548	—	564,548	894,221	—	894,221
<b>Total funds carried forward</b>	13	<b>330,614</b>	<b>233,123</b>	<b>563,737</b>	<b>564,548</b>	<b>—</b>	<b>564,548</b>

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 94 to 114 form part of these financial statements.

# COMPANY BALANCE SHEET

as at 31 December 2022

	Notes	2022 €	2021 €
<b>Fixed Assets</b>			
Tangible assets	10	5,579	7,067
<b>Current Assets</b>			
Debtors	11	779,340	806,923
Cash at bank and in hand		211,347	71,253
		<b>990,687</b>	878,176
<b>Creditors: Amounts falling due within one year</b>	12	<b>(727,053)</b>	(615,219)
<b>Net Current Assets</b>		<b>263,634</b>	262,957
<b>Net Assets</b>		<b>269,213</b>	270,024
<b>Represented By:</b>			
Restricted funds	13	269,213	270,024
Unrestricted funds	13	—	—
<b>Total Charity Funds</b>		<b>269,213</b>	270,024

The notes on pages 94 to 114 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:

**Sandra O'Malley**  
Director

**Tony McPoland**  
Director

**Date:** 18 April 2023

# CONSOLIDATED BALANCE SHEET

as at 31 December 2022

	Notes	2022 €	2021 €
<b>Fixed Assets</b>			
Tangible assets	10	22,613	39,152
<b>Current Assets</b>			
Debtors	11	363,268	1,330,655
Cash at bank and in hand		1,593,619	149,105
		1,956,887	1,479,760
<b>Creditors: Amounts falling due within one year</b>	12	(1,415,763)	(954,364)
<b>Net Current Assets</b>		541,124	525,396
<b>Net Assets</b>		563,737	564,548
<b>Represented By:</b>			
Restricted funds	13	330,614	564,548
Unrestricted funds	13	233,123	—
<b>Total Charity Funds</b>		563,737	564,548

The notes on pages 94 to 114 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:

**Sandra O'Malley**  
Director

**Tony McPoland**  
Director

**Date:** 18 April 2023

# COMPANY STATEMENT OF CASHFLOWS

for the financial year ended 31 December 2022

	Notes	2022 €	2021 €
<b>Net cash provided by operating activities</b>	<b>14</b>	<b>140,094</b>	8,052
<b>Change in cash and cash equivalents in the year</b>		<b>140,094</b>	8,052
<b>Cash flows from investing activities</b>			
Purchase of fixed assets		—	(7,439)
<b>Cash and cash equivalents at beginning of financial year</b>		<b>71,253</b>	70,640
<b>Cash and cash equivalents at end of financial year</b>		<b>211,347</b>	71,253

The notes on pages 94 to 114 form part of these financial statements.

# CONSOLIDATED STATEMENT OF CASHFLOWS

for the financial year ended 31 December 2022

	Notes	2022 €	2021 €
<b>Net cash (used in) / provided by operating activities</b>	14	1,444,514	(749,805)
<b>Cash flows from investing activities</b>			
Purchase of fixed assets	10	—	(7,439)
<b>Change in cash and cash equivalents in the year</b>		1,444,514	(757,244)
Cash and cash equivalents at beginning of financial year		149,105	906,349
<b>Cash and cash equivalents at end of financial year</b>		1,593,619	149,105

The notes on pages 94 to 114 form part of these financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

## 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 Leopardstown 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 13 to 86.

The company and its subsidiary are 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.

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.

The Children's Sunshine Home (the 'Disability Service') provides care and support to children and adults with intellectual disabilities.

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.

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).

### 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 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".

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

## 1. ACCOUNTING POLICIES (continued)

### 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 2022. 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 2023. The HSE has indicated that funding will be available during 2023 at a similar level to that of 2022.

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 annual funding under a Section 39 Service Agreement.

### 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 Grants received and receivable from the HSE are accounted for on the basis of the allocated amount notified by the HSE for that financial year.
- 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.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

## 1. ACCOUNTING POLICIES (continued)

### 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 Group'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 Group as opposed to the direct management functions inherent in generating funds, and include audit and accountancy, legal and professional fees.

### 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.



# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

## 1. ACCOUNTING POLICIES (continued)

### 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.

### 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.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

## 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 administers 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.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

## 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 2022. The net book value of tangible fixed assets as at 31 December 2022 is €22,613 (2021: €39,152).

### **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.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

## 3. Donations and Legacies

### Company

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

### Group

	Restricted €	Unrestricted €	2022 Total €	2021 Total €
Funding from The Children's Sunshine Home Trust (note 17)	3,972,699	233,123	4,205,822	3,328,977
Value of gifts in kind received	343,761	—	343,761	242,625
	<b>4,316,460</b>	<b>233,123</b>	<b>4,549,583</b>	3,571,602

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

## 4. Income from Charitable Activities

### Company

	Restricted €	Unrestricted €	2022 Total €	2021 Total €
HSE Revenue Grants	4,341,177	—	4,341,177	4,347,482
Hospital services maintenance income	48,709	—	48,709	57,358
Superannuation deductions	197,088	—	197,088	192,589
	<b>4,586,974</b>	<b>—</b>	<b>4,586,974</b>	4,597,429

### Group

	Restricted €	Unrestricted €	2022 Total €	2021 Total €
HSE Revenue Grants	6,641,177	—	6,641,177	5,847,482
Hospital services maintenance income	48,709	—	48,709	75,958
Superannuation deductions	197,088	—	197,088	192,589
	<b>6,886,974</b>	<b>—</b>	<b>6,886,974</b>	6,116,029

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 €4,341,177 (2021: €4,052,932) and a Section 39 grant of €2,300,000 (2021: €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. The grant comprised of €1,500,000 of core funding and €800,000 of once-off funding.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

## 5. Income from Other Trading Activities

Company	Restricted	Unrestricted	2022	2021
	€	€	Total €	Total €
Canteen receipts	—	17,001	17,001	17,442
Miscellaneous income*	15,000	—	15,000	15,695
	<b>15,000</b>	<b>17,001</b>	<b>32,001</b>	<b>33,137</b>

Group	Restricted	Unrestricted	2022	2021
	€	€	Total €	Total €
Canteen receipts	—	37,693	37,693	30,247
Miscellaneous income*	35,276	—	35,276	69,328
	<b>35,276</b>	<b>37,693</b>	<b>72,969</b>	<b>99,575</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	Support	2022
	Pay Costs €	Costs €	Total €
<b>Activity:</b>			
Adult Disability Services	1,079,279	454,139	1,533,418
Children's Disability Services	973,470	913,960	1,887,430
Children's Palliative Care	943,833	255,105	1,198,938
	<b>2,996,582</b>	<b>1,623,204</b>	<b>4,619,786</b>

### Analysis of Support Costs:

	Adult Disability Services	Children's Disability Services	Children's Palliative Care	2022
	€	€	€	Total €
<b>Pay Costs:</b>				
Management and Administration	88,917	177,833	229,753	496,502
Support	49,595	100,437	25,353	175,384
Retired employees*	117,559	238,680	—	356,239
<b>Non Pay Costs:</b>				
Governance and Overhead Costs	109,926	220,729	—	330,655
Drugs and Medical Equipment	33,822	67,643	—	101,465
Catering and Catering Supplies	32,645	65,290	—	97,935
Education and Training	2,772	5,544	—	8,316
Maintenance	18,173	36,345	—	54,518
Depreciation	730	1,459	—	2,189
	<b>454,139</b>	<b>913,960</b>	<b>255,105</b>	<b>1,623,204</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.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

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

<b>Company</b>	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
	3,142,637	1,504,822	4,647,459

### 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
	409,818	819,514	275,489	1,504,822

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.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

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

### Group

	Direct Care Pay Costs €	Support Costs €	2022 Total €
<b>Activity:</b>			
Adult Disability Services	1,221,497	683,489	1,904,986
Children's Disability Services	1,165,265	1,234,029	2,399,294
Children's Palliative Care	3,465,674	3,396,621	6,862,295
	<b>5,852,436</b>	<b>5,314,139</b>	<b>11,166,575</b>

### Analysis of Support Costs:

	Adult Disability Services €	Children's Disability Services €	Children's Palliative Care €	2022 Total €
<b>Pay Costs:</b>				
Management and Administration	318,267	497,902	2,196,760	3,012,929
Support	49,595	100,438	73,377	223,410
Retired employees*	117,559	238,680	—	356,239
<b>Non Pay Costs:</b>				
Governance and Overhead Costs	109,926	220,729	727,890	1,058,545
Drugs and Medical Equipment	33,822	67,643	49,004	150,469
Catering and Catering Supplies	32,645	65,290	175,464	273,399
Education and Training	2,772	5,544	79,545	87,861
Maintenance	18,173	36,345	79,530	134,048
Depreciation	730	1,459	15,051	17,240
	<b>683,489</b>	<b>1,234,030</b>	<b>3,396,621</b>	<b>5,314,139</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.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

## 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
	5,200,608	4,673,646	9,874,254

### 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	73,795	121,438
Depreciation	591	1,183	15,052	16,826
	586,862	1,173,770	2,913,014	4,673,646

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.



# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

## 7. Employees and Remuneration

The average number of persons employed by the group during the financial year was 167 (2021: 153) and is analysed into the following categories:

<b>Company</b>	<b>2022</b> No.	<b>2021</b> No.
Management and administration	8	8
Clinical	53	54
Support	3	3
Fundraising	—	—
Pensioners	17	15
	<b>81</b>	<b>80</b>

<b>Group</b>	<b>2022</b> No.	<b>2021</b> No.
Management and administration	32	32
Clinical	100	90
Support	4	3
Fundraising	14	13
Pensioners	17	15
	<b>167</b>	<b>153</b>

### Staff Costs Comprise:

<b>Company</b>	<b>2022</b> €	<b>2021</b> €
Wages and salaries	3,329,342	3,388,683
Social welfare costs	339,127	345,101
Pensioners	229,147	183,038
Pension lump sum	127,092	109,083
	<b>4,024,708</b>	<b>4,025,905</b>

<b>Group</b>	<b>2022</b> €	<b>2021</b> €
Wages and salaries	7,990,658	7,098,735
Social welfare costs	806,304	723,570
Retirement benefit costs	291,816	244,020
Pensioners	229,147	183,038
Pension lump sum	127,092	109,083
	<b>9,445,017</b>	<b>8,358,446</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 €396,184 (2021: €334,369) which was paid for the provision of direct care in relation to staff on external contracts/secondment to LauraLynn.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

## 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.

	2022 €	2021 €
Directors	—	—
Executive team	953,545	869,143
<b>Total key management compensation</b>	<b>953,545</b>	<b>869,143</b>

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

The salary paid to the CEO role during 2022 was a total of €121,008 (2021: €149,354) plus pension contributions of €7,628 (2021: €8,400). Figures are inclusive of Employer's PRSI. The 2021 compensation reflected the cost of having several individuals serve as interim CEO over the course of 2021.

### 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	2022 No.	2021 No.
Between €60,001 and €70,000	6	4
Between €70,001 and €80,000	7	9
Between €80,001 and €90,000	3	2
	<b>16</b>	<b>15</b>

Group	2022 No.	2021 No.
Between €60,001 and €70,000	14	9
Between €70,001 and €80,000	12	12
Between €80,001 and €90,000	4	4
Between €100,001 and €110,000	2	1
Between €110,001 and €120,000	—	1
	<b>32</b>	<b>27</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

## 8. Net (Expenditure) / Income

### Company

	2022 €	2021 €
The net (expenditure) / income for the financial year is stated after charging the following:		
Depreciation (note 10)	1,488	1,774
Auditor's remuneration for audit of financial statements	9,011	9,011

### Group

	2022 €	2021 €
The net (expenditure) / income for the financial year is stated after charging the following:		
Depreciation (note 10)	16,539	16,826
Auditor's remuneration for audit of financial statements	18,022	18,022

## 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

	2022 €	2021 €
Net movement in funds (after depreciation)	—	(312,780)
Net assets	294,524	294,524

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

## 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 2022	7,517	6,554	111,945	14,450	140,466
Additions	—	—	—	—	—
<b>At 31 December 2022</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 2022	213	1,966	91,752	7,383	101,314
Charge for financial year	150	1,311	13,590	1,488	16,539
<b>At 31 December 2022</b>	<b>363</b>	<b>3,277</b>	<b>105,342</b>	<b>8,871</b>	<b>117,853</b>
<b>Net Book Values:</b>					
<b>At 31 December 2022</b>	<b>7,154</b>	<b>3,277</b>	<b>6,603</b>	<b>5,579</b>	<b>22,613</b>
At 31 December 2021	7,304	4,588	20,193	7,067	39,152

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 2022	Group 2021	Company 2022	Company 2021
	€	€	€	€
HSE	305,515	693,693	305,515	568,693
CSH Childcare Services (note 17)	—	—	421,935	—
The Children's Sunshine Home Trust (note 17)	35,000	433,981	35,000	190,955
Prepayments	3,702	124,777	3,702	30,698
Debtors	19,051	78,204	13,189	16,577
Provision for Doubtful Debtors	—	—	—	—
	<b>363,267</b>	1,330,655	<b>779,340</b>	806,923

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.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

## 12. Creditors

### Amounts falling due within one year:

	Group 2022 €	Group 2021 €	Company 2022 €	Company 2021 €
Trade creditors	321,994	232,691	318,459	138,612
	297,447	—	—	—
Accruals	568,068	532,744	319,216	394,739
PAYE/PRSI	228,253	188,929	89,378	81,868
	1,415,763	954,364	727,053	615,219

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 2022 €	Income 2022 €	Expenditure 2022 €	Closing balance 31 December 2022 €
<b>Restricted</b>				
Adult Disability Services	1,334,244	1,533,992	(1,527,751)	1,340,485
Children's Disability Services	4,203,398	3,067,983	(1,875,218)	5,396,163
Children's Palliative Care	(5,267,618)	—	(1,199,817)	(6,467,435)
	270,024	4,601,975	(4,602,786)	269,213
<b>Unrestricted</b>				
General fund	—	17,001	(17,001)	—
<b>Total</b>	<b>270,024</b>	<b>4,618,976</b>	<b>(4,619,787)</b>	<b>269,213</b>

### Analysis of charity net assets between funds:

	Restricted Funds 2022 €	Restricted Funds 2021 €
Tangible fixed assets	5,579	7,067
Current assets	990,687	878,176
Current liabilities	(727,053)	(615,219)
	269,213	270,024

### Company — prior 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)
	286,917	4,613,124	(4,630,017)	270,024
<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>

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

## 13. Funds of the Charity (continued)

### Group — current year

	Opening balance 1 January 2022 €	Income 2022 €	Expenditure 2022 €	Closing balance 31 December 2022 €
<b>Restricted</b>				
Adult Disability Services	402,245	1,533,992	(1,899,320)	36,917
Children's Disability Services	2,410,761	3,067,983	(2,387,083)	3,091,661
Children's Palliative Care	(2,252,145)	6,292,973	(6,838,792)	(2,797,964)
Gifts in kind	—	343,761	(343,761)	—
Capital grant (see below)	3,687	—	(3,687)	—
	<b>564,548</b>	<b>11,238,709</b>	<b>11,472,643</b>	<b>330,614</b>
<b>Unrestricted</b>				
General fund	—	270,816	(37,693)	233,123
<b>Total</b>	<b>564,548</b>	<b>11,509,525</b>	<b>(11,510,336)</b>	<b>563,737</b>

### Analysis of charity net assets between funds:

	Unrestricted Funds 2022 €	Restricted Funds 2022 €	Restricted Funds 2021 €
Tangible fixed assets	—	22,613	39,152
Current assets	233,123	1,723,764	1,479,760
Current liabilities	—	(1,415,763)	(954,364)
	<b>233,123</b>	<b>330,614</b>	564,548

### Group — prior 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
	894,221	9,756,959	(10,086,632)	564,548
<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>

### Capital Grants — Group

	2022 €	2021 €
At 1 January	3,687	7,375
Received during the financial year	—	—
Depreciation	(3,687)	(3,688)
At 31 December	—	3,687

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.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

## 14. Note to the Statement of Cash Flows

### Company

	2022 €	2021 €
Net (expenditure) / income for the reporting period (as per the Statement of Financial Activities)	<b>(811)</b>	(16,893)
<b>Adjustments for:</b>		
Depreciation	<b>1,488</b>	1,774
Decrease / (increase) in debtors	<b>27,583</b>	(119,235)
Increase / (decrease) in creditors (amounts falling due within 1 year)	<b>111,834</b>	142,406
<b>Net cash provided by / (used in) operating activities</b>	<b>140,094</b>	8,052

### Group

	2022 €	2021 €
Net (expenditure) / income for the reporting period (as per the Statement of Financial Activities)	<b>(811)</b>	(329,673)
<b>Adjustments for:</b>		
Depreciation	<b>16,539</b>	16,826
Decrease / (increase) in debtors	<b>967,388</b>	(748,638)
Increase in creditors (amounts falling due within 1 year)	<b>461,399</b>	311,680
<b>Net cash (used in) / provided by operating activities</b>	<b>1,444,514</b>	(749,805)

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

## 15. Contingent Liability

A contingent liability of €231,510 (2021: €270,095) 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 2022 €197,088 (2021: €192,589) was retained and treated as income and €356,239 (2021: €292,122) 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 €291,816 (2021: €244,020). There were no amounts payable at financial year end (2021: € Nil).



# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

## 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 2022 the Trust transferred funds of €4,205,822 (2021: €3,328,977) 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 2022 €	Group 2021 €	Company 2022 €	Company 2021 €
Due from CSH Childcare Services	—	—	<b>421,935</b>	—
Due (to) / from the The Children's Sunshine Home Trust	<b>(297,447)</b>	433,981	—	190,955
	<b>(297,447)</b>	433,981	<b>421,935</b>	190,955

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2022

## 18. Financial Instruments

	Group 2022 €	Group 2021 €	Company 2022 €	Company 2021 €
<b>Financial assets</b>				
<i>Measured as undiscounted amounts receivable:</i>				
HSE (note 11)	<b>305,515</b>	693,693	<b>305,515</b>	568,693
CSH Childcare Services (note 11)	—	—	<b>421,935</b>	—
The Children's Sunshine Home Trust (note 11)	<b>35,000</b>	433,981	<b>35,000</b>	190,955
Debtors (note 11)	<b>19,051</b>	78,204	<b>13,189</b>	16,577
Cash at bank and in hand	<b>1,593,619</b>	149,105	<b>211,347</b>	71,253
	<b>1,953,184</b>	1,354,983	<b>986,986</b>	847,478
<b>Financial liabilities</b>				
<i>Measured as undiscounted amounts payable:</i>				
Trade creditors (note 12)	<b>321,994</b>	232,691	<b>318,459</b>	138,612
Accruals (note 12)	<b>568,068</b>	532,744	<b>319,216</b>	394,739
The Children's Sunshine Home Trust (note 12)	<b>297,447</b>	—	—	—
	<b>1,187,509</b>	765,435	<b>637,675</b>	533,351

## 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 18 April 2023.



# LauraLynn

IRELAND'S CHILDREN'S HOSPICE

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