

# Support Connect Empower



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**Annual  
Report  
2021**  
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A woman with dark hair tied in a ponytail, wearing a red t-shirt, is seated in a wheelchair. She is smiling and looking towards the right side of the frame. The background is blurred, showing an indoor setting with a window and some furniture.

# Support

Stewarts Care provides community-based services to over 2,000 adults and children across Dublin, Kildare and Meath.





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Our team of over 1,200 employees is diverse, professional and ambitious for the people we serve.

# Our Vision, Mission and Values

## Vision

Our vision is to imagine, innovate and create a world of choice with individuals whose dream and aspirations have no boundaries.



Our Equestrian and Therapy Centre in Kilcloon promotes the education, wellbeing, dignity, health and happiness of children and adults with an intellectual disability.

## Mission

We will achieve our vision through our mission to empower and support individuals with different abilities to have an enriched life experience based on their own decisions and life choices.

## Values

Our values guide our organisation and our employees every day. Our values embody the Stewarts Care culture and create a shared understanding of who we are. Our values are:



### People

We put the person at the centre of everything we do.



### Inclusion

We promote and encourage a culture of inclusion.



### Respect

We promote and encourage a culture of dignity and respect that is honest, compassionate, transparent and accountable.



### Commitment

We promote and encourage a culture of commitment to the people we serve through enabling learning, innovation and creativity.



## Chairperson's Address

**Stewarts  
Care knows that  
good governance  
is intrinsic to  
our success**



**Gerry Fagan**  
Chairperson

**27<sub>yrs</sub>**

Doctor Michael  
Mulcahy held position  
of Chief Executive  
Officer of Stewarts  
Hospital for 27 years

On behalf of the Board of Directors of Stewarts Care, I am delighted to present our Annual Report 2021. In a year in which we once again faced unprecedented challenges, I am pleased to say that our organisation once again rose to the occasion and ensured our community was kept as safe as possible whilst maintaining the best possible level of service. We could not have done this without the support of our partners, and I would like to take this opportunity to acknowledge and thank all those who have contributed to our success over the past year and indeed, throughout the COVID-19 pandemic.

The Stewarts Care community lost a number of our members in 2021 and we offer our heartfelt condolences to the families of all those who recently passed away. Our organisation is the poorer for their loss and they will be remembered fondly. During the year, we also paused to celebrate the life and accomplishments of Doctor Michael Mulcahy, Medical Superintendent and Chief Executive Officer of Stewarts Hospital for 27 years. Dr. Mulcahy led the Stewarts team through monumental change and his innovative approach to care is still evident today. He was instrumental in promoting the development of a modern

approach to care for people with an intellectual disability and his legacy includes the founding of the Stewarts Care School of Nursing, the expansion of day services, and the launch of Stewarts School. His work laid the foundations for the modern organisation we are today and marked a new chapter in our long history. Dr. Mulcahy will be fondly remembered by all those who continue to benefit from his vision. Ar dheis Dé go raibh a anam uasal.

Of all Stewarts Care's achievements in 2021, I am particularly proud of our team's work to not only continue

delivering an excellent service but to look ahead to the future with renewed confidence and ambition. As 2021 drew to a close, Stewarts Care's Executive Team completed a comprehensive research and engagement exercise to determine the course of the organisation's next strategic plan. We officially launched **Our Shared Ambition: Stewarts Care Strategic Plan (2022-2026)** earlier this year. This ambitious new strategy will guide our organisation towards becoming a recognised leader in health and social care, renowned for our commitment to supporting people to have enriched life experiences.



## Our Shared Ambition

is structured under the following six strategic goals:


- » **Goal One**  
To provide an enriched lived experience for individuals at all life stages
- » **Goal Two**  
To become a research focused organisation that will inform policy and an enhanced lived experience
- » **Goal Three**  
To put Stewarts Care on a sustainable financial footing
- » **Goal Four**  
To become a positive and influential voice for our sector
- » **Goal Five**  
To become a great place to work where everyone can develop to their full potential and work together in a supportive and inclusive community
- » **Goal Six**  
To become a high performing organisation that is responsive, agile, sustainable and green

Our ability to achieve our strategic goals has a direct impact on the day-to-day service we deliver. As we review Stewarts Care's challenges and successes in 2021, I am reminded of the commitment and hard work of our dedicated team that is led by our CEO, Brendan O'Connor. On behalf of all those that benefit from our service, I would like to thank the team for their hard work in what has been a challenging few years. Your dedication to our vision to imagine, innovate and create a world of choice with individuals whose dreams and aspirations have no boundaries, continues to inspire us to be the best that we can be.

Stewarts Care knows that good governance is intrinsic to our success. I wish to recognise and thank my fellow Board Members for their ongoing voluntary commitment to our cause. During 2021, we saw a number of changes to the membership of our Board of Directors. I would like to take this opportunity to acknowledge Mr. Paul Murray for his generous contribution over the last few years.

I would also like to welcome our new Board Members, Professor Mary McCarron who joined us in 2021 and Ciarán O'Mara and Muriel Pate who joined us in May of this year.

We have faced many challenges in recent times but as we reflect on these difficult moments, I am pleased to now see Stewarts Care return to the thriving organisation we have strived to be for over 150 years. We are excited for the road ahead and look forward to working with you, and all our partners, to achieve the ambitious strategic objectives we have set ourselves. On behalf of the Board, our employees, and all those who benefit from our service, thank you for your continued support for our work.



**Gerry Fagan**  
Chairperson

See our full Strategic Goals on pages 16–19.





In 2021, our day service was restructured to improve how our programmes were delivered to residents of Stewarts Care.



**On behalf of all those that benefit from our service, I would like to thank the team for their hard work in what has been a challenging few years.**

## Chief Executive's Overview

# Looking ahead with renewed confidence and ambition



**Brendan O'Connor**  
Chief Executive

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# 150<sub>yrs</sub>

We have provided a quality service for over 150 years

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# 3

Three new Community hubs were opened in 2021.

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### Chief Executive's Report

The COVID-19 pandemic once again dominated Stewarts Care's activity in 2021. However, I am pleased to report that drawing on our experience and the professional resilience of our teams, we successfully minimised the impact of disruption to our service without compromising the safety of the people we serve or our employees. On behalf of the Executive Team, I would like to take this opportunity to thank all those whose dedication and professionalism made this possible.

This year's annual report highlights some of Stewarts Care's principal successes that were achieved through our shared commitment, enthusiasm and dedication to be the best that we can be. Despite the challenges our team faced during the year, we found ample opportunities to look ahead with renewed confidence and ambition. In early 2021, Stewarts commissioned a review of our respite services. We have now almost fully implemented the report's recommendations which include eliminating existing waiting lists, ensuring that those most in need are catered for as a priority, and developing a respite service that is as equitable as it can be. Our aim is to enable the best use of our resources and to ensure the governance and management of the respite function enables us to make informed decisions about the service. To support this, we have appointed a new Respite Services Manager and implemented a targeted recruitment drive to fill respite vacancies. I am pleased to report that we have recently eliminated the waiting list for this service.

Stewarts Care has provided a quality service for over 150 years. In 2021, we formalised that commitment by developing a Quality Office. This team is tasked with measuring the quality of care and support standards (including New Directions and HIQA standards) through registered provider and quality audits, exploring opportunities to attain quality accreditation through the Commission on Accreditation of Rehabilitation Facilities (CARF), and coordinating policy developments across our organisation. Additional developments in our commitment to improving our service include

the introduction of a HIQA compliance tracker now in use across all Designated Centres. This tool enables us to monitor and improve governance and management, and ensures all actions are tracked, monitored, and completed.

Among Stewarts' notable achievements during the year, I was particularly pleased to see the continuation of our passion for working in partnership as we rolled out a large-scale COVID-19 vaccination programme alongside our partners, the HSE. The Stewarts Sports and Adapted Physical Activity Centre acted as the largest of the 24 vaccination hubs established nationally for disability services. Our nursing teams provided scheduling, planning, vaccine cold chain storage, reception, social distancing, post vaccination monitoring, and nursing supports. In addition, our team also supported the local Public Health

## Working Together

**We successfully rolled out a large-scale COVID-19 vaccination programme alongside our partners, the HSE.**

Nursing Teams from Cherry Orchard Hospital to vaccinate hundreds of people that benefit from the services of Stewarts Care, Cheeverstown, KARE, DARA and the Saint John of God Group. The energy and passion displayed by our teams during this project is something I am immensely proud of. I would also like to take this opportunity to acknowledge the efforts of our partners across the HSE, HIQA, and the Department of Health for their support which enabled us to continue delivering our essential services.





9

**properties benefited from extensive refurbishments overseen by Our Home Improvement Team.**

1

**In partnership with the HSE, Stewarts Care rolled out 1 of the largest vaccination hubs established for disability services.**

2021 saw the development of a number of other 'firsts' for Stewarts. Over the summer, I was privileged to meet with our residents, day attenders, and our teams right across the service. This gave me an opportunity to gauge general wellbeing and to thank the people we serve for their patience, tolerance and understanding as we navigated our way back to delivering our full spectrum of services. It was also an opportunity to take stock of where we were as an organisation and to assess the immediate needs of all those who benefit from our service. Following these visits, we established a Home Improvement Team and a schedule of internal and external building improvement works. Whilst this work continues apace, in 2021, 9 properties benefited from extensive refurbishments including new carpets, kitchens, bathrooms, furniture, painting and decorating, fencing, and windows. I am pleased to report that the fruits of this labour are now being recognised and enjoyed by our residents.

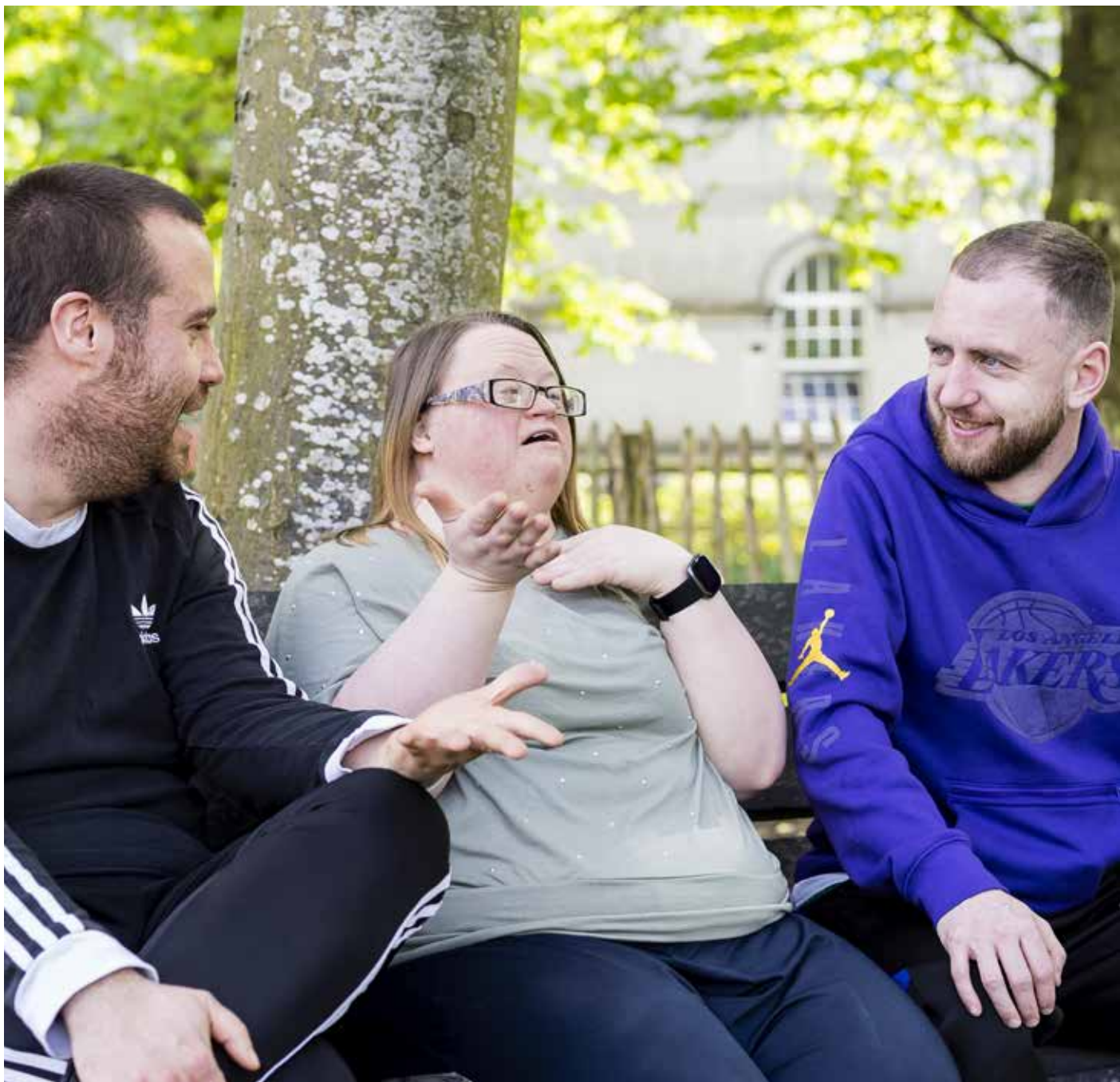
In the autumn, we welcomed a milestone moment in the development of disability services in Ireland. Two Children's Disability Network Teams (CDNTs) were established as part of the national Progressing Disability Services (PDS) programme; CDNT5 based in Rossecourt and CDNT6 based in Palmerstown. Combined, these two new teams serve over 1,200 children and young people with complex needs. Recruitment of

vacant posts continues to be a challenge but together with our lead agency partners and our colleagues in the HSE, we are continuing our work to attract and retain the right people for this service. Furthermore, I am pleased to confirm our continued commitment to supporting the establishment of Family Forums across CHO7, ensuring families can have their say in the development of disability services for their children. This is a very significant milestone for the delivery of clinical supports to children nationally and we look forward to continuing to play our part in the development of this important service.

For Stewarts Care, 2021 will be remembered as a challenging but successful year in which we saw the gradual reintroduction of services affected by the COVID-19 pandemic, the rollout of vaccines in partnership with colleagues across the sector, and the introduction of innovative new initiatives across our service. I look forward to continuing to work in partnership with you as we move ahead on our redetermined mission to empower and support individuals with different abilities to have an enriched life experience based on their own decisions and life choices.



**Brendan O'Connor**  
Chief Executive



Stewarts Care continued to provide a quality service to 435 day service attendees despite the disruption caused by COVID-19 restrictions in 2021.

## Working Together

2021 will be remembered as a challenging but successful year in which we saw the gradual reintroduction of services affected by the COVID-19 pandemic



# Empower

Our mission is to empower and support individuals with different abilities to have an enriched life experience based on their own decisions and life choices.





Stewarts Care is proud to have been one of the first services in Ireland to fully reopen to 100% capacity following the removal of COVID-19 restrictions.



## Service User Council



**The Service User Council was established in 2010 to provide a voice for everyone served by Stewarts Care. The Council is made up of directly elected representatives from across Stewarts Care including Community Services, Residential Services and Day Services. The aim of the Council is to promote a person-centred service through choice, rights, advocacy, and change. It provides an opportunity for peer advocacy and to influence the future of our service.**

Representatives attend up to two meetings per month and meet with the Chief Executive and members of the Executive Team quarterly. Representatives advocate for change on a range of topics through engagement with Heads of Departments within Stewart's Care and external partners including Local Authorities, TDs, and Councillors.

Over the past 12 years, Service User Council representatives have successfully campaigned for a number of infrastructural improvements to the community including the development of a pedestrian crossing in Palmerstown and wheelchair accessible improvements to the grounds of Stewarts Care. Most recently, the Council acted as the voice of the people that we serve in the development of Our Shared Ambition: Stewarts Care Strategy 2022-2026.

We would like to take this opportunity to congratulate the Council on their recent achievements, particularly considering the difficulties we all faced during the COVID-19 pandemic.



## Service User Council Achievements in 2021



We assisted day service users to get automatic sensory doors that they requested at our Council meetings.

We worked with the Sports and Adapted Physical Activity Centre and Special Olympics Ireland to get people back in the gym, athletics and the swimming pool once COVID-19 restrictions had lifted.

We presented to the Executive Team on our needs for the next Stewarts Care Strategy.

We continued our campaign to get a pedestrian crossing in Palmerstown Village. We communicated with Councillor Derren O'Bradaigh to help achieve this.

We met with the Catering Team to help people from Day Services to return to the canteen for lunch once the COVID-19 restrictions were lifted.

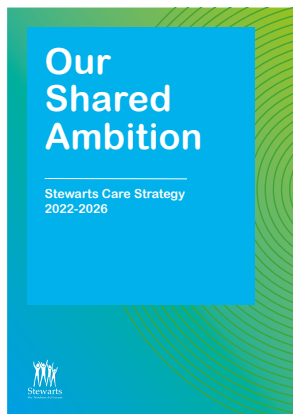
We set up a Fantasy Premier League for the people that Stewarts Care supports, employees and families.

We advocated on behalf of a resident to have a new door installed in her home giving her personal access to her garden space. This work has been approved with the addition of a fence to offer privacy for the resident to enjoy her garden.



## Our Strategy

We are proud to embark on the next stage of our development with the launch of Our Shared Ambition: Stewarts Care Strategy (2022-2026).



Download the full strategy at:  
<https://www.stewartscare.ie/strategy/>

**Through leveraging our existing strengths, and clearly defining our ambitions, Our Shared Ambition will act as our strategic guide to making our vision a reality.**

We know that our success relies upon our ability to listen and respond to the needs of the people that benefit from our service. People have always been, and will continue to be, at the core of what we do. For our organisation to thrive, Stewarts Care will continue to adapt to the needs of the people we serve and to respond to the challenges that may come. We will deliver continuous improvements in our performance, drive cost efficiency and establish our sustainability ambitions whilst staying true to our person-centred focus.

Our Shared Ambition was developed through comprehensive consultation with the people we serve, families, the Board of Stewarts Care, our employees, our partners the Department of Health, the Health Service Executive, and our colleagues across the intellectual disability sector. We would like to take this opportunity to thank all those who gave their time in the creation of our strategy. Your input will ensure we can successfully achieve each of our strategic objectives.

## The six goals of our strategy are:

# 1

### Strategic Goal One

## Enriching

To provide an enriched lived experience for individuals at all life stages.

.....

Strategic goal one focuses on providing the right service, for the right person, at the right time.

.....

#### We will achieve this through:

- Identifying individual needs and aspirations and planning to achieve them
- Providing opportunities that promote and protect full and equal enjoyment of all human rights
- Developing a housing mobility development plan to support the lived experience
- Developing individualised social inclusion measures to assist individuals age positively and actively
- Evolving our services to ensure they are fit for purpose
- Empowering individuals to claim their citizenship, connect with their community, and challenge exclusion.

# 2

### Strategic Goal Two

## Researching

To become a research focused organisation that will inform policy and an enhanced lived experience.

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Strategic goal two focuses on improving lived experiences through researching, advocating and implementing meaningful change.

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#### We will achieve this through:

- Investing in research that delivers value for people with an intellectual disability, the health and social care system, broader society, and the economy
- Being an independent and credible voice for research and a trusted thought leader
- Promoting and enabling the use of data to shape policy, enhance service delivery, and drive broader research and innovation initiatives
- Building a strong and supportive research culture in our organisation
- Promoting and enhancing local, national and international coordination, collaboration and engagement.

## 3

## Strategic Goal Three

## Sustaining

To put Stewarts Care on a sustainable financial footing.

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Strategic goal three focuses on ensuring our organisation has the financial resources required to provide a world-class service.

.....

**We will achieve this through:**

- Managing growth
- Ensuring the sustainable performance of our assets
- Managing financial risk
- Ensuring our services are provided in a value for money framework.

## 4

## Strategic Goal Four

## Influencing

To become a positive and influential voice for our sector.

.....

Strategic goal four focuses on finding our voice and using it to effect change on behalf of the people we serve.

.....

**We will achieve this through:**

- Engaging with and listening to the people we serve and using their feedback to improve services
- Conducting research to evaluate and develop an engagement and communication plan
- Providing opportunities for our stakeholders to influence the implementation of the UN Convention on the Rights of Persons with Disabilities and other policy matters.



## 5

## Strategic Goal Five

## Developing

**To be a great place to work where everyone can develop to their full potential and work together in a supportive and inclusive community.**

Strategic goal five focuses on enabling our people to reach their full potential.

## We will achieve this through:

- Developing a positive culture that values learning and commitment, and that encourages courageous and informed decision making by all who contribute to our organisation
- Creating an environment to empower staff to be innovative and creative
- Attracting, retaining and investing in ambitious and talented people with the skills and energy to make a difference
- Improving our performance culture
- Being an inclusive organisation that values individuality and difference
- Establishing a holistic approach to employee safety and wellbeing.

## 6

## Strategic Goal Six

## Performing

**To be a high performing organisation that is responsive, agile, sustainable and green.**

Strategic goal six focuses on enabling our organisation to meet the ambitious targets we have set ourselves.

## We will achieve this through:

- Developing governance and organisation structures that are fit for purpose
- Developing infrastructure that can provide the data we need to enable effective planning and decision making
- Celebrating and acknowledging achievements through internal and external recognition
- Developing and implementing an Environmental, Social, and Governance (ESG) plan.

**With the launch of Our Shared Ambition, Stewarts Care is reaffirming its commitment to providing optimal supports to everyone that benefits from the services we provide. To ensure we stay on track, we have developed a detailed implementation plan and are committed to sharing our progress over the lifetime of the strategy. We know that for us to achieve the ambitious targets we have set ourselves we need the support of all our stakeholders. We look forward to continuing to work in partnership with you over the course of our strategy and beyond.**

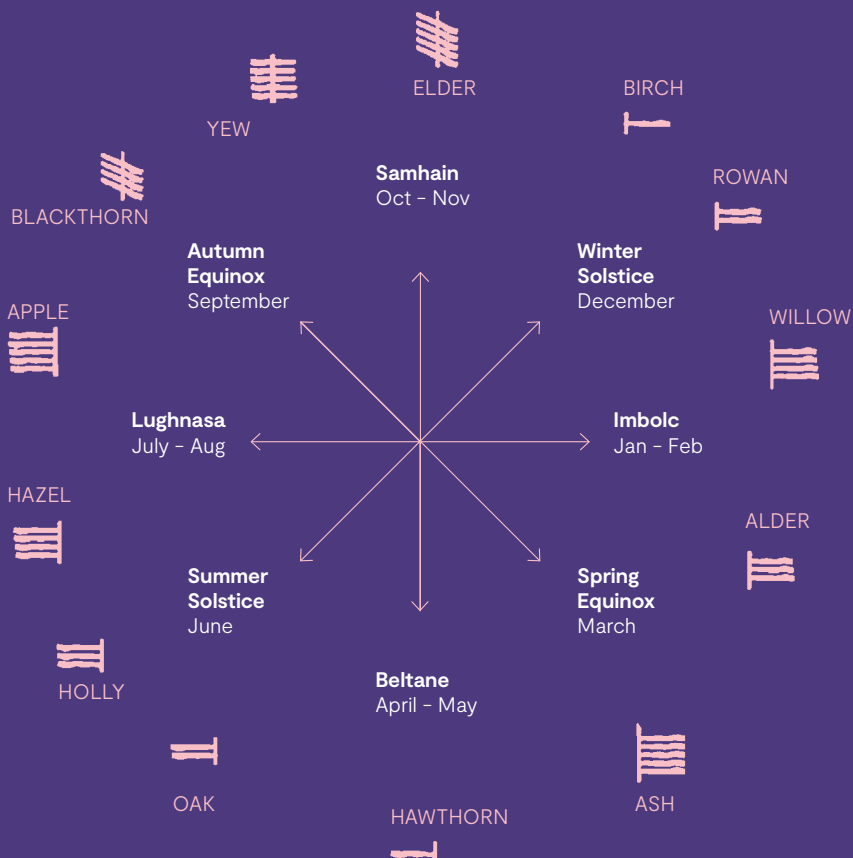
**Together, we are ready to succeed!**

## Celebrating the lives of loved ones

**As we reflect on the challenges and the successes of 2021, we are also reminded of those we lost during the year.**

In October 2021, Stewarts Care held a ceremony of remembrance for those who had passed away during the COVID-19 pandemic. The ceremony was held in the newly opened Ogham Memorial Trail in Palmerstown, a place for families and friends to celebrate the lives of their loved ones by placing an inscribed copper leaf on a native tree. Families, friends and employees joined together at the ceremony to remember those we have lost.

Ar dheis Dé go raibh a anam uasal.





Ogham is an ancient alphabet that appeared in Ireland at least 1,600 years ago. It was used to inscribe Primitive Irish onto stone monuments, the oldest known form of the Gaelic languages. Ogham is read in the same way a tree is climbed from the bottom left upwards.





 Mags Donoghue

# A Home for Life

**In 2021, we partnered with South Dublin County Council (SDCC) and Tuath Housing to provide a home for life in Floraville Lodge, Clondalkin to a number of our residents. We were particularly grateful to our partners for their commitment to tailoring these new homes to the needs of the people we serve through providing specific accessibility modifications.**

One of Floraville's newest residents is Margaret or 'Mags' as she prefers to be known. Mags has been a Stewarts Care resident since she was 3 years old. For most of her life, she lived in a campus setting but in 2011 she moved to Red Cow Cottage, located just across the road from the main Stewarts community in Palmerstown. Mags is a very social person and always enjoyed attending day services in Stewarts Care, visiting the Beehive Restaurant, the Coach House Café and her local, the Palmerstown House, for dinner.

With a change in her needs becoming more evident, in February 2021 our team commenced a support programme aimed at enabling Mags to consider moving to a new, more appropriate and accessible home. Previously, she lived in an older, smaller two storey home that now posed a lot of space and accessibility problems for her. Some of the issues she faced were the steps leading up to her front door, a narrow entrance pathway, steep stairs inside the house and a very small outdoor space. What Mags really needed was a ground floor home that was bright and spacious.

Together, Stewarts Care, SDCC and Tuath Housing came together to make Floraville Mags' home for life. Our teams spent time supporting Mags to get to know the area she would be moving into, to view the new apartment she would one day call home

and helping her choose the best bedroom for her and how to decorate it. She had lots of visits to Floraville before moving in along with her two housemates from Red Cow Cottage who were moving with her. Mags also brought her familiar support team too. In July 2021, Mags moved into her new home and she hasn't looked back since. She now has a beautiful space to call her own, optimal supports, and a home that really meets her needs.

Mags is really happy in her new home, she is starting to get to know her new neighbours, getting more confident in using public transport and her main goal for this year is to have a holiday in Galway and meet up with her family there. Mags is so happy and proud of her new home, she loves Clondalkin and says she wants to stay here forever!



.....

**“A successful transition requires a whole team of people working together to achieve success.**

We need the right home, in the right area, that is right for the resident. We are really dependant on our support teams, families and advocates being involved in the process because we need them to help us hear the voice of the people we serve. For a transition to be successful, it is vital that we listen to and act on the needs of the person transitioning.

Moving away from the comfort of the familiar is a really big step for the people we serve and their

families and it involves a lot of trust.

The journey doesn't end with the move either. In some ways, the work has only just begun. The team on the ground in Floraville are already jumping into the hard work of helping Mags and her roommates to become part of their new community, to enabling them to find valued roles, and to helping them develop a full and meaningful life.”

**Aine O'Reilly**  
Programme Manager,  
Residents Services,  
Stewarts Care



**SDCC is delighted to have worked in partnership with Stewarts in agreeing allocations for these units which underpin the Council's continued commitment to providing quality housing to persons with a disability, as outlined in the Strategic Plan for Housing People with a Disability 2021—2026.**

**Neil Hanly, Senior Executive Officer,**  
Housing Division, South Dublin County Council



## Enabling the Best Possible Service

**We are committed to enabling the people we serve to have the best possible experience of the service we provide. We do this in a number of ways including delivering excellent corporate services that support our front-line teams.**

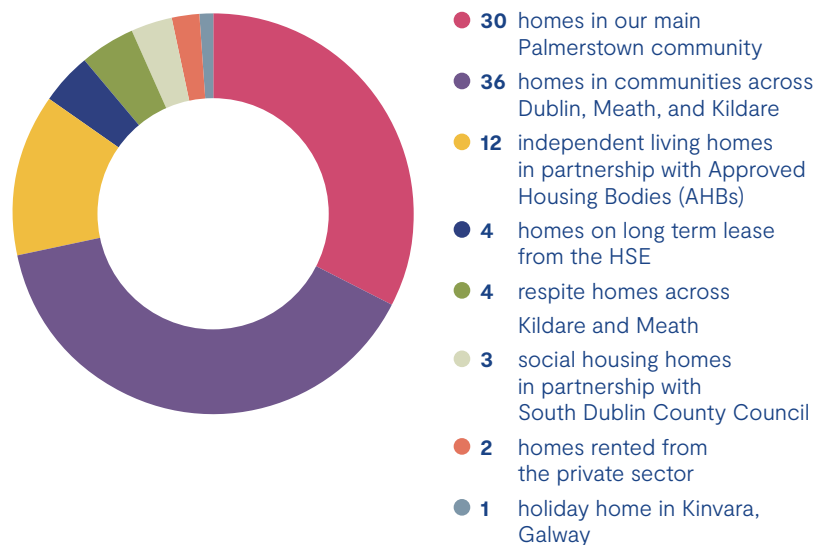
### A place to call home

Stewarts Care has a property portfolio of 118 buildings and our dedicated Technical Services Team are committed to ensuring these buildings are well managed and maintained. This team is responsible for a mix of residential homes, small office units, large corporate offices, large school buildings, the Stewarts Care Sports and Adapted Physical Activity Centre, an equine therapy centre, community hubs, and other specific purpose buildings.

Our team is committed to enhancing and maintaining our property portfolio to a high standard of safety, quality and operational efficiency. In addition, the team are responsible for ensuring compliance with all relevant health and safety, fire safety, and other building regulations and legislation.

Stewarts Care is responsible for 92 residential properties that provide a home to over 260 people. Our properties comprise a mix of units ranging from 1 bed apartments in the community to large 8 bed respite homes.

### Our Residential Homes



In 2021, we added 4 new homes to our property portfolio:

- » Summerhill, Meath – a 3 bed bungalow with adaptations to meet the specific needs of our residents
- » Clondalkin, Dublin – 2 apartments (1 bed and 3 bed) delivered in partnership with Tuath Housing and South Dublin County Council
- » Clane, Kildare – a 4 bed bungalow delivered in partnership with the HSE

# 92

**Stewarts Care is responsible for 92 residential properties that provide a home to over 260 people.**

## Spotlight on Our Laundry Team

Our Laundry Team supports our residents with **over 80 industrial washes** each week.

### Investing in homes

Stewarts Care is committed to investing in good quality housing options that benefit the people we serve. We know that through continuous investment, we are providing homes that are safe and secure, enabling residents to enjoy a good quality of life in their own home. In 2021, we established our Home Improvement Team. This team is dedicated to improving each of our community homes before the end of 2023. Despite the continued uncertainty of restrictions related to COVID-19, the Home Improvement Team completed improvement works on 9 community homes in 2021. Works included essential upgrades to kitchens, bathrooms, windows, carpets and flooring, painting, and accessible landscaping to provide residents with an appropriate outdoor space in their home.

### Facilitating our work

Our Technical Services Team is also responsible for the maintenance and upgrading of entire property portfolio, and key equipment and installations. In 2021, the team resolved 9,311 logged requests for support.

The Technical Services Team carried out a number of large scale works in 2021 including:

- » Obtaining a new fire safety certificate for the Stewarts Care Preschool and our day services Lucan hub – we achieved this through refurbishment works, fire sealing, installing emergency lighting and new fire systems to ensure the building was both electrically and fire compliant.
- » A new home for our two new Children's Disability Network Teams (CDNTs) – we refurbished and repurposed existing spaces in Palmerstown and Rossecourt to accommodate our two new CDNTs. This included developing specific training and occupational therapy facilities.
- » Repurposing our previous junior school building – in partnership with the HSE, we commenced work to redevelop this building in our Palmerstown community into a new day services hub.
- » Maintenance of our Kilcloon Equine Therapy Centre – this project saw the replacement of all fascias, soffits, guttering and downpipes on the main building.



**In 2021, our Technical Services Team resolved 9,311 logged requests for support.**

### Connecting our services

Our Information and Communications Technology Team is responsible for managing our IT systems, ensuring our systems operate efficiently, and making technology-lifecycle decisions. The team commenced three major projects in 2021.

### ICT Infrastructure Replacement Project

The main objectives of this project were:

- To replace the existing on-premises ICT infrastructure with the Microsoft Azure Public Cloud based solution
- To migrate all virtual servers and applications to a public cloud platform
- To procure Office 365 E3 + EM&S E5 licences for 600 Users, enabling access to SharePoint Online and Microsoft Teams

The project provided a Cloud based ICT infrastructure that is flexible, scalable and highly available, facilitating Stewarts Care to enable mobile and remote working for employees.

In funding partnership with the HSE, this infrastructure development investment totalled €665,000.

### Spotlight on Our Stores Team

Our Stores Team source and provide medical, stationery, cleaning, domestic and general products to our homes, schools, day service hubs, restaurants, kitchens, commercial enterprises, and corporate offices. **In 2021, the Stores Team ensured all areas were provided with adequate PPE and linked in with the HSE COVID-19 Response team** to ensure that appropriate stock levels were maintained.

| Item                  | Quantity managed in 2021 |
|-----------------------|--------------------------|
| <b>Nitrile Gloves</b> | 1,166,100                |
| <b>Surgical masks</b> | 480,350                  |
| <b>FFP2 Masks</b>     | 29,725                   |
| <b>Face Shields</b>   | 22,108                   |
| <b>Surgical Gowns</b> | 24,400                   |

To combat the effects of isolation during COVID-19, the Stores Team sourced and delivered games, art supplies and activity packs for all our residents. The team also worked in partnership with our Technical Services Team on a special summer initiative to install garden parasols and barbeques in our residents' homes.



# 600

E5 licences for  
600 Users

## Electronic Healthcare Records System (EHR)

Building on the successes of Stewarts Care's EHR solution delivered in 2012 and following significant developments in the software industry and the emergence of new vendors in the care software market, in 2021 our team sought a replacement solution for our existing EHR platform.

Eclipse, a cloud based SAAS (Software As A Service) platform was selected. It can be accessed from any location, on any device that supports a web browser. Eclipse provides a secure, cloud-based software platform in line with the HSE's eHealth Cloud First Strategy. Eclipse covers the following functions at Stewarts Care:

- » Case Management
- » Bed Management
- » Client Engagement
- » Security and Governance
- » Safeguarding and Commissioning
- » Data Management
- » Transformation and Change Management

The new platform allows Stewarts Care to combine all these elements to create a secure and compliant environment for all healthcare records. Eclipse has enabled our teams to book, plan, record, report and manage care effectively in accordance with best practice.

## Cyber Security

In 2021, several high-profile cyber-attacks took place on IT systems in organisations, both nationally and internationally. Stewarts Care strengthened its security provision through the implementation of a number of security solutions. Our team continues to monitor and evaluate this risk and is prepared to take additional steps, if required, to protect the integrity of our ICT systems.

## Spotlight on Our Sewing Team

Our Sewing Team looks after our residents' tailoring needs for clothes and household items. During 2021, the team...

- > Marked **10,626** pieces of clothing with initials and place of residence
- > Repaired **152** items of clothing
- > Altered **454** pieces of clothing
- > Provided **2,440** individual personal items including towels, pillows, and duvet covers
- > Measured, cut, and made **143** sets of net curtains and 10 pairs of fire-retardant heavy curtains

## Keeping our Data Safe

Our Data Protection and Freedom of Information Team leads Stewarts Care's commitment to the principles of transparency, accountability and security of data. Our team has put the appropriate technical and organisational measures in place to ensure, and to be able to demonstrate, that data processing is compliant. Stewarts Care works closely with the National Federation of Voluntary Service Providers and, as a member of the Federation's Data Protection and Freedom of Information network, attended regular network meetings in 2021.

Stewarts Care demonstrates its compliance with the General Data Protection Regulation 2018 and the Data Protection Acts through the preparation and implementation of Data Protection Impact Assessments (Data Protection Impact Assessment (DPIAs), risk assessments, and policies.

In 2021, we completed or approved...

- » 9 Data Protection Impact Assessments
- » 5 Data Protection Risk Assessments
- » 3 Policies affecting data protection

Our team demonstrates compliance with the Freedom of Information Act 2014 by responding to all access requests, dissemination of policies and procedures, and the publication of non-personal data under the Model Publication Scheme.

Stewarts Care considers training a fundamental aspect of ensuring compliance with data protection and freedom of information legislation. Training takes place internally, externally and both in-person and online. Our Data Protection and Freedom of Information Officer provides employee training at induction. This training covers the General Data Protection Regulation 2018, Data Protection Act and the Freedom of Information Act 2014. Stewarts Care encourages continuous learning and development through providing access to training modules including 'The Fundamentals of GDPR' and 'Good Information Practices' hosted on the HSEland platform.

The Open Data and re-use of Public Sector Information Directive was transposed into Irish law by Statutory Instrument ("SI") 376/2021 on July 22<sup>nd</sup> 2021.

Stewarts Care demonstrates its compliance with this SI by the publication of, inter alia, Policies, Freedom of Information Disclosure logs, Annual Financial Reports, and details of services offered by Stewarts Care.

## A healthy lifestyle for all

Stewarts Care's Sports and Adapted Physical Activity Centre Team provides a community resource to more than 390 people who are supported by Stewarts Care and over 2,000 members of the public. The team is committed to providing an inclusive fitness experience with a state of the art, fully accessible, adapted physical activity (APA) gym and a 25-metre hydrotherapy swimming pool with seated and supine entry hoists that aid access if required. The accessible gym is fully equipped with a range of cardiovascular and cutting-edge strength training equipment while our changing facilities include purpose built accessible rooms with ceiling tracking for people who require additional support.

### 2021 Figures

|                                    |               |
|------------------------------------|---------------|
| Adapted Physical Activity Sessions | <b>13,540</b> |
| Adapted Physical Activity Users    | <b>390</b>    |
| Children's Swim School Membership  | <b>1,316</b>  |
| Adult Gym Memberships              | <b>455</b>    |

## Working Together

Our team continued to support the people we serve to develop vocational, independence and general life-skills through a programme that encompasses all aspects of daily life.



We would like to take this opportunity to congratulate the Service User Council on their recent achievements, particularly considering the difficulties we all faced during the COVID-19 pandemic.



### 2021 Highlights

- » Health Promotion Programme – In collaboration with Special Olympics Ireland, this 8-week health promotion education initiative had 225 participants. The programme delivered workshops centred on health promotion topics such as healthy eating, the food groups, physical activity, strong bones, heart health, smoking and alcohol.
- » Stewarts Summer Home Olympics – 250 APA participants took part in this inclusive multi-sport event across the month of June. 45 teams representing different countries took part with participants competing in 8 different events including gymnastics, athletics, bowling, basketball, track & field, boxing, and archery.
- » New Pool Hoist – we installed a new hoist costing €17,720 with the support of grant funding from Ireland Active. This supine entry pool hoist will enable people that require support to access our swimming pool with ease.
- » National Quality Standard (NQS) – we received this national award, the highest accolade a leisure centre can achieve, in August.
- » Testing and Vaccination Centre – In partnership with the HSE, the centre converted to a temporary COVID-19 testing and vaccination centre for the people we support and other intellectual disability service providers in CHO7.



### Driving our service forward

Our Transport Team supports the daily transport needs of all those who benefit from our service. By the end of 2021, the team managed and maintained a fleet of 69 vehicles. This included 11 newly purchased vehicles to meet the flexible needs of people who required additional support in the absence of regular public or contracted transport as a result of COVID-19. To drive greater operational efficiency, improve health and safety, and limit disruption to the people we serve, a vehicle maintenance schedule was also created in 2021.

Our fleet is comprised of buses, cars, vans, and support services vehicles. In 2021, our vehicles travelled over 500,000KM.

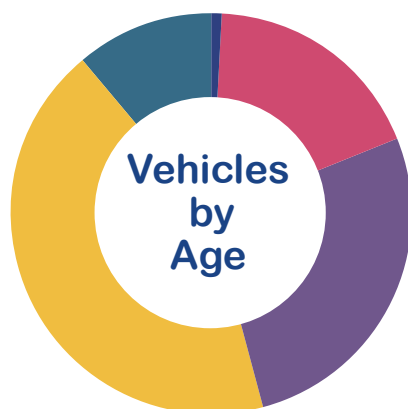
Our Transport Team enabled the people that benefit from our service to have enriched life experiences that were severely curtailed in 2020 including:

- » Trips home to family and friends all over Ireland
- » Trips to the Stewarts holiday home in Kinvara, Galway
- » Trips to Titanic Belfast
- » Trips to parks, beaches, and recreational facilities across Leinster
- » Trips to the Imaginarium multi-sensory room in Mullingar



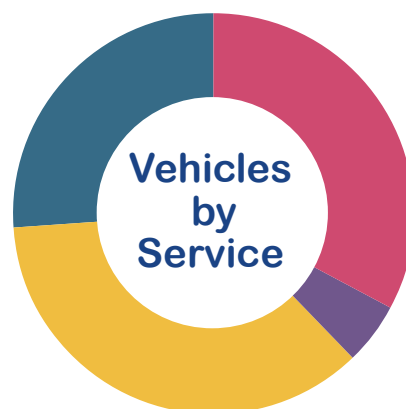
**Our fleet is comprised of buses, cars, vans, and support services vehicles. In 2021, our vehicles travelled over 500,000KM.**

### Fleet Age



- Pre 2000
- 2001 - 2010
- 2015 - 2020
- 2021

### Fleet distribution across service areas



- Community Residents 33%
- Campus Residents 5%
- Day Services 36%
- Support Services 26%



### A new addition

Becks@Stewarts is an exciting new café that opened its doors on the 1<sup>st</sup> of June 2021. This new addition to the administration building provides everyone we serve, families, and our employees with a space to make a cup of tea or coffee and have a spot of lunch.

The name 'Becks' was chosen to honour a past resident, Andrew 'Andy' Beck. Andy was a Stewarts Care resident for 88 years, from 1905 until he passed away in 1993 at the age of 100. Born in Northern Ireland, on his 100<sup>th</sup> birthday, Andy received a cheque and congratulations from both the President of Ireland, Mary Robinson, and Britain's Queen Elizabeth II. At the time of his 100<sup>th</sup> birthday, Andy was recorded as the oldest living person with an intellectual disability in Europe.

### Spotlight on our Catering Team

Our Catering Team supplies our service with **over 900 meals every day**. The team also provide household groceries and fresh food supplies to **60 locations** across our residents and day services, school, and DAC restaurant. They are committed to providing greater, more individualised choice than ever before for the people we serve.

The team are committed to delivering and maintaining a high quality of production, hygiene and service.

In 2021, the team revised all existing menus to refocus on providing healthy, fresh produce and ensuring the voice of their customers was heard by providing more opportunities for feedback.

In 2021, the DAC Restaurant kept our people going with...

**15,600**  
hot lunches

**12,480**  
eggs

**9,152**  
sausages

**9,100**  
salad plates

**4,680kg**  
potatoes

## Spotlight on our Fundraising Team

Our Fundraising Team supports the people we serve to enjoy life to the fullest through fundraising for events, activities and infrastructure enhancements. The team manage a variety of fundraising channels including donations, grants, events, legacy giving, and corporate partnerships. In 2021, their work focused on a number of key initiatives under the umbrella theme of “Reaching Out, Reaching You”. This initiative focused on reaching out to the people we serve, families, and our communities to drive support for our cause.

## 2021 Highlights

### September

We held our Annual Golf Classic in Lucan Golf Club where **42 teams** participated on the day. There were tee box and prize sponsorships along with a raffle on day. The event raised over **€19,000** for Stewarts Care.

### August

Following successful fundraising initiatives, the team supported the construction of a fully accessible outdoor stage and entertainment area. This new venue is fully equipped with sound and lighting systems to host entertainment and music events. The area includes a bandstand, seating area and barbeque pit.

### December

A number of fundraising events took place across December including our Grand Christmas Raffle and Christmas card sales. **12** people won prizes as part of our Christmas Raffle 2021 and over **€13,000** was raised.



42 teams took part in our annual Golf Classic fundraising event





## A Positive Risk Culture

Our Risk Team continues to develop and encourage a positive risk culture in Stewarts Care. We believe that quality of life and opportunities for new experiences, growth and learning for the people we serve should be prioritised and balanced with carefully planned and documented risk controls.

In 2021, our team celebrated a number of successes despite the ongoing challenges presented by the COVID-19 pandemic. In July, our Risk Team initiated the development of a National Risk Forum in Disability Services. The forum developed rapidly and currently has over 20 members representing various disability organisations across Ireland. Some of the forum's successes include inter-agency sharing of policies, procedures, innovation, and knowledge.

The team conducted risk audits in Designated Centres across the organisation to support compliance with the Health Act Regulation: 26 Risk Management

Procedures and Regulation 31: Notification of Incidents and Health and Safety Authority Compliance Indicators.

A revised risk register training programme for persons-in-charge and responsible persons commenced in 2021. We also continued to deliver our SIMS (Stewarts Incident Management System) workshops for managers and risk assessment and management training for employees. The purpose of these programmes is to ensure our teams are confident in using the risk and incident management systems we have in place.

In response to the ongoing COVID-19 pandemic, the team authored an easy-to-use response plan which enabled managers across our service to document and provide guidance to employees to protect themselves and others from the spread of COVID-19 in line with the Health and Safety Authority, HSE, and Department of Health national protocols.

We also reviewed and implemented the Stewarts Care Safety Statement in 2021. An easy-to-use Site-Specific Safety Statement (SSSS) template was disseminated to people managers to support better governance and monitoring of departmental health and safety risks.

### Monitoring our performance

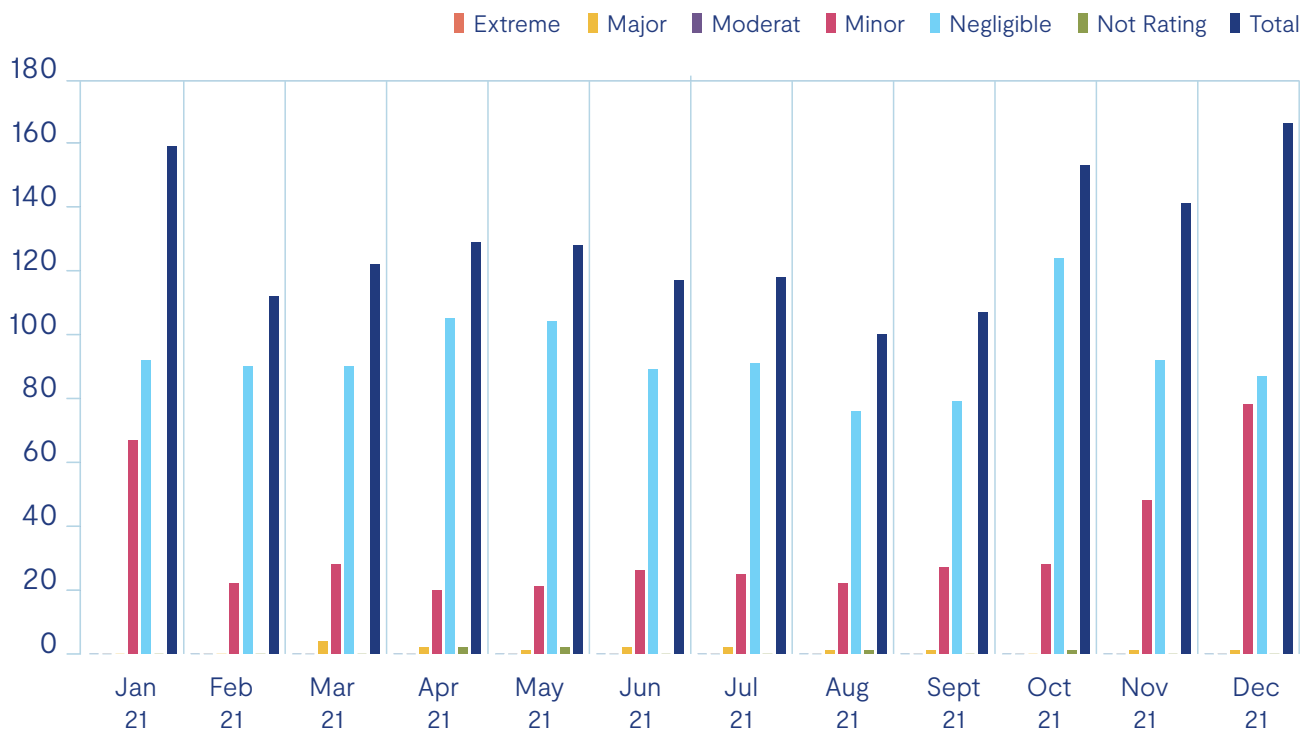
Our dedicated incident management system, SIMS enables our team to monitor and report risk across the organisation. Overall, in 2021 incident reporting increased by 14% against 2020 figures with total incidents logged on SIMS up from 1,357 (2020) to 1,552 (2021). This increased trend year-on-year can be viewed as a positive indicator of an enhanced incident reporting culture and increased learning from incidents within the organisation.



**We believe that quality of life and opportunities for new experiences, growth and learning for the people we serve should be prioritised and balanced with carefully planned and documented risk controls.**

## Our Service

### Summary of Incidents by Severity



#### 2021 Risk at a Glance

The leading proportion of incidents reported into the National Incidence Management System (NIMS) were:

- » Violence and aggression (348 incidents)
- » Slips, trips and falls (225 incidents)
- » Self-injurious behaviour (185 incidents)

These three hazard categories amounted to almost half of all reported incidents during the year 2021. All incidents reported were followed up with an action plan targeted at reducing recurrence.

Violence and aggression incidents increased by 5% in 2021 to 348 versus 329 the previous year.

Slips, trips and falls decreased by 22% year on year from 290 in 2020 to 225 in 2021.

Self-injurious behaviours (SIB) increased by 20% from 154 in 2020 to 185 in 2021. This directly correlates to the full resumption of our day services in 2021.

There were 98 medication related incidents in 2021, a 25% decrease from those reported in 2020. These errors are automatically notified through SIMS to the Director of Nursing, and the risk team provides

monthly medication incident trend reports to the members of the Medication, Safety and Therapeutics Committee with GPs, Senior Nurses, Programme Managers, and pharmacists in attendance.

The severity of incidents was viewed as positive in 2021 with 0 extreme or major incidents recorded, 15 moderate incidents, and the majority of incidents recorded were minor or negligible.

## Number of Incidents



### Spotlight on Our Fire Safety Team

Our Fire Safety Team is responsible for ensuring the fire safety of all our buildings.

In 2021, the team achieved...

- > **112 fire audits**
- > Implementation of a new fire register across all locations
- > Quarterly servicing of all emergency lighting, fire detection and alarm systems
- > Evacuation ski pad and ski sheet training for **180 employees**
- > Commenced a fire door inspection and replacement programme
- > Installed **20 new fire doors** in our homes
- > A minimum of **2 fire evacuation drills** across all locations
- > Fire safety training for **550 employees**
- > Fire Warden training for 60 employees



## Investing in our People

**In everything that we do,  
Stewarts Care is a  
person-centred organisation.**

Our team of over 1,200 employees is diverse, professional and ambitious for the people we serve.

We aim to foster a culture of learning and development that supports us to achieve our strategic goals. Our employees are an essential component of our success. Our team support us to achieve our vision and our mission through their hard work and commitment to providing a high quality, professional service. We know that our talented team is an incredible asset and we are grateful for their continued commitment to our cause.



## Leadership

Stewarts Care's Executive Leadership Team is responsible for the rollout and delivery of our strategy and for overseeing our day-to-day operations.



**Brendan O'Connor**  
Chief Executive

Brendan joined Stewarts Care in 2001 and has been Chief Executive since December 2016. Previously, he held a number of management roles across the organisation. During his time as Director of Business Operations and Performance, he led the organisation through numerous business improvement and digital transformation projects. Prior to joining Stewarts Care, Brendan founded a successful technology start-up firm providing services to blue chip clients. Brendan holds a Masters in Business Administration, a Postgraduate Diploma in Information Technology and a Bachelor of Business Studies Honours Degree from Dublin City University. Brendan also completed the Senior Executive Leadership Programme in London Business School in 2019. He serves as a voluntary Board member of the Ana Liffey Drug Project and is a member of the National Disability Participation and Consultation Network (DPCN).



**Kevin Dempsey**  
Director of Corporate Services

Kevin joined Stewarts Care in 2020 and serves as Director of Corporate Services. He is a Chartered Accountant with over 40 years' experience in venture capital, property lending, asset management, and corporate finance. Kevin also holds a B. Comm from UCD. Previously, he has held Board level positions with 20 companies involved in investment management and manufacturing. He is a former member of the Executive Committee of Fitzwilliam Lawn Tennis Club, and the St Michael's College Finance Committee. As Director of Corporate Services, Kevin's responsibilities include managing and growing Stewarts' property portfolio. He is also responsible for Technical Services, ICT, Data Protection, Commercial Enterprises, Stewarts Sports and Adapted Physical Activity Centre, Laundry, Stores and Transport.



Our team support us to achieve our vision and our mission through their hard work and commitment to providing a high quality, professional service.



**Sandra Duffy**

Head of Human Resources

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Sandra joined Stewarts Care in 2020. She is currently our Head of Human Resources, with responsibility for the Human Resources and Learning & Development functions. Sandra has 25 years' experience in HR having previously held roles in aviation, retail and financial services organisations. Most notably, Sandra held the position of Head of HR with Stobart Air where she worked for 18 years before moving into the charity sector. She holds a Diploma in Marketing and Languages, a Diploma in Personnel Management, a Masters in Human Resource Strategies from Dublin City University, and a Diploma in Project Management. She is a Chartered Member of the Chartered Institute of Personnel and Development (CIPD) and a volunteer Board Member of the Irish Foster Care Association.



**Paul Geoghegan**

Director of Finance

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Paul joined Stewarts Care in 2020 and is Director of Finance. He is a Fellow of the Institute of Chartered Accountants, an alumnus of both Deloitte and Price Waterhouse and has over 20 years' post qualification experience. Paul has experience as a Senior Manager in both national and multinational business environments, bringing a broad perspective to the decision making and strategy setting ability of Stewarts Care. He has experience managing teams from less than 10 persons to over 500 and brings a strong management focus to our organisation. Paul is a Business graduate of Trinity College Dublin.



**Aidan Farrell**

Director of Care –  
Resident Services

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Aidan joined Stewarts Care in 1998 as a member of our care team. He is currently our Director of Care with responsibility for resident services. Previously, Aidan held various roles across day and resident services including as Staff Nurse, CNM2 Person in Charge (PIC), and Programme Manager. Aidan has over 20 years' experience in the intellectual disability sector and holds an Honours Degree in Leisure and Recreation Management and an Honours Degree in Intellectual Disability Nursing from Trinity College Dublin.





**James Harold**  
Head of Communications

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James joined Stewarts Care in 2022. He is currently Head of Communications with responsibility for communications and fundraising. Previously, James led the communications team of Clúid Housing and has worked with the United Nations Migration Agency, Orbis International, and various cultural institutes. He is former Company Secretary and Board member of the development organisation Proudly Made in Africa. James has over 15 years' experience in communications, public affairs, and development. He holds a Masters in European Studies and an Honours Degree in French and Spanish from Trinity College Dublin, and a Diploma in Digital Marketing. He is a full member of the Public Relations Institute of Ireland (PRII).



**Maria Kavanagh**  
Director of Nursing

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Maria joined Stewarts Care in 1996 and has been a qualified registered nurse in intellectual disability for 23 years. With a background in social care, she currently holds the position of Director of Nursing. Previously, she worked in across a broad spectrum of sectors including in addiction, older persons, physical disability, infectious disease and has worked as a Continence Advisor. Maria holds a Diploma and an Honours Degree in Healthcare Management from the IPA, a Post Graduate Diploma in Healthy Ageing and Intellectual Disability from Trinity College, and a Masters Degree in Nursing Research from the RCSI. Maria is an Executive Member of the Irish Association of Directors of Nursing and Midwifery (IADNAM), serving as the Intellectual Disability representative.



**Siobhan Kearins**  
Director of Care – Day Services

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Siobhan joined Stewarts Care in 1993 and is currently the Director of Care with responsibility for day services. She has over 25 years' experience in the disability sector, has previously held a number of senior roles and has been a member of our Executive Team since 2015. Siobhan holds a Bachelor of Science Degree and is currently studying a Masters in Healthcare Management. She has extensive experience developing integrated approaches to delivering person centred services. Siobhan is committed to a multidisciplinary, multi-agency approach to evolving our programmes in order to meet the challenges of delivering safe and sustainable services for the people we support.



**Catherine McLoughlin**  
Clinical Director of HSCP

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Catherine McLoughlin joined Stewarts Care in 2020. She is the Clinical Director of Health and Social Care Professionals, Preschool, Research Office and is Chair of the Stewarts School Board. Catherine's background is in acute hospital therapy services and was previously physiotherapy manager in a large acute hospital. Catherine has 16 years' management experience and is a provider of quality services through staff empowerment. Catherine has extensive experience in evidence-based practice, service user involvement, audit, accreditation, research, project implementation, financial management, change management and leadership development and these are all practiced within the current role. Catherine is the in-coming president of the Irish Society of Chartered Physiotherapists (2022-2024). Catherine holds a degree in physiotherapy, an MSc in Ergonomics, and an MSc in Health Leadership.



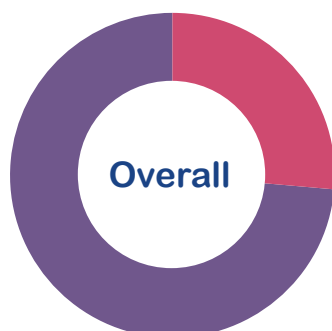
**Jerry Selvaseelan**  
Head of Risk

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Jerry joined Stewarts Care in 2018. He is currently our Head of Risk with responsibilities which include risk and incident management, health and safety, insurance, and litigation. Previously, Jerry worked with the Health Service Executive (HSE) in various roles spanning occupational therapy, business management and risk advisory functions. He has previously served as a National Expert Group Member with the Disability Unit of the Department of Health, and as a Council Member with the Association of Occupational Therapists of Ireland (AOTI). Jerry holds a Bachelors Degree in Occupational Therapy and a Masters in Healthcare Management from RCSI. He was awarded the 2017 IMSTA-MedTech Healthcare Innovation Award by the Health Research Board (HRB) for his research study on risk framework innovation for high-risk environments.

## A New Way of Working

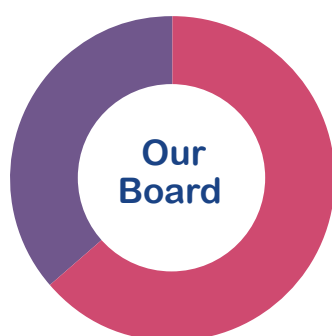
### Gender Representation



● Male 26.53%  
● Female 73.47%



● Male 60%  
● Female 40%



● Male 63.63%  
● Female 36.36%



Community integration is a pivotal part of our hub development programme.



### A new way of working

2021 was undeniably a year of impactful changes across our team and our service. Elements of remote working, where possible, continued as the guidelines and restrictions for preventing the spread of COVID-19 were adhered to. The impact of this was felt across the entire community of people we serve, families, and employees across multiple locations as we continued to adapt to different ways of communicating, meeting, training and working with each other.

The recurring requirement to maintain physical distance, and the wearing of masks and other PPE continued to present challenges in 2021 but we were delighted to welcome over 200 new colleagues to Stewarts Care in 2021. Although interviews continued to be conducted largely online, and induction group sizes were curtailed to minimise the risk of COVID-19 exposure, our team were committed to welcoming and onboarding new employees through extra thought and effort to 'remove' some of the physical barriers to meeting and daily interactions.



### Investing in our people

In 2021, we developed a Leadership Development Programme and 35 leaders, including our Executive Team, completed the programme. With participants from across our service, this tailor-made programme was specifically designed to support team cohesion. The programme was delivered through both group activity and one to one coaching sessions.

The physical distancing measures in place throughout 2021 led us to find innovative ways to continue delivering our comprehensive

programme of learning and development initiatives. Our team continued to build upon our commitment to upskill and develop despite the continued challenges we faced during the worst of the COVID-19 pandemic restrictions. Meanwhile, our mandatory and refresher training programmes were accessed over 1,500 times via in-person and online training platforms in partnership with our internal and external training teams. We also continued to provide our HIQA Regulations in Context training programme to Persons in Charge, Social Care Workers and other key postholders across management and support

functions. This three-day course was delivered to over 20 employees.

Remote working practices continued to serve as a catalyst for our team to increase the options available for online training. We commenced a full migration of training management to HSEland during 2021, providing flexible learning options for our teams. This development of our online training programmes also allowed us to easily and efficiently record completed training, expiration dates, and refresher deadlines.



**The masterclasses were great and really gave me an opportunity to meet and talk openly to a lot of staff I hadn't even properly met before. There was a great sense of comradery and teamwork.... The 1:1 sessions then really allowed me to put into practice the skills discussed in the masterclasses, so all in all, it was a fantastic opportunity and I'm very glad I was offered.**

Kelly O'Rourke – Safeguarding Manager



### New appointments

During 2021, we made several key appointments aligned to our strategic commitment to developing a person-centred approach, supporting people to achieve their goals, and fostering clear communications with the people that benefit from our service, families, employees, and other stakeholders. These appointments included:

- » **Social Care –** the appointment of Social Care Workers in all homes to further strengthen governance and management. To date, several Social Care Worker appointments have been internal promotions. Having a bank of qualified Social Care Workers has also proven beneficial as a development base for future Persons in Charge and continues as part of our strategy to retain talent and experience.
- » **Quality Office –** the appointment of a team of quality experts through the promotion of existing employees. Each member of this team transferred from a role in care bringing a wealth of experience and proven ability to deliver high standards of care.
- » **Day Services –** the external recruitment of a Programme Manager with a particular focus on driving and developing person centredness initiatives across our day service. This role has responsibility for providing managerial and professional leadership in person centredness and community inclusion and influencing future service development. This new role demonstrates our commitment to new directions standards.
- » **CDNTs –** the appointment, both internal and external, of multiple qualified clinicians for all therapies to support our role as one of the lead agencies for the Progressing Disability Services (PDS) programme and the establishment of two Children's Disability Network Teams (CDNTs); CDNT5 based in Rossecourt and CDNT6 based in Palmerstown.



Active citizenship is promoted through participating in local community groups, education centres, leisure and recreation facilities, and socialisation outings



**Nicole Pringle**  
Team Member

“The culture of Stewarts Care has come through many changes. I feel that there has been a shift to improve and evolve, to develop a service and a space that provides excellence in care, education, support and independence for both the people we serve and the teams providing the service. By creating an individualised approach to care and person-centred planning, Stewarts are paving the way for each person we serve to flourish in their journey to independence.”



**Dylan Quigley**  
Person in Charge

“Professional development is massively important to me. I recently completed my Honours Bachelor’s Degree in Applied Social Care and I am hoping to start a Post Graduate Diploma in Healthcare Innovation next year. There’s a great sense of opportunity for us to really make a difference here. Every day I see our team change the lives of the people we serve through supporting them with independent living skills. I’ve seen so many times how one person’s life can be changed by the actions and support of the right support team.”



**Lauren Watters**  
Adapted Physical  
Activity Co-Ordinator

“I love that no day is the same! We offer a broad range of activities here in the Sports and Adapted Physical Activity Centre, such as gym and water-based physical activity sessions and various Special Olympic sports. I also enjoy organising the various sporting competitions or health promotion initiatives we provide throughout the year. Working in Stewarts Care has been a very rewarding experience for me. Not only have I been able to pass on my knowledge about physical activity and health but I have also experienced great career growth during my time here.”



**Denisa Apostol**  
Staff Nurse

“There’s a great sense of diversity, motivation and friendliness here in Stewarts. Working for Stewarts Care has been challenging at times, but also very rewarding with excellent support from my team and I am looking forward to my future here.”



**Jackie Byrne**  
Household Assistant

“I think what makes Stewarts so special is that we have a great connection between the people we serve and our employees. There’s a real homely atmosphere here.”



**Every day is different,  
it’s a chance to be creative and  
adapt activities to suit people’s  
individual needs and wants.**





**Ewelina Makiela**  
Physiotherapy Manager

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“Stewarts has provided me with great development opportunities. Throughout my career here, I have had extremely supportive Line Managers and colleagues. From starting out as a basic grade Physiotherapist through to becoming a Senior Physiotherapist, I am now a Physiotherapy Manager. I don't think I could have achieved this without the support and motivation of the team here in Stewarts.”



**Aoife O'Brien**  
Care Staff

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“I love working with the people that benefit from our service, I love getting to know everyone really well. Every day is different, it's a chance to be creative and adapt activities to suit people's individual needs and wants. The people we support and everyone I work with really do make Stewarts so special. You will always be welcomed with a smile and everyone is so friendly and welcoming. You are always listened to and encouraged to reach your full potential. You will be supported throughout. I have never felt so happy in a job before, and Stewarts has helped shape me both as a person and as an employee.”



**Mohamed Maalim**  
Senior Occupational Therapist

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“Professional development is really important to ensure we maintain and improve the quality of the service we deliver. I am currently completing a PhD in Maynooth University's Psychology Department. My research is on assistive technology systems which is very relevant to my role in Stewarts Care. Right now, I am leading a pilot Digital Assistive Technology (DAT) project that aims to use DAT to facilitate meaningful day-to-day service provision. To me, this project is a challenging opportunity to deliver and to potentially recommend its sustainability beyond the project's timeline.”



**Faye Toft**  
Team Member

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“The main reason I moved to Stewarts Care was that there is huge opportunity to progress. I have been Care Staff since I started working at 18 years old. However, in my last role there was no opportunity for progression. I have recently been promoted to Team Member here. I feel that in Stewarts you are encouraged to progress and learn. A huge achievement for me has been to see the people we support becoming more and more comfortable to come and confide in me. Realising that they have started to trust me is an incredible feeling!”



Richard Bradley

# A New Beginning

**Richard Bradley is a very social person and is well known by his fellow residents and all the team in Stewarts Care.**

In the past, he attended our day service and enjoyed day trips and social outings with the support of the team based in his home on our Palmerstown campus. Richard attended Stewarts Care's Sports and Adapted Physical Activity Centre and was part of the Special Olympics Team. He always enjoyed playing an active role in his local community including visiting the Coach House and the Palmerstown House for dinner.

Richard also has a great connection with his family and his team support him with regular visits home to Wexford at least three times a year.

Over the past few years, Richard has advocated for a move from his residential home to a new home in the community. Previously, he lived with seven other male residents of varying ages. Although Richard had a large bedroom with plenty of room and a shared living space, he often spoke of wanting to move out as he did not like some of his housemates and did not like some of the routine of the home, having to wait his turn for social outings or for alone time with his support team.

In May 2020, the team began supporting Richard to move to Balgaddy House, a two storey, four-bedroom home shared with two other residents. Before moving, Richard's support team helped him to get to know the home, the area and his new housemates by visiting a number of times and staying for meals together. There were a few setbacks along the way but Richard finally moved into his new home in July 2020.

The COVID-19 pandemic prolonged Richard's transition period and stopped him from being a part of his local community in Balgaddy straight away. Richard had also requested to visit family, friends and his old housemates but the ongoing public health guidelines prevented

him from doing so. However, two of Richard's support team, including his keyworker, moved with him to his new home and this really helped him to settle into his new environment and supported him through his life changing transition.

Balgaddy House, Richard's new home, is located in beautiful grounds with well-maintained front and back gardens. His new home is directly opposite the local primary school and Richard really enjoys interacting with the children and teachers. Balgaddy House is also only a short distance to Stewarts Care's Rossecourt Resource Centre which allows Richard to meet his friends and gives him the opportunity to make new friends.

Before he moved in, Richard's new home was not suitable for his large wheelchair but with the support of Stewarts Care's Home Improvement Team, multiple adaptations were made to suit Richards' and his housemates' needs. The home is now fully accessible downstairs and

Richard's new ground floor bedroom is large, bright, airy and perfectly suits his needs. It has a large ensuite bathroom and he has his own access door with a ramp to a side garden. Richard is still getting to know his new housemates and visits his old housemates on occasion. His old home has changed a lot too. Since he left, the number of residents has reduced down to five, enabling everyone to enjoy a much more person-centred service.

Richard loves getting out and about and can be regularly spotted out for a walk around Balgaddy and is very popular in the local community. He also attends the local church for mass on Sundays and his favourite service is when the choir is singing. Richard loves shopping for new clothes in Liffey Valley Shopping Centre, just up the road, and having lunch with a side of people watching! He also enjoys relaxing in his garden, greeting everyone that passes by and doing the occasional spot of gardening.

In July this year, Richard celebrated the BIG 60 with friends and family with a birthday party in the family home in Wexford and an overnight stay in a hotel nearby.

Richard has always been happy to try new things and having access to better public transport links has given him greater opportunity to go to new places.

Richard is very happy in his new home, he likes living close to local amenities and enjoys being included in the social events of Rossecourt Resource Centre. His next big goal is to visit the media studios in Manchester and he's currently working on getting a passport.

There have been ups and downs with Richards's big move but overall it has been successful. There are some things you just can't give up no matter what though. Richard still goes to his barber in Palmerstown because, as he says himself "he enjoys Tommy's company too much!".



**In July this year, Richard celebrated the BIG 60 with friends and family with a birthday party in the family home in Wexford and an overnight stay in a hotel nearby.**





## Delivering a Quality Service

Established in 2021, our Quality Team is at the forefront of promoting a culture of commitment to quality. The team leads our entire organisation to develop sustained improvements in the quality of the service we provide. To do this, we know the voice of everyone that benefits from our service must be heard. Each year, the team conducts surveys covering the voice of both the people we serve and families.

### Listening to the people we serve

In 2021...

**87%**

of our resident respondents were happy or appeared to be happy in their home

**95%**

of our day service respondents spend time or appear to spend time doing things they like

**98%**

of our day service respondents feel safe or appear to feel safe in their day service

**80%**

of families or guardians who responded are satisfied with the supports and care provided by our teams



Horticultural skills development is a key part of our work in the Stewarts Care Equestrian and Therapy Centre in Kilcloon

Guided by the principles and standards of new directions, and HIQA/registered provider audits, the Quality Team measures the quality of our care right across our service. In this way, we can ensure that our service is fit for purpose and that it has a positive impact on the lives of the people we serve.



## Tracking our Compliance

In 2021, the Quality Team developed and launched compliance trackers for our 30 Designated Centres. Each Designated Centre's compliance tracker contains the following list of actions:

- » Annual Review
- » Registered Provider Audit
- » Infection and Prevention Control Audits
- » Fire Audits
- » HIQA Inspection reports

The compliance trackers are used by Programme Managers and Persons-in-Charge on a regular basis as a tool to ensure each Designated Centre is fully compliant with the relevant standards. Compliance trackers are reviewed at bi-monthly Board Quality, Safety, Risk and Policy Committee meetings, enabling greater oversight and compliance across our services.

## Auditing our Service

As per regulation 23 of the Health Act 2007 (Care and Support of Residents in Designated Centres for Persons (Children and Adults) With Disabilities) Regulations 2013, **'the registered provider, or a person nominated by the registered provider, shall carry out an unannounced visit to the Designated Centre at least once every six months or more frequently as determined by the chief inspector'**.

In 2021, 51 unannounced registered provider visits took place by the registered provider nominee across 30 Designated Centres.

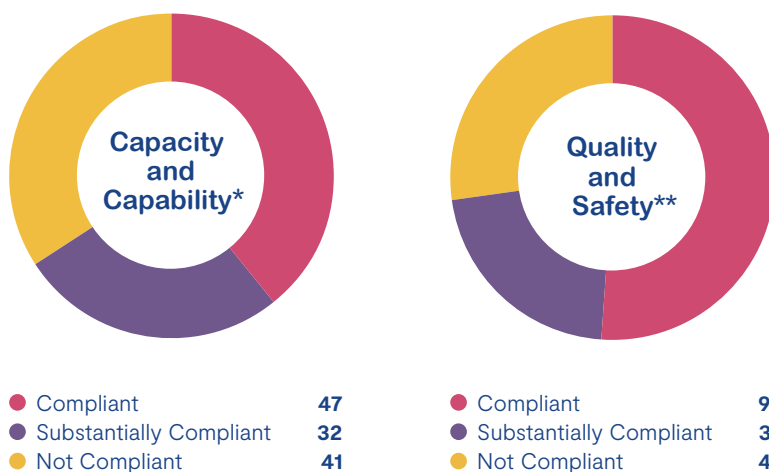
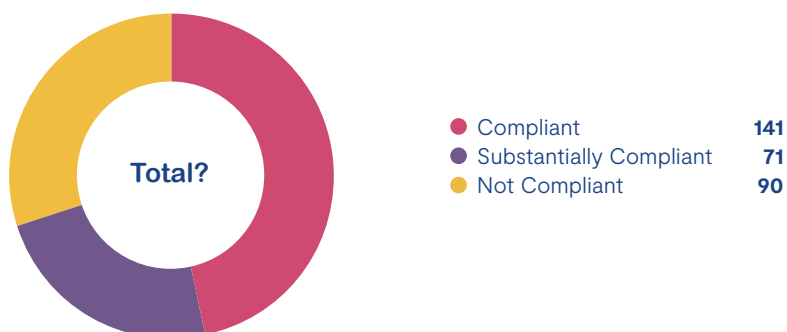
## 2021 Inspections

- » 26 HIQA inspections
- » 24 Designated Centres inspected (two inspected twice)
- » 28 regulations out of 34 were inspected throughout the year

# 30 Centres

**In 2021, 30 Designated Centres received their annual review of the quality and safety of care and support, with care and support measured in accordance with HIQA standards.**

## Inspection outcome overview



\* Capacity and Capability – this section focuses on the delivery of the service and how the provider is assured that a quality, safe and effective service is provided to people.

\*\* Quality and Safety – The focus of this section is about the lived experience of people using the service.

## Measuring our Compliance

### Where did we do well?

- » Regulation 14: Person in Charge
  - Reviewed in 19 inspections – Compliant 18 and Substantially Compliant 1
- » Regulation 27: Protection against infection
  - Reviewed in 23 inspections – Compliant 16, Substantially Compliant 5, Not Compliant 2
- » Regulation 7: Positive Behaviour Support
  - Reviewed in 22 inspections – Compliant 15, Substantially Compliant 3, Not Compliant 4
- » Regulation 8: Protection
  - Reviewed in 24 inspections – Compliant 14, Substantially Compliant 3, Not Compliant 7

### Where do we need to improve?

- » Regulation 23: Governance and Management
  - Reviewed in 25 inspections – Compliant 3, Substantially Compliant 6, Not Compliant 16
- » Regulation 17: Premises
  - Reviewed in 21 inspections – Compliant 4, Substantially Compliant 5, Not Compliant 12
- » Regulation 15: Staffing
  - Reviewed in 22 inspections – Compliant 8, Substantially Compliant 5, Not Compliant 9
- » Regulation 28: Fire Precautions
  - Reviewed in 23 inspections – Compliant 7, Substantially Compliant 8, Not Compliant 8

# 435

We continued to provide a quality service to 435 day service attendees despite the disruption caused by COVID-19 restrictions in 2021.



In 2021, we welcomed 35 new participants to our day services programme.

## Enabling Independence and Learning

Stewarts Care continued to provide a quality service to 435 day service attendees despite the disruption caused by COVID-19 restrictions in 2021. Our team continued to support the people we serve to develop vocational, independence and general life-skills through a programme that encompasses all aspects of daily life. This programme enables participants to adapt socially, culturally and emotionally to progressing through life. In 2021, we welcomed 35 new participants to our day services programme.

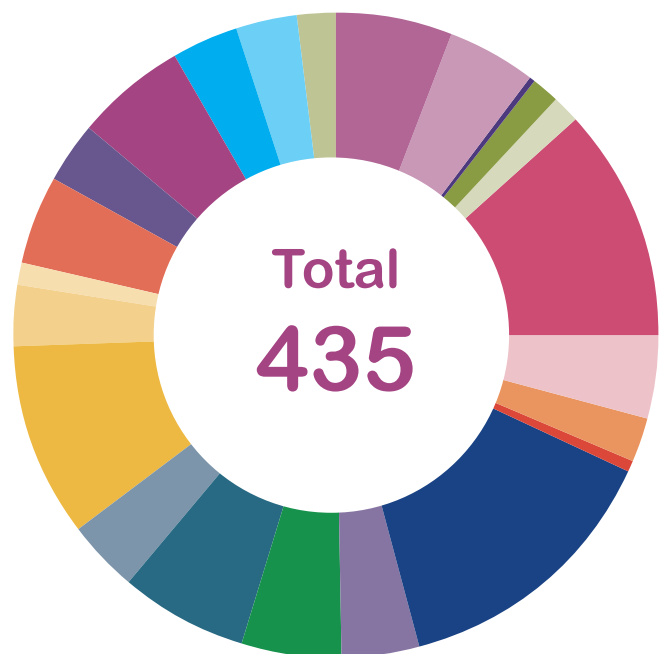
We support people to achieve this through the delivery of various sub-programmes including 'Towards Independence', 'Leisure and Recreation', 'Personal Development', 'Sensory Skills', 'Employment', and 'Creative Studies'. Our team promote physical and social integration in the community to encourage community connectedness and to support the development of valued social roles for participants.

In August 2020, our day services re-opened after a five-month closure due COVID-19 and the challenges we faced in keeping people in group settings safe.

To reopen safely, all service delivery settings were audited to determine safe capacity numbers in line with NPHE and public health advice and adaptations were made as required. Following developments in public health guidelines throughout the year, we were delighted to gradually welcome back more and more of our programme participants. By September 2021, we were pleased to return to full-time programme delivery. Stewarts Care is proud to have been one of the first services in Ireland to fully reopen to 100% capacity following the removal of COVID-19 restrictions.

### Day Service Demographics 2021: Location / Number of users

|                         |    |
|-------------------------|----|
| Activation F1           | 26 |
| Activation F2           | 19 |
| Activation F3           | 2  |
| Balgaddy Day Activation | 6  |
| New Beginnings          | 5  |
| Adult Education         | 51 |
| Sonas                   | 18 |
| Saol                    | 10 |
| Autism Hub              | 3  |
| JASS                    | 60 |
| Le Cheile               | 17 |
| New Routes              | 22 |
| Rossecourt              | 28 |
| Rossecourt Restaurant   | 15 |
| Rehabilitative Training | 42 |
| Beehive                 | 14 |
| Clarkeville             | 4  |
| Coachhouse              | 20 |
| Kaizen                  | 13 |
| Kilcloon                | 24 |
| Mill Lane               | 15 |
| Balgaddy                | 13 |
| Palmerstown             | 8  |





### Developing our Day Services

The on-going development of new hubs in the community is recognised as a priority for our service. This forms an essential element of our strategy to de-congregate our day services. In 2021, three new hubs were opened in Lucan, Ballyfermot and Palmerstown. Community integration is a pivotal part of this programme with each hub focusing on supporting programme participants to engage with their community and to completing meaningful, life enhancing activities.

In 2021, our day service was restructured to improve how our programmes were delivered to residents of Stewarts Care. To ensure our residents' voices were heard, we conducted a survey with all residents who previously attended a day service programme to determine the best service delivery options.

The responses allowed us to design a restructured service that allowed participants to have the choice to attend their previous day service, to meet their friends, and participate in activities as part of their individualised plan. This provides a flexible approach to service provision that facilitates self-discovery with the aid of person-centred plans. The benefits of this new model of service include:

- » Residents have the opportunity to determine the activities they participate in and enjoy a meaningful day
- » Residents are able to maintain friendships from previous day service locations with support from a keyworker
- » Active citizenship in the community is promoted through participating in local community groups, education centres, leisure and recreation facilities, and socialisation outings

Stewarts Care developed an outreach programme in November 2021 to support people we serve who found it challenging to integrate back into their day service programme since disruption caused by the COVID-19 pandemic. The aim of this programme is to provide and teach independence skills and lifelong learning. Each participant is supported by their keyworker to participate in their community and to socialise and develop new skills while expanding and improving their existing skills base. Our teamwork in partnership with participants and their family members to develop an individualised plan in line with each person's wants, needs and preferences.



**Stewarts Care developed an outreach programme in November 2021 to support people we serve who found it challenging to integrate back into their day service programme since disruption caused by the COVID-19 pandemic.**

## A Service Transformation

Our team of health and social care professionals (HSCPs) saw many transformative changes in 2021, led predominantly by the reconfiguration of our children's services to Children's Disability Network Teams (CDNTs) under the HSE's Progressing Disability Services (PDS) model.

Our HSCP Team's role is to provide clinical interventions which support the people we serve to participate in society and to have a valued social role. The therapies within the team are psychology, physiotherapy, occupational therapy, speech and language therapy, nutrition, dietetics and social work. The team works in partnership with the people we serve to identify and work towards the best advances possible, including physical, social and cognitive advances.

### Progressing Disability Services

Previously, our combined Adult and Children Therapy Team was comprised of 37 employees and served both adults and children. The number of children Stewarts provided a service to totalled 163. After considerable planning and effort, in September 2021, the new configuration for children's disability services commenced.

All records were transferred out to their new Children's Disability Network Teams (CDNTs), and Stewarts welcomed a total of 1,227 children into the newly formed teams, CDNT 5 covering Lucan, Grange Manor, and Adamstown and CDNT 6 covering Palmerstown, and Ballyfermot.

Our therapy teams separated into adult's services (23) and children's services (14). As a lead agency for the roll out of the PDS programme, we also welcomed 15 children's disability colleagues from other participating organisations.

To support engagement and increase understanding of PDS, both teams developed and delivered a series of interactive presentations for families in December 2021. We are looking forward to seeing this important new service grow to meet the needs of the people we serve over the next few years.

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# 9

**properties benefited from extensive refurbishments overseen by Our Home Improvement Team.**

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# 2

**Two Children's Disability Network Teams (CDNTs) were established as part of the national Progressing Disability Services (PDS) programme.**

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# 1,200

**These two new teams serve over 1,200 children and young people with complex needs.**

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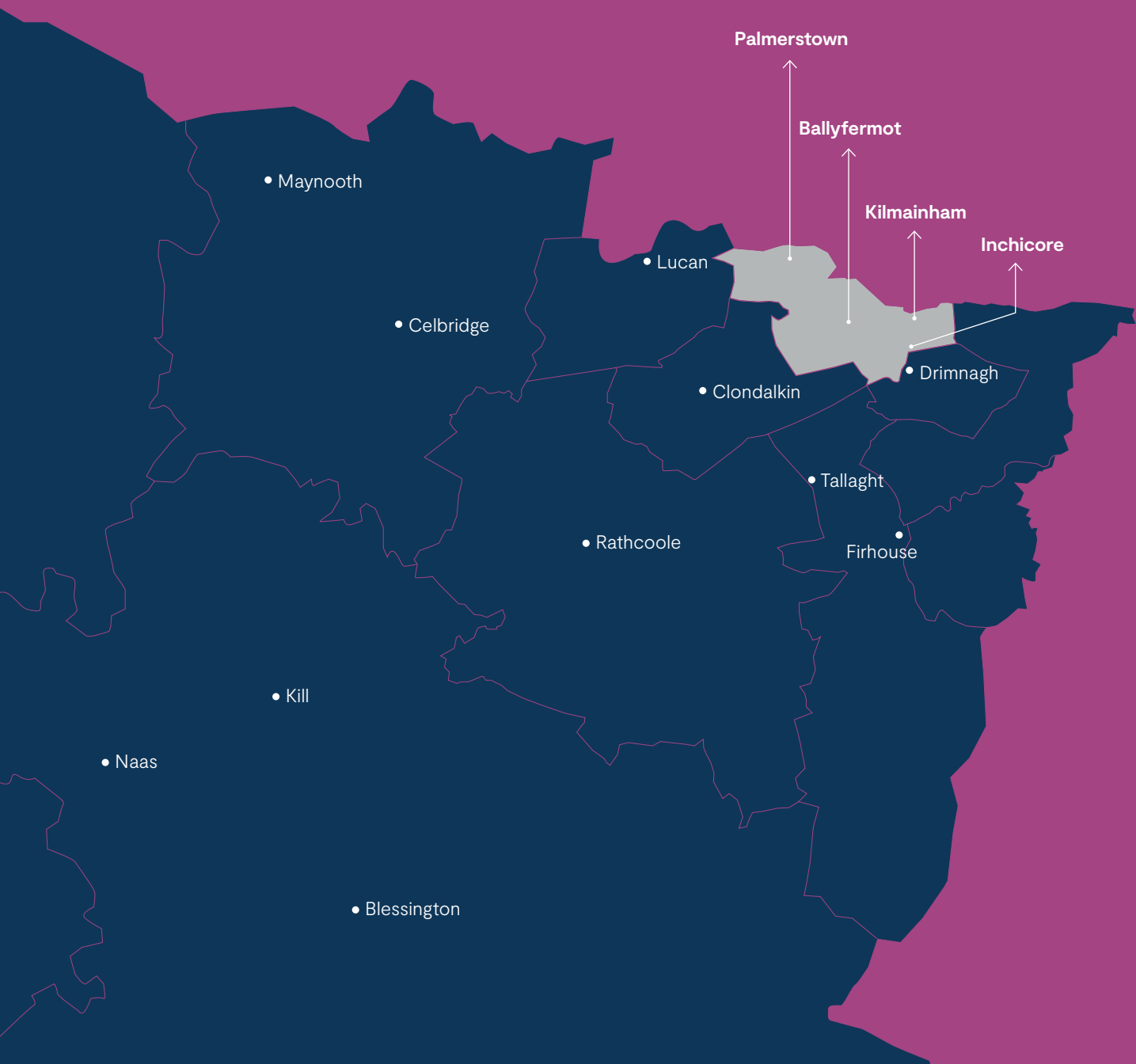
## CDNT 5

Our Lucan-based CDNT commenced work in the Rossecourt Resource Centre with further plans to develop in 2022. In 2021, the team accepted 717 cases with 114 children awaiting service by year end. To address this need, 5 development posts were approved and recruitment commenced immediately. By year end, 12.6 out of 21.6 posts in total were filled. Services commenced included sensory workshops, Hanen speech courses, parent led interdisciplinary intervention workshops, orthotic and second skin clinics.



## CDNT 6

Our Palmerstown-based CDNT commenced work in a newly refurbished building. The area comprises of treatment rooms and offices around a central hall, and this works well. Services are provided from bookable consultation spaces or dedicated therapy spaces. In 2021, the team accepted 527 cases children with 155 children awaiting service by year end. In 2021, 13.6 positions out of 15.6 in total were filled. The team have formed strong links with Ballyfermot Partnership Committee and delivered a number of group sessions and workshops on topics including understanding autism; using visuals; emotional regulation; Busy Bees (toddler developmental group); total communication and transition to secondary school.





## Adult Services

Our newly formed adult services therapy team relocated to our Carrig Building in 2021. The new service profile enabled a fresh perspective on adult's services and a stronger focus on population need, throughput activity and the content of waiting lists.

There were a number of success stories from 2021 including:

- » Our Occupational Therapy Team completed their participation in the 3-year Erasmus+ funded research project, ILLICO. The main objective of this project was to "improve the support of adults with intellectual disabilities towards a more independent life, offering tools for people with disabilities, families and professionals in the care and social fields". An informal mentoring programme has been developed through this project and an activities of daily living (ADL) training apartment was developed in Palmerstown.
- » Our Occupational Therapy Team successfully secured a grant of €114,000 from the HSE CREATE 2021 Fund to complete the project: Digital & Assistive Technology use to support the Implementation of a Meaningful Day to Service Provision.

232

**There are 232 residents under the medical care of our GPs**

2,000

**with over 2,000 consults and**

600

**600 phlebotomy sessions per annum.**

## Rising to the Challenge

### **Stewarts Care is committed to providing expert nursing support to the people we serve.**

The Stewarts Care COVID-19 Response Team provided support, expertise, and intervention throughout 2021. Preparations began early in the year to increase capacity for PCR serial testing and outbreak monitoring of employees, in parallel with the continued testing and surveillance of residents. Despite COVID-19 peaking in the community, robust Infection Prevention and Control (IPC) measures and the good practice of employees was evidenced when two positive cases were discovered from 209 employees that were serial tested in February. Serial testing was discontinued as a direct result of this outcome.

The Stewarts Care Sports and Adapted Physical Activity Centre was established as a disability vaccination hub in January 2021 for Dublin South, Kildare and West Wicklow (Community Health Organisation 7). This was the largest of the 24 national disability hubs. The COVID-19 Response Team administered vaccines to a wide intellectual disability population in line with National Immunisation Advisory Committee (NIAC) guidelines, in addition to administering influenza vaccines to both residents and employees through October and November 2021.

### **COVID-19 Impact Committee**

Stewarts Care established a COVID-19 Impact Committee to guide the organisation through the challenge of keeping people safe and sustaining a full service, while also supporting a positive lived experience for those we support. The Committee ensured that there was a rights-based approach taken in finding the balance between IPC measures, health policy restrictions, and the needs and wishes of the people we serve. Guidance was provided on a range of issues including attendance at religious services, home visits, community outings, attendance at personal and health services, and school leaver supports. Recommendations were issued on an individual person-centred basis, addressing needs and balancing risk, during periods when national restrictions applied.

### **Supporting Regulations**

During 2021, HIQA announced the commencement of thematic inspections under Regulation 27; Protection against Infection. Our team undertook IPC focussed management audits in preparation for HIQA inspections and found compliance levels between 80 and 100% in homes.

### **General Practitioner and Nursing Services**

There are 232 residents under the medical care of our GPs, with over 2,000 consults and 600 phlebotomy sessions per annum. All Stewarts residents had an annual medical review in 2021 and 15 residents have a private community-based GP.

We continued to strengthen our processes during 2021 through projects such as:

- » Incorporating screening and cognitive assessments into the Annual Medical Review for Residents
- » Providing Kardex records electronically in homes
- » Surveys and awareness campaigns to promote the reporting of medication errors
- » Developing facilities to support nursing clinics in the areas of bone density, phlebotomy, vaccination and Prolia clinics.

### Nurse Practice Development

The Nurse Practice Development Office continued to support the training and development of professional nursing through the HSE Nursing and Midwifery Planning and Development Unit in partnership with Clinical Nurse Educators from Tallaght University Hospital, St James's Hospital and St. Vincent's University Hospital.

These partnerships enabled our teams to develop training programmes, standard operating procedures and professional competency assessments such as paediatric catheterization, suctioning, vaccination, fluid infusion and wound care to meet the emerging and changing needs of those we serve.

### Nurse Training Programme

The Undergraduate Nurse Training Programme in provided in partnership with Trinity College Dublin (TCD). The number of student places increased by 33% in 2021, in line with the Department of Health's policy to grow nursing capacity nationally. A postgraduate placement was developed in 2021 to support nurses undertaking the **TCD Healthy Ageing and Wellbeing in Intellectual Disability Programme** with further placement developments planned for 2022.

### Mental Health & Intellectual Disability (MHID)

The MHID team provided an in-reach mental health service to 171 people with a moderate to profound intellectual disability who were experiencing mental health issues. In line with the HSE Report on Shaping the Future of Intellectual Disability Nursing in Ireland, our team is working to develop an Advanced Nurse Practitioner in Mental Health/Intellectual Disability.



For our team, undoubtedly one of the highlights of 2021 was being able to support 30 peer disability agencies in South Dublin, Kildare and West Wicklow to vaccinate 564 residents against COVID-19. As the criteria for vaccine eligibility expanded, Stewarts Care became an independent vaccination hub. This hub continued to operate through each of the subsequent booster campaigns. We were delighted to work in partnership to provide training to nurses in peer disability services, as well as advice, competency development and support on the running of a vaccine hub to increase vaccination capacity.

Maria Kavanagh, Director of Nursing

## Our Board



**Gerry Fagan**  
Chairperson

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Gerry was appointed to the Board in February 2014 and as Chair in November 2017. Previously, he was a member, and later Chair, of the Audit, Risk and Finance Sub-Committee. Gerry held senior leadership roles with Smurfit Kappa Group plc. for 24 years before retiring in January 2011. Prior to this, he worked in management positions with both PWC and Ernst & Young. He is a fellow of the Institute of Chartered Accountants in Ireland and a fellow of the Chartered Institute of Certified Accountants.



**Eugene Foley**  
Vice Chairperson

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Eugene was appointed to the Board in July 2018 and currently serves as Vice Chair. He is also the Chair of the Audit & Financial Risk Committee. With two family members benefiting from the residential services provided by Stewarts Care, Eugene joined our Board as a family representative. Eugene has a background in Financial Services with a focus on pension funds and the trusteeship and governance of same. He is a fellow of the Irish Institute of Pensions Managers.



**Frances Fletcher**  
Company Secretary

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Frances was appointed to the Board in March 2010. She currently holds the posts of Honorary Secretary and Company Secretary. Frances worked in the Department of Health for over 30 years, covering various disciplines including staff training and education, human resources, disability, and international services. During this time, she had responsibility for services for persons with an intellectual disability and those with autism. Frances was previously a Board member of Laura Lynn Children's Hospice and is currently a Board member of LÁMH, an organisation dedicated to supporting children and adults with an intellectual disability and communication needs.



## Our Board (continued)



### Professor Edel Conway

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Prof. Conway was appointed to the Board in July 2018. She is a Professor in HRM and Organisational Psychology and Director of Doctoral Studies at DCU Business School. She is an Organisational Psychologist with expertise in the areas of Human Resource Management and Organisational Change. Prof. Conway leads the Future of Work theme within the Irish Institute of Digital Business and is also Director of People Development at the Institute. Prior to joining DCU, she worked as a HR consultant with Citi and as a researcher at the London Business School.



### John Hynes

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John was appointed to the Board as a family representative in October 2014. Along with Board membership, he also plays a role in a number of the committees of the Board including as Chair of the Complaints Committee, member of the Research Ethics Committee, and member of the Quality, Safety, Risk and Policy Committee. John previously served as a member of the Stewarts School Parents Association and as a member of the Stewarts School Board of Management. John is Chair of Stewarts Family Network, a Board member of ASFAN (Autism Support & Family Advocacy Network) and was previously Chairperson of the Dublin Southwest Branch of the National Parents Council Primary and served as a National Executive Member of the National Parents' Council Primary. He has been employed in Local Government since 1979.



### Professor Mary McCarron

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Prof. McCarron was appointed to the Board in February 2021. She is Professor of Ageing and Intellectual Disability, Director of the Trinity Centre for Ageing and Intellectual Disability (TCAID) and Executive Director of the National Intellectual Disability Memory Service. She has held many senior leadership roles in Trinity College including Dean of the Faculty of Health Sciences and Head of the School of Nursing and Midwifery. Prof. McCarron is the founder and Principal Investigator for IDS-TILDA, the longitudinal comparative study on ageing in persons with intellectual disability including persons with Down syndrome. She has also led a longitudinal cohort study of dementia in people with Down syndrome spanning over 25 years, which has led to the development of Ireland's first dedicated National Memory Service for people with an intellectual disability, where she serves as Executive Director. Prof. McCarron has been a key advisor on ageing and policy issues to various governmental and other groups at a national and international level and an active member of the International Association for the Scientific Study of Intellectual and Developmental Disabilities (IASSIDD).

**Dermot Mullen**

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Dermot was appointed to the Board in November 2019. He is a compliance and risk management professional with more than 40 years' experience in financial services. He has held senior positions in a diverse range of regulatory, compliance and risk management roles. Dermot is a founding Board member and Fellow of the Compliance Institute. He has a Bachelor of Science degree in Law from Trinity College, Dublin and a Professional Diploma in Compliance from the Compliance Institute.

**Ciarán O'Mara**

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Ciarán was appointed to the Board in May 2022. He practised as a solicitor in the field of employment and equality law for 43 years, founding O'Mara Geraghty McCourt Solicitors where he was Managing Partner. He holds a BCL degree from University College Dublin and post graduate qualifications from the University of Leicester and an LLM in European Management Law from the University of Amsterdam. He is a former Chairman of the Law Society of Ireland's Employment and Equality Law Committee and has written and lectured extensively on his specialist subjects. Previously, he worked as a Programme Manager in the Department of Finance and is a Board member of TASC, the social justice and equality think tank.

**Muriel Pate**

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Muriel was appointed to the Board in May 2022. She has worked in the HSE National Quality and Patient Safety Directorate as Medication Safety Specialist Pharmacist for the last 4 years. The programme is part of the HSE Patient Safety Strategy and is aligned to the WHO Global Patient Safety Challenge 'Medication without Harm'. Having previously worked in a number of acute hospitals, Muriel completed her training in Scotland before moving to Dublin in 1999.

## Our Board (continued)

**Mark Ronan**

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Mark was appointed to the Board in November 2019. He is Principal of The King's Hospital School, Dublin, a co-educational secondary school for boarders and day students. Prior to joining The King's Hospital in January 2019, Mark was Headmaster of Pocklington School, Yorkshire, England. He has experience ensuring a safe space for young people to learn and live in a highly regulated environment with compliance subject to external inspection. He also has responsibility for the financial performance, health and safety, and HR of the school.

**Dr. Ray Sharpe**

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Dr. Sharpe was appointed to the Board in December 2017. He is a retired General Practitioner having spent more than 30 years providing healthcare services to those who benefit from the services that Stewarts Care provides.

# Governance

## Board of Directors

The names of the persons who were directors of the company who served as directors during 2021 are:

|                                       |   |
|---------------------------------------|---|
| Edel Conway                           | Mark Ronan  |
| Gerard (Gerry) Fagan – Chairperson    | Patrick Raymond (Ray) Sharpe  |
| Frances Fletcher – Honorary Secretary | Mary McCarron was appointed to the Board on 17 <sup>th</sup> February 2021. |
| Eugene Foley – Vice-Chair             |   |
| John Hynes                            | Paul Murray served until he retired on 15 <sup>th</sup> December 2021.      |
| Mary McCarron                         |   |
| Dermot Mullen                         | All other directors served for the entire financial year.                   |
| Paul Murray                           |   |

## Attendance of Board Members at Board Meetings 2021

| Board Member     | Date of Board Meeting |          |          |          |          |          |          |          |          |
|------------------|-----------------------|----------|----------|----------|----------|----------|----------|----------|----------|
|                  | 17/02/21              | 24/03/21 | 19/05/21 | 23/06/21 | 28/07/21 | 22/09/21 | 20/10/21 | 17/11/21 | 15/12/21 |
| Edel Conway      | ✓                     | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        |
| Gerry Fagan      | ✓                     | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        |
| Frances Fletcher | ✓                     | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        |
| Eugene Foley     | ✓                     | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        |
| John Hynes       | ✓                     | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        |
| Mary McCarron    | ✓                     | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        |
| Dermot Mullen    | ✓                     | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        |
| Paul Murray      | ✓                     | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        |
| Mark Ronan       | ✓                     | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        |
| Ray Sharpe       | ✓                     | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        |

Note: \* Prof. M. McCarron was appointed to the Board on 17/02/2021

\* Mr. P. Murray retired from the Board on 15/12/2021



## Board Committees

### Committee of Officers

This committee, appointed by the Board, comprises of the Chairman, the Chief Executive, the Vice-Chairman and the Honorary Secretary.

The Officers of the Board oversee that the organisation fulfills its objectives, vision, and legal obligations in line with the Constitution of the Company.

| Committee Member                      | Date of Committee Meeting |          |
|---------------------------------------|---------------------------|----------|
|                                       | 10/05/21                  | 15/09/21 |
| Gerry Fagan (Chair)                   | ✓                         | ✓        |
| Eugene Foley (Vice-Chair)             | ✓                         | ✓        |
| Frances Fletcher (Honorary Secretary) | ✓                         | ✓        |
| Brendan O'Connor (Chief Executive)    | ✓                         | ✗        |

### Nominations and Remuneration Committee

This committee, appointed by the Board, comprises of the Chairman, the Chief Executive, the Vice-Chairman and the Honorary Secretary.

The duties of this committee are to:

- » Regularly review the structure, size and composition of the Board and make recommendations to the Board with regard to any desired changes including terms of office and maximum service of non-executive directors;
- » Assist the Board in ensuring that remuneration policies and practices comply with the particular requirements of public pay policy.
- » Prepare a description of the remuneration, role, skills and capabilities required for Executive and Non-Executive Director appointments;
- » Be responsible for identifying and nominating, for the approval of the Board, candidates to fill board vacancies;
- » Satisfy itself that appropriate Board succession planning processes, procedures and plans are in place.
- » Assess the time needed to fulfil the role of Chairman, independent non-executive directors, and undertake an annual performance evaluation to ensure that all members of the Board have devoted sufficient time to their duties;
- » Ensure on appointment that a candidate has sufficient time to undertake the role;
- » Ensure that the Secretary writes to all appointees, detailing the role and time commitments and proposing a suitable induction plan;
- » Ensure that appropriate induction arrangements are in place for all new directors, and the periodic briefings are arranged to ensure that all board members are fully briefed on developments in corporate governance, on the role of the board and on the legal and other responsibilities of directors, individually and collectively.
- » Make recommendations to the Board as to:
  - a) the appointment of a new non-executive director;
  - b) appointments to the position of Chairman.
  - c) the re-appointment of any non-executive director at the conclusion of his or her specified term of office;
  - d) the re-election non-executive director under the 'retirement by rotation' provisions in the company's articles of association;
  - e) any matter relating to the continuation in office of any non-executive director at any time.

| Committee Member    | Date of Committee Meeting |
|---------------------|---------------------------|
|                     | 08/03/21                  |
| Gerry Fagan (Chair) | ✓                         |
| Eugene Foley        | ✓                         |
| Frances Fletcher    | ✓                         |
| Brendan O'Connor    |                           |

### Communications and Fundraising Oversight Committee

The purpose of this committee is to provide a consultative forum to ensure appropriate oversight is in place regarding the use of funds that are generated by fundraising activity.

| Committee Member         | Date of Committee Meeting |          |          |          |          |
|--------------------------|---------------------------|----------|----------|----------|----------|
|                          | 21/04/21                  | 04/05/21 | 02/06/21 | 04/10/21 | 03/11/21 |
| Brendan O'Connor (Chair) | ✓                         | ✓        | ✓        | ✓        | ✓        |
| Paul Murray              | ✓                         | ✓        | ✓        | ✓        | ✓        |
| Frances Fletcher         | ✓                         | ✓        | ✓        | ✓        | ✓        |
| Noel McCarron            | ✓                         | ✓        | ✓        | ✓        | ✓        |
| Paul Geoghegan           | ✓                         | ✓        | ✓        | ✓        | ✓        |

### Audit & Financial Risk Committee

The duties and responsibilities of the Audit and Financial Risk Committee are to assist in the delivery of Corporate Governance and where relevant make recommendations to the Board on the discharging of its responsibilities as they relate to external financial reporting, external and internal audits, ensuring that an effective system of internal control, comprising financial, operational controls, compliance and risk management, is maintained and operated.

| Committee Member     | Date of Committee Meeting |          |          |          |
|----------------------|---------------------------|----------|----------|----------|
|                      | 01/03/21                  | 15/06/21 | 14/09/21 | 08/12/21 |
| Eugene Foley (Chair) | ✓                         | ✓        | ✓        | ✓        |
| Paul Murray          | ✓                         | ✓        | ✓        | ✓        |
| Michael Walsh        | ✓                         | ✓        | ✓        | ✓        |
| Ger Ryan             |                           |          | ✓        | ✓        |

### Complaints Committee

This committee is an essential committee and acts as a source of feedback and a way to improve the service. It was established to provide oversight of issues that have been reported across Stewarts with the aim of ensuring that systems and processes are in place and implemented to ensure all complaints and human rights complaints are managed effectively and in a timely manner.

| Committee Member   | Date of Committee Meeting |            |            |            |            |  |
|--------------------|---------------------------|------------|------------|------------|------------|--|
|                    | 27/01/2021                | 24/03/2021 | 26/05/2021 | 21/07/2021 | 06/10/2021 | 08/12/2021<br>Deferred to<br>Jan. 2022 |
| John Hynes (Chair) | ✓                         | ✓          | ✓          | ✓          | ✓          |  |
| Ciara Ballantyne   | ✓                         | ✓          | ✓          | ✓          | ✓          |  |
| Niamh Noonan       | ✓                         | ✓          | ✓          | ✓          | ✓          |  |
| Maura Grogan       | ✓                         | ✓          | ✓          | ✓          | ✓          |  |
| Colman Parker      | ✓                         | ✓          | ✓          | ✓          | ✓          |  |
| Rachel O'Kelly     |                           |            |            | ✓          | ✓          |  |
| Laura O'Neill      | ✓                         | ✓          | ✓          | ✓          | ✓          |  |
| Sarah Mahon        | ✓                         | ✓          | ✓          | ✓          |            |  |
| Angela Colgan      |                           |            |            |            | ✓          |  |



### Quality, Safety, Risk and Policy Committee

The main purpose of this committee is to provide advice to the Board on risk strategy and overseeing the development, implementation and maintenance of Stewarts' overall risk management framework and its risk appetite, strategy, principles and policies, to ensure that they are in line with current and emerging regulatory, corporate governance and industry best practice.

The committee provides visibility to the Board of the operation of the service providing oversight and challenge of the day-to-day risk management and oversight arrangements of the executive including adherence to Stewarts' risk and compliance principles, policies and standards and any action taken resulting from material policy breaches, based on reports received from the Quality Office, Fire Safety Officer, Head of Risk and Chair of Policy Committee.

| Committee Member      | Date of Committee Meeting |          |          |          |          |          |
|-----------------------|---------------------------|----------|----------|----------|----------|----------|
|                       | 11/02/21                  | 15/04/21 | 17/06/21 | 05/08/21 | 12/10/21 | 02/12/21 |
| Dermot Mullen (Chair) | ✓                         | ✓        | ✓        | ✓        | ✓        | ✓        |
| John Hynes            | ✓                         | ✓        | ✓        | ✓        | ✓        | ✓        |
| Brendan O'Connor      | ✓                         | ✓        | ✓        | ✓        | ✓        | ✓        |
| Catherine McLoughlin  | ✓                         | ✓        | ✓        | ✓        | ✓        |          |
| Siobhan Kearins       | ✓                         | ✓        | ✓        | ✓        | ✓        | ✓        |
| Aidan Farrell / Rep.  |                           |          |          | ✓        | ✓        | ✓        |
| Evelyn McCormack      | ✓                         |          |          |          |          |          |

### Research Ethics Committee

The main purpose of this committee is to promote support and encourage research that ultimately aims to benefit individuals who access Stewarts Care services and;

- » to develop a comprehensive research ethos at all levels of academic enquiry encompassing topics that centre on individual, service, professional and organisational issues.
- » to promote the standards of applied research and evidence-based practice when reviewing ethical applications.

- » to advocate individual service user participation in research projects where possible.
- » to review proposals to undertake research which falls outside the term “clinical trial”.
- » to have oversight of all research being undertaken within the organisation.

The Stewarts Research Ethics Committee operates according to the general principles of medical ethics including the Declaration of Helsinki and international and national Health Research regulations.

| Committee Member   | Date of Committee Meeting |          |          |          |
|--------------------|---------------------------|----------|----------|----------|
|                    | 22/03/21                  | 08/06/21 | 27/09/21 | 22/11/21 |
| Ray Sharpe (Chair) | ✓                         | ✓        | ✓        | ✓        |
| Carmel Doyle       | ✓                         | ✓        | ✓        | ✓        |
| Michael Green      | ✓                         | ✓        | ✓        | ✓        |
| Siobhan Kearins    | ✓                         | ✓        | ✓        | ✓        |
| John Hynes         | ✓                         | ✓        | ✓        | ✓        |
| Aidan Butler       | ✓                         | ✓        | ✓        | ✓        |
| David King         | ✓                         | ✓        | ✓        | ✓        |
| Emer Kavanagh      | ✓                         | ✓        | ✓        |          |
| Mary Carrig        | ✓                         | ✓        | ✓        | ✓        |
| Gala Grace Morgan  |                           |          | ✓        | ✓        |



# Connect

Physical and social integration in the community is promoted to encourage community connectedness for day attendees to develop valued social roles in their community.



To ensure our residents' voices were heard, in 2021 we conducted a survey with all residents who previously attended a day service programme to determine the best service delivery options.





# Directors' Report & Financial Statements

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## Directors and Other Information

at 31 December 2021

### Board of Directors

Gerard Fagan (Chairman)  
Eugene Foley (Vice Chair)  
Frances Fletcher (Honorary Secretary, Company Secretary)  
Edel Conway  
John Hynes  
Dermot Mullen  
Paul Murray  
Mark Ronan  
Patrick Raymond Sharpe

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### Solicitors

William Fry Solicitors  
2 Grand Canal Square  
Dublin 2

O'Mara Geraghty McCourt  
51 Northumberland Road  
Dublin 4

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### Secretary and registered office

F Fletcher  
Stewarts  
Mill Lane  
Palmerstown  
Dublin 20

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### Bankers

AIB Group  
Ulster Bank

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### Charities Regulatory Authority number

20040314

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### CHY number

CHY13177

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### CRO registered number

296282

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### Auditors

PricewaterhouseCoopers  
Chartered Accountants and Statutory Audit Firm  
One Spencer Dock  
North Wall Quay  
Dublin 1

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# Directors' Report

at 31 December 2021

The directors present their report and the financial statements of the company for the financial year ended 31 December 2021.

## Principal activities

Stewarts Care Limited provides residential accommodation including supported living and daily learning, recreational, cultural and therapeutic experiences to 256 residents. Daytime support services are availed of by 554 adults and 174 children. Respite services are provided to 117 adults and 26 children. More than 94% of the total income was received from public exchequer sources in the year.

## Business review

The operating surplus for the year for the company was €1,172,000 before the inclusion of the actuarial gain from the re-measurement of the net defined benefit obligation, which was €25,800,000. The net liability position at 31 December 2021 was €10,351,000, which decreased in the current year primarily as a result of the decrease in the defined benefit liability of €25,800,000.

## Accounting records

The measures taken by the directors to secure compliance with the company's obligation to keep adequate accounting records are the use of appropriate systems and procedures and employment of competent persons. The accounting records are kept at Stewarts, Mill Lane, Palmerstown, Dublin 20.

## Dividends

The directors do not recommend payment of a dividend.

## Total Comprehensive Income

The total comprehensive income for the year is set out in the profit and loss account on page 84.

## Research and Development

During 2021, Stewarts Research Ethics Committee approved five research applications:-

1. Research proposal – Investigating the physical activity determinants of adults with intellectual disabilities in an Irish care setting.  
**Principal investigator/ researcher:** Hayley Kavanagh, Stewarts Care and Dublin City University.
2. Research proposal – Digi-ID: Digital skills education to support better health and social inclusion for adults with intellectual disabilities.  
**Principal Investigator/ researcher:** Dr Esther Murphy, Trinity College Dublin & Research Assistant Áine Ní Ghráda, Trinity College Dublin.
3. Research proposal – Exploring parents' expectations of Speech and Language Therapy in Ireland from the perspective of the Social Model of Disability.  
**Principal investigator/ Researcher:** Gala Morgan, Senior Speech and Language Therapist, Stewarts Care & NUI Galway
4. Research Proposal – Including best practices and the voices of experience in developing post-diagnostic dementia support guidelines for people with an intellectual disability.  
**Principal investigator/ researcher:** Andrew P Allen, Trinity College Dublin, Prof M McCarron, Trinity College Dublin, Louise Daly, Trinity College Dublin, Prof Sean Kennelly, Tallaght Hospital.
5. Research Proposal – How effective is core competency training in providing front line staff with the knowledge required to deliver a safe and effective service in the ID sector?  
**Principal investigator/ researcher:** Charlotte Wilson, Trinity College Dublin / Eileen Brosnan and Lesley Lally, Parentsplus.

There were other external agency surveys which Stewarts put on their website for staff to participate in during 2021.

€'000

The total comprehensive income  
for the year amounted to

**26,947**



## Directors' Report (continued)

at 31 December 2021

### Political donations

The company did not make any political donations during the year.

### Branches

The company does not operate any branches outside the Republic of Ireland.

### Future developments

The organisation has identified its key tasks as:

- Promoting a culture of inclusion in everything we do.
- Fostering and upholding a culture of dignity and respect that is honest, compassionate, transparent and accountable.
- Supporting learning, innovation and creativity.
- Developing a person-centred approach that supports living in the community for all service users.
- Fostering open and clear communications with service users, families, staff and other stakeholders.
- Person centredness: putting the person at the centre of everything we do

In seeking to achieve movement towards the need to support better life experiences for service users in the context of increased community living and working to reduce the numbers of people living in congregated settings, we will be challenged to develop new partnerships and funding mechanisms to enable this transition.

### Taxation

The company has charitable tax status.

### Principal risks and uncertainties

The Office of Risk in Stewarts prescribe and monitor implementation of a robust risk management framework to ensure all clinical and non-clinical risks are managed effectively. An approved 'Risk Governance and Escalation Pathway' is used to escalate risks from frontline staff up to Board level, as required. A series of audits are conducted on a rolling basis across various service locations to ensure compliance with both the risk management and incident management policies.

The Clinical Indemnity Scheme (CIS) provides indemnity to Stewarts in relation to clinical incidents. A National Incident Management System (NIMS) has been provided through the State Claims Agency since July 2015.

An Organisational Risk Register identifies foreseeable risks identified in the company and is reviewed by the Board on a quarterly basis. The Corporate Risk Register is used to:

- Maintain a record of organisational risks
- Track risks, the management and allocation of risk.
- Prioritise actions aimed at reduction/elimination of risk
- Principal risk and uncertainties are identified in the Corporate Risk Register

### Financial risk management

The Directors have ultimate responsibility for ensuring that the charity has appropriate systems of controls, financial and otherwise. The systems of internal control are designed to provide reasonable, but not absolute, assurance against material misstatement or loss. They include:

- A Service Arrangement with the principal funder (HSE).
- Regular consideration by the Directors of financial results, variance from budgets and reports from the Head of Finance and from reports of the Audit and Financial Risk Sub-committee to the Board.
- Internal and external Audit.
- Delegation of authority and segregation of duties.
- As a publicly funded body Stewarts Care Limited is in full compliance with Public Pay Policy.
- Adherence to the principles of the Governance Code for Community, Voluntary and Charitable Organisations.
- Registration and Compliance with the requirements of the Charities Regulatory Authority.

The Directors have in place a formal organisational risk management policy and process to assess risks and implement risk management strategies. This involves identifying the types of risks the Company faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying means of mitigating these risks.

## Directors' Report (continued)

at 31 December 2021

The Directors recognise the risks and uncertainties that may be applicable in respect of pension liabilities for their investment portfolio. There are risks that exist which are outside the control of the Directors and the Board of Directors around the valuation of investments which are impacted by external factors. The Directors attempt to mitigate these risks by engaging with professional investment managers who have the necessary skills and expertise to undertake this role.

### Risks relating to COVID-19

We have considered the risks that the on-going coronavirus pandemic poses to the organisation and the actions we are taking to mitigate the impact. Although all non – essential services were temporarily closed in Ireland and have mostly reopened in line with Government plans to reopen the economy, the services provided by Stewarts are considered to be essential, and we are continuing to operate the majority of our services, albeit that we have had to introduce various social distancing and other health and safety protocols in delivering our services. We have had to temporarily close or reduce certain of our services and activities, particularly in Day Care, and make changes to our staffing model. At this time, it is unclear how long the government mandated closures and social distancing measures will be in place for, however it is likely that they will continue to impact on how our services are provided for some time.

We have no experience of a similar crisis so there is no way of predicting the extent that the full effect coronavirus will have on our organisation in general, on our service users and the resulting demand for our services. It is not yet clear how widespread the virus will be at any one time, how long the pandemic will last and what the medium to long term effect of this pandemic will be on availability of staff.

Our priority is to do all we can to keep our workplace as safe as possible for staff and residents. We are likely to remain at risk to the possibility that members of our teams in different centres could become sick, resulting in the need for other members of the team to self-isolate, and thereby require additional agency staff to fill vacancies. So far, we have been able to fill any such vacancies from within our own staff complement.

We have a Stewarts Covid 19 Operational Safety Committee which meets regularly to ensure the organisation is compliant with the Health and Safety Authority's Covid-19 National Protocol on ensuring employee safety while working during the pandemic. The Stewarts Safety Committee assists in the development, review and distribution of occupational health, safety and welfare practices, procedures and policies. The Covid 19 Advisory Committee meets fortnightly as required for referrals by Person In Charge/managers to review impacts from the Residential Care Facilities/Infection Prevention Control guidelines and visitor restrictions on individuals on compassionate grounds.

We have modelled the likely effects of COVID 19 on our cash forecast for the next 12 months, and we are comfortable, that there is unlikely to be any significant impact on our income sources other than our Sports Centre Income, and that incremental COVID related costs or income shortfalls will be covered by our ongoing funding from the HSE. We are not reliant on donation income and any reduction here would have a minimal impact.

We have also considered various measures we could take to control costs and conserve cash within the organisation, if certain services were to be temporarily suspended.

Management are comfortable that the forecasts they have prepared have considered a number of sensitivities, including a range of outcomes, and that in all cases there remains sufficient mitigation measures available to management to ensure that cash-flows are managed and that the organisation can continue to meet its obligations as they fall due for the period of at least 12 months from signing the financial statements.

There will be many challenges to our working practices as the pandemic develops and we have put plans in place to protect our most vulnerable employees and residents, and to comply with differing levels of Government restrictions and cope with illness throughout the organisation. In particular, we are adapting our procedures to facilitate home working among our administration and finance staff. We are confident that as an organisation we have the ability to manage through this challenging time.

## Directors' Report (continued)

at 31 December 2021

### Directors' and secretary's interests

The directors and secretary in office at 31 December 2021 and 31 December 2020 had no interest in the share capital of the company or any other group company.

### Events since the end of the financial year

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

### Structure, governance and management

Stewarts Care Limited is a private company limited by shares, registered in the Republic of Ireland, and is a registered charity under registration number 20040314.

### Directors' compliance statement

As required by Section 225(2) of the Companies Act 2014, the directors acknowledge that:

1. they are responsible for securing the company's compliance with its relevant obligations (as defined in that legislation);
2. they have drawn up a compliance policy statement during the financial year and have in place arrangements and structures that are, in the directors' opinion, designed to secure material compliance with the relevant obligations; and
3. the arrangements and structures will be reviewed by the directors in the coming financial year.

### Disclosure of information to auditors

For a financial year beginning on or after 1 June 2015 the directors' report is required by the Companies Act 2014, section 330, to include a statement on relevant audit information.

The directors in office at the date of this report have each confirmed that:

- As far as he/she is aware, there is no relevant audit information of which the company's statutory auditors are unaware; and
- He/she has taken all the steps that he/she ought to have taken as a director in order to make himself/herself aware of any relevant audit information and to establish that the company's statutory auditors are aware of that information.

### Directors

The names of the persons who were directors of the company who served as directors during the financial year are:

G Fagan (Chairperson)  
 E Conway  
 F Fletcher  
 E Foley  
 J Hynes  
 M McCarron (*appointed 17.02.21*)  
 D Mullen  
 P Murray (*retired 15.12.21*)  
 M Ronan  
 PR Sharpe

Professor M McCarron was appointed to the board on 17 February 2021.

Paul Murray served until he retired on 15 December 2021.

All other directors served for the entire financial year.

## Directors' Report (continued)

at 31 December 2021

### Attendance of Board members at Board meetings

1 January 2020 – 31 December 2020

| Board Member  | Date of Stewarts Care Ltd. Board Meeting |          |          |          |          |          |          |          |          |
|---------------|--|----------|----------|----------|----------|----------|----------|----------|----------|
|               | 17/02/21                                 | 24/03/21 | 19/05/21 | 23/06/21 | 28/07/21 | 22/09/21 | 20/10/21 | 17/11/21 | 15/12/21 |
| E. Conway     | ✓  | ✓        | ✓        | ✓        | ✓        | ✓        | x        | ✓        | ✓        |
| G. Fagan      | ✓  | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        |
| F. Fletcher   | ✓  | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        |
| E. Foley      | ✓  | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        |
| J. Hynes      | ✓  | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        |
| M. McCarron * | ✓  | ✓        | ✓        | ✓        | x        | ✓        | ✓        | ✓        | x        |
| D. Mullen     | ✓  | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        |
| P. Murray *   | ✓  | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        | ✓        |
| M. Ronan      | ✓  | ✓        | x        | ✓        | ✓        | ✓        | x        | x        | ✓        |
| P.R. Sharpe   | ✓  | x        | ✓        | ✓        | ✓        | ✓        | x        | ✓        | ✓        |

### Prompt Payment of Accounts Act, 1997 (Amendment Order 2000)

The directors acknowledge their responsibility for ensuring compliance with the Prompt Payment of Accounts Act 1997 (Amendment Order 2000). Procedures have been implemented to identify dates upon which invoices fall due for payment and for payment to be made on such dates. Accordingly the directors are satisfied that the company has complied with the provisions of the Act.

### Auditors

The Auditors, PricewaterhouseCoopers, have indicated their willingness to continue in office, and a resolution that they be re-appointed will be proposed at the Annual General Meeting.

#### On behalf of the board of directors



G (Chairman)



E Foley

28 September 2022

## Statement of Directors' Responsibilities

The directors are responsible for preparing the directors' report and the financial statements in accordance with Irish law.

Irish law requires the directors to prepare financial statements for each financial year giving a true and fair view of the company's assets, liabilities and financial position at the end of the financial year and the profit or loss of the company for the financial year. Under that law the directors have prepared the financial statements in accordance with Generally Accepted Accounting Practice in Ireland (accounting standards issued by the Financial Reporting Council of the UK, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* and Irish law).

Under Irish law, the directors shall not approve the financial statements unless they are satisfied that they give a true and fair view of the company's assets, liabilities and financial position as at the end of the financial year and the profit or loss of the company for the financial year.

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

- select suitable accounting policies 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 applicable accounting standards and identify the standards in question, subject to any material departures from those standards being disclosed and explained in the notes to the financial statements;
- notify the company's shareholders in writing about the use of disclosure exemptions, if any, of FRS 102; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to:

- correctly record and explain the transactions of the company;
- enable, at any time, the assets, liabilities, financial position and profit or loss of the company to be determined with reasonable accuracy; and
- enable the directors to ensure that the financial statements comply with the Companies Act 2014 and enable those financial statements to be audited.

The directors 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.

### On behalf of the board of directors



G Fagan (Chairman)



E Foley

28 September 2022



# Independent auditors' report to the members of Stewarts Care Limited

## Report on the audit of the financial statements

### Opinion

In our opinion, Stewarts Care Limited's financial statements:

- give a true and fair view of the company's assets, liabilities and financial position as at 31 December 2021 and of its profit for the year then ended;
- have been properly prepared in accordance with Generally Accepted Accounting Practice in Ireland (accounting standards issued by the Financial Reporting Council of the UK, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and Irish law); and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

We have audited the financial statements, included within the Directors' Report and Financial Statements, which comprise:

- the Balance Sheet as at 31 December 2021;
- the Profit and Loss Account and Statement of Comprehensive Income for the year then ended;
- the Statement of Changes in Equity for the year then ended; and
- the notes to the financial statements, which include a description of the significant accounting policies.

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) ("ISAs (Ireland)") and applicable law.

Our responsibilities under ISAs (Ireland) are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Independence

We remained independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in Ireland, which includes IAASA's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

### Conclusions relating to going concern

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 on which the financial statements are authorised for issue.

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.

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the company's ability to continue as a going concern.

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

### Reporting on other information

The other information comprises all of the information in the Directors' Report and Financial Statements other than the financial statements and our auditors' report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance thereon.

## Independent auditors' report to the members of Stewarts Care Limited (continued)

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of 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 based on these responsibilities.

With respect to the Directors' Report, we also considered whether the disclosures required by the Companies Act 2014 have been included.

Based on the responsibilities described above and our work undertaken in the course of the audit, ISAs (Ireland) and the Companies Act 2014 require us to also report certain opinions and matters as described below:

- In our opinion, based on the work undertaken in the course of the audit, the information given in the Directors' Report for the year ended 31 December 2021 is consistent with the financial statements and has been prepared in accordance with applicable legal requirements.
- Based on our 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.

### **Responsibilities for the financial statements and the audit**

#### **Responsibilities of the directors for the financial statements**

As explained more fully in the Statement of Directors' Responsibilities set out on page 80, the directors are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view.

The directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

#### **Auditors' responsibilities for the audit of the financial statements**

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

# Independent auditors' report to the members of Stewarts Care Limited (continued)

Our audit testing might include testing complete populations of certain transactions and balances, possibly using data auditing techniques. However, it typically involves selecting a limited number of items for testing, rather than testing complete populations. We will often seek to target particular items for testing based on their size or risk characteristics. In other cases, we will use audit sampling to enable us to draw a conclusion about the population from which the sample is selected.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA website at:

[https://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description\\_of\\_auditors\\_responsibilities\\_for\\_audit.pdf](https://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf)

This description forms part of our auditors' report.

## Use of this report

This report, including the opinions, has been prepared for and only for the company's members as a body in accordance with section 391 of the Companies Act 2014 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

## Other required reporting

### Companies Act 2014 opinions on other matters

- We have obtained all the information and explanations which we consider necessary for the purposes of our audit.
- In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited.
- The financial statements are in agreement with the accounting records.

### Other exception reporting

#### Directors' remuneration and transactions

Under the Companies Act 2014 we are required to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by sections 305 to 312 of that Act have not been made. We have no exceptions to report arising from this responsibility.



John Dunne  
for and on behalf of PricewaterhouseCoopers  
Chartered Accountants and Statutory  
Audit Firm Dublin

28 September 2022

## Profit and Loss Account

Financial Year Ended 31 December 2021

|   | Notes | 2021<br>€'000 | 2020<br>€'000 |
|---|-------|---------------|---------------|
| Turnover                                    | 6     | 72,947        | 62,724        |
| Operating expenses                          |       | (66,012)      | (56,839)      |
| Administrative expenses                     |       | (5,763)       | (5,560)       |
|   |       | (71,775)      | (62,399)      |
| <b>Operating gain</b>                       | 7     | 1,172         | 325           |
| <b>Interest income</b>                      |       | 897           | 1,513         |
| <b>Interest payable and similar charges</b> |       | (1,122)       | (1,784)       |
| <b>Net interest cost</b>                    |       | (225)         | (271)         |
| <b>Surplus for the year before taxation</b> |       | 947           | 54            |
| Taxation                                    | 20    | -             | -             |
| <b>Surplus for the year after taxation</b>  |       | 947           | 54            |

## Statement of Comprehensive Income

Financial Year Ended 31 December 2021

|   | 2021<br>€'000 | 2020<br>€'000 |
|---|---------------|---------------|
| Surplus for the year                                    | 947           | 54            |
| <b>Other comprehensive income/expense</b>               |               |               |
| Re-measurement of net defined benefit pension liability | 25,800        | (9,453)       |
| <b>Total comprehensive income/expense for the year</b>  | 26,747        | (9,399)       |

# Balance Sheet

As at 31 December 2021

|  | Notes | 2021<br>€'000 | 2020<br>€'000 |
|--|-------|---------------|---------------|
| <b>Fixed assets</b>  |       |               |               |
| Tangible assets  | 8     | 9,389         | 8,827         |
| <b>Current assets</b>                                      |       |               |               |
| Debtors  | 10    | 3,905         | 939           |
| Stocks   |       | 86            | 86            |
| Operating bank balances                                    | 9     | 1,881         | (1,275)       |
| Service User Funds bank balances                           | 22    | 7,325         | 6,415         |
|  |       | 13,197        | 6,165         |
| <b>Current liabilities</b>                                 |       |               |               |
| Creditors (amounts due within one year)                    | 11    | (11,516)      | (6,560)       |
| Service User balances                                      | 11    | (7,325)       | (6,415)       |
| <b>Net current (liabilities)</b>                           |       | (5,644)       | (6,810)       |
| Creditors (amounts due after more than one year)           | 12    | (8,661)       | (8,566)       |
| <b>Provision for liabilities</b>                           |       |               |               |
| Provision for legacy issue                                 | 19    | (1,800)       | (1,800)       |
| Provision for post-employment benefit obligation           | 14    | (3,635)       | (28,749)      |
| <b>Net (liabilities)</b>                                   |       | (10,351)      | (37,098)      |
| <b>Capital and reserves</b>                                |       |               |               |
| Called up equity share capital presented as equity         | 13    |               |               |
| General fund – revenue account deficit                     |       | (9,560)       | (36,307)      |
| Deficit from Stewart's Hospital – Mental Handicap Services |       | (791)         | (791)         |
| <b>Total equity – (deficit)</b>                            |       | (10,351)      | (37,098)      |

On behalf of the board of directors



G Fagan (Chairman)



E Foley

28 September 2022



# Statement of Changes in Equity

Financial Year Ended 31 December 2021

|   | Called-up<br>share capital<br>presented<br>as equity<br>€'000 | Deficit from<br>Mental<br>Handicap<br>Services<br>€'000 | Profit and<br>loss account<br>€'000 | Total<br>€'000 |
|---|---|---|-------------------------------------|----------------|
| <b>Balance at 1 January 2020</b>                          | –   | (791)   | (26,908)                            | (27,699)       |
| Gain for the financial year                               | –   | –   | 54                                  | 54             |
| Other comprehensive expense for the financial year        | –   | –   | (9,453)                             | (9,453)        |
| <b>Total comprehensive expense for the financial year</b> | –   | –   | (9,399)                             | (9,399)        |
| <b>Balance at 31 December 2020</b>                        | –   | (791)   | (36,307)                            | (37,098)       |
| <b>Balance at 1 January 2021</b>                          | –   | (791)   | (36,307)                            | (37,098)       |
| Gain for the financial year                               | –   | –   | 947                                 | 947            |
| Other comprehensive income for the financial year         | –   | –   | 25,800                              | 25,800         |
| <b>Total comprehensive income for the financial year</b>  | –   | –   | 26,747                              | 26,747         |
| <b>Balance at 31 December 2021</b>                        | –   | (791)   | (9,560)                             | (10,351)       |

# Notes to the Financial Statements

## 1 General information

These financial statements are the company's separate financial statements for the financial year beginning 1 January 2021 and ending 31 December 2021. Stewarts Care Limited provides residential accommodation and daily learning, recreational, cultural and therapeutic experiences to service users. The company is a company limited by shares incorporated in Ireland under registration 296282. The registered office of the company is Mill Lane, Palmerstown, Dublin 20.

## 2 Statement of compliance

The entity financial statements have been prepared on a going concern basis and in accordance with Irish GAAP (accounting standards issued by the Financial Reporting Council of the UK and the Companies Act 2014). The entity financial statements comply with Financial Reporting Standard 102, *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (FRS 102) and the Companies Act 2014.

## 3 Summary of significant accounting policies

The significant accounting policies used in the preparation of the entity financial statements are set out below. These policies have been consistently applied to all financial years presented, unless otherwise stated.

### (a) Basis of preparation

The entity financial statements have been prepared under the historical cost convention, as modified by measurement of freehold land and buildings at their deemed cost on transition to FRS 102. The financial statements are presented in Thousands of Euro (symbol used €'000). The entity is a public benefit entity as defined by FRS 102.

The preparation of financial statements in conformity with FRS 102 requires the use of certain key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the financial year. It also requires the directors to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or areas where assumptions and estimates have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are disclosed in note 4.

The company does not comply with the provisions of the Statement of Recommended Practice (SORP) 'Charities SORP FRS 102'. Adoption of this SORP is not mandatory.

### (b) Going concern

The financial statements have been prepared on the going concern basis. The Company is dependent on the Health Service Executive (HSE) to fund its activities and the ongoing support of the HSE at an appropriate level is fundamental to the Company's ability to continue as a going concern. The HSE has not given any indication that it will withdraw its financial support from the Company in the foreseeable future. Management have reviewed the level of activity and costs of the Company and have drawn up plans to deal with the issues associated with current cost and funding pressures. The ongoing support of the HSE at an appropriate level is fundamental to the achievement of these plans.

## Notes to the Financial Statements (continued)

### 3 Summary of significant accounting policies (continued)

#### **(c) Disclosure exemptions for qualifying entities under FRS 102**

FRS 102 allows a qualifying entity certain disclosure exemptions. The company is a qualifying entity and has taken advantage of the following disclosure exemptions for qualifying entities:

- (i) Exemption from the requirements of Section 7 of FRS 102 and FRS 102 paragraph 3.17(d) to present a statement of cash flows
- (ii) Exemption from the requirement of FRS 102 paragraph 33.7 to disclose key management personnel compensation in total.

#### **(d) Revenue recognition**

##### **Turnover**

Turnover is the amount of revenue derived from the provision of goods and services falling within the company's ordinary activities after deduction of trade discounts and value-added tax. For Stewarts Care Limited turnover comprises revenue arising from the provision of services within the Hospital as well as income received from the Health Services Executive (HSE).

Turnover is recognised in the financial year in which the services are rendered and when the outcome of the provision of those services can be reliably measured. Revenue grants approved by the HSE are taken into revenue in the year in which approved. Maintenance charges to Service Users are taken to income in the year in which the charges are raised.

#### **(e) Employee benefits**

The company provides a range of benefits to employees, including short term employee benefits such as paid holiday arrangements and post-employment benefits (in the form of defined benefit or defined contribution pension plans).

##### **(i) Short term employee benefits**

Short term employee benefits, including wages and salaries, paid holiday arrangements and other similar non-monetary benefits, are recognised as an expense in the financial year in which employees render the related service.

##### **(ii) Post-employment benefits**

##### **Defined benefit pension plan**

The company operates a defined benefit pension plan for certain employees. A defined benefit plan defines the pension benefit that the employee will receive on retirement, usually dependent upon several factors including age, length of service and remuneration.

The liability recognised in the balance sheet in respect of the defined benefit plan is the present value of the defined benefit obligation at the end of each financial year less the fair value of the plan assets at that date.

The defined benefit obligation is calculated triennially by an external actuary using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future payments using market yields on high quality corporate bonds that are denominated in Euro and that have terms approximating the estimated period of the future payments ('discount rate').

## Notes to the Financial Statements (continued)

### 3 Summary of significant accounting policies (continued)

#### (e) Employee benefits (continued)

##### (ii) Post-employment benefits (continued)

###### Defined benefit pension plan (continued)

The fair value of plan assets out of which the obligations are to be settled is measured in accordance with the company's accounting policy for financial assets. For most plan assets this is the quoted price in an active market. Where quoted prices are not available appropriate valuation techniques are used to estimate the fair value.

The cost of the defined benefit pension plan, recognised in profit or loss, except where included in the cost of an asset, comprises:

- (a) the increase in net defined benefit liability arising from employee service during the financial year; and
- (b) the cost of plan introductions, benefit changes, curtailments and settlements.

The net interest cost on the net defined benefit liability is determined by multiplying the net defined benefit liability by the discount rate (both as determined at the start of the financial year, taking account of any changes in the net defined benefit liability during the financial year as a result of contribution and benefit payments). This net interest cost is recognised in profit or loss as 'finance expense' and presented within 'interest payable and similar charges'.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in other comprehensive income. These amounts together with the return on plan assets less the interest income on plan assets included in the net interest cost, are presented as 'Re-measurement of net defined benefit liability' in other comprehensive income.

#### (f) Tangible fixed assets

Tangible fixed assets are carried at historical cost less accumulated depreciation and accumulated impairment losses. Cost includes the original purchase price, costs directly attributable to bringing the asset to the location and condition necessary for its intended use, applicable dismantling, removal and restoration costs and borrowing costs capitalised.

##### (i) Land and buildings

Land and buildings are carried at cost (or deemed cost for land and buildings measured at valuation at the date of transition to FRS 102) less accumulated depreciation and accumulated impairment losses. The difference between depreciation based on the deemed cost of land and buildings (which is recognised in profit or loss) and depreciation based on the asset's original cost is transferred from the revaluation reserve in equity to the profit and loss account reserve in equity each financial year.

##### (ii) Plant and machinery and fixtures, fittings, and equipment and vehicles

Plant and machinery and fixtures, fittings, tools and equipment are carried at cost less accumulated depreciation and accumulated impairment losses.

## Notes to the Financial Statements (continued)

### 3 Summary of significant accounting policies (continued)

#### **(f) Tangible fixed assets** (continued)

##### **(iii) Depreciation and residual values**

Land is not depreciated. Depreciation on other assets is calculated, using the straight-line method over their estimated useful lives, as follows:

|  |                  |
|--|------------------|
| Buildings                                  | over 40–50 years |
| Plant and machinery                        | 10 to 15 years   |
| Fixtures, fittings,<br>tools and equipment | 3 to 8 years     |
| Vehicles                                   | 5 years          |

The assets' residual values and useful lives are reviewed, and adjusted, if appropriate, at the end of each financial year. The effect of any change in either residual values or useful lives is accounted for prospectively.

##### **(iv) Subsequent additions and major components**

Subsequent costs, including major inspections, are included in the assets carrying amount or recognised as a separate asset, as appropriate, only when it is probable that economic benefits associated with the item will flow to the company and the cost can be measured reliably.

The carrying amount of any replaced component is derecognised. Major components are treated as separate assets where they have significantly different patterns of consumption of economic benefits and are depreciated separately over their useful lives.

Repairs, maintenance and minor inspection costs are expensed as incurred.

#### **(g) Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks and other short-term highly liquid investments with original maturities of three months or less. Bank overdrafts are shown within borrowings in current liabilities. Cash and cash equivalents are initially measured at transaction price and subsequently measured at amortised cost.

Bank deposits which have original maturities of more than three months are not cash and cash equivalents and are presented as current asset investments.

#### **(h) Provisions and contingencies**

##### **Provisions**

Provisions are liabilities of uncertain timing or amount.

Provisions are recognised when the company has a present legal or constructive obligation as a result of past events, it is probable that a transfer of economic benefits will be required to settle the obligation and the amount of the obligation can be estimated reliably.



## Notes to the Financial Statements (continued)

### 3 Summary of significant accounting policies (continued)

#### (h) Provisions and contingencies (continued)

##### Provisions (continued)

Provisions are measured at the present value of the best estimate of the amount required to settle the obligation using a rate that reflects current market assessments of the time value of money and the risks specific to the liability. Provisions are reviewed at the end of each financial year and adjusted to reflect the current best estimate of the amount required to settle the obligation. The unwinding of the discount is recognised as a finance cost in profit or loss, presented as part of 'interest payable and similar charges' in the financial year in which it arises.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole.

#### (i) Financial instruments

The company has chosen to apply the provisions of Sections 11 and 12 of FRS 102 to account for all of its financial instruments.

##### (i) Financial assets

Basic financial assets, including trade and other debtors, cash and cash equivalents and short-term deposits, are initially recognised at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction.

Trade and other debtors, cash and cash equivalents, are subsequently measured at amortised cost using the effective interest method.

At the end of each financial year financial assets measured at amortised cost are assessed for objective evidence of impairment. If there is objective evidence that a financial asset measured at amortised cost is impaired an impairment loss is recognised in profit or loss. The impairment loss is the difference between the financial asset's carrying amount and the present value of the financial asset's estimated cash inflows discounted at the asset's original effective interest rate.

If, in a subsequent financial year, the amount of an impairment loss decreases and the decrease can be objectively related to an event occurring after the impairment was recognised the previously recognised impairment loss is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment loss not previously been recognised. The impairment reversal is recognised in profit or loss.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of ownership of the financial asset are transferred to another party or (c) control of the financial asset has been transferred to another party who has the practical ability to unilaterally sell the financial asset to an unrelated third party without imposing additional restrictions.

## Notes to the Financial Statements (continued)

### 3 Summary of significant accounting policies (continued)

#### (i) Financial instruments (continued)

##### (ii) Financial liabilities

Basic financial liabilities, including trade and other creditors, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction. Where the arrangement constitutes a financing transaction the resulting financial liability is initially measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade creditors are classified as due within one year if payment is due within one year or less. If not, they are presented as falling due after more than one year. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

#### (j) Share capital presented as equity

Equity shares issued are recognised at the proceeds received and presented as share capital and share premium. Incremental costs directly attributable to the issue of new equity shares or options are shown in equity as a deduction, net of tax, from the proceeds.

### 4 Critical accounting judgements and estimation uncertainty

Estimates and judgements made in the process of preparing the entity financial statements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

#### (a) Critical judgement in applying the entity's accounting policies

The following judgement, apart from those involving estimates, made by the directors has had significant effect on the amounts recognised in the entity financial statements:

##### (i) Useful economic lives of tangible fixed assets

The annual depreciation on tangible fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are reviewed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 8 for the carrying amount of the tangible fixed assets, and note 3 for the useful economic lives for each class of tangible fixed assets.

##### (ii) Impairment of debtors

The directors make an assessment at the end of each financial year of whether there is objective evidence that a trade or other debtor is impaired. When assessing impairment of trade and other debtors, the directors consider factors including the current credit rating of the debtor, the age profile of outstanding invoices, recent correspondence and trading activity, and historical experience of cash collections from the debtor. See note 10 for the net carrying amount of the debtors and the impairment loss recognised in the financial year.

# Notes to the Financial Statements (continued)

## 4 Critical accounting judgements and estimation uncertainty

(continued)

### (a) Critical judgement in applying the entity's accounting policies (continued)

#### (iii) Defined benefit pension plan (continued)

Certain employees participate in a defined benefit pension plan operated by the company. The calculation of the cost of these pension benefits and the present value of the defined benefit obligation incorporate a number of estimates and assumptions, including: life expectancy, salary increases, inflation and the discount rate on corporate bonds. The pension plan assets are measured at fair value at the end of each financial year. The assumptions and estimates used in calculating the cost for the financial year, the defined benefit obligation and the fair value of the plan assets at the end of each financial year reflect historical experience and current trends. See note 14 for the disclosures relating to the defined benefit pension plan.

#### (iv) Provision for legacy issue

As more fully explained in note 19, a provision by its nature involves a degree of uncertainty as to the timing and amount of the outflow of economic benefits. The provision above contains a number of uncertainties and the directors believe they have made a prudent provision for any liability ultimately expected to arise.

## 5 Holding company

The company is a wholly owned subsidiary of Stewarts Foundation CLG, a company incorporated in Ireland. Stewarts Foundation CLG has its registered office at Stewarts Care, Mill Lane, Palmerstown, Dublin 20. The consolidated financial statements of Stewarts Foundation CLG are publicly available.

## 6 Turnover

|  | 2021<br>€'000 | 2020<br>€'000 |
|--|---------------|---------------|
| HSE funding  | 62,507        | 55,547        |
| HSE Additional Funding for Patient Maintenance & RCTEC | 4,429         | 3,507         |
| Total HSE Funding                                      | 66,936        | 59,054        |
| Other operating income                                 | 6,011         | 3,670         |
|  | 72,947        | 62,724        |

## 7 Operating gain /loss

|  | 2021<br>€'000 | 2020<br>€'000 |
|--|---------------|---------------|
|--|---------------|---------------|

Operating gain / loss has been arrived at after charging/(crediting):

|                               |       |       |
|-------------------------------|-------|-------|
| Depreciation                  | 412   | 448   |
| Amortisation of capital grant | (346) | (334) |

## Notes to the Financial Statements (continued)

### 7 Operating gain /loss (continued)

#### Auditors' remuneration

Remuneration of the auditors (including expenses) for the statutory audit and other services carried out for the company by the company's auditors is as follows:

|                                      | 2021<br>€'000 | 2020<br>€'000 |
|--------------------------------------|---------------|---------------|
| Audit of entity financial statements | 40            | 49            |
| Tax advisory services                | -             | -             |
| Other non-audit services             | -             | -             |
|                                      | <b>40</b>     | <b>49</b>     |

### 8 Fixed assets

|  | Buildings<br>€'000 | Furniture<br>and<br>equipment<br>€'000 | Motor<br>Vehicles<br>€'000 | Total<br>€'000 |
|--|--------------------|--|----------------------------|----------------|
|--|--------------------|--|----------------------------|----------------|

#### Financial year ended 31 December 2020

|                         |       |   |       |       |
|-------------------------|-------|---|-------|-------|
| Opening carrying amount | 8,789 | - | -     | 8,789 |
| Additions               | -     | - | 486   | 486   |
| Disposals               | -     | - | -     | -     |
| Depreciation            | (334) | - | (114) | (448) |
| Carrying amount         | 8,455 | - | 372   | 8,827 |

#### At 31 December 2020

|   |         |   |       |         |
|---|---------|---|-------|---------|
| Cost or deemed cost                     | 14,516  | - | 486   | 15,002  |
| Accumulated depreciation and impairment | (6,061) | - | (114) | (6,175) |
| Carrying amount                         | 8,455   | - | 372   | 8,827   |

#### Financial year ended 31 December 2021

|                         |       |     |      |       |
|-------------------------|-------|-----|------|-------|
| Opening carrying amount | 8,455 | -   | 372  | 8,827 |
| Additions               | 482   | 492 | -    | 974   |
| Disposals               | -     | -   | -    | -     |
| Depreciation            | (347) | -   | (65) | (412) |
| Carrying amount         | 8,590 | 492 | 307  | 9,389 |

#### At 31 December 2021

|   |         |       |       |         |
|---|---------|-------|-------|---------|
| Cost or deemed cost                     | 14,998  | 893   | 486   | 16,377  |
| Accumulated depreciation and impairment | (6,408) | (401) | (179) | (6,988) |
| Carrying amount                         | 8,590   | 492   | 307   | 9,389   |

# Notes to the Financial Statements (continued)

## 9 Stocks

|  | 2021<br>€'000 | 2020<br>€'000 |
|--|---------------|---------------|
| Stocks consist of clothing, fuel, provisions and household goods | 86            | 86            |

There is no significant difference between the replacement cost and the carrying value.

No impairment provision has been recognised in relation to the carrying value of stock.

## 10 Debtors

|                               | 2021<br>€'000 | 2020<br>€'000 |
|-------------------------------|---------------|---------------|
| HSE revenue grants receivable | 3,115         | 335           |
| Other debtors and prepayments | 790           | 604           |
|                               | <b>3,905</b>  | <b>939</b>    |

No impairment provision has been recognised for debtors as all debtors are considered to be fully recoverable.

## 11 Creditors

|   | 2021<br>€'000 | 2020<br>€'000 |
|---|---------------|---------------|
| Amounts falling due within one year:    |               |               |
| Wages and holiday pay                   | 3,725         | 2,897         |
| Payroll taxes                           | 1,329         | 1,226         |
| Trade creditors and accruals            | 6,462         | 2,437         |
| HSE funding in respect of 2020          | –             | –             |
| Creditors (amounts due within one year) | <b>11,516</b> | <b>6,560</b>  |
| Service User Balances                   | 7,325         | 6,415         |
| Current Liabilities                     | <b>18,841</b> | <b>12,975</b> |

### Creditors (amounts due within one year)

Wages and holiday pay are payable to employees at various dates over the coming months.

Payroll taxes are payable in January 2022.

Trade creditors and accruals are payable at various dates in following next six months in accordance with suppliers' usual and customary credit terms.



# Notes to the Financial Statements (continued)

## 11 Creditors (continued)

### Service User Balances

Service User Balances comprise pensions, other allowances and balances received on behalf of clients, net of charges raised for services provided.

Total Service User Balances at 31 December 2021 are €7,325,000 (2020: €6,415,000). These balances are held in specific ring fenced Service User Funds bank accounts. The balances on these accounts are €7,325,000 (2020: €6,415,000).

In 2021, there were charges to clients of €1,241,000 (2020: €1,182,000) by the company, in accordance with HSE guidelines on long stay charges.

## 12 Creditors (amounts falling due late than one year)

|  | 2021<br>€'000 | 2020<br>€'000 |
|--|---------------|---------------|
| Finance Lease Obligations > 1 year     | 89            | 165           |
| Capital grant                          | 8,572         | 8,401         |
| Creditors due after more than one year | 8,661         | 8,566         |

## 13 Called up share capital presented as equity

|  | 2021<br>€'000 | 2020<br>€'000 |
|--|---------------|---------------|
| <b>Equity</b>  |               |               |
| <b>Authorised</b>  |               |               |
| 1,000,000 ordinary shares of €1.25 each<br>(Prior Year 2020:1,000,000) | 1,250         | 1,250         |
| <b>Allotted, called up and fully paid – presented as equity</b>        |               |               |
| 2 ordinary shares of €1.25 each<br>(Prior Year 2020: 2)                | -             | -             |

Neither the board, nor the secretary, hold any beneficial shareholdings in the group.

There is a single class of equity shares. There are no restrictions on the distribution of dividends and the repayment of capital. All shares carry equal voting rights and rank for dividends to the extent to which the total amount on each share is paid up.

### General fund – revenue account deficit

This represents the accumulated annual surpluses and deficits of the company.

### Deficit from Stewart's Hospital – Mental Handicap Services

The company took on the accumulated deficit of these services at 31 December 1999 as part of a group restructuring.

## Notes to the Financial Statements (continued)

### 14 Retirement benefits

#### **Stewarts Care Ltd Superannuation Scheme**

With effect from 1<sup>st</sup> January 2007, a new 'Model Employee Superannuation Scheme' was introduced. The scheme was compulsory for all new staff who joined the Company from 1 January 2007 until the introduction of the Single Public Service Pension Scheme on 1 January 2013 for new-entrant public servants.

On 15 December 2008, Stewarts Care Limited (formerly Stewarts Hospital Services Limited) was officially designated as an approved organisation in respect of the Model Scheme (officially quoted as the Stewarts Care Ltd Employee Superannuation Scheme).

The Stewarts Care Ltd Superannuation Scheme is a scheme underwritten by the Minister of Health and administered by the Company. The scheme was established on the 1<sup>st</sup> January 2007. As part of the Public Service Reform Plan 2014–2016, revised administrative arrangements were introduced. As part of the new arrangements, the Minister for Public Expenditure and Reform incorporated a revised set of Superannuation Rules in a Statutory Instrument – S.I. No 582 of 2014 – Rules for Pre-Existing Public Pension Scheme Members Regulation 2014. Membership was compulsory for all persons appointed to the Company who are eligible under the scheme and is a condition of such appointments.

#### **The Single Public Service Pension Scheme**

The Single Public Service Pension Scheme ("Single Scheme") is the default pension scheme for new-entrant public servants who join on or after 1 January 2013. As per Statutory Instrument No. 581 of 2012, Stewarts Care is listed as a relevant authority for the administration of the Scheme (reference No. 341).

All eligible staff employed by the Company since 1 January 2007 are members of either the Stewarts Care Ltd Superannuation Scheme or the Single Public Service Pension Scheme (SPSPS).

The SPSPS was established by the enactment of Public Service Pensions (Single Scheme and Other Provisions) Act, 2012 and, similarly, is compulsory for all persons appointed to the Company who are eligible under the scheme and is a condition of such appointments after 1 January 2013. Both the Superannuation Scheme and the SPSPS are state plans as defined by FRS 102. However, as the Company does not make contributions to either scheme, and the risk and ultimate liability in relation to both Schemes lies with the State, the Schemes are neither defined benefit nor defined contribution schemes from the perspective of the Company.

The Board of Stewarts Care Limited understand that the funds required in the future to pay current pension liabilities for the Superannuation Scheme and the SPSPS, as they arise into the future, will be provided by the Department of Health. The Board have arrived at this opinion having taken account of precedent set on the closure of certain other healthcare facilities in recent years where pension payments (including retirement lump sum payments) have been honoured by the Department of Health. Therefore, they understand that it is not necessary for the financial statements of the Company to include the liability at the balance sheet date in respect of pension entitlements accrued to that date by employees of the Company, nor other disclosure requirements of the FRS 102, because the Executive Committee believes that liability rests with the Department of Health. The above issue is similar to that applying in the majority of other publicly funded hospitals.

## Notes to the Financial Statements (continued)

### 14 Retirement benefits (continued)

#### Stewarts Care Pension Plan

The Stewarts Care Pension Plan is a defined benefit pension scheme with assets held in a separately administered fund. The plan was established to provide retirement and life assurance benefits for its members and is a distinct legal entity, separate in every aspect from the principal employer, Stewarts Care Ltd. Membership of the plan is closed to new entrants with effect from 31<sup>st</sup> December 2006.

The contributions are determined by a qualified actuary on the basis of triennial valuations using the projected unit method. The most recent full actuarial valuation by a qualified independent actuary, on which the amounts recognised in the financial statements are based, was at 1 January 2020 and is available for inspection by the scheme members.

At 31 December 2021 there were 453 active members, 287 deferred members and 161 pensioners.

Refer below for the principle actuarial assumptions for the Stewarts Care Limited Pension Plan at the balance sheet date:

|   | 2021<br>%    | 2020<br>% |
|---|--------------|-----------|
| Rate of increase in salaries:           | <b>2.50%</b> | 2.25%     |
| Rate of increase in pensions in payment | <b>2.00%</b> | 1.25%     |
| Discount rate                           | <b>1.25%</b> | 0.70%     |
| Inflation assumption                    | <b>2.00%</b> | 1.25%     |

The discount rate was based on the yield on AA-rated corporate bonds of similar duration to the duration of the liabilities, which at 31 December 2021 were expected to be of the order of 20 years. At 31 December 2021, the Markit iBoxx index was used to derive a yield curve with the Cairns model used to extrapolate the curve at the longer durations and taking in to account AA rated Eurozone government bond yields at the longer durations. Using the same approach, the yield on AA corporate bonds for the liability duration at 31 December 2021 was 1.25%, which compares to a discount rate of 0.70% used at 31 December 2020.

Assumptions regarding future mortality are set based on advice from published statistics and experience. The average remaining life expectancy in years for a pensioner retiring aged 65 is as follows:

|        | 2021        | 2020 |
|--------|-------------|------|
| Male   | <b>23.3</b> | 23.2 |
| Female | <b>25.6</b> | 25.4 |

# Notes to the Financial Statements (continued)

## 14 Retirement benefits (continued)

|                                 | Market value<br>at<br>31 December<br>2021<br>€'000 | Market value<br>at<br>31 December<br>2020<br>€'000 |
|---------------------------------|--|--|
| The assets in the schemes were: |  |  |
| Equities                        | 35,472   | 31,870   |
| Bonds                           | 68,929   | 63,449   |
| Diversified growth fund         | 34,322   | 32,004   |
| Net current assets              | 974  | 435  |
|                                 | 139,697  | 127,758  |

|  | Pension<br>assets<br>€'000 | Pension<br>liabilities<br>€'000 | Pension<br>deficit<br>€'000 |
|--|----------------------------|---------------------------------|-----------------------------|
|--|----------------------------|---------------------------------|-----------------------------|

### Movement in scheme assets and liabilities – 2020

|  |         |           |          |
|--|---------|-----------|----------|
| At 1 January 2021                            | 127,758 | (156,507) | (28,749) |
| Current service cost                         | –       | (4,298)   | (4,298)  |
| Interest cost                                | –       | (1,085)   | (1,085)  |
| Expected return on assets                    | 897     | –         | 897      |
| Actuarial gains/(losses) on plan liabilities | –       | 15,600    | 15,600   |
| Actuarial (loss)/gain on plan assets         | 10,200  | –         | 10,200   |
| Contributions by employer                    | 3,800   | –         | 3,800    |
| Benefits paid/settled                        | (2,958) | 2,958     | –        |
| Contributions by employees                   | –       | –         | –        |
| At 31 December 2021                          | 139,697 | (143,332) | (3,635)  |

The best estimate of estimated pension costs in the next financial year is €3,785,000.

All of the schemes liabilities above arise from schemes that are wholly or partly funded.

## Notes to the Financial Statements (continued)

### 15 Security

The bank borrowings are secured by a global guarantee from Stewarts Foundation CLG.

### 16 Transactions with related parties

The company shares premises with its holding company, Stewarts Foundation Limited, and there is a degree of expenditure and income recognised initially by the one and then recharged or credited to the other as appropriate. This gives rise to balances between the parties. At 31 December 2021 there was a balance of €459,000 receivable from Stewarts Foundation CLG (2020:€325,000 receivable from Stewarts Foundation CLG). The company took responsibility for the accumulated deficit to 31 December 1998 of Stewarts Hospital – Mental Handicap Services of €791,000.

### 17 Directors' remuneration and loans

There was no remuneration of, nor loans to, directors in 2021 or 2020.

### 18 Staff costs and employee information

|  | 2021<br>€'000 | 2020<br>€'000 |
|--|---------------|---------------|
| Wages and salaries   | 46,051        | 42,801        |
| Social insurance costs   | 4,989         | 4,703         |
| Other retirement benefit costs   | 4,200         | 4,324         |
|  | 55,240        | 51,828        |
| The average number of persons employed by the company during the year was: | 1,022         | 875           |

Key management compensation is reported in the Stewarts Foundation CLG Financial Statements.

### 19 Provision for legacy issues

In 2017, a number of legacy issues came to light which require further third party independent investigation. This investigation has been commissioned by HSE, with the support of the Board, to review the appropriate use of Service User funds in the past.

Per FRS 102, a provision should be recognised only when:

- An entity has a present obligation (legal or constructive) as a result of a past event.
- It is probable that a transfer of economic benefit will be required to settle the obligation.
- A reliable estimate can be made of the amount of the obligation.

There has been a review by an external body. This is not complete. The company have retained the provision as stated in the 2020 year end accounts.



## Notes to the Financial Statements (continued)

### 20 Taxation

No taxation arises as the company is a registered charity.

### 21 Events since the end of the financial year

There have been no significant events affecting the finances of the company since the year end.

### 22 Cash at bank and in hand

Bank balances of €7,325,000 (2020:€6,415,000) relate to Service User Moneys. These funds are ring fenced for the Service Users, and are not considered as operating funds available otherwise to the company.

The balance of these funds is always maintained to fully match the liability to the Service Users of funds held on their behalf. See the liability at Note 11.

### 23 Approval of financial statements

The directors approved the financial statements on 28 September 2022.

## Appendices

### Staff Salaries by Threshold (€'000's)

|          | Number<br>2021<br>Monthly | 2021<br>Exec | 2021<br>Weekly | 2021 |
|----------|---------------------------|--------------|----------------|------|
| 100 +    | 1                         | 1            | -              | 2    |
| 90 – 100 | 2                         | 3            | -              | 5    |
| 80 – 90  | 4                         | 5            | -              | 9    |
| 70 – 80  | 11                        | 2            | 1              | 14   |
| 60 – 70  | 42                        | -            | 7              | 49   |

|          | 2020<br>Monthly | 2020<br>Exec | 2020<br>Weekly | 2020 |
|----------|-----------------|--------------|----------------|------|
| 100 +    | 1               | 2            | -              | 3    |
| 90 – 100 | 1               | -            | 1              | 2    |
| 80 – 90  | 2               | 4            | 2              | 8    |
| 70 – 80  | 10              | 2            | 7              | 19   |
| 60 – 70  | 50              | 2            | 6              | 58   |

# Appendices (continued)

## Profit and Loss Detail

|                                  | 2021<br>€'000   | 2020<br>€'000   |
|----------------------------------|-----------------|-----------------|
| <b>Pay expenditure</b>           |                 |                 |
| General support staff            | 30,860          | 28,426          |
| Health and social care           | 1,780           | 1,446           |
| Management/administration        | 3,233           | 2,759           |
| Medical/dental                   | 348             | 340             |
| Nursing                          | 7,901           | 7,244           |
| Other patient care               | 3,103           | 2,584           |
| Superannuation                   | 4,200           | 4,324           |
| Social insurance                 | 4,989           | 4,705           |
|                                  | <b>56,414</b>   | <b>51,828</b>   |
| <b>Non pay expenditure</b>       |                 |                 |
| Medicine                         | 129             | 154             |
| Food                             | 1,477           | 1,509           |
| Energy                           | 1,582           | 1,154           |
| Cleaning and washing             | 534             | 908             |
| Furniture                        | 57              | 37              |
| Bedding                          | 14              | 14              |
| Maintenance                      | 8,147           | 3,313           |
| Transport                        | 644             | 653             |
| Financial                        | 782             | 882             |
| Office                           | 991             | 1,293           |
| Miscellaneous                    | 441             | 321             |
| Depreciation net of amortisation | 65              | 114             |
|                                  | <b>14,863</b>   | <b>10,352</b>   |
| FRS 102 Pension Adj              | 498             | 219             |
| Gross expenditure                | <b>71,775</b>   | <b>62,399</b>   |
| Net interest                     | 225             | 271             |
| Operating income                 | <b>(6,011)</b>  | <b>(3,670)</b>  |
| HSE funding                      | <b>(66,936)</b> | <b>(59,054)</b> |
| Turnover                         | <b>(72,947)</b> | <b>(62,724)</b> |

## Notes



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