



North West
Hospice

Annual Report and
Financial Statements 2021



Company Information

North West Hospice:

Registered Office: **The Mall, Sligo**

Company Registered Number: **119501**

Registered Charity Number: **CHY 7983**

Charity Regulator Number: **20018863**

Solicitors:

Michael J Horan Solicitors, Millennium House, St. Stephen St, Co. Sligo

Bankers:

Ulster Bank LTD, 25 Stephen Street, Sligo

Permanent TSB, 22 O'Connell Street, Sligo

Auditors:

Gilroy Gannon Chartered Accountants and Statutory Audit Firm

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Chairperson's Statement

Mr. Pat Dolan, Chairman



Introduction

I have had the privilege of being the Board Chairperson since 2019. The Board is ably assisted by five sub committees which ensures that all aspects of the organization is analyzed and discussed before a final decision is made by the Board Directors. The North West Hospice Board recognizes the importance of transparency and compliance with all legal and regulatory requirements. These five sub committees have been invaluable in supporting this work with each subcommittee represented by Board Directors with skills in the area. Each Board Director gives their expertise and time free of charge and meets as a group five times a year and more frequently with input to subcommittees. The five subcommittees are; Board and Development, Human Resources, Finance & Audit, Quality & Safety, IT systems & Hardware. The Board also facilitated the development of a Strategy for the period 2021-2023 which included 11 core objectives. One of the key objectives is "to ensure that the organization is governed and managed in accordance with best practice and in compliance with all regulatory and statutory requirements". Accordingly I wish to record my sincere appreciation to all the Board Directors for their continuing commitment to providing a quality service to our patients in the local community. I would like to particularly acknowledge a sincere thank you to James Callaghan and Aisling Barry who gave tremendous service to North West Hospice and the Board over a nine year period and who retired from the Board in November 2021 following the maximum nine year term.

2021

In 2021, despite the challenges of COVID, the Hospice continued to provide the full range of palliative care services both at an inpatient unit level, within the Community and to the local acute hospital, Sligo University Hospital despite the significant challenges faced by the staff. I would like to record my appreciation on behalf of all the Board Directors to all staff and to commend the Operational Management Committee, the nursing, medical, Allied Health professionals, Admin as well as all the support staff for consistently delivering on a quality service with great compassion and expertise. I would also like to commend the fundraising team for a very successful year and the local community for your generosity. I would like to acknowledge the additional funding provided by HSE in 2021 which lessened the dependency on fundraising income. The Board is committed to using the additional funding to further develop and improve our services. I would also like to thank the HSE CHO1 management team for continuing to facilitate a very strong working relationship with North West Hospice in 2021.

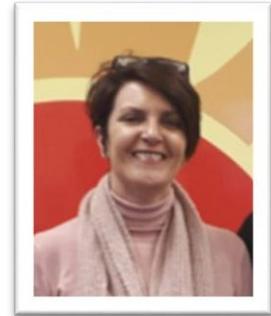
Conclusion

In conclusion, I am delighted to report that the new capital build is included in the national HSE capital plan. We had hoped that the new 12 bedded inpatient unit would have progressed further at this stage however it was delayed due to COVID. The plans required review to include the learning from the COVID experience.

The Hospice and the Board are excited for 2022 and progressing further with all the objectives in our Strategic Plan. Thank you again to our loyal supporters for your continued support.

Hospice Manager's Statement

Ms. Nuala Ginnelly, Hospice Manager



Winston Churchill once said “to improve is to change; to be perfect is to change often”. For North West Hospice, 2021 was another year of very positive change despite the presence of the COVID pandemic.

We started the year with a great sense of optimism as the much anticipated COVID vaccination for frontline staff started to be rolled out. While continuing to adhere to COVID restrictions throughout 2021 and successfully registering NO transmission of COVID in our inpatient unit, we as a service are particularly proud to have protected our vulnerable patients from COVID while continuing the importance of family visits and enabling the admission of knowingly COVID positive patients to the unit. I would like to commend all our staff whose knowledge, expertise and flexibility with rosters ensured that we were able to maintain our services at all times even during challenging periods of staff absenteeism due to high levels of COVID transmission in the local community.

While managing COVID continued to dominate in 2021, delivering on our 3 year Strategic Plan 2021-2023 was also a top priority. All 11 core objectives were progressed in 2021 and is referred to in detail in the final pages of the report. In summary, further progress was made in advancing our new inpatient unit. The final stage of design was completed. We are very happy and excited to progress to the next stage. We hope that with HSE approval that the tender process will commence in mid-2022. The project's progress has been delayed due to COVID however this delay provided the opportunity to review and amend the final design from our COVID experience. In 2021, we further developed our organizational structure to ensure that the hospice is consistently governed and managed in accordance with best practice and in compliance with all regulatory and statutory requirements, another core objective in our Strategic Plan. Our governance relationship with the HSE strengthened again in 2021 as we continue to work in partnership, and we successfully recruited additional clinical and administrative staff. Towards the latter part of 2021, a recruitment process commenced for a dedicated Director of Nursing (DON) for North West Hospice. This is the first time in North West hospice's history to have a dedicated DON in post. This is another exciting development in 2021 as demands for our service and complexities in caseloads increases. I would like to acknowledge the great leadership of Ms. Marion Ryder, our current DON for SUH and NWH and ADON Ms. Catherine Regan and Jacinta Kelly (who replaced Catherine as ADON in August 2021) especially in focusing on patient safety throughout the COVID pandemic and the HSE cyber-attack. This leadership is very much supported by our 3 Consultants in Palliative Medicine Dr. Anna Cleminson, Clinical Lead, Dr. Cathryn Bogan and Dr. Deirdre Finnerty who not only were role models for the service in the way that the COVID restrictions were implemented but also led with a great sense of compassion recognizing the importance of family visits at all times during the pandemic. Our volunteering programme on our clinical site gradually returned in mid-2021 focusing on reception cover out of hours. This service was greatly missed in 2020 and would like to commend our volunteers who agreed to return to a clinical setting adhering to the COVID restrictions and regulation. The volunteers not only covered our reception out of hours but were also very proactive in screening all visitors to the Hospice. This work freed up very valuable clinical time during periods of reduced clinical staff.

“Financial sustainability of North West Hospice as an organization and of its services to people with life-limiting illness” remains another key core objective in 2021. In 2020 our fundraising programme was decimated overnight with all events cancelled and our Charity shops impacted for long periods. In 2021, many of these restrictions remained in place yet we recorded our most successful NWH led fundraising event, our Memorial walk in April 2021, which took place virtually. I would like to acknowledge our loyal supporters and the fundraising team in achieving and surpassing our fundraising target in 2021 despite the

COVID restrictions. I would like to especially acknowledge our volunteers who returned to the charity shop in 2021. Their support ensured that the Charity shop registered another successful year. The Charity shop in Carrick on Shannon regrettably did not re open in 2021 however our Charity shop in Sligo continues to thrive with volunteers from Carrick on Shannon shop also volunteering for Sligo and supporting our fundraising events (Further details on fundraising and the charity shop is documented later in the report). I would also like to acknowledge Ocean FM for their support in the successful operational management by NWH of Radio Bingo. This source of revenue stream greatly helped our income generation in 2021. This could not exist without the support of Ocean FM.

I would like to acknowledge our partners and largest contributor to our funding, the HSE. The HSE committed to additional recurring funding in 2020 which has reduced our overdependence on fundraising income to provide core services. This additional funding and fundraising income ensures that we can develop our services now and into the future to enable us to respond and meet the growing demand for our services which is very evident in the ongoing increase in referrals each year, while also continuing to deliver the highest quality of care in line with national and international best standards. I would like to also acknowledge the huge support that the HSE team locally and nationally has been in ensuring that the Hospice received and continue to receive up to date information, protocols, public health recommendations etc. on COVID and for ensuring that we had adequate supply of PPE. I would also like to acknowledge the support of the HSE IT services who prioritized NWH during the HSE Cyber-attack. This support was and remains invaluable and demonstrates the very strong positive working relationship between the Hospice and our HSE colleagues. I would like to commend our admin team, led by our Admin Manager, Dee Henry who supported the clinical team during 2021 and especially during this challenging period. I would like to acknowledge the great support of Mr. John Hayes who retired in 2021 from his role as Chief Officer for CHO1 in 2021. The harmonious working relationship that continues to exist between the Hospice Board/Hospice Management and CHO1, HSE Management and their Community Care Management Team continues to be facilitated by Mr. Dermot Monaghan, Act Chief Officer CHO1 and Ms. Emma Ball, General Manager for Primary care, Sligo / Leitrim. I would like to thank them for their guidance, management and prioritization of palliative care services in the North West.

Finally, I wish to extend a very warm “thank you” to all our Board Directors. They have remained a constant support to myself as Hospice Manager and also to the Operational management committee throughout All the Board Directors have specific skill sets which they give free of charge to the Hospice. These skill sets are very evident from the Board sub committees that informs the overall Board management decisions. I particularly want to acknowledge their availability for meetings often at very short notice in the last 12 months. The Board Directors meetings could not be facilitated face to face throughout the COVID pandemic however this did not in any way reduce their availability for virtual meetings which they engaged with very successfully. Sadly two very influential and committed Board Directors retired after their term of 9 years came to an end last November, Dr. Jim Callaghan and Ms. Aisling Barry. I would like to acknowledge their great work over the 9 years and thank them for all their guidance, time and expertise. NWH was fortunate to secure a new Board Director in 2021, Mr. Noel Mc Loughlin, an engineer by profession with extensive experience in construction and project management which is very opportune as we approach the tendering process for our new Inpatient unit.

Finally In presenting this report, I wish to acknowledge all that contributed in any way to North West Hospice during 2021, the dedicated Board of Management, staff and volunteers, the HSE especially CHO1 and SUH ,TUSLA, local community groups i.e. Sligo Leader, local County Council, Sligo Social Services, Sligo cancer support center, All Ireland Institute Palliative Care, Together for Hospice , Voluntary Hospice /Service providers group, the local community and each patient and family that we have the privilege to care for.

As we approach 2022, we look forward with a great sense of opportunity as we continue to build on the progress of previous years, with our patients and families at the center of all we do.

“Don’t be afraid to give up the good to go for the great” (John D Rockefeller),

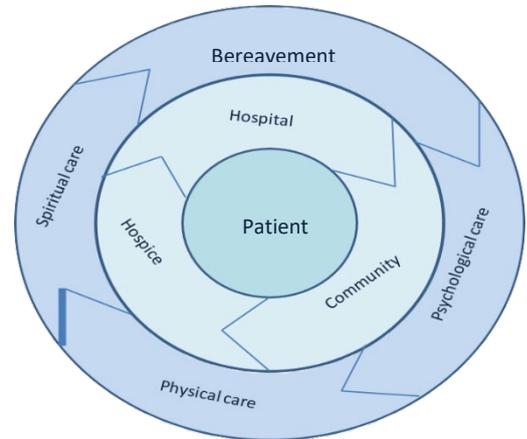
Our Services

We provide specialist palliative care with compassion for those living with life-limiting illness in our communities in Sligo, Leitrim, South Donegal and West Cavan – a catchment area of approximately 110,000 persons. All our care is provided free of charge to patients and their families.

Our Integrated services is provided through

- Our **8-bed Inpatient Unit** – this Unit has eight beds (three single rooms and a five-bed area) where people are cared for by a multi-disciplinary team for a range of reasons such as symptom control, respite, as well as end-of-life care. Our team includes specialist palliative consultants, medical, nursing, social work, occupational therapy and physiotherapy staff. We also provide pastoral care, complimentary therapies, and a wide range of volunteer services. In 2021, following advice from HSE Infection Prevention control, our bed compliment reduced to 7 beds to facilitate adherence to social distancing while we cared for COVID positive patients.
- Our **Community Palliative Care Team** working across the North-West – we visit patients in their own homes or other care settings such as nursing homes or community hospitals. This team of Clinical Nurse Specialists, a social worker and a doctor work very closely with the patient’s GP and Public Health Nurse to provide care to the patient.
- Our **Hospital Palliative Care Team** based in Sligo University Hospital - provides palliative care to patients at Sligo University Hospital and their families and provides support to the hospital’s medical and nursing teams. The Team provides a seamless link in the flow of care between the hospital, the hospice In-Patient Unit and Community Palliative Care, assisting patients and their families to make the most appropriate decisions according to their individual care needs.
- Our **Social Work** service – Social workers are an integral part of the palliative care multi- disciplinary team. The team provides psychosocial and emotional support to patients and their families who are receiving palliative care service at home or in the Inpatient unit. The social work team also provides a bereavement support and advice to those who’s loved one died under the care of North West Hospice

- Our **Specialist Education Support** service – we recognize the importance of ensuring the continuous professional development of our staff, and our activities include monthly education sessions for staff, learning and sharing from practical examples of clinical practice, and the development of policies, procedures and guidelines related to service quality.



- Our **Volunteer Programme** – our volunteers provide essential support in areas such as reception cover, holistic care (massage, music, reflexology, etc.), and driving, fundraising, charity shop assistants other activities



The services provided by North West Hospice are highly integrated, and our Bereavement, Education, Spiritual and Volunteer supports are integral to our specialist palliative care service. The diagram (pictured right) illustrates the integrated nature of what we do, all of it centered on the needs of our patients and their families.

Mission, Vision & Values

Mission

The mission of North West Hospice is to provide specialist care with compassion for those living with life-limiting illness in our community.

Vision

Our vision is to be at the center of palliative care services in the North West, working to ensure that everyone who needs palliative care can access services.

Values

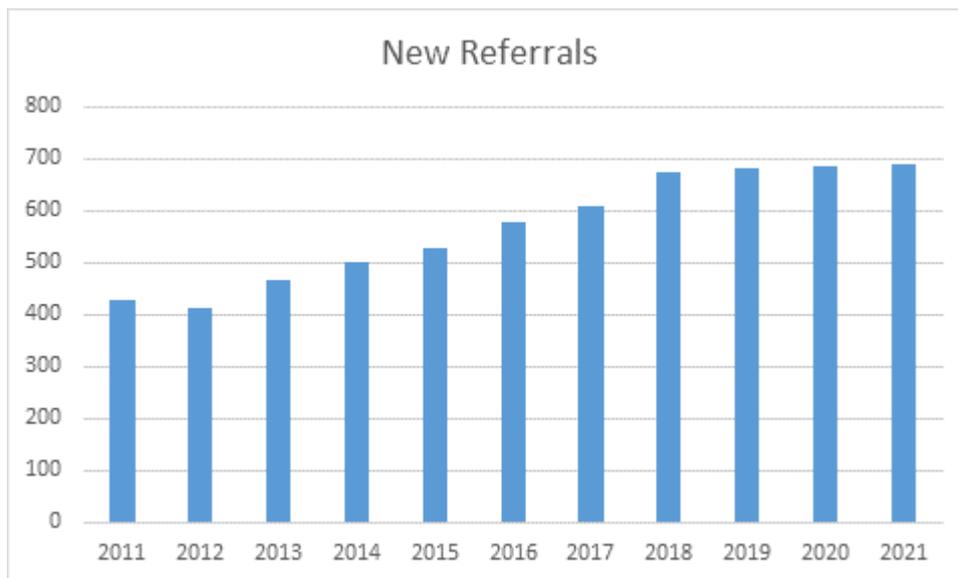


Service Statistics and Staffing

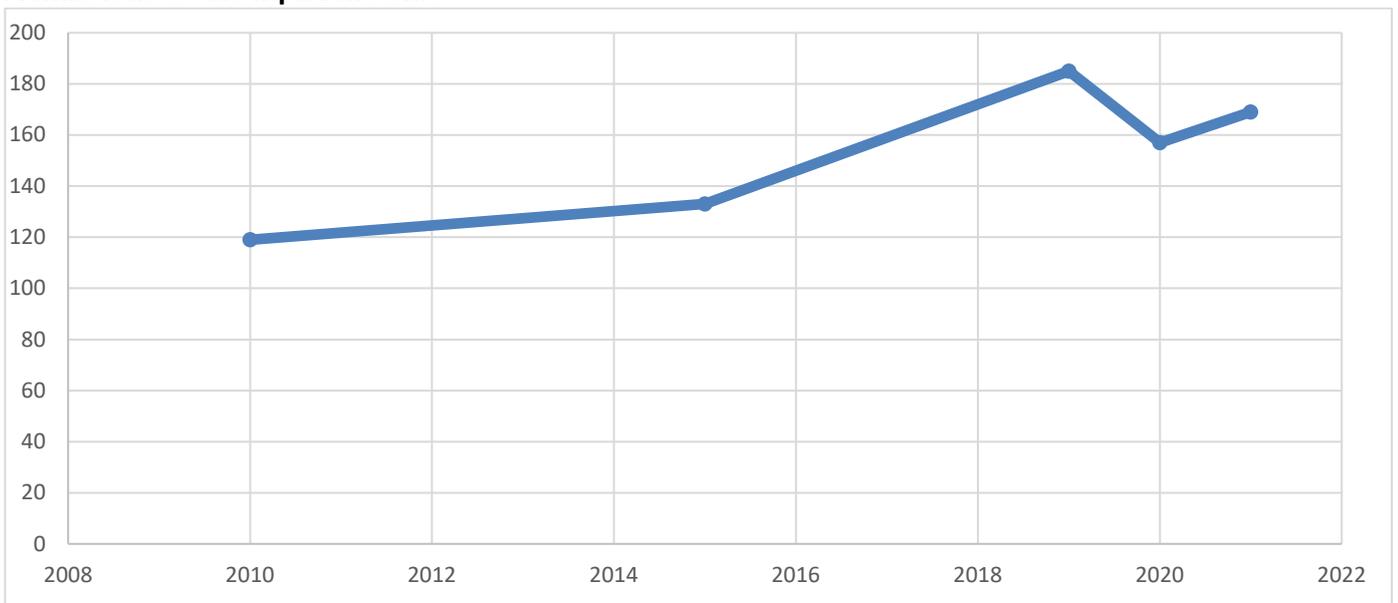
1.1 Service statistics

New Referrals

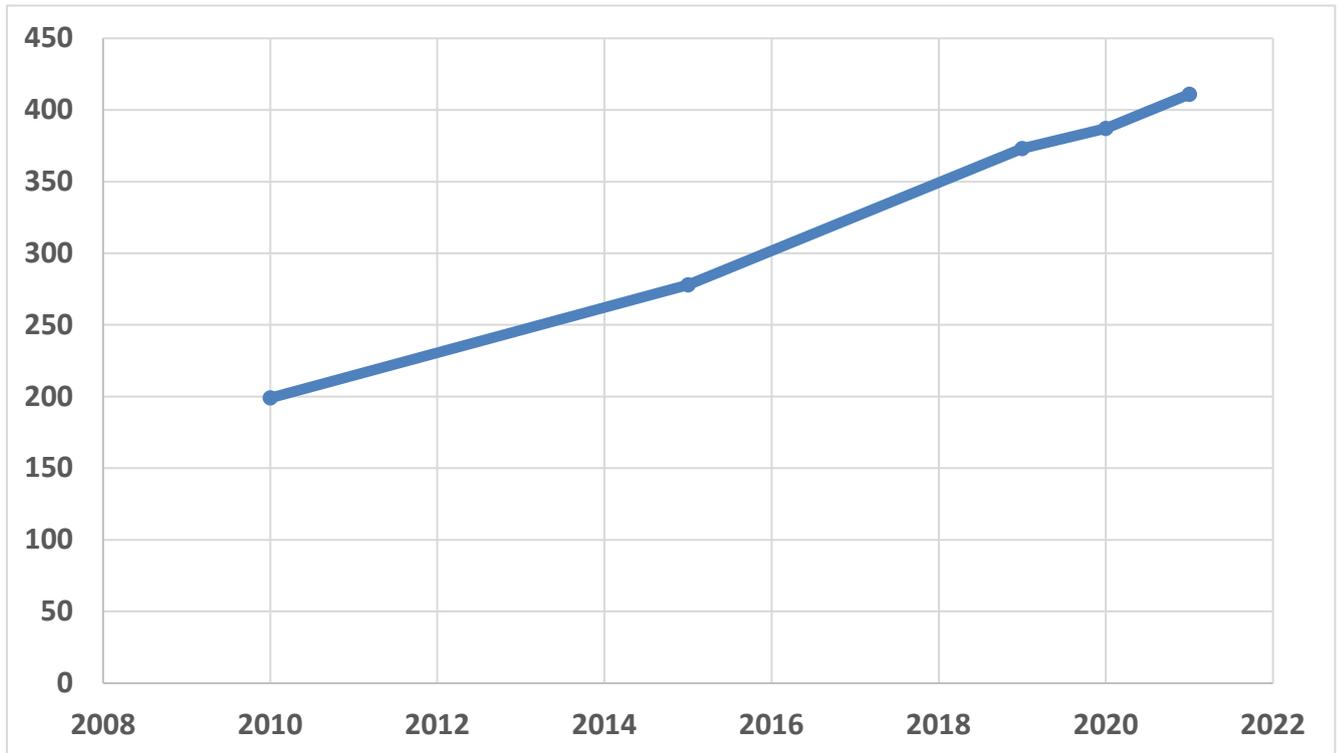
2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
429	413	466	502	528	579	609	673	682	686	689



Admissions to the Inpatient Unit



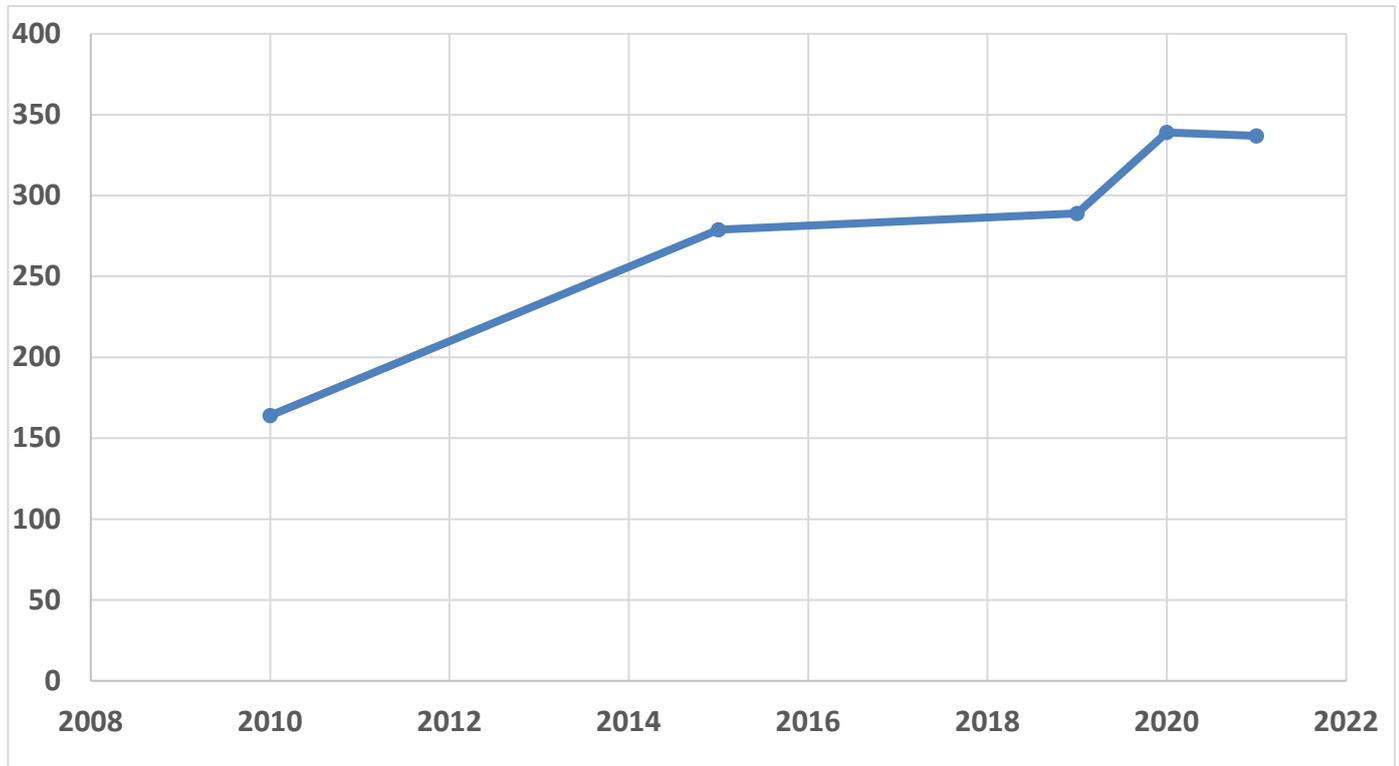
Referrals to Community Palliative Care Team



Community Palliative Care Service

	New referrals	Re-referrals	Discharges	Deaths	CNS visits	Total Visits
2015	324	38	79	235	2537	2883
2016	303	41	64	227	2256	2424
2017	335	37	66	275	2210	2361
2018	327	55	78	274	2034	2218
2019	313	94	107	274	2166	2298
2020	346	43	62	308	1391	1530
2021	374	40	69	303	1827	2037

Hospital Palliative Care referrals



Hospital Palliative Care Service

	New referrals	Re-referrals	Discharges	Deaths	CNS visits	Total Visits
2015	372	189	456	136	5310	5343
2016	391	166	377	150	3935	4719
2017	474	211	537	165	2150	2829
2018	479	279	579	162	3079	5596
2019	503	296	620	124	2589	3832
2020	442	191	496	140	2396	3586
2021	467	130	524	154	2073	3339

Inpatient Unit Palliative Care Service

	New referrals	Re-referrals	Discharges	Deaths
2015	133	92	117	120
2016	158	55	66	129
2017	146	30	50	132
2018	174	22	43	161
2019	178	25	30	172
2020	157	88	23	152
2021	159	90	30	141

1.2 Total Staffing in North West Hospice

Positions	WTE
Administration	12
Community Relations	3
Charity Shop	2
Volunteer Coordinator	0.5
Medical Staff	6
Nursing Staff	38
Social Work	2
Cleaning/ Catering	2
Total	65.5
Note *Not all staff work full time hours	

Structures and Governance

North West Hospice is a registered charity and a company limited by guarantee. It is governed by a Board of Directors. Our Board is responsible for corporate governance and works closely with our management team to deliver our vision, mission and strategic objectives. All our Directors are volunteer members who generously contribute their experience, knowledge, and resources to ensure that North West Hospice is effectively run.

The Board of Directors of North West Hospice is:

Chairperson	Mr. Pat Dolan <i>Retired Senior HSE Manager</i>
Vice Chairperson	Ms. Siobhan O Dowd <i>Senior Manager, Accenture</i>
Other Directors	<p>Mr. Declan Hegarty <i>Solicitor</i></p> <p>Mr. George Chadda <i>Communications & Chartered Engineer</i></p> <p>Mr. Daniel Browne <i>Commercial Manager</i></p> <p>Ms. Mary Curran <i>Retired Director of Public Health Nursing, HSE</i></p> <p>Mr. Noel Scott <i>Retired HSE Manager</i></p> <p>Dr. Fiona Quinn <i>General Practitioner</i></p> <p>Mr. John Mc Elhinney <i>Quality & Safety Manager, HSE</i></p> <p>Mr. Shane Ward <i>Chartered Accountant</i></p> <p>Mr. Hubert Mc Hugh <i>Retired Psychiatric Nurse</i></p> <p>Ms. Susanne Kerins <i>Head of Marketing, Cora Systems</i></p> <p>Mr. Noel Mc Loughlin <i>Engineer</i></p>

Retirement from the Board in 2021

Dr. Jim Callaghan, 7th November

Ms. Aisling Barry, 7th November

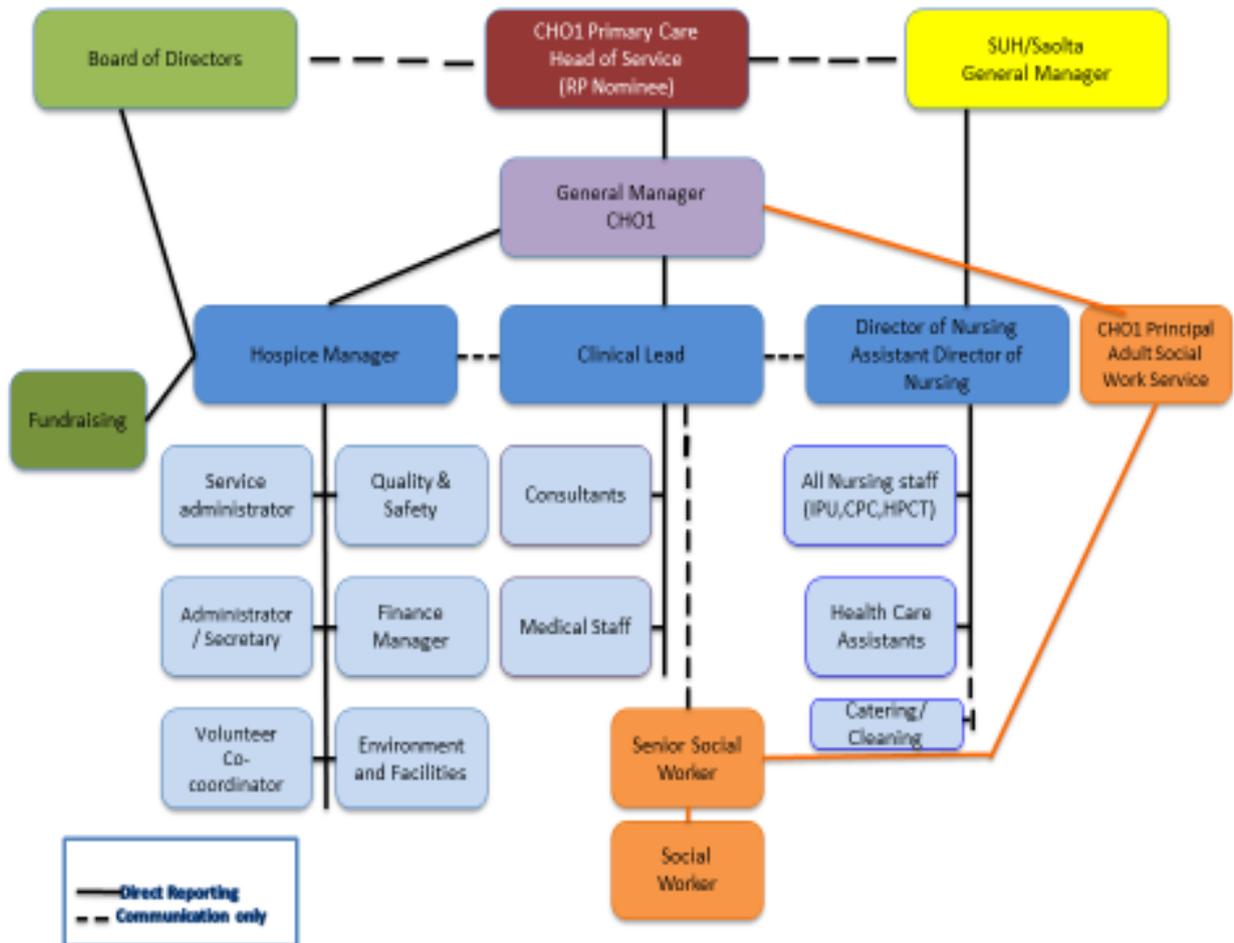
New appointment to Board

Mr. Noel Mc Loughlin, 29th April.

The Governance and oversight of the Board is supported by the following sub- committees:

Board Development subcommittee	Human Resource subcommittee	Finance and Audit subcommittee	Quality and Safety subcommittee
Chairperson: Noel Scott Siobhan O Dowd Susanne Kerins Declan Hegarty	Chairperson: Mary Curran Daniel Browne Hubert McHugh Noel Scott Nuala Ginnelly (Hospice Manager)	Chairperson: Shane Ward Pat Dolan George Chadda Noel Mc Loughlin Nuala Ginnelly (Hospice Manager) Georgina Meehan (Finance Manager) IT Oversight Committee Chairperson Nuala Ginnelly Dee Henry, IT project Lead. George Chadda Pat Dolan Jacinta Kelly, ADON Dr. Cathryn Bogan, Consultant in Palliative Medicine.	Chairperson Mr. John McElhinney Dr Fiona Quinn Mary Curran Nuala Ginnelly (Hospice Manager) Assistant Director of Nursing: Jacinta Kelly Consultant in Palliative Medicine and Clinical Lead: Dr. Anna Cleminson Quality and safety Manager NWH & CHO1

Our current Organizational Structure



Medical Statement

Dr. Anna Cleminson
Consultant in Palliative Medicine,
Sligo University Hospital/North West Hospice.



Reflecting back on the past year for North West Hospice patients and their families come first to my mind. I think of the many people who have experienced and continue to experience care from our service. I think of people younger and older, families and visitors, of sad and distressed moments, and moments of humour and laughter, of silence, tenderness and love and peace, of moments of discomfort and improvement and comfort. Each person comes to the service with individual ideas, needs and wants and the North West Hospice team try and support, assist and make life easier and fulfilling, providing this support wherever the person is based, in their own home, the hospital or a caring environment and whatever their life limiting illness may be.

The team that brings this care consists of many specialties nurses, physiotherapists, occupational therapists, social workers, doctors, kitchen and cleaning staff and receptionists. All their interactions and actions contributing to the experience of our patients and families. The team also consists of administrators, managers, fundraisers and charity shop employees who through their work enable North West Hospice to run smoothly. This year the teamwork between all these members was impressive as COVID 19 continued to alter working practices and reduce staff numbers through sick leave. Our staff contemplated and contributed to working arrangements that sought safety for patients, families and staff while remaining focused on providing care that looked after the physical social and emotional needs of patients and their families. The teams adapted quickly to change and often at short notice swapped shifts and worked extra hours to make sure that care was available and provided for people who needed it.

Along with this patient and person centered work, the team continued to seek to improve our service and the provision of palliative care locally and internationally. In 2021 a formal audit group was initiated to assist in the organization and implementation of clinical audits. Audits took place including on documentation of medications, a triage sheet, a spiritual assessment sheet and constipation management and learnings from these audits have been used to alter and improve our practice. Teaching has also been an important part of North West Hospice activity. Each week a journal club takes place bringing up to date knowledge to clinical staff in North West Hospice. Members of our staff also provide education on palliative care to nursing students, GP trainees, NCHDs and health care staff in nursing homes. This year staff have also been involved in education events across the country involving a PCOC a national patient assessment and quality improvement initiative and in the provision of teaching to medical students in Palestine.

The return this year of volunteer activity following a pause during the pandemic has also enhanced the service. Volunteers in North West Hospice have contributed to patient and family care, through the provision of delicious home bakes, alternative therapies and their presence at the reception desk after hours and during weekends. Their presence is appreciated and their willingness to come into a clinical

environment as we emerge from the pandemic appreciated.

Fundraising efforts led and participated in by many people in the local community have yet again been impressive and important. The money raised contributes directly to and affects patient care including in the provision of staff, equipment and ambulance transfers. These activities also play an important part in raising the profile of the hospice and letting people know about the hospice function, availability while reducing the fears people may have.

Reflecting back on this year I would therefore like to thank all involved for their work, commitment and contribution to the care that North West Hospice has been able to provide to people with life limiting illnesses and their families. I would also like to thank the Hospice Manager Nuala Ginnelly and the Board of Directors for their hard work that has provided guidance and governance throughout this period.

Nursing Statement

Ms. Jacinta Kelly, ADON



The Nursing Team at North West Hospice aspires to provide evidence based and efficient care to patients and their families in line with our core mission and values as a service. Our nursing service continues to grow and develop in response to the need and demand for specialist palliative care services within our large catchment area.

COVID 19 and the Cyberattack in 2021 caused disruption to our services and pushed us to find a new normal. We remember the patients who died during this pandemic and their families. While we had to adjust to delivering care with PPE and maintaining social distancing where possible, we learnt many lessons as a result of the pandemic. Some things that were said to me by families and patients is that staff can communicate so much by their eyes, their presence, their kindness, their tone and their availability, something not prevented by PPE. While these attributes were always there pre pandemic the face mask accentuated their importance. We ensured that any patients who required specialist palliative care received the advice and support needed. In some cases we adjusted to providing this via Zoom or Skype.

2021 is a milestone for nursing in North West Hospice as we commenced the process for the management of nursing services to have our own Director of Nursing. We plan to continue to maintain and strengthen our connections with Sligo University Hospital continuing to utilize services such as security or maintenance etc. Been the only hospice in Ireland on site of an acute hospital is also beneficial to patients and families as transfers require no transport and we can avail of other specialist service reviews in our in-patient unit.

Within NWH there is a dedicated 8 bedded in-patient unit, this unit has clinical nurse managers, staff nurses, health care assistants, social workers and a vast multidisciplinary team input to enable us to be a dedicated site. Our hospital support team includes clinical nurse specialists, doctors and a consultant, who work on site of Sligo University Hospital. While visiting had to be restricted during COVID we never suspended it completely as we understood the importance of those visits for both our patients and their families at a very important time in their lives. Our Community Palliative Care Team consists of a clinical nurse manager and clinical nurse specialists, social worker and doctors as well as consultants. This team works closely with patients' GP's and Public Health teams to ensure optimal care is provided to those who need symptom control or those coming to the end of their life limiting illness who need holistic supportive care. The collective expertise and the cohesiveness of these teams is what makes our service unique. COVID 19 created a unique opportunity for the nursing alongside clinical and non-clinical teams to strengthen their working relationships and develop new ways of working and communicating.

Referrals to our service continues to increase each year and palliative care has evolved from an end of life care only service to now been involved much earlier with patients who have both a malignant and a non-malignant life limiting illness. Slaintecare reform is transforming how we

deliver healthcare in Ireland, building towards equal access to services. The aim of Slaintecare is to deliver one universal health service for all, providing the right care, in the right place and at the right time. Within this we have to review how we deliver palliative care in these changing times and ensure that all patients in our area have access to specialist palliative care in the place they wish to be and at the right time in their illness.

Quality, education and support are important for us going into the future. In 2021 along with many other Specialist Palliative Care Services in Ireland we commenced a Palliative Care Outcomes Collaboration programme. This Australian initiative features a patient rated assessment that captures their own perspective on the degree of their individual distress from their symptoms. This is important as it allows us to identify the patients' priorities in terms of their care needs and measure the outcomes of the care we provide. I am delighted to announce that North West Hospice will host Explorations: A National Palliative Care Conference in October 2022. This aims to be a face to face event which will be so important for specialist palliative care services to get the opportunity to meet again and share knowledge and learning from within their own services.

As we look to the future we hope that we can return, albeit slowly to the way things were. We look forward to progressing ahead with our new build alongside continuing to grow and develop our nursing and healthcare assistant service and also continuing our relationships with CHO1 and Sligo University Hospital. We will continue to strive to deliver the best possible service to our patients and their families, to ensure the best possible support mechanisms are in place that provide holistic patient centered care to those we care for.

I would like to say a huge thank you to everyone who has welcomed me so warmly into this new role. I look forward to leading the nursing and healthcare assistant service into the future and I am very proud of all of the staff and the care they provide to patients and families within North West Hospice.

'In a world where you can be anything, be kind'

Social Work & Bereavement Statement

Ms. Michelle O Reilly, Senior Social Worker



The Social Work Team at North West Hospice are an integral part of the multi-disciplinary team providing a service to the In-Patient Unit, Community Palliative Care Team and providing bereavement Support to those whose loved one died under the care of North West Hospice.

During 2021, the Covid 19 pandemic continued to have an unprecedented effect on the lives of patients, their families and the wider community. Social workers supported patients and their families in coping with the challenges of illness while recognizing that the pandemic exacerbated psychosocial stressors within families. The impact of the pandemic has had a significant effect on many facets of life including family communication, family contact, and caring roles and responsibilities. Social Workers provide psychosocial and emotional support to patients and families navigating these challenges. The Social Work Team delivers bereavement support to families recognizing that the Covid 19 pandemic further compounded the grief and loss experienced by families. We also offer bereavement information packs to families in accordance with best practice for bereavement care. In 2021, the Social Work team provided support to 239 families.

Another integral part of our work is working in partnership with parents and guardians to offer support, advice and guidance on how to prepare and support children and vulnerable adults when a family member is ill. During the Covid 19 pandemic, we were very aware of the impact that restrictions had on children who were facing an impending loss and those who were bereaved. We provide age-appropriate resources, story books and material to children and their parents/guardians. With the support of our local Tusla PPFS we provide memory boxes to children whose parent has died under the care of North West Hospice. This has been an important quality initiative in supporting bereaved children and young people. Children can customize their memory boxes, making it personal and filling it with photos, letters and objects that remind them of their experiences with their family member.

In November 2021, we held a virtual Remembrance Service in which staff from all areas of North West Hospice participated in. It was an opportunity for family members and friends to pause and remember their loved one through music, reflection and a candle-lighting ritual.

We are committed to Continuous Professional Development and providing education to our colleagues and other health care professionals. In 2021 the Social Work Team participated in an extensive Grief Education programme further enhancing our skills and the clinical tools we utilize to promote improved bereavement outcomes in our work.

In 2021 NWH Social Work co-presented to the Masters of Social Work students on the area of grief and loss in the Atlantic Technological University, Sligo (formerly Sligo Institute of Technology). The Social Work Team has also participated in education and training on the

Assisted Decision-Making (Capacity) Act 2015 and the implications this legislation has for practice. The knowledge, skills and values of Social Workers are essential in supporting patients and families, planning for the future, building capacity and establishing will and preferences. We have contributed to feedback on the impact that Covid 19 has had on those experiencing grief and loss which can inform service need and development. Social Workers are registered with CORU professional body and actively participate in service development initiatives.

Quality/ Safety/ Practice Development Report

Ms. Hazel Smullen, Quality and Safety Manager



As Deming says

“You do not install quality: you begin to work at it”

This work, the process of embedding quality and safety into the culture of North West Hospice is an ongoing process. The challenge lies in learning to involve all team members in the work of risk identification, risk assessment and mitigation of risks.

We review our Health and Safety Statement yearly. Each staff member is required to read this. It is included in the Induction Booklet for all new staff. Risk identification and assessment are integral to the completion of this document. In 2021, we began to bring the risk assessment process to Line Managers on a quarterly basis, to learn from the ground up the actual, rather than the perceived risks relevant to their teams. This process is inclusive of our clinical and non-clinical settings. Feeding into this process of risk identification and assessment are the results of quarterly health and safety audits completed in all areas of the Hospice. These audits also highlight areas for attention and provide a roadmap for our quality improvement programme.

Those risks we cannot manage without external resources are contained on our Risk Register. There is a robust system in place for the monthly review of this register by Quality and Safety Manager in consultation with the Operational Management Committee. Governance and oversight of this process currently lies with our Board Sub-Committee on Quality and Safety with representation from the Board of Directors, North West Hospice and Health Service Executive representatives.

Quality improvement and service development initiatives such as the formation of our Clinical Audit Committee, ongoing PCOC (Palliative Care Outcomes Collaborative) programme involvement and the proposed review of nursing documentation provide us with a regional and national platform from which to highlight the teams’ commitment to the delivery of safe and quality specialist palliative care.

We are happy to report that all comments, complaints and compliments are resolved at point of contact while a small number are referred to the North West Hospice Complaints Officer.

There is always much to learn from our clinical incidents as we strive to work together within a supportive culture to make visible and palpable our commitment to those at the heart of what we do: our patients, their families and all who matter to them. Our next challenge is to begin to consider how we can include them all in helping us to improve the quality of our service. Watch this space!

Volunteer Service Report

Dee Henry – Former Volunteer Coordinator



“No one is more cherished in this world than someone who lightens the burden of another.” – Author Unknown. This is the essence of the volunteering programme in North West Hospice. Our volunteers give of their time and expertise free of charge and devoid of any expectation of thanks however, our thanks we give to them in abundance. If lessons in life are what we can take from the pandemic then surely one of them is that human kindness and the gifting of time is something that cannot be taken for granted.

During the end of 2020 and in to 2021 the volunteering service continued with brief interruptions when lockdowns were enforced by the government. Our inspiring volunteers took each task asked of them, took part in new training and gave of their time and knowledge, expertise and kindness continuously during these difficult stages. Those for whom the pandemic was personally difficult due to their own health or that of loved one paused for times and most came back but, for some it was a time for reflection and some decided their service had come to an end. To those for whom this was the case, we applaud the services you have provided for the hospice. Your dedication was appreciated and made a bigger impact than you will possibly ever know to the service users and their families, but also to the staff who you helped by the donation of your time.

We now move forward in to 2022 with a renewed sense of hope following a successful vaccination programme. A new volunteer coordinator has been appointed and Cathy Quinlan took the post in November 2021. Cathy will lead the volunteering service in to 2022 and ensure that all of our cherished volunteers are cared for and mentored. We would like to thank Paula Cooney for stepping in to the role temporarily while we awaited Cathy’s arrival.

All of our volunteer services are back to pre-covid status. Reception volunteers, reiki and bio-energist practitioners, musicians, reflexology, bakers and more are all back with us in the unit. The difference they make is incredible, bringing an energy of positivity and kindness with them. Our volunteer drivers will hopefully make a return soon and home therapy volunteering is a new expansion to our current volunteering roles that we hope to have in place by the end of 2022.

May I take this opportunity to humbly acknowledge the dedication and kindness of each and every one of our wonderful volunteers and thank them on behalf of all at North West Hospice.

Fundraising & Communication update

Ms. Bernadette Mc Garvey, Head of Communications & Fundraising



The work of the Fundraising and Communications team at North West Hospice is to organize North West Hospice-led events and also to support North West Hospice supporters in the community to run their own events. Hundreds of large and small events take place in aid of the Hospice every year. Typically, each of these events require the following support to be provided: Advice, letters of support, Garda permits, PR, Social Media, posters, attendance at events and cheque presentations.

Unfortunately, Covid-19 continued to have an impact on many of our events and campaigns across 2021, including the cancellation of our annual flag day and our North West Hospice Sunflower Days Street collection. However, other activities performed extremely well despite ongoing restrictions. Despite these prevailing restrictions we decided to proceed with our North West Hospice Memorial Walk which has become a highlight of our fundraising year. This is a very special event for us and for the many people who come to walk together to remember their loved ones. On Sunday 25th April 2021 our Virtual Memorial Walk took place! We invited the community to walk with family and friends in adherence with government restrictions in a place with special memories and meaning for them. We had an extraordinary response from our supporters.

Because our doors were closed to the public, our preparations for the event were very different to previous years. All registrations for the event came in online and were processed by members of the team who were working from home. Participants were encouraged to fundraise using online platforms to reduce any anxiety they may have had over the spread of Covid-19. T-shirts were packed and dispatched via post to participants by our very busy team who returned to the office to make sure all orders were correct. We received photos from Sligo, Leitrim, Donegal and Cavan and as far away as New York and Florida of people taking part in the Memorial Walk. These photos were posted on North West Hospice Facebook page to celebrate and thank all our supporters who raised €135,216 for North West Hospice.

It is clear that the world of virtual online fundraising is vital for North West Hospice and with this in mind, members of our team have successfully completed online professional courses in Digital Marketing ensuring our ability to adapt to the ever-changing digital world.

In 2021, €43,031 was generated from Facebook Fundraisers. Many supporters make use of Facebook Fundraisers to celebrate their birthdays, anniversaries and other occasions in addition to using this as a way to raise funds for or donate to North West Hospice.

Sunflower Days, our annual national Hospice street collection day had to be cancelled due to the pandemic. We launched an appeal around the days in June asking people to make a donation to North West Hospice raising €2,985.

We continued to appeal for online donations throughout the year and with the Fundraising Office closed for some time and footfall greatly reduced with people working from home, online donations were a vital income stream in 2021. We made it as easy as possible for people to make online

donations and donate over the phone, supporting them as needed. Donations from the public brought in €367,565 in 2021.

Hospice Coffee Morning together with Bewley's is our biggest annual fundraiser and runs every September. Hundreds of hosts hold an event in their home, workplace, school or parish hall to raise funds for the Hospice. Pandemic restrictions had eased during the summer of 2021 but we still needed to run the event in a safe manner in line with HSE Covid-19 guidelines. Under the umbrella of "Together for Hospice: The National Hospice Movement" we worked with our colleagues in other hospices in a collaborative approach to Coffee Morning 2021. Participants were invited to take part safely with guidelines on ideas for Covid-19 friendly events. Some of our Coffee morning hosts returned to in-door Coffee Mornings with many participants choosing to host virtual coffee mornings, outdoor events and take-away Coffee Mornings raising €94,468 in total.

Every year the local communities of Sligo, Leitrim, South Donegal and West Cavan continue to hold hundreds of events in aid of North West Hospice. Despite the pandemic the local community continued to do this and innovated their events and ideas to work in the time of Covid-19 restrictions. Community events generated €192,364 in 2021. We are so proud of our local community and the wonderful lengths supporters go to, to raise vital funds for North West Hospice.

One of our biggest annual community events is the Lough Gill Hospice Swim. The 2021 Lough Gill Swim was impacted again this year by the changing restrictions imposed on public gatherings. The Swim Committee as always showed great commitment and determination to host a pared down event for North West Hospice raising €32,713.09 making the total funds raised by The Lough Gill Swim in the past 2 years of the pandemic over €100,000.

North West Hospice Radio Bingo has raised €25,105 for North West Hospice in 2021 and is a vital income stream for us. We work closely with Ocean FM in running it and have a great working relationship and huge support from our local radio station.

Our Christmas events are a vital part of our annual fundraising and with the lifting of restrictions we were pleased to be able to return, with the help of our fundraising volunteers to in-person sales of our Christmas Merchandise at Johnston's Court and at our office in Wine Street. On Sunday 5th December we had the lighting of our Memorial Christmas Tree at Cleveragh, preceded by a ceremony with music and poetry. We hope to develop this event in the future to become one of our biggest annual fundraising events. The Memorial Tree Campaign raised €7,655, with Christmas Baubles raising €2,108, both showing an increase in profit from 2020.

We increased the number of retail outlets offering our Christmas cards to include shops that already stocked our Bingo books bringing in a total of €13,296 for Christmas card sales. We raised a total of €23,544 from our Christmas 2021 campaign.

We are incredibly grateful to all our donors, supporters and volunteers. Despite a continuing global pandemic and fluctuating changes in restrictions North West Hospice raised a total of €1,831,836 in 2021 exceeding our target of €1.09 million.

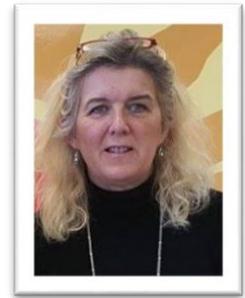
On behalf of all those who use North West Hospice services, their families and friends, we would like to extend a heartfelt thanks to all our loyal supporters. Our generous local community continue to be at the heart of all that we do at North West Hospice.



Thanks to their continued support, we can continue to provide palliative care services free-of-charge to all in our community who need it. Together, we make a difference.

Charity Shop Update

Ms. Mary Forte Commercial Manager



Three words. Community, Community, Community
2021 Covid 19 was and remains the headline news,
But for the shop it was community
The business community
The public ... Donors / Customers
The volunteers 45 work within the shop
Sligo Leader Tus programme supporting us with 5 participants
Our paid staff

All of the above came together and added their own special input to make 2021 a hugely successful financial year, in a year that saw us unable to open our doors to the public until May 17th, we lost four and a half months of footfall through our doors.

But we were not idle, we were of course working away behind closed doors selling online, running a click and collect service within the HSE/Public Health guidelines.

We continued our commitment to applying best practice as directed by the government, HSE and Public Health. We also continued to put a lot of work into making the shop as safe as possible for both customers and staff and volunteers by updating Covid 19 policies and procedures in line with best practice and improving existing measures which included installing screens at checkouts, hand sanitizer at entrance and exit, sanitizing rotas, cashless payments, restricting numbers of customers in shop at any one time.

The result of all that team work saw our turnover increased by over 40% on 2020 figures or an increase of over 26% on 2019 figures, our last full year of trading pre pandemic. Extremely impressive figures for any business especially considering the times we are in.

Sadly we had to close our Carrick on Shannon shop due to circumstances beyond our control, this was both a loss to the Hospice but also very importantly a loss to our wonderful volunteers who worked there, but in great volunteer style they still support us by helping us with fundraising campaigns Sunflower and Coffee just to mention two.

Utilizing Radio, social media, "Done Deal" all helped keep us in public view from behind closed doors and continues to boost our profile now we are open again.

The shop ticks a lot of boxes not only a financial one. The fact that we have filled a gap in the market place for selling second hand furniture and home wear as well as fashion, prevents a lot of these products going to land fill which is immensely important as we are all aware now of Global warming and trying to cut down on our carbon foot print. For all of our community who are unable to drop off to our shop directly, we have 38 clothing banks placed across Sligo, Leitrim South Donegal and West Cavan. These clothing banks also generates revenue for the hospice.



The shop has also allowed us to create a work environment that prides itself on generating opportunities for minority workers, vulnerable adults, those with personal experience with the Hospice and provides work experience placements.

Again, I would like to point out none of this would have been possible without the support of our wonderful community who donate such wonderful furniture, clothing etc., and an amazing group of volunteers whose attitude has let us just get on and work with what we have and make it work.



Scorecard Quadrant	Strategic Plan – 2021-2023 Objectives and Activities	Progress 2021 Output	Timescale	Progress 2021
Our Patients and Stakeholders	<p style="text-align: center; font-size: 24px; font-weight: bold;">1</p>	<p style="text-align: center; font-weight: bold;">To reaffirm our commitment to our patients and their families, ensuring that our standards of specialist palliative care and associated holistic support are delivered at the highest level</p>		
	<ul style="list-style-type: none"> ■ Regularly review and evaluate the provision of patient care, incorporating the views of patients, families and healthcare professionals, to ensure its quality and appropriateness 	<ul style="list-style-type: none"> ■ Three-yearly evaluations of each of our three main services (in-patient, hospital-based, and community palliative care), including patient feedback ■ Results of evaluations included in our annual report 	<ul style="list-style-type: none"> ■ Review/evaluation of one service each year ■ Results included in annual report 	<ul style="list-style-type: none"> ■ Quality & service provision meeting established with MDT representation to assess and evaluate all aspects of the service. ■ Hospice Manager Report presented to Board at each Board meeting. ■ Report presented at each board meeting by Chair of Board quality & safety subcommittee with update on complaints/compliments/ risk register
	<ul style="list-style-type: none"> ■ We will run an annual survey of our stakeholders (patients, families, carers, staff, healthcare professionals and people in our wider community) to help us understand people's views on the work of the Hospice and our future priorities 	<ul style="list-style-type: none"> ■ Annual survey results reported on our website and within our published annual report 	<ul style="list-style-type: none"> ■ Annual survey and reporting 	<ul style="list-style-type: none"> ■ Exploring inviting a service user to Quality & service provision meeting in 2022. ■ Review of annual complaints/ compliments/ feedback and reported to Board Quality & safety subcommittee and then reported to Board
	<ul style="list-style-type: none"> ■ We will engage with patients and their families in order to understand the perspectives of those who use our services and to discuss future priorities for North West Hospice 	<ul style="list-style-type: none"> ■ We will establish and implement a mechanism for engagement 	<ul style="list-style-type: none"> ■ Engagement to commence by early 2022 	<ul style="list-style-type: none"> ■ Exploring inviting service user to Quality & service provision meeting in 2022



Scorecard Quadrant	Objectives and Activities	Output	Timescale	Progress 2021
Our Patients and Stakeholders	<p>2 To develop our pastoral care and holistic therapies</p>			
	<ul style="list-style-type: none"> ■ We will review the range of spiritual support provided within North West Hospice on an inclusive basis, recognizing the diversity of those who use our services, and make enhancements or changes as necessary 	<ul style="list-style-type: none"> ■ Review and recommendations will be brought to the Board and an appropriate implementation process commenced 	<ul style="list-style-type: none"> ■ Review and recommendations by early 2022 ■ Implementation from early 2022 onwards 	<ul style="list-style-type: none"> ■ Review in progress by Operational Management Committee.(OMC)
	<ul style="list-style-type: none"> ■ We will review the range of holistic therapies provided within North West Hospice, and make enhancements or changes as necessary 	<ul style="list-style-type: none"> ■ Review and recommendations will be brought to the Board and an appropriate implementation process commenced 	<ul style="list-style-type: none"> ■ Review and recommendations by early 2022 ■ Implementation from early 2022 onwards 	<p>Review in progress by OMC</p>



Scorecard Quadrant	Objectives and Activities	Output	Timescale	Progress in 2021
Delivery of Patient Care	3 To increase the size of our inpatient unit and to redevelop the physical infrastructure of the Hospice in line with best practice in palliative care			
	<ul style="list-style-type: none"> ■ HIGH PRIORITY: We will complete our capital redevelopment programme, in collaboration with the HSE 	<ul style="list-style-type: none"> ■ Capital redevelopment complete, and new building open / all services up and running 	<ul style="list-style-type: none"> ■ Dependent on HSE funding and approvals; scheduled for Q4 2021 to commence construction 	<ul style="list-style-type: none"> ■ Final design stage Completed in Dec 2021. To progress to tender in Mid 2022 pending HSE approval



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Scorecard Quadrant	Objectives and Activities	Output	Timescale	Progress in 2021
Delivery of Patient Care	4	To provide a palliative care service in all areas of our work – within our in-patient unit, within Sligo University Hospital, and within our community palliative care teams – which is in line with international best practice		
	<ul style="list-style-type: none"> We will deliver palliative care services in line with the annual Service Plan agreed with the HSE 	<ul style="list-style-type: none"> Service Plan to be agreed with the HSE and signed off by both parties 	<ul style="list-style-type: none"> Final sign-off by end of Q2 annually 	<ul style="list-style-type: none"> Completed
	<ul style="list-style-type: none"> We will ensure that we are appropriately resourced with senior clinical staff, to reflect our growing caseload and complexity of work 	<ul style="list-style-type: none"> We will aim to have a dedicated Director of Nursing in position on a full-time, dedicated basis We will aim to have full-time pharmacy cover in place within the Hospice 	<ul style="list-style-type: none"> Confirmed by end of Q3 2021 Confirmed by end of Q3 2021 	<ul style="list-style-type: none"> Completed <p>Unsuccessful Recruitment campaign To be re-advertised in Early 2022</p>
	<ul style="list-style-type: none"> We will examine best practice in palliative care within each of our care settings as part of on-going Quality and Safety / Training and Education initiatives 	<ul style="list-style-type: none"> Full compliance with "Towards Excellence in Palliative Care Self-Assessment tool" against the "National Standards for Safer Better Healthcare", 2014 Agreed Quality Improvement recommendations from self-assessment brought to the North West Hospice executive and Board, and prioritized as appropriate Service improvements will be reported in our Annual Report 	<ul style="list-style-type: none"> Self-assessment complete by end of 2021 Quality Improvement plans for all three care settings will be progressed and completed Q2 2021 On-going self-assessment to continue to monitor progress Annual: Included in Annual Report Q2 2021 	<ul style="list-style-type: none"> Directed by National Enablement Group. Quality & safety Committee continues to self-assess performance and compliance to the standards Further quality Improvement plans Identified in 2021 and progressed. Process in place Via Audit group Report to Board Quality & safety sub Committee
	<ul style="list-style-type: none"> We will continue to work in close partnership with our colleagues in Sligo University Hospital, and with GPs, nurses and other health professionals across the North West, to ensure that we provide a highly integrated service across all aspects of care and all care pathways 	<ul style="list-style-type: none"> Partnership working and service integration will be specifically reported in our Annual Report We will look at how we can work with nursing homes and providers of services to the elderly 	<ul style="list-style-type: none"> Annual: Included in Annual Report Q2 2021 	<ul style="list-style-type: none"> Report to Board Quality & safety Subcommittee



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Scorecard Quadrant	Objectives and Activities	Output	Timescale	Progress in 2021
Delivery of Patient Care	5	To explore how the provision of care by the Hospice will change following Covid-19		
	<ul style="list-style-type: none"> We will consider the impact of the Covid-19 pandemic in terms of identifying and categorizing future risks and recovery plans 	<ul style="list-style-type: none"> Detailed risk assessment and future disaster recovery plans 	<ul style="list-style-type: none"> End of 2021 	<ul style="list-style-type: none"> Completed

Scorecard Quadrant	Objectives and Activities	Output	Timescale	Progress in 2021
Learning and Growth	6	To consider new opportunities to develop our services and capacity to fulfil our mission and vision, either individually or in partnership with other organizations		
	<ul style="list-style-type: none"> We will liaise with other organizations providing services which are relevant or complementary to palliative care 	<ul style="list-style-type: none"> Engagement with other service providers, and signing of Memoranda of Understanding in relation to complementary work / joint projects, e.g. with nursing homes 	<ul style="list-style-type: none"> On-going over life of strategy 	<ul style="list-style-type: none"> On going
	<ul style="list-style-type: none"> We will further develop relationships with key decision-makers in relation to services which North West Hospice can offer 	<ul style="list-style-type: none"> Regular engagement and six-monthly "strategic contact" report by the Hospice Manager to the North West Hospice Board 	<ul style="list-style-type: none"> Annual: report to the Board 	<ul style="list-style-type: none"> Ongoing and report to the Board on any developments



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Scorecard Quadrant	Objectives and Activities	Output	Timescale	Progress in 2021
Learning and Growth	7 To cherish and develop our staff and volunteers so that they can continue to provide the highest levels of compassionate care to patients and their families			
	<ul style="list-style-type: none"> We will enhance the training and development of Board directors, management, staff and volunteers 	<ul style="list-style-type: none"> Education, Training and Development Plan 	<ul style="list-style-type: none"> Annual submission to North West Hospice Board for approval by end Q4 in each year 	Funding in place to Support staff and Board training
	<ul style="list-style-type: none"> We will continue to focus on education as an essential component of our activity 			
<ul style="list-style-type: none"> Safe and supportive working environment for North West Hospice staff 	<ul style="list-style-type: none"> Staff feedback mechanism 	<ul style="list-style-type: none"> To be implemented by end Q1 2021 and on-going over life of plan 	Staff well being Committee in place and funding secured in budget '22	



Scorecard Quadrant	Objectives and Activities	Output	Timescale	Progress in 2021
Financial and Corporate Management	<p style="text-align: center;">8</p> <p>To ensure the financial sustainability of North West Hospice as an organization and of its services to people with life-limiting illness</p>			
	<ul style="list-style-type: none"> ■ In order to focus on the sustainability of North West Hospice as a whole, we will assess the breakeven position of each of our main activities on an annual basis ■ Increase statutory funding to cover core clinical costs to reduce reliance on fundraising as per “The HSE 3 Year Development Framework for Palliative Care (2017-2019)” 	<ul style="list-style-type: none"> ■ Annual breakeven review of each activity area, and reports to the North West Hospice Board 	<ul style="list-style-type: none"> ■ Q3 / Q4 of each year, in line with annual business planning process 	<ul style="list-style-type: none"> ■ Completed
	<ul style="list-style-type: none"> ■ So that we may ensure our future financial sustainability, diversify our income streams and establish new revenue sources, we will develop an Fundraising Plan for approval by the Board ■ We will look at how we can use social media as an effective way to raise our profile and attract new fundraising opportunities. ■ A grant has been secured for a new website and we will look at how this website can be most effectively set up to promote income generation, such as an online element for the shop 	<ul style="list-style-type: none"> ■ Fundraising Plan with clear revenue targets from each of our identified activity areas, including assessment of how technology may be harnessed to meet these objectives 	<ul style="list-style-type: none"> ■ Sign-off of Fundraising Plan by North West Hospice Board no later than end of Q1 2021, and each succeeding year on an annual basis (ideally by end Q3 in succeeding years). 	<ul style="list-style-type: none"> ■ Completed



Annual Report | 2021

Scorecard Quadrant	Objectives and Activities	Output	Timescale	Progress in 2021
Financial and Corporate Management	9	To ensure the organization is governed and managed in accordance with best practice and in compliance with all regulatory and statutory requirements		
	<ul style="list-style-type: none"> We will work on the development of a succession plan for the Board to ensure continuity and the managed replacement of Board members reaching the end of their term of office 	<ul style="list-style-type: none"> Board succession plan to be drafted and discussed annually 	<ul style="list-style-type: none"> Annual 	Completed Board Development subcommittee
	<ul style="list-style-type: none"> We will continue to strengthen the Board and our governance arrangements, including introducing new Board members with skill sets and experience which can add real value 	<ul style="list-style-type: none"> New Board members to be added as current members reach the end of their terms of office, and Board makeup to be kept under review 	<ul style="list-style-type: none"> On-going 	Completed in 2021
	<ul style="list-style-type: none"> We will continue to fully comply with the regulatory arrangements for charities 	<ul style="list-style-type: none"> Quarterly compliance report to North West Hospice Board by Hospice Manager 	<ul style="list-style-type: none"> Quarterly 	Completed
	<ul style="list-style-type: none"> We will continue to monitor new and existing policies within healthcare and how they will affect the service we provide. 	<ul style="list-style-type: none"> Ensure understanding and compliance with the Safeguarding Policy within the Hospice Review the effects of a potential new Assisted Decision-Making Policy on the service provided by the Hospice 	<ul style="list-style-type: none"> Annual 	Completed
	<ul style="list-style-type: none"> We will be transparent and open regarding how money is spent within North West Hospice 	<ul style="list-style-type: none"> Annual report detailing our income and expenditure, in line with best practice and regulatory standards for charities 	<ul style="list-style-type: none"> Annual 	Completed
	<ul style="list-style-type: none"> We will maintain our formal risk register and update it monthly 	<ul style="list-style-type: none"> Formal Risk Register presented quarterly to NWH Board and HSE CHO1 	<ul style="list-style-type: none"> Quarterly 	Completed
	<ul style="list-style-type: none"> We will look to advance our excellent working relationship with the HSE 	<ul style="list-style-type: none"> Annual review of the Service Level Agreement 	<ul style="list-style-type: none"> Annual 	Completed



Scorecard Quadrant	Objectives and Activities	Output	Timescale	Progress in 2021
Financial and Corporate Management	10 To develop our organizational structure, resources and capacity in order to enable North West Hospice to deliver all aspects of our strategic plan over the next three years			
	<ul style="list-style-type: none"> Recognizing that our organizational structure has current capacity constraints, we will strengthen our executive and administrative structure / resources by making targeted changes and additions to our structure 	<ul style="list-style-type: none"> Report and recommendations to North West Hospice Board New positions in place via formal recruitment process 	<ul style="list-style-type: none"> New positions in place in line with recommended timescales 	<ul style="list-style-type: none"> Completed
	<ul style="list-style-type: none"> We will ensure that our organization has effective reporting, internal control and accounting systems 	<ul style="list-style-type: none"> Review and reports on the systems of internal control, reporting and accounting to ensure that they are sufficient to support North West Hospice to the best standards 	<ul style="list-style-type: none"> Initial report by end of Q2 2021 followed by a bi-annual review 	<ul style="list-style-type: none"> Completed
	<ul style="list-style-type: none"> Using the scorecard presented in this strategic plan, we will develop performance management arrangements to help us monitor and report progress and achievement against targets 	<ul style="list-style-type: none"> Agree performance management targets and reporting mechanism Reporting of achievement against targets 	<ul style="list-style-type: none"> Board agreement by end of Q1 2021 Monthly (internal); Annually (external reporting) 	<ul style="list-style-type: none"> Progress update for Annual report Progress update via Hospice Manager report To Board at each Board meeting



Scorecard Quadrant	Objectives and Activities	Output	Timescale	Progress in 2021
Financial and Corporate Management	11 To review the enhancement of corporate information both in the office and in clinical care activities			
	<ul style="list-style-type: none"> We will look at technologies and digital solutions to improve how we provide our service. 	<ul style="list-style-type: none"> Review how reports which are currently recorded manually might be recorded digitally. Ensure our staffs have functional, appropriate technology in order effectively perform their duties. Review how clinical information and clinical process could be digitalized to help improve staff workload. Upgrading of our IT hardware and software 	<ul style="list-style-type: none"> End of Q3 2021 	<ul style="list-style-type: none"> Hardware upgrade Complete Further work to be Progressed in 2022 To digitalize Clinical information. IT Lead in post
	<ul style="list-style-type: none"> Develop management information system for strategic decision-making 	<ul style="list-style-type: none"> Improved data collection mechanisms identified and developed that can improve delivery or affect services 	<ul style="list-style-type: none"> End of Q4 2021 	<ul style="list-style-type: none"> Further work required to Complete in 2022
	<ul style="list-style-type: none"> Improve the digital skills of our staff 	<ul style="list-style-type: none"> Provide training to all staff on the use of IT systems to ensure their most effective use 	<ul style="list-style-type: none"> End of Q4 2021 	<ul style="list-style-type: none"> Completed in 2021, Further training planned in 2022

NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31ST DECEMBER 2021

**NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE
FINANCIAL STATEMENTS YEAR ENDED 31ST DECEMBER 2021**

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**NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE
DIRECTORS AND OTHER INFORMATION AT DATE OF APPROVAL OF FINANCIAL
STATEMENTS**

BOARD OF DIRECTORS

Patrick Dolan (*Chairperson*)
Mary Curran
Noel Scott
George Chadda
Shane Ward
Hubert McHugh

Siobhan O'Dowd (*Vice Chairperson*)
Declan Hegarty
Dr. Fiona Quinn
John McElhinney
Daniel Browne
Susanne Kerins
Noel McLoughlin

SECRETARY

Noel Scott

REGISTERED OFFICE

The Mall, Sligo

AUDITORS

Gilroy Gannon
Chartered Accountants
& Statutory Audit Firm
Stephen Street
Sligo

BANKERS

Ulster Bank
Stephen Street
Sligo

Permanent TSB
O'Connell Street
Sligo

SOLICITOR

Michael J Horan
Floor 1
Millennium House
Stephen Street
Sligo

CHARITY NUMBER

CHY7983

REGISTERED CHARITY NUMBER (RCN)

20018863

COMPANY NUMBER

119501

NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE DIRECTORS' REPORT

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

PRINCIPAL ACTIVITIES AND BUSINESS REVIEW

North West Hospice Company Limited by Guarantee ("the Company") is a public benefit entity which is a not-for-profit organisation. The Company does not have a share capital and the liability of members is limited to €1.27.

The Company is managed by the Board of Directors and its Memorandum of Association sets out the objects and powers of the charity.

The Company has been granted charitable tax status under Sections 207 and 208 of the Taxes Consolidation Act 1997, Charity No CHY 7983 and is registered with the Charities Regulatory Authority.

The Company's objectives and principal activities are to provide a Specialist Palliative Care Service to persons suffering from life limiting illness. The services are offered free of charge. It provides this service through a Home Care service, an Inpatient Unit and Bereavement Support services. The Company is funded by the Health Service Executive (HSE) and also generates fundraised income from various sources including donations, managed events, and its charity shops. It also funds and conducts education and research projects in accordance with the Articles of the Company. Our integrated service is provided through:

Our 8-bed Inpatient Unit – this Unit has eight beds (three single rooms and a five-bed area) where people are cared for by a multi-disciplinary team for a range of reasons such as symptom control, respite, as well as end-of-life care. During the COVID pandemic, Infection Prevention Control advised to reduce our bed complement to 7 beds to facilitate adherence to COVID social distancing regulation. This bed complement has continued throughout 2021. Our team includes specialist palliative consultants, medical, nursing, social work, occupational therapy and physiotherapy staff. We also provide pastoral care, complimentary therapies, and a wide range of volunteer services. 174 patients were admitted during 2021. A new Inpatient Unit with 12 single beds is due to begin development as part of the HSE Capital Development plan.

Our Community Palliative Care Team working across the North-West – we visit patients in their own homes or other care settings such as nursing homes or community hospitals. This team of Clinical Nurse Specialists, a social worker and a doctor work very closely with the patient's GP and Public Health Nurse to provide care to the patient. During 2021 the homecare team provided care and support to 412 patients.

NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE DIRECTORS' REPORT

Our **Hospital Palliative Care Team** based in Sligo University Hospital - provides palliative care to patients at Sligo University Hospital and their families and provides support to the hospital's medical and nursing teams. The Team provides a seamless link in the flow of care between the hospital, the hospice In-Patient Unit and Community Palliative Care, assisting patients and their families to make the most appropriate decisions according to their individual care needs. 654 patients were cared for by the Hospital Palliative care team in 2021.

Our **Social Work service** – Social workers are an integral part of the palliative care multidisciplinary team. The team provides psychosocial and emotional support to patients and their families who are receiving palliative care service at home or in the Inpatient unit. The social work team also provides a bereavement support and advice to those whose loved one died under the care of North West Hospice.

Our **Specialist Education Support service** – we recognise the importance of ensuring the continuous professional development of our staff, and our activities include monthly education sessions for staff, learning and sharing from practical examples of clinical practice, and the development of policies, procedures and guidelines related to service quality.

Our **Volunteer Programme** – our volunteers provide essential support in areas such as reception cover, holistic care (massage, music, reflexology, etc.), driving, fundraising, charity shop assistants and other activities.

FINANCIAL PERFORMANCE IN PERIOD, POSITION AT YEAR END

The Company recorded an overall surplus of €1,694,189 for the financial year to 31 December 2021 (2020: Surplus €1,023,112). North West Hospice gratefully acknowledges the core support from the HSE that is essential for the provision of services. Income was also raised through a wide range of fundraising events, charity shops and bequests which totalled €2,080,014 in the current year (2020: €1,357,266).

Staff costs in 2021 amounted to €2,106,708 (2020: €2,112,008) from a total expenditure of €2,647,136 (2020: €2,418,578). The Hospice Manager's salary was paid directly by the HSE and reflected in the Service Arrangement. Fundraising costs were €539,293. (2020: €280,612) and governance costs were €30,239 (2020: €19,768). The major increase in fundraising costs in 2021 is attributable to Radio Bingo operations brought in house during the year.

POST BALANCE SHEET EVENTS

In early 2022 the HSE advised that the North West Hospice is included in the HSE Capital Programme and that they have been granted a capital allocation in 2022.

RESERVES POLICY

The key principle is that our reserves should be sufficient to manage a severe situation in which our cash inflows significantly fail to meet our cash outflows. In such a "worst case" scenario, the reserves can be drawn upon to meet operating cash shortfalls. In addition to this, any additional cash available is primarily held to meet service development and future capital expenditure requirements as identified from time to time.

FUTURE DEVELOPMENTS

Strategic Plan 2021-2023

The Hospice launched a new strategic plan in 2021 which covers the period from 2021 to 2023 and it sets out the vision of the directors, management, and staff for providing high quality and safe services for all our service users and developing those services in line with best national and international practice. The plan has the following these key focus areas:

- 1 *To reaffirm our commitment to our patients and their families, ensuring that our standards of specialist palliative care and associated holistic support are delivered at the highest level*
- 2 *To develop our pastoral care and holistic therapies.*
- 3 *To increase the size of our inpatient unit and to redevelop the physical infrastructure of the Hospice in line with best practice in palliative care*
- 4 *To provide a palliative care service in all areas of our work – within our inpatient unit, within Sligo University Hospital, and within our community palliative care teams which is in line with national and international best practice*
- 5 *To explore how the provision of care provided by the Hospice will change following Covid-19*
- 6 *To consider new opportunities to develop our services and capacity to fulfil our mission and vision, either individually or in partnership with other organisations*
- 7 *To cherish and develop our staff and volunteers so that they can continue to provide the highest levels of compassionate care to patients and their families*
- 8 *To ensure the financial sustainability of North West Hospice as an organisation and of its services to people with life-limiting illness*
- 9 *To ensure the organisation is governed and managed in accordance with best practice and in compliance with all regulatory and statutory requirements*
- 10 *To develop our organisational structure, resources, and capacity to enable North West Hospice to deliver all aspects of our strategic plan over the next three years*
- 11 *To review the enhancement of corporate information both in the office and in clinical care activities.*

Our annual operational plans detail the specific actions that we will take to meet these strategic objectives.

DEVELOPMENT PLANS

It is anticipated that works (enabling works) for the new inpatient unit will commence in the latter half of 2022 with the main works commencing thereafter following completion of tendering process. This will require the decanting of the clinical staff to the proposed offices on the Mall.

STRUCTURE GOVERNANCE AND MANAGEMENT

The directors are responsible for the management of the business of the Hospice and for exercising their powers in pursuit of the charitable objects of the Hospice. The directors are committed to maintaining the highest standards of Corporate Governance and they believe that this is a key element in ensuring the proper operation of the Hospices activities.

The Board is responsible for providing leadership, setting strategy, and ensuring control. There were 15 non- executive directors during the year. The Boards non-executive directors are drawn from diverse backgrounds and bring their expertise and decision-making skills to the Board deliberations.

The Hospice has a comprehensive process for reporting management information to the Board. The Board is provided with regular information for all aspects of the organisation.

To support their governance activities the Board has established several Committees who report directly to the Board. Each Committee has its own terms of reference.

The committees of the Board are:

- Board Development subcommittee
- Human Resource subcommittee
- Finance and Audit subcommittee
- Quality and Safety subcommittee
- IT Systems and Hardware Subcommittee

The senior management team is made up of

- Hospice Manager - Nuala Ginnelly
- Clinical Lead - Dr. Anna Cleminson
- Director of Nursing - Marion Ryder
- Assistant Director of Nursing - Jacinta Kelly
- Head of Finance - Georgina Meehan
- Head of Communications/Fundraising - Bernadette McGarvey
- Commercial Manager - Mary Forte

STAFF AND VOLUNTEERS

The Hospice could not function and provide the level of care and support to patients and families without the help of the Staff and Volunteers. The directors wish to express their thanks to all Staff and Volunteers for the excellent care that they provide.

PRINCIPAL RISKS AND UNCERTAINTIES

The directors together with the senior management team follow a process to manage risks to which the Hospice is exposed. They particularly concern themselves with operational and financial risks. They are satisfied that appropriate systems are in place to mitigate against their risks and limit exposure. The principal risks facing The North West Hospice Company Limited by Guarantee are:

Clinical Risks to patients under our care either as inpatients or in their home environment: These risks are mitigated by the use of appropriately qualified and trained clinical staff, working within safe systems of care, having appropriate equipment which reduces risk, having appropriate policies and procedures in place and our incident reporting system which includes reporting near misses so that future incidents can be prevented.

Covid 19: The Hospice continues to engage with the HSE infection control and continues to take precautions to prevent and mitigate an outbreak of the virus by continuing to follow best practice and COVID regulations. Access to the hospice building has continued to be restricted. In 2021 a number of face to face fundraising events were cancelled due to COVID 19. However the volunteer programme has gradually returned since mid-2021. The public continues to support fundraising through virtual events and individual donations for which we are very grateful.

Failure to comply with Statutory/Regulatory Requirements: The Hospice is subject to stringent regulations across all aspects of its activities and has appropriate processes in place to monitor adherence and compliance with legislation and regulations impacting its operations

General Data Protection Regulation: North West Hospice continue to implement GDPR regulations to achieve compliance. Risk assessments and risk minimisation actions are put in place in the areas of non-compliance. At the Board meetings, the Board is advised on these matters and all risks, as identified in the risk register via the Board's Quality and Safety Sub-Committee Chairperson.

Financial Dependency on the HSE: The Hospice is dependent on the ongoing support of the HSE for funding to deliver core services. This risk is mitigated by developing ongoing relationships with the HSE and agreeing annually our Service Arrangement. This has been further mitigated by the welcome increase in recurring annual funding that is provided under our Service Arrangement.

**NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE
DIRECTORS' REPORT**

Insufficient Funding for future Capital Developments: The new state of the art hospice facility is to be funded by HSE Capital Estates and is formally identified on the HSE capital plan. There is a risk that the funding given may not be sufficient to complete the project with rising costs and supply issues post Brexit and Covid Pandemic.

DIRECTORS AND SECRETARY

The names of the individuals who were directors at any time during the year ended 31st December 2021 are set out below. All directors served for the entire year unless otherwise stated.

Board Director	Attendance
Patrick Dolan (<i>Chairperson</i>)	5/5
Siobhan O'Dowd (<i>Vice Chairperson</i>)	4/5
Noel Scott (<i>Secretary</i>)	5/5
Shane Ward (<i>Treasurer</i>)	5/5
James Callaghan (<i>Retired 2nd December 2021</i>)	5/5
Mary Curran	5/5
George Chadda	5/5
Hubert McHugh	5/5
Aisling Barry (<i>Retired 2nd December 2021</i>)	4/5
Declan Hegarty	3/5
Dr. Fiona Quinn	3/5
John McElhinney	4/5
Daniel Browne	4/5
Susanne Kerins	4/5
Noel McLoughlin (<i>Joined 29th April 2021</i>)	4/4

DIRECTORS AND SECRETARY AND THEIR INTERESTS

There were no contracts or arrangements of any significance in relation to the Company's business in which the directors or secretary of the Company had any interest.

GOING CONCERN

The directors have reviewed the company's financial projections and with the continued support of the HSE have a reasonable expectation that the company resources are adequate to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis in preparing the annual financial statements.

Further details regarding the adoption of the going concern basis can be found in note 3 to the financial statements.

**NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE
DIRECTORS' REPORT**

PAYMENT OF CREDITORS

The directors acknowledge their responsibility for ensuring compliance with the provisions of the EC (Late Payment in Commercial Transactions) Regulations 2012. It is the Company's policy to agree payment terms with all suppliers and to adhere to those payment terms.

POLITICAL CONTRIBUTIONS

There were no political contributions made by the Company during the financial year.

ACCOUNTING RECORDS

The measures that the directors have taken to secure compliance with the requirements of sections 281 to 285 of the Companies Act 2014 regarding the keeping of accounting records, are the employment of appropriately qualified accounting personnel and the maintenance of computerised accounting systems. The Company's accounting records are maintained at the Company's registered fundraising and finance office at Hospice Centre, Adelaide Building, Wine Street Car Park, Sligo.

STANDARDS

The directors are committed to maintaining high standards of corporate governance. On 1st July 2021 the charity declared to the Charities Regulator that it is in full compliance with the Charities Governance Code. The board prepares an annual report and financial statements in full compliance with the Charities SORP (Statement of Reporting Practice under FRS102) and made available to the public on our website.

STATEMENT ON RELEVANT AUDIT INFORMATION

In the case of each of the persons who are directors at the time of this report is approved in accordance with section 332 of the Companies Act 2014:

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

AUDITORS

In accordance with Section 383(2) of the Companies Act 2014, the auditors, Gilroy Gannon, Chartered Accountants and Statutory Audit Firm express their willingness to continue in office.

This report was approved by the board of directors on 9th June 2022 and signed on behalf of the board by:



Director



Director

NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE DIRECTORS' RESPONSIBILITIES STATEMENT

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

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

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

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

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

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE**

Report on the Audit of the financial statements

Opinion

We have audited the financial statements of North West Hospice Company Limited by Guarantee (the 'company') for the year ended 31st December 2021, which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flow and notes to the financial statements, including the summary of significant accounting policies set out in note 3. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the company in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

We have relied on the exemption provided by the Irish Auditing and Accounting Supervisory Authority's Ethical Standard - Section 6 - Provisions Available for Audits of Small Entities in the circumstances as outlined in note 17 to the financial statements.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE**

Conclusions relating to going concern

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

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

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

Other information

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

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 such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2014

Based solely on the work undertaken in the course of the audit, we report that:

- in our opinion, the information given in the directors' report is consistent with the financial statements; and
- in our opinion, the directors' report has been prepared in accordance with applicable legal requirements.
- We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE

In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited, and the financial statements are in agreement with the accounting records.

Matters on which we are required to report by exception

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

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

Respective Responsibilities

Responsibilities of directors for the financial statements

As explained more fully in the directors' responsibilities statement set out on page 9, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors 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.

Auditor's responsibilities for the audit of the financial statements

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

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE**

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at: www.iaasa.ie, under "Description of auditor's responsibilities for audit". This description forms part of our auditor's report.

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

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



Sinead McHugh

For and on behalf of

Gilroy Gannon

Chartered Accountants and Statutory Audit Firm

Stephen Street

Sligo

Date: 9th June 2022

NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31ST DECEMBER 2021

	Note	Designated Funds €	Restricted Funds €	Unrestricted Funds €	Total Funds € 2021	Total Funds € 2020
INCOME						
<i>Charitable Activities</i>	4	-	194,026	2,067,032	2,261,058	2,073,275
<i>Donations & Legacies</i>	4	470,664	31,390	403,200	905,254	387,781
<i>Fundraising</i>	4	-	-	1,174,760	1,174,760	969,485
<i>Interest</i>		-	-	253	253	11,149
Total Income		470,664	225,416	3,645,245	4,341,325	3,441,690
EXPENDITURE						
<i>Charitable Activities</i>		-	(106,841)	(1,970,763)	(2,077,604)	(2,118,198)
<i>Fundraising Costs</i>		-	(13,625)	(525,668)	(539,293)	(280,612)
<i>Governance Costs</i>		-	(20,386)	(9,853)	(30,239)	(19,768)
Total Expenditure		-	(140,852)	(2,506,284)	(2,647,136)	(2,418,578)
Surplus for the Year		470,664	84,564	1,138,961	1,694,189	1,023,112
Total Funds Brought Forward		1,155,205	46,500	2,325,864	3,527,569	2,504,457
Transfer of Funds		1,042,439	-	(1,042,439)	-	-
Total Funds Carried Forward		2,668,308	131,064	2,422,386	5,221,758	3,527,569

NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL POSITION AS AT 31ST DECEMBER 2021

	Note	€	2021 €	€	2020 €
Fixed assets					
Tangible assets	8	164,430		107,115	
Financial assets		1,669,078		1,668,825	
			<u>1,833,508</u>	<u>1,775,940</u>	
Current assets					
Debtors	9	217,408		124,865	
Cash at bank and in hand		3,559,623		2,102,605	
			<u>3,777,031</u>	<u>2,227,470</u>	
Creditors:					
due within one year	10	(388,781)		(475,841)	
				<u>1,751,629</u>	
Net Current Assets			3,388,250		1,751,629
Total Assets less Current Liabilities			<u>5,221,758</u>		<u>3,527,569</u>
NET ASSETS			<u>5,221,758</u>		<u>3,527,569</u>
Funds of the Charity					
Designated Funds	12	2,668,308		1,155,205	
Restricted Funds	12	131,064		46,500	
Unrestricted Funds	12	2,422,386		2,325,864	
TOTAL CHARITY FUNDS			<u>5,221,758</u>		<u>3,527,569</u>

These financial statements were approved by the board of directors on 9th June 2022 and signed on behalf of the board by:



 Director



 Director

**NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE
STATEMENT OF CASH FLOW FOR THE YEAR ENDED 31ST DECEMBER 2021**

	2021	2020
	€	€
Cash flows from operating activities		
Surplus for the financial year	1,694,189	1,023,112
<i>Adjustments for:</i>		
Depreciation of tangible assets	44,381	27,127
Other interest receivable and similar income	(253)	(11,149)
Accrued expenses/(income)	616	(124,384)
<i>Changes in:</i>		
Trade and other debtors	(92,870)	(33,590)
Trade and other creditors	(87,349)	299,137
Cash generated from operations	<u>1,558,714</u>	<u>1,180,253</u>
Cash flows from investing activities		
Purchase of tangible assets	(101,696)	(11,196)
Adjustment in tangible assets	-	83,579
Interest received	253	11,149
Net cash used in investing activities	<u>(101,443)</u>	<u>83,532</u>
Net increase in cash and cash equivalents	1,457,271	1,263,785
Cash and cash equivalents at beginning of financial year	3,771,430	2,507,645
Cash and cash equivalents at end of financial year	<u>5,228,701</u>	<u>3,771,430</u>

1. GENERAL INFORMATION

The financial statements comprising the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flow, and the related notes constitute the individual financial statements of North West Hospice Company Limited by Guarantee for the financial year ended 31st December 2021. The company is registered in Ireland as a private company limited by guarantee without any share capital (CRO number 119501). Its registered office is The Mall, Sligo which is also its principal place of business. The nature of the company's operations and its principal activities are set out in the directors report. The company is a charity and has been granted charitable tax exemption (Charity Number: CHY 7983).

The liability of each of the company's members in the event of the company being wound up will not exceed €1.27.

2. STATEMENT OF COMPLIANCE

The financial statements have been prepared under the historical cost convention, and in accordance with the Statement of Recommended Practice (SORP 2015) "Accounting and Reporting by Charities", in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102), issued by the Financial Reporting Council and the Companies Act 2014.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of preparation

The financial statements have been prepared on the going concern basis and in accordance with the historical cost convention modified to include certain items at fair value. The financial reporting framework that has been applied in their preparation is the Companies Act 2014 (the Act) and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland issued by the Financial Reporting Council. The financial statements have also been prepared in accordance with the formats provided for in the Statements of Recommended Practice (SORP 2015) "Accounting and Reporting by Charities" in accordance with FRS 102.

The financial statements are prepared in Euro, which is the functional currency of the entity.

Income

Grant income is recognised in the Statement of Financial Activities ("SOFA") when the company is entitled to the income, when any performance related conditions have been met, when receipt is probable and the amount can be quantified with reasonable accuracy.

Monies received in respect of expenditure to be incurred in a future accounting period are accounted for as deferred income and recognised as a liability until the required accounting period.

Voluntary income from bequests, donations, gifts and the proceeds of fundraising activities are recognised as received. The value of services provided by volunteers has not been included as income. As with many similar charitable organisations, independent groups from time to time organise fundraising activities. However, as amounts collected in this way are outside the control of the company, they are not included in the financial statements until received into the company bank account.

Proceeds from the sale of donated goods are recognised as income when sold. Income from radio bingo is recognised as receivable and interest on funds held on deposit is included when receivable and the amount can be measured reliably.

Expenditure

Expenditure is accounted for on an accruals basis as a liability is incurred and reported as part of the expenditure to which it relates. Where costs cannot be attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources.

Expenditure on generating funds is included as fundraising costs. Expenditure on charitable activities includes all costs incurred by the charity in undertaking activities in furtherance of the objectives of the charity including support costs.

Costs relating to governance of the charity are costs associated with its statutory requirements including the audit fee and costs relating to the strategic management of the company.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity.

Fund accounting

Restricted funds: These are funds which are obliged to be spent in a specific way or for a specific purpose as set out in a funding letter of offer, or services contract, as specified by the grant maker or donor, but which are still in the wider objectives of a charity.

Designated funds: Represent unrestricted income which have been recommended by the board of directors for specific purposes. Conditions are attached to the designated funds. The company can redistribute funds if these conditions are not satisfied.

Unrestricted funds: Funds which are not assigned to a specific purpose. They represent amounts which are expendable at the discretion of the Board of Directors in furtherance of the objectives of the charity.

Defined contribution plans

The company operates a defined contribution scheme. Retirement benefit contributions in respect of the scheme for employees are charged to the Statement of Financial Activities as they become payable in accordance with the rules of the scheme. The assets are held separately from those of the company in an independently administered fund. Differences between the amounts charged in the Statement of Financial Activities and payments made to the retirement benefit scheme are treated as assets or liabilities.

Government grants

Under Charities SORP (FRS 102) all grants including capital grants should be recognised as income in the Statement of Financial Activities on a performance basis i.e. when the company has entitlement to the funds, any performance related conditions attached to the grants have been met, it is probable that the income will be received, and the amount can be measured reliably.

Government grants received for capital purposes (to acquire tangible fixed assets) are credited to restricted funds. The amount of the grant is amortised and credited to the Statement of Financial Activities on the same basis as the related fixed assets are depreciated.

Taxation

No charge to current or deferred taxation arises as the Company has been granted charitable status under Sections 207 and 208 of the Taxes Consolidation Act 1997, Charity Number CHY 7983. The company is eligible under the "Scheme for Tax Relief for Donations to Eligible Charities and Approved Bodies under Section 84A Taxes Consolidation Act, 1997" therefore income tax refunds arising from donations exceeding €250 per annum are included in unrestricted funds.

Tangible fixed assets

Tangible fixed assets are initially recorded at historic cost. This includes legal fees, stamp duty and other non-refundable taxes, and also any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended.

Depreciation

Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost or valuation, less estimated residual value, of each asset systematically over its expected useful life, on a straight-line basis, as follows:

Improvements to leasehold premises	-	10/15%	per annum
Fittings fixtures and computer equipment	-	15/20%	per annum
Motor vehicles	-	20%	per annum

The residual value and useful lives of tangible assets are considered annually for indicators that these may have changed. Where such indicators are present, a review will be carried out of the residual value, depreciation method and useful lives, and these will be amended if necessary. Changes in depreciation rates arising from this review are accounted for prospectively over the remaining useful lives of the assets.

Financial Assets

The financial asset relates to a deposit investment.

Impairment of assets

At the end of each reporting period, the company assesses whether there is any indication that the recoverable amount of an asset is less than its carrying amount. If any such indication exists, the carrying amount of the asset is reduced to its recoverable amount, resulting in an impairment loss. Impairment losses are recognised immediately in the Statement of Financial Activities. Where the circumstances causing an impairment of an asset no longer apply, then the impairment is reversed through the Statement of Financial Activities. The recoverable amount of tangible fixed assets is the higher of the fair value less costs to sell of the asset and its value in use.

Financial instruments

Cash and cash equivalents: Cash consists of cash on hand and demand deposits. Cash equivalents consist of short term highly liquid investments that are readily convertible to known amounts of cash that are subject to an insignificant risk of change in value.

Other financial assets: Other financial assets including debtors and grants receivable are measured at amortised cost less impairment, where there is objective evidence of impairment.

Other financial liabilities: Other financial liabilities, including trade creditors are initially measured at the undiscounted amount owed to the creditor, which is normally the invoice price. Liabilities that are settled within one year are not discounted. If payment is deferred beyond normal business terms or is financed at a rate of interest that is not a market rate, this constitutes a financing transaction, and the financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument. Subsequently, other financial liabilities are measured at amortised cost.

Provisions and contingencies

Provisions: Provisions are recognised when the company has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount of the obligation can be estimated reliably. 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. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Contingencies: Contingent liabilities, arising as a result of past events, are recognised when it is probable that there will be an outflow of resources and the amount can be reliably measured at the reporting date. Contingent liabilities are disclosed in the financial statements unless the probability of an outflow of resources is remote.

Judgements and key sources of estimation uncertainty

The directors consider the accounting estimates and assumptions below to be its critical accounting estimates and judgements:

Going Concern : The directors have considered budgets for a period of at least twelve months from the date of approval of the financial statements which demonstrate that there is no material uncertainty regarding the company's ability to meet its liabilities as they fall due, and to continue as a going concern. The company is dependent on funding from the Health Service Executive (HSE) which is underpinned by the Service Arrangement between the HSE and the company. The Service Arrangement for 2022 has been signed. The directors believe that the company has sufficient cash resources to sustain it for at least twelve months from the date of approval of the financial statements and on this basis they consider it appropriate to prepare the financial statements on a going concern basis. Accordingly, these financial statements do not include any adjustments to the carrying amounts and classification of assets and liabilities that may arise if the company was unable to continue as a going concern.

Useful Lives of Tangible Fixed Assets: Long lived assets comprising primarily of improvements to leasehold premises, Fixtures, fittings and computer equipment represent a significant portion of total assets. The annual depreciation charge depends primarily on the estimated lives of each type of asset. The directors regularly review these useful lives and change them if necessary, to reflect current conditions. In determining their useful life the directors consider technological change, physical condition and expected economic utilisation of the assets. Changes in the useful lives can significantly impact the depreciation charge for the financial year. The net book value of Tangible Fixed Assets subject to depreciation at the financial year end date was €164,430.

NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER 2021

4. INCOME

Income is attributable to the principal activity of the company which is wholly undertaken in Ireland.

Charitable Activities

	Designated	Restricted	Unrestricted	2021 Total	2020 Total
	€	€	€	€	€
Health Service Executive (note 4.1)					
- <i>Service Arrangement Core Funding</i>	-	-	1,167,769	1,167,769	966,780
- <i>Schedule 10 Funding</i>	-	-	899,263	899,263	1,087,978
- <i>Funding in response to COVID 19</i>	-	183,100	-	183,100	6,843
Tusla Family Support Agency (note 4.2)	-	10,926	-	10,926	11,674
	<u>-</u>	<u>194,026</u>	<u>2,067,032</u>	<u>2,261,058</u>	<u>2,073,275</u>

Donations & Legacies

	Designated	Restricted	Unrestricted	2021 Total	2020 Total
	€	€	€	€	€
Bequests and Legacies	470,664	-	-	470,664	17,660
Restricted Donations	-	31,390	-	31,390	46,500
General Donations	-	-	403,200	403,200	323,621
	<u>470,664</u>	<u>31,390</u>	<u>403,200</u>	<u>905,254</u>	<u>387,781</u>

Fundraising

	Designated	Restricted	Unrestricted	2021 Total	2020 Total
	€	€	€	€	€
Fundraising events	-	-	372,994	372,994	326,311
Radio Bingo	-	-	273,284	273,284	92,345
Donated goods	-	-	336,118	336,118	251,371
Supporters events	-	-	192,364	192,364	292,058
Other income	-	-	-	-	7,400
	<u>-</u>	<u>-</u>	<u>1,174,760</u>	<u>1,174,760</u>	<u>969,485</u>

The company is funded by over 50% exchequer funding.

NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st DECEMBER 2021

4.1 Health Service Executive (HSE)

Service Arrangement Core Funding: HSE provides funding to North West Hospice Company Limited by Guarantee in line with Section 39 Service Arrangement for palliative care services to those with life limiting illness in Sligo, Leitrim, South Donegal and West Cavan towards the cost of services provided. This funding is allocated to salary costs of its inpatient unit, community palliative care, hospital palliative care team, bereavement service and multi-disciplinary team. Funds are recognised in the year to which the income relates. Funds receivable at year end are included in income and debtors at year end.

Schedule 10 Funding: During the year the company received COVID 19 Sustainability funding of €879,055.

Funding in response to COVID 19: In December 2020 funding of €350,000 was received in response to COVID 19 of which €183,100 has been allocated to the Statement of Financial Activities in the year ended 31st December 2021. Deferred funding of €160,057 is recognised in creditors at year end.

HSE Funding awarded for the year ended 31st December was as follows:

	2021	2020
	€	€
Provision of palliative care services	1,197,235	966,780
<i>Schedule 10 Funding</i>		
National sustainability funding	-	367,978
National agreed funding for Voluntary Hospice Group in response to COVID 19	-	720,000
COVID 19 sustainability funding	879,055	-
Pay Restoration	20,208	-
Adjustments for posts paid by HSE	(29,466)	-
Additional funding in response to COVID-19	-	350,000
	<u>2,067,032</u>	<u>2,404,758</u>

HSE funding recognised as income in the year:

	€	€
Funding received in the year		
- Provision of palliative care services	1,130,375	966,780
- Schedule 10	899,263	1,087,978
- Additional funding in response to COVID 19	-	340,000
Funding due at year end	47,394	58,339
Funding received in year in relation to prior year	(10,000)	(48,339)
Funding received in year not expended at year end- Deferred Income	-	(343,157)
Deferred income released towards revenue expenditure	111,082	-
Deferred Income released towards capital expenditure	72,018	-
	<u>2,250,132</u>	<u>2,061,601</u>

4.2 Tulsa Family Support Agency

In the year ended 31st December 2021, Tulsa Family Support Agency provided funding of €10,926 towards a social worker and social work supplies.

5. SURPLUS ON THE PROVISION OF SERVICES

Surplus on the provision of services is stated after (crediting)/charging:

	2021	2020
	€	€
Depreciation of tangible assets	44,381	27,127

6. STAFF COSTS

The average number of persons employed by the company during the financial year was as follows:

	2021	2020
	Number	Number
Administrative staff	6	6
Healthcare staff	45	43
	<u>51</u>	<u>49</u>

The aggregate payroll costs, net of recharges, during the financial year were:

	2021	2020
	€	€
Payroll costs	1,779,578	1,809,925
Social insurance costs	207,333	201,958
Other retirement benefit costs	119,797	110,125
	<u>2,106,708</u>	<u>2,122,008</u>

The key management are the Board of Directors and the Hospice Manager. The directors provided their services on a voluntary basis and did not receive any fees or remuneration during the year ended 31st December 2021.

The Hospice Manager's remuneration was paid by the HSE and reflected in the Service Arrangement.

The number of employees whose total employee benefits (excluding employer pension costs and employer PRSI) for the reporting period fell within each band of €10,000 from €60,000 upwards are set out below.

Bands	Employee numbers	
	2021	2020
€60,000 - €70,000	3	2
€70,000 - €80,000	1	-

7. EMPLOYEE BENEFITS

The amount recognised in the income and expenditure account in relation to defined contribution plans was €119,797 (2020: €110,125).

NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st DECEMBER 2021

8. TANGIBLE FIXED ASSETS

	Improvements to Leasehold Premises €	Fixtures, fittings, and computer equipment €	Motor Vehicles €	Total €
Cost				
At 1st January 2021	868,642	298,948	9,225	1,176,815
Additions	-	85,296	16,400	101,696
At 31st December 2021	<u>868,642</u>	<u>384,244</u>	<u>25,625</u>	<u>1,278,511</u>
Depreciation				
At 1st January 2021	795,380	270,630	3,690	1,069,700
Charge for the financial year	10,337	28,919	5,125	44,381
At 31st December 2021	<u>805,717</u>	<u>299,549</u>	<u>8,815</u>	<u>1,114,081</u>
Carrying amount				
At 31st December 2021	<u>62,925</u>	<u>84,695</u>	<u>16,810</u>	<u>164,430</u>
At 31st December 2020	<u>73,262</u>	<u>28,318</u>	<u>5,535</u>	<u>107,115</u>

The basis by which depreciation is calculated is stated in Note 3.

9. DEBTORS

	2021 €	2020 €
Debtors	61,215	13,502
Grants receivable	95,733	58,339
Prepayments	60,460	53,024
	<u>217,408</u>	<u>124,865</u>

10. CREDITORS: DUE WITHIN ONE YEAR

	2021 €	2020 €
Trade creditors	23,608	3,853
Tax and social insurance: PAYE and social welfare	54,716	47,501
Accruals	150,400	81,330
Deferred income (Note 11)	160,057	343,157
	<u>388,781</u>	<u>475,841</u>

11. DEFERRED INCOME

A HSE grant of €350,000 was received in December 2020 in response to COVID 19 for expenditure committed by the company. An amount of €183,100 was spent in the year ended 31st December 2021 (€6,843 in the year ended 31st December 2020) with the remaining €160,057 to be incurred.

	2021	2020
	€	€
<i>Deferred Income</i>		
As at the start of the financial year	343,157	-
Funding received	-	350,000
Released to Statement of Financial Activities	(183,100)	(6,843)
As at the end of the financial year	<u>160,057</u>	<u>343,157</u>

12. FUNDS

Analysis of movements in funds

	As at 1 January 2021 €	Net Income/ Expenditure €	Transfers between Funds €	As at 31 December 2021 €
Designated Funds	1,155,205	470,664	1,042,439	2,668,308
Restricted Funds				
HSE Capital Grants	-	57,615	-	57,615
Donations – New Build	40,000	30,440	-	70,440
Donations - Memorial Garden	6,500	(3,491)	-	3,009
	<u>46,500</u>	<u>84,564</u>	<u>-</u>	<u>131,064</u>
Unrestricted Funds	2,325,864	1,138,961	(1,042,439)	2,422,386
Total Funds	<u>3,527,569</u>	<u>1,694,189</u>	<u>-</u>	<u>5,221,758</u>

Designated Funds of €2,668,308 at 31st December 2021 are designated towards service development to include the provision of chaplaincy and pharmacy services together with therapies to include art therapy and decant costs during the building of the new Hospice.

Restricted funds are restricted to a particular purpose as outlined above.

The unrestricted funds represent the funds which are not designated for particular purposes but for the wider objectives of the charity. These funds are available to ensure there is enough working capital to provide continuity of service in the event of cash shortfalls due to a reduction in fundraised income or a windup. During the year ended 31st December 2021 the Board transferred the surplus on fundraising to designated funds.

NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st DECEMBER 2021

Analysis of net assets by fund

Analysis of net assets by fund at 31st December 2021:

	Designated Funds €	Restricted Funds €	Unrestricted Funds €	Total Funds €
Fixed Assets	1,669,078	57,615	106,815	1,833,508
Current Assets	999,230	233,506	2,544,295	3,777,031
Creditors: due within one year	-	(160,057)	(228,724)	(388,781)
	<u>2,668,308</u>	<u>131,064</u>	<u>2,422,386</u>	<u>5,221,758</u>

13. FINANCIAL INSTRUMENTS

The analysis of the carrying amounts of the financial instruments required under Section 11 of FRS 102 is as follows:

	2021 €	2020 €
Financial assets that are debt instruments measured at amortised cost		
Financial assets	1,669,078	1,668,825
Debtors	61,215	13,502
Grants receivable	95,733	58,339
Cash at bank and in hand	3,559,623	2,102,605
	<u>5,385,649</u>	<u>3,843,271</u>
Financial liabilities measured at amortised cost		
Trade creditors	23,608	3,853
Accruals	150,400	81,330
	<u>174,008</u>	<u>85,183</u>

14. CAPITAL COMMITMENTS

The board has approved €250,000 for the decant of clinical staff during the capital build in 2022.

15. SUBSEQUENT EVENT

In early 2022 the HSE advised that the North West Hospice is included in the HSE Capital Programme and that they have been granted a capital allocation in 2022.

16. RELATED PARTY TRANSACTIONS

The company did not enter into any related party transactions in the current or prior year.

17. ETHICAL STANDARD

In common with many other businesses of our size and nature our Auditors assist with the preparation of the Statutory Financial Statements.

18. APPROVAL OF FINANCIAL STATEMENTS

The board of directors approved these financial statements for issue on 9th June 2022.



North West
Hospice

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