



North West
Hospice

Annual Report and Financial Statements 2022



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

Table of Contents	Page
Chairperson's Statement	02
Hospice Manager's statement	03
Our Services, Mission & Values	06
Service Statistics / Staffing	09
Structure & Governance	13
Medical Statement	16
Nursing Statement	17
Social Work Statement	19
Quality & Safety	20
Volunteer Services Report	21
Fundraising Report	23
Charity Shop Report	26
Strategic Plan – Progress in 2021	28
Financial Statement and Accounts	33



Chairperson's Statement

Mr. Pat Dolan, Chairman

Introduction

I have had the privilege of being a Board Director for the past 10 years and have been Board Chairperson since 2019, a post I resigned from at the end of 2022.

I wish every success to my successor Ms. Siobhan O'Dowd as Chairperson and to the new Board directors who will join in 2023. I would like to record my sincere appreciation to all the Board Directors, who gave their time free of charge, in undertaking roles on the five sub committees and providing their expert input to the tasks confronting the Board. The Board is obliged "to ensure that the Organization is governed and managed in accordance with best practice and in compliance with all regulatory and statutory requirements".

2022

Despite the ongoing challenges of COVID, the Hospice continued to provide the full range of Palliative Care Services both at inpatient unit level, within the Community and to the Local acute Hospital, Sligo University Hospital. On Behalf of the Board Directors, I would like to record our sincere appreciation to all staff for consistently delivering a quality service with great Compassion and Expertise.

2022 was also a very successful year in terms of Fundraising, and I wish to commend the work of the Fundraising team, including the Shop Sales which exceeded all expectations! I would like to record our sincere appreciation to our local Communities for their continued generosity. All Fundraising raised is used to provide "Enhanced Additional Services" above and beyond Core Service Provision."

2022 saw further advancement on the progression of the NEW Inpatient Unit construction with HSE funding secured. Progress encountered delays by the necessity to review the Specification of the Building considering "Lessons learned from COVID" and the requirement to revisit Financial Estimates caused by Building Inflation"

Conclusion

As this is my last Annual Report, I am very happy to say that the "North West Hospice" is very well positioned because of the quality and commitment of staff and the funding commitment for a "state of the art" new Inpatient Unit!

The Hospice and the Board are excited for 2023 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



"Sometimes, the moments that challenge us the most define us"

Deena Kastor

In the 36 years history of North West Hospice, we have faced many challenges and opportunities, with 2022 being one of the most momentous and defining years.

Three core objectives were achieved:

- 1) The approval of HSE funding to progress our new build.
- 2) Future financial sustainability secured with HSE commitment to fund core services.
- 3) Clinical governance structures with HSE were formalized.

The delivery on all three core objectives as identified in our Strategic Plan 2020-2023, provides for a very strong foundation to now further enhance and develop specialist palliative care services in the North West. This is particularly noteworthy as 2022 brought much economical uncertainty, with the Ukrainian war and aftermath of the COVID pandemic. These achievements while delivered in 2022, was years in the making, and much credit must be given to all the management (HSE and Board) and Board Directors past and present.

I would like to acknowledge the leadership of Mr. Pat Dolan, Chairperson Board of Directors. Pat resigned from his Chairmanship in December 2022 after fulfilling his term. Pat was the right Chairperson at the right time to steer the Hospice in delivering all three objectives and brought huge knowledge and experience from his previous senior management roles in the HSE. I would like to welcome our new Chairperson, Ms. Siobhan O' Dowd. Siobhan is a Board Director since 2018 and held the role as Vice-Chair since 2019. Siobhan was also very influential in progressing all core objectives and has extensive senior management experience. I would like to thank Siobhan for accepting the nomination as Chair and wish her every success and support during her stewardship. Mr. Noel Mc Loughlin accepted the nomination as Vice-chair. I would also like to thank Noel for accepting the role. I have no doubt that Noel will be a great support to Siobhan and the Board as Noel had been a great addition to the Board since joining as Board Director in 2021. I would also like to welcome Mr. Brendan Johnson, new Board Director since December 2022. Brendan is a solicitor with many years of working in legal practice. The North West Hospice has always been very fortunate in securing very committed Board Directors to replace Board Directors who have served their term. Sadly, in early 2023, the North West Hospice Board are losing four Board Directors. All four Board Directors are required to retire from their roles after nine years as per our Charity's constitution. I want to acknowledge the huge contribution and great work of all four Board Directors, Mr. Pat Dolan, Mr. Declan Hegarty, Mr. Noel Scott and Ms. Mary Curran.

All the Board Directors have specific skill sets which they give free of charge to the Hospice. These skills are very evident from the Board sub committees that informs the overall Board management decisions. I would like to thank each Board Director on behalf of all patients, families, and staff for their wonderful generosity of time, skills, expertise, and experience.

While the management of COVID continued in 2022, with wearing of face masks and visiting restrictions in place, we were delighted to reduce the restrictions as we progressed in 2022 with the success of the COVID vaccination programme. I would like to thank all our patients and families for their ongoing cooperation at a very difficult time for themselves and their loved one. I would also like to thank our staff who continued to provide evidenced based, high quality specialist palliative care with compassion while recognizing the need to adhere to COVID restrictions to ensure the safest working environment for our vulnerable patients. With an increase in population, increasing aging population, referrals for both malignant and non-malignant life limiting conditions, demands for our service and complexities in caseloads has never been greater. Our Strategic Plan recognized this challenge and thankfully as a management team we acted and ensured that we had the clinical leadership and expertise in place to respond in a timely way to this increased demand. The addition of two key appointments in 2022 were integral to support the increased clinical demands, the appointment of Ms. Jacinta Kelly as our first dedicated Director of Nursing in North West Hospice and the appointment of Ms. Dee Henry as IT and administration Manager. I would like to thank Ms. Jacinta Kelly, Director of Nursing, and our Clinical Lead & Consultant in Palliative Medicine Dr. Anna Cleminson in supporting me in my role as manager and anticipating the demands and acting appropriately. We work together as the Operational Management Committee overseeing the operational management of the Hospice. This leadership is very much supported by Consultants in Palliative Medicine Dr. Cathryn Bogan and Dr. Deirdre Finnerty, all our managers throughout the service, Allied Health Professionals, administration, and all staff throughout the service. Their expertise and skills are matched by their great sense of compassion. In 2022 North West Hospice proudly hosted our inaugural Explorations: National Palliative Care Conference in the Sligo Park Hotel. This was a huge success and is further evidence of North West Hospice's commitment to be a leader in promoting education and research not just locally but on a national stage. I would like to acknowledge the great work of the organizing committee especially Jacinta Kelly and Bernadette McGarvey (Fundraising & Communications Manager).

I am glad to report that our volunteering programme returned in full in 2022. This service was missed during COVID in 2020 and 2021 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. We also welcomed our volunteers back to the inpatient unit setting providing hospitality and holistic therapies free of charge to all our patients. Volunteers also returned to supporting fundraising events and Charity shop.

I would like to acknowledge our fundraising team both in the Wine Street office and the Charity shop in achieving and surpassing our fundraising target in 2022. It was also very significant as our team was nominated as finalists in the "Charity Excellence Awards 2022" in Dublin for the Memorial Walk campaign. This was a huge achievement for a small charity and very much deserved. I would like to especially acknowledge our volunteers, supporters both in the local community and in the charity shop. I would also like to acknowledge Ocean FM and the local shops for their continued support in the successful operational management by North West Hospice of Radio Bingo. This source of revenue stream has again in 2022 helped our income generation. This could not exist without their support.

Further significant progress was made on the new 12 bedded unit with HSE funding secured. This project is now progressing to tender for a building contractor. This project has been delayed on a number of occasions due to COVID with COVID related inflation having a significant impact on costs. However, we are very grateful that the HSE prioritized this project to allocate funding as per the National HSE Capital Development plan. 2023 will bring a lot of change on the clinical site with some of our administrative and community palliative care team moving to another site close by to facilitate construction. Our Inpatient unit will remain on the current site with no disruption to services during construction.

I would like to acknowledge the HSE CHO1 Primary Care Management Team, Mr. Dermot Monaghan, Chief Officer CHO1, Ms. Mandy Doyle, Head of Primary Care Division, CHO1, and Ms. Emma Ball, General Manager for Primary care, Sligo / Leitrim and. I would like to thank them for their guidance, management, and prioritization of palliative care services in the North West. The harmonious working relationship with the Board and management at North West hospice was the catalyst to securing the additional funding to resource our core services and formalizing the governance structures with the HSE. The Charity can now focus on working with the clinical team to now further enhance and develop the service as we continue to expand and in anticipation of the new 12 bedded inpatient unit development.

Finally, this is my last report presenting as Charity Hospice Manger. I will continue to work in North West Hospice in the capacity as Clinical Operations Manager overseeing operations on the clinical site and the new build. I have very much enjoyed my time as Charity manager over the last 6 years working with a very motivated and expert fundraising and finance team. I was also very fortunate to be surrounded by the expertise and skills of a very talented Board of Directors. Together we achieved a lot and I have no doubt that the Charity will grow from strength to strength. I look forward to continuing to work with the Board and the new Charity Manager in ensuring that the local community has the best specialist palliative care service possible in the North West.

To end ,I wish to acknowledge all that contributed in any way to North West Hospice during 2022, 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.

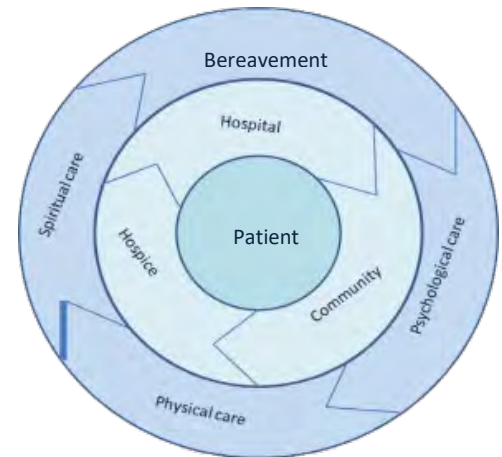
Our Services

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 **7-bed Inpatient Unit** – this Unit has seven beds (three single rooms and a four-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.
- 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 is 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

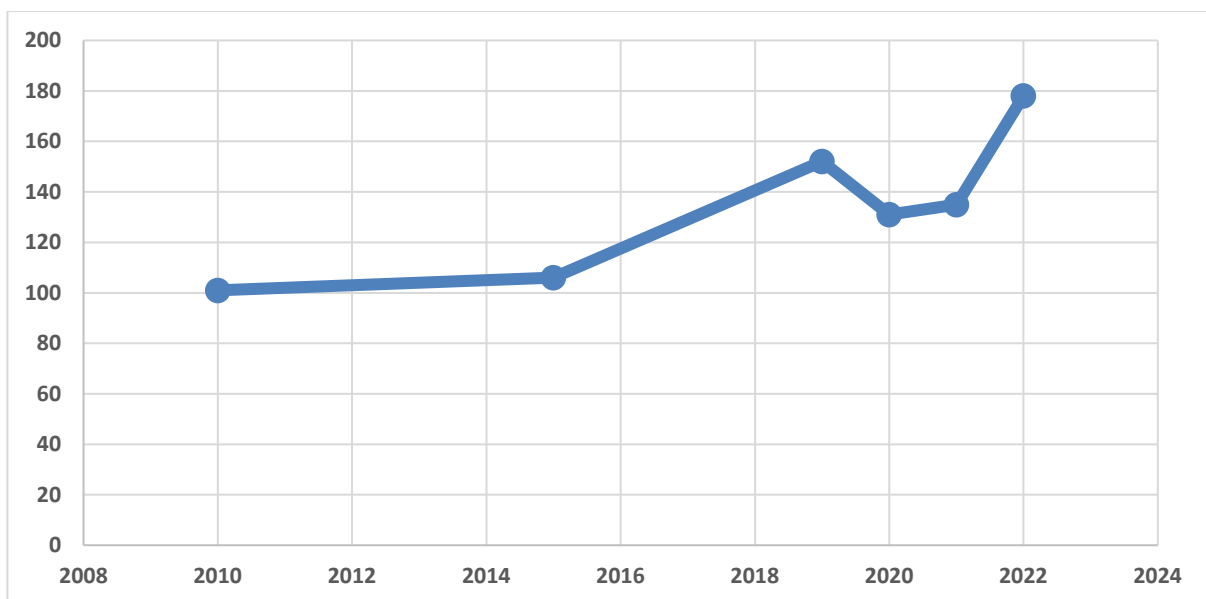
New Referrals

2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
413	466	502	528	579	609	673	682	686	689	673

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
2022	178	81	22	166

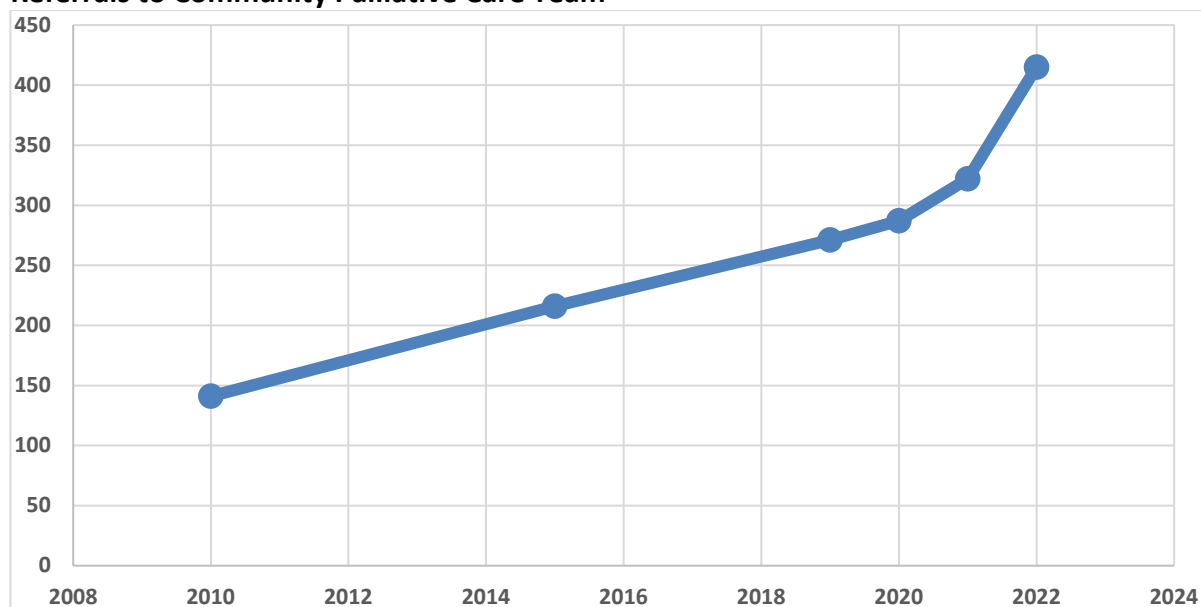
Admissions to Inpatient Unit graph



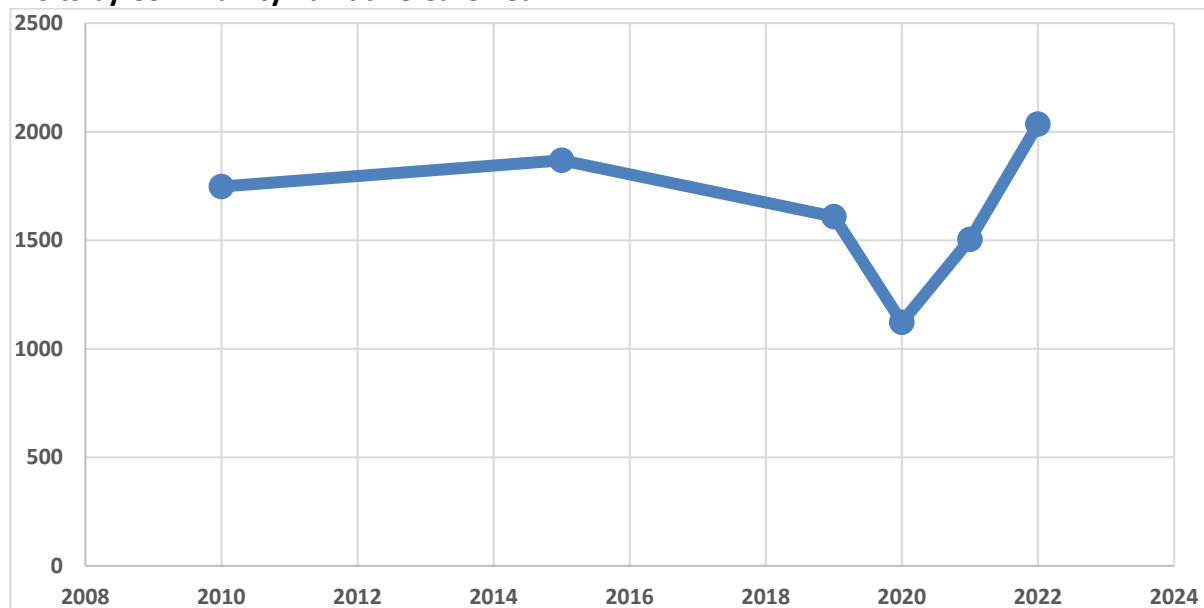
Community Palliative Care Service

	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
2022	394	38	68	294	1676	2035

Referrals to Community Palliative Care Team



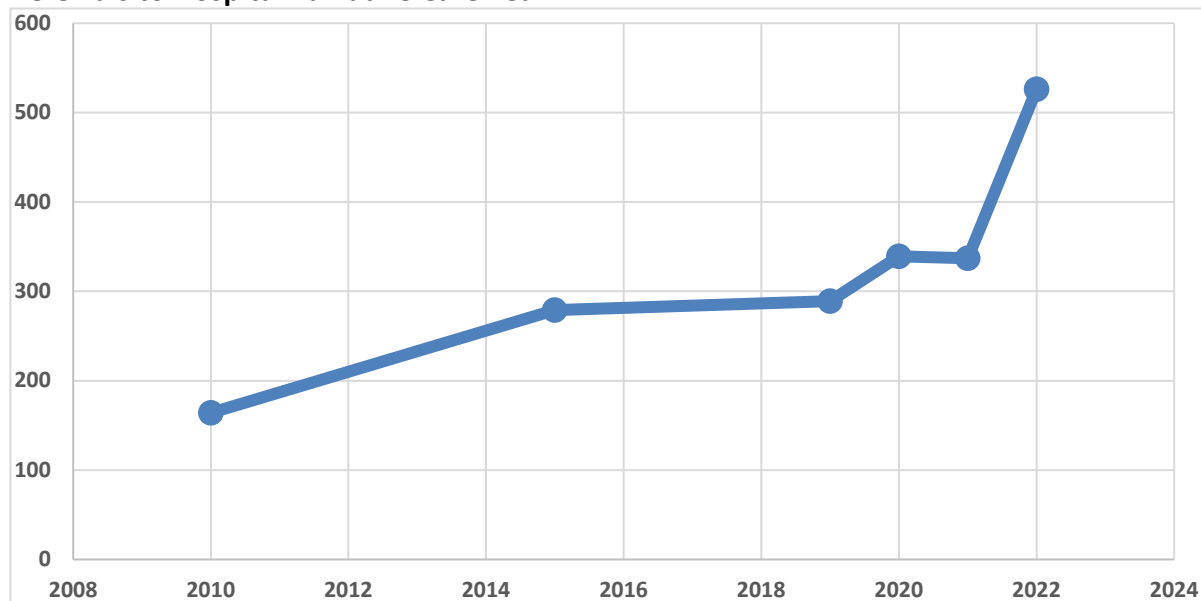
Visits by Community Palliative Care Team



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
2022	526	122	552	181	2952	3499

Referrals to Hospital Palliative Care Team



1.2 Total Staffing in North West Hospice

Positions	WTE
Administration	12
Community Relations	3
Charity Shop	4
Volunteer Coordinator	0.8
Medical Staff	6
Nursing Staff	38
Social Work	2
Cleaning/ Catering	2
Total	67.8
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	Mr. Declan Hegarty <i>Solicitor</i> Mr. George Chadda <i>Communications & Chartered Engineer</i> Mr. Brendan Johnson <i>Solicitor</i> Ms. Mary Curran <i>Retired Director of Public Health Nursing, HSE</i> Mr. Noel Scott <i>Retired HSE Manager</i> Dr. Fiona Quinn <i>General Practitioner</i> Mr. John Mc Elhinney <i>Quality & Safety Manager, HSE</i> Mr. Shane Ward <i>Chartered Accountant</i> Mr. Hubert Mc Hugh <i>Retired Psychiatric Nurse</i> Ms. Susanne Kerins <i>Head of Marketing, Cora Systems</i> Mr. Noel Mc Loughlin <i>Engineer</i>

Retirement from the Board in 2022

Mr. Daniel Browne

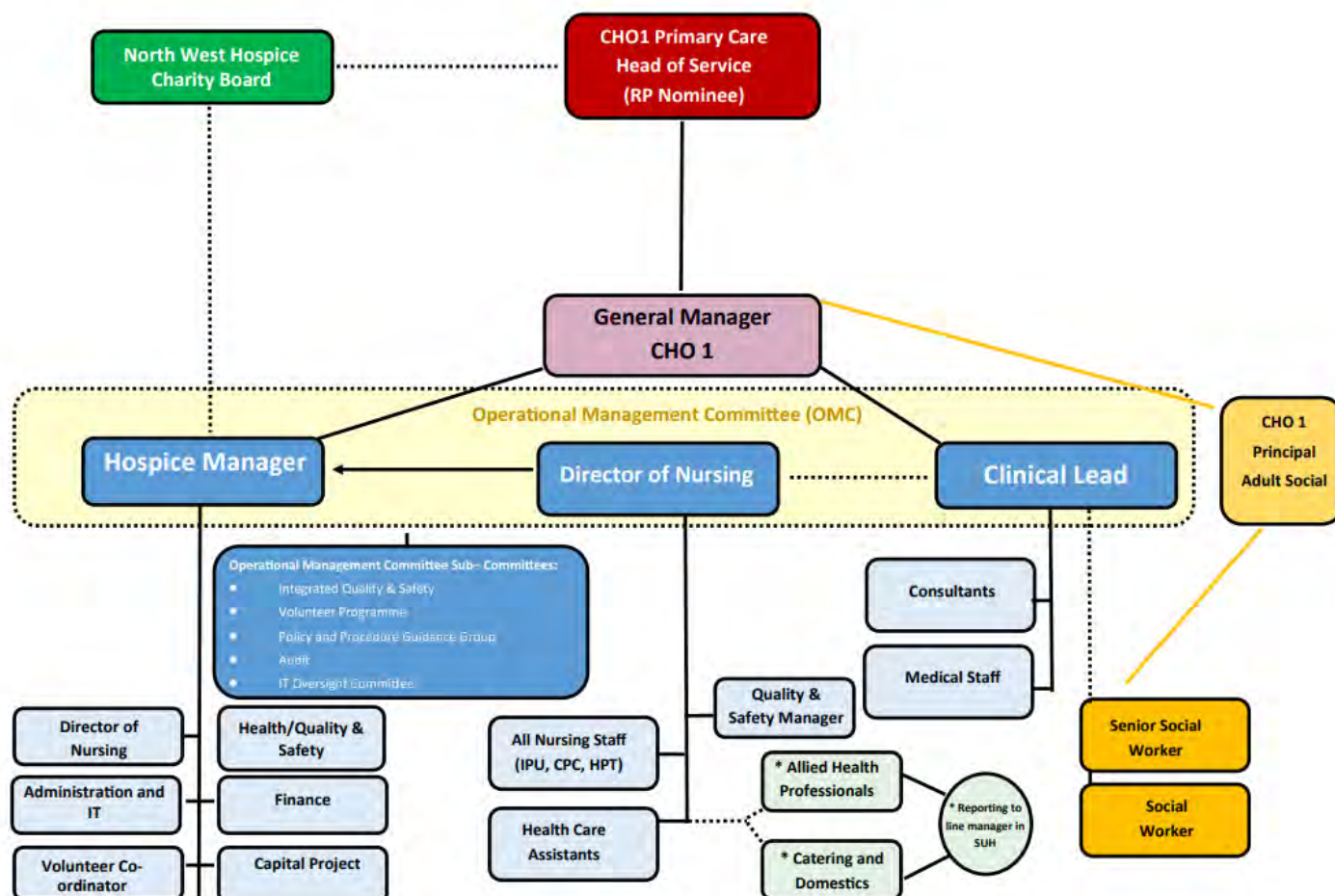
New appointment to Board

Mr. Brendan Johnson

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	Chairperson: Mary Curran	Chairperson: Shane Ward	Chairperson Mr. John McElhinney
Siobhan O Dowd	Hubert McHugh	Pat Dolan	Dr Fiona Quinn
Susanne Kerins	Noel Scott	George Chadda	Mary Curran
Declan Hegarty	Nuala Ginnelly (Hospice Manager)	Noel Mc Loughlin	Nuala Ginnelly (Hospice Manager)
		Nuala Ginnelly (Hospice Manager)	Assistant Director of Nursing: Jacinta Kelly
		Georgina Meehan (Finance Manager)	Consultant in Palliative Medicine and Clinical Lead: Dr. Anna Cleminson
			Quality and safety Manager NWH & CHO1

Organizational Structure



Medical Statement

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



I recently met a family whose relative had been cared for by the North West Hospice Health Care Team. The family chatted remembering the relative and were thankful for the care they and their relative received mentioning the positive impact of the care on the life of their relative, the time they had been able to spend together and the on the comfort this has given them. Being part of a team of healthcare professionals, volunteers, and board members that are dedicated to and able to provide this care is a privilege.

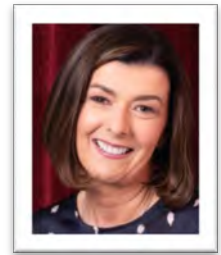
Throughout 2022 caring for patients with life-limiting illnesses and their families continued to be the focus and drive for our team. We know that the experiences of our patients and families are unique. They come to the hospice service with individual and life experiences, relationships stories, and wishes. As a team it is our privilege to meet each person and get to know them, their concerns, their goals, and their aims. Our team then work together bringing their unique skills and expertise to the table, to respond to the family and patient's needs, be they spiritual, physical, social, or psychological to try and provide support and enable them to live in the way they choose. As a team and organization, we recognize that this care needs to be available continuously and so aim to provide this care to patients and families whether they are at home, in a place of care, Sligo University Hospital or in North West Hospice.

In 2022, we continued to develop the hospice in order to improve and extend our capacity so that the people receiving our care have accessible to high quality palliative care throughout this period of their life. We continue to focus on our own education and teaching, participating in journal clubs, grand rounds, and conferences to keep our practice current and of a high standard. We have also provided training in palliative care to other healthcare professionals within the community and hospital to ensure that the patients and families palliative care needs are met wherever they are. Additionally, we have focused on measuring and improving our outcomes participating in a national programme to ensure that we continue to deliver and improve good quality care to our patients. We have also continued to work towards building a new facility with extra beds that will provide an improved environment for our patients and staff. This will be in line with best national standards for patient care including 12 single rooms, all with access to the outdoors and room for relatives to stay.

The North West Hospice service arose as a result of the aspirations and vision of local people within the community who recognized the needs of people with life limiting illness and North West Hospice remains integrated within the community proudly providing care and receiving continued vital support from our local community both in terms of finances and voluntary activity. This support enables us to continue to provide and develop quality palliative care in this region and we are very grateful. We are also thankful for the ongoing support by our Board Directors, who give their time and expertise freely to help us, our patients and our families achieve their goals.

Nursing Statement

Ms. Jacinta Kelly
Director of Nursing



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. The nursing team includes nurses, clinical nurse specialists and nursing managers. Our healthcare assistants play a valuable role and work closely with our nursing colleagues in the provision of person-centered care and support to our patients and their families/careers.

2022 is a milestone for nursing in North West Hospice as I was appointed the first dedicated specialist palliative care Director of Nursing overseeing nursing services in the community, in-patient unit and Sligo University Hospital Palliative Care Team. This was a new post for North West Hospice reflecting the complexity and demand for our services in our catchment area. This post will be influential at a time when the new National Palliative Care policy which is currently under development will be launched in 2023.

In 2022 we must acknowledge the impact Covid 19 continued to have on our service. Within NWH there is a dedicated 7 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. We remember the patients who died during 2022 and their families.

Quality and education continue to be important for us going into the future. In 2022 North West Hospice proudly hosted our inaugural Explorations: National Palliative Care Conference in the Sligo Park Hotel on the backdrop of Benbulbin. The Conference was a face-to-face event allowing healthcare professionals the opportunity to meet in person for one of the first times in almost three years. While many parts of society slowed down over the past three years, Specialist Palliative Care certainly has not. The number of referrals to Specialist Palliative Care Services continues to grow as people live longer with their life-limiting conditions. A key message on the day was the importance of the "together team" both clinical and non-clinical working in harmony. This was showcased through the involvement of all disciplines from North West Hospice on the day even incorporating our wonderful volunteers.

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 while also continuing our relationships with CHO1 and Sligo University Hospital. 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.

I would like to say a huge thank you to everyone who has welcomed me so warmly into this new role. It has been a wonderful opportunity to experience so many different roles within the hospice and to be able to develop and progress my career under one roof, within one service. I am delighted to have the opportunity to lead and develop the nursing and healthcare assistant service at North West Hospice and I am very proud of all the staff and the care that they provide to patients and families within our service.

'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.

The Covid 19 pandemic continued to impact 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 impacted the psychosocial stressors within families. Social Workers provide psychosocial and emotional support to patients and families navigating these challenges. As part of our care the Social Work Team delivers bereavement support to families and recognize that the Covid 19 pandemic further compounded the grief and loss experienced by families. In 2022, the Social Work team provided support to 232 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. We provide age-appropriate resources, story books and material to children and their parents/guardians. We provide memory boxes to children whose parent has died under the care of North West Hospice. Through personalizing their memory boxes with photos, letters and objects that remind them of their experiences with their family member, this can support the child in their grief.

We are committed to Continuous Professional Development and providing education to our colleagues and other health care professionals. In 2022, the Social Work team engaged in a number of education initiatives, some of which involved presenting at the Palliative Care Conference for Donegal Hospice and delivering education on grief and loss to Social Work students undertaking the Masters of Social Work in the Atlantic Technological University, Sligo. We are actively involved in the Hospice Palliative Care Social Work Group nationally, influencing the development of Palliative Care Social Work in Ireland. The Social Work Team continued to participate 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, building capacity and establishing will and preferences. 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



Creating a culture of quality and safety is key to supporting North West Hospice in fulfilling our commitment to the delivery of specialist palliative care with compassion, accountability, respect, and excellence. The philosophy of hospice and palliative care mirrors the very essence of quality and safety...different language, different words to explain and promote the same ideals toward which we all strive.

This year we have worked to increase our resources by facilitating training for health and safety representatives across all arms of the service, i.e., nursing, fundraising and retail. This has proved to be invaluable in the dissemination of our Health and Safety Statements and accompanying risk assessments to all staff. Safety representatives have good visibility at the point of care. Any safety concerns highlighted by staff will be responded to directly. Our health and safety representatives are key to the completion of health and safety audits and support the Line Managers in the implementation of any recommended changes.

All the Line Managers are members of the Quality and Risk Group and present quarterly reports on Nursing Metrics, Tissue Viability Audits and Medication Administration Audits etc. To that group. The recommendations from the audit reports are integral to our quality improvement plans, and this contributes to a live and relevant quality programme.

From a national perspective, we are members of the Palliative Care QA+I (Quality Assurance and Improvement) Enablement Committee. The short-term objective is to provide initial leadership and support for the implementation of a quality enablement programme within specialist palliative care. A key aim of this group is to form the basis for the development of indicators across domains of quality in specialist palliative care. This will enable us to benchmark care in relation to slips/trips/falls, medication errors and pressure injury incidence etc. with all providers of specialist palliative care in Ireland and abroad.

We record compliments across the service, and these are much appreciated by all staff. We aim to resolve all complaints at point of contact while a small number have been referred to the North West Hospice Complaints Officer. In summary, our clinical incidents in 2022 numbered 48 in total with no serious incidents reported. However, there is always much to learn on review of all these incidents. As Pearl Zhu, Quality Master States:

"The better way to define quality experience is "Lessons Learned."

Volunteer Services Report

Cathy Quinlan- Volunteer Coordinator



Volunteering is one of the greatest things you can do in your community. The generosity in the giving your precious time to help those in need, not only helps your community, but also enhances the volunteer's sense of self-worth and personal wellbeing. We at North West Hospice are extremely grateful to have an incredible group of volunteers who show us time and time again how committed, dedicated, and passionate they are about their role within the Hospice. Our volunteers are respected, supported, valued, and considered a vital part of the entire service. They are also some of the kindest, empathetic, and genuine people who are never taken for granted by any of us in the North West Hospice.

2022 was a very exciting year as I took on the role of volunteer Coordinator when Covid 19 restrictions were lifting, and the volunteers were starting to return. It was a lovely way to begin my journey as Volunteer Coordinator and allowed for a gentle transition for myself and for the volunteers. I want to thank our previous Volunteer Coordinators Paula Cooney and Dee Henry for their huge support especially during the first few months of starting in this position. The volunteers were so welcoming and so supportive during that time. They continue to support me and inspire me daily. In 2022, we were all mindful of guidelines and procedures changing regularly and it was necessary to be flexible to accommodate the unpredictable nature of Covid 19. Some volunteers did not return as circumstances changed for them during the previous couple of years, but we recognize their time with us and, if they wish to, we always keep them involved in different ways such as, fundraising, group gatherings, and special events. Once you are a volunteer with us, you are always part of the North West Hospice family.

As we move in to 2023, we are now back to the full roster of volunteer roles including reception, Reiki, Bioenergy, musicians, reflexology, bakers, flower arranging, gardening, and dog therapy; and we are even expanding! We are now able to offer home therapy visits in conjunction with our Home Care Team, so that those in our community who access our service will now also be able to request such things as Reiki, massage, reflexology, befriending, and many more. We also have volunteer drivers on board who will be able to aid any family members with transport to the Unit to visit their loved one. We are also able to meet as a group much more often and for the volunteer group to have that opportunity to share their experiences and to provide feedback which is integral to ensuring that any concerns or suggestions made by volunteers are heard and treated with the importance they deserve. I aim to always advocate for the volunteers while also remaining faithful to the primary focus on the people who use our service. Our volunteers contribute to our service and are an incredible help to the patients as well as the visitors, family members, and friends of our patients.

The reception volunteers are the first point of contact for visitors in the evening and weekends. They provide a gentle, friendly, and caring welcome to those who are experiencing a difficult time and aim to make it as gentle an experience as possible. Our complementary therapy volunteers work directly with the patients and help to provide them with relief, compassion, dignity, and a friendly face. Due to the nature of our service, no volunteer role is without its challenges. This means that group training sessions are carried out twice a year and group meetings take place every two months. As always, ongoing, and ever-present support is provided by me, all the volunteering group, and all the staff in many different ways to ensure that the people have the best experience possible when volunteering with us

I look forward to the future and the opportunities and projects we have in store for the volunteering programme. I feel extremely lucky to work for such an amazing organization and I thank all of volunteers for their incredible dedication and everything they bring to the North West Hospice. It would not be the amazing service that it is without them.

Thank you.

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 campaigns and events and 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 and we are truly blessed with the support of the local community in the North West. 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 cheese presentations. We are forever grateful to the community for their continued efforts on our behalf year after year.

After the restrictions of the pandemic, 2022 saw events start up again and there was an appetite amongst the public to get out fundraising for North West Hospice. One of the most notable events of the year for us is our North West Hospice Memorial Walk. This event not only raises funds for North West Hospice but it affords the public an opportunity to come together in remembrance of their loved ones. This was back in-person in 2022 following the virtual walk that took place in lockdown in 2021. It raised €43,046.06 in 2022 and was a truly special day for all who took part.

The fundraising team were nominated as finalists in the Charity Excellence Awards 2022 in Dublin for the Memorial Walk campaign. As a small local charity this was a huge honor for us all as we were nominated in a category with four large national charities. It was great acknowledgement for the challenging work and achievements of the hospice fundraising team.

Online platforms and digital methods of fundraising continue to grow and increase in popularity as a means of fundraising. In 2022, €47,839.81 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 to raise funds for or donate to North West Hospice. The team support people in how to set these up.

Sunflower Days, our annual national hospice street collection day was back in 2022 after a two-year hiatus due to the pandemic. Sourcing volunteers to collect on the day was challenging in 2022 as was reported by charities across the country. Sunflower Days raised €20,682.12 which was welcome, and we would envision this increasing in 2023 and beyond.

We continued to appeal for donations throughout the year and in person and online donations continue to be a vital income stream. We make 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 €311,570 in 2022.

Bewley's Coffee Morning social for Hospice 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.

Under the umbrella of "Together for Hospice: The National Hospice Movement" we work with our colleagues in other hospices in a collaborative approach to Coffee Morning each year.

Pandemic restrictions had caused a drop in income for this vital event in 2020 and 2021.

We were thrilled to see this campaign back to its best in 2022 with people able to meet-up indoors again. Due to the increase in the number of events happening Coffee Morning 2022 raised €119,683.33 in total.

Every year the local communities of Sligo, Leitrim, South Donegal, and West Cavan continue to hold several events in aid of North West Hospice. While some events are long-standing, each year new events happen, and we are forever indebted to the community for all they do in support of us. Community events generated €239,699.84 in 2022. 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 Swim Committee, led by the wonderful McGarry family, have always shown great commitment and determination with this event in aid of North West Hospice. The Lough Gill Hospice Swim raised €35,561.96 in 2022, its 11th year running.

North West Hospice Radio Bingo is a vital income stream for the charity. While there are costs related to printing of books and their wide distribution, radio bingo raised a substantial €329,616 in 2022. We work closely with Ocean FM in running it and have a great working relationship and huge support from our local radio station.

We officially opened our new "Garden of Memories" at Cleveragh Regional Park in Sligo in June 2022. The design and development of our North West Hospice Garden of Memories is the result of an incredibly positive partnership between North West Hospice and Sligo Co. Council. Sligo Co. Council kindly donated this one-acre site to North West Hospice to create our Garden at this picturesque spot in Sligo. The Garden creates an "anchor point" for the local community we serve, to honour those who were loved in life and are forever remembered in death. The Garden of Memories is a space for remembrance, it is a place that is a support to Hospice vital fundraising and a habitat for the local community. Our Memory Tree that we light every Christmas is now located there and we envision many more events happening there in the future.

Our Christmas events are a vital part of our annual fundraising. We were thrilled to host our first in-person Light-up-a-life event on Sunday 11th December in our Garden of Memories in Cleveragh, Sligo. The light-up-a-life campaign raised €8,277.35 in 2022. Christmas card sales were healthy bringing in €16,021 but the increased cost of postage will likely cause the popularity of these to decrease. Compupac IT Sligo and Avantmoney both continued to sponsor the production of the Christmas cards in 2022 meaning all funds raised from their sale were directed to services.

We are incredibly grateful to all our donors, supporters, and volunteers. Despite the increased cost of living, inflation and other worthy causes seeking support in 2022 e.g., the war in Ukraine, North West Hospice raised a total of €1,821,601, in 2022.

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 fund and develop our palliative care services and achieve our vision.

It is together with our community that we make a difference.

Charity Shop Update

Ms. Mary Forte Commercial Manager



Following on from a tumultuous two years of lock downs and pandemic, it was obvious we had to change our approach to raising money and increasing turnover in the shop. Consequently, we reached out to our business and commercial community about what we do and why we do it in addition to our regular donors, as a result the variation in quality and quantity of our available stock helped us to achieve a very impressive year on year increase.

Due to an increase in donations, we advertised for additional staff and volunteers to help cope with the additional workload. We also, by necessity purchased a much larger van to increase our capacity for our collection and delivery service. This along with allocating two staff members specifically to this area has allowed this part of the shop to run a lot more efficiently and thus providing a much quicker stock rotation and thus an increase in sales.

Due to the increase in quantity and variation of stock we were able to run several dedicated specialized sales throughout the year. Again, social media played a huge part in promoting the shop including our local radio station Ocean FM, Face book and thank you again to Done Deal for their support.

We benefit tremendously from the fact that volunteers and paid staff alike work as a very cohesive team in a very positively charged environment.

Yet again despite all the trials and tribulations of the previous two years our volunteer force has fluctuated and grown along with the shop.

It cannot be over emphasized how much these volunteers do in the community spreading the word of North West Hospice. They are invaluable in creating awareness and spreading knowledge of what North West Hospice is all about. Their service and dedication is second to none and I applaud them all.

Without them there would be no shop.

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 array of furniture, clothing etc., and the most amazing group of volunteers.

2022 our fourth year in business raising funds for North West Hospice.

We opened in October 2018 with 2 staff 20 volunteers and an end of year turnover of €47,189.42

Today we have a team of 5 staff 48 volunteers 2 Leader participants and a turnover of €535,000

Not Bad for a Small Corner Shop

It would be remiss of me to finish this report without mentioning the passing of our much loved and dearly missed volunteer Ian Cochrane July 5th, 2022

Ar dheis Dé go raibh a anam

Scorecard Quadrant	Strategic Plan – 2021-2023- Objectives and Activities	Progress 2022 Output	Timescale	Progress 2022
Our Patients and Stakeholders	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			
	<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 each 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"> 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 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"> Engaged with "Voices 4Care" facilitated by All Ireland Institute Hospice Palliative Care.

Scorecard Quadrant	Objectives and Activities	Output	Timescale	Progress 2022
Our Patients and Stakeholders	2	To develop our pastoral care and holistic therapies		
	<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"> Recommendations to Board, Q4 2023 	<ul style="list-style-type: none"> Review complete 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"> Recommendations to Board Q4 2023 	<ul style="list-style-type: none"> Review complete by OMC

Scorecard Quadrant	Objectives and Activities	Output	Timescale	Progress in 2022
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"> Q4 2022 to commence construction 	HSE Funding secured to progress to tender for Construction partner,

Scorecard Quadrant	Objectives and Activities	Output	Timescale	Progress in 2022
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		
	■ We will deliver palliative care services in line with the annual Service Plan agreed with the HSE	■ Service Plan to be agreed with the HSE and signed off by both parties	■ Final sign-off by end of Q2 annually	■ Completed
	■ We will ensure that we are appropriately resourced with senior clinical staff, to reflect our growing caseload and complexity of work	■ 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	■ Confirmed by end of Q3 2021 ■ Confirmed by end of Q3 2021	■ Completed Unsuccessful Recruitment campaign In 2022, progressing again in 2023
	■ 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	■ Full compliance with “Towards Excellence in Palliative Care Self-Assessment tool” against the “National Standards for Safer Better Healthcare,” 2014	■ Self-assessment complete by end of 2021	■ Directed by National Enablement Group. Quality & safety Committee continues to self-assess performance and compliance to the standards

	<ul style="list-style-type: none"> 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"> 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"> Further quality improvement plans identified in 2022 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

Scorecard Quadrant	Objectives and Activities	Output	Timescale	Progress in 2022
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 2022
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

Scorecard Quadrant	Objectives and Activities	Output	Timescale	Progress in 2022
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		
	■ We will enhance the training and development of Board directors, management, staff, and volunteers	■ Education, Training and Development Plan	■ Annual submission to North West Hospice Board for approval by end Q4 in each year	Funding in place to Support staff and Board training
	■ We will continue to focus on education as an essential component of our activity			
	■ Safe and supportive working environment for North West Hospice staff	■ Staff feedback mechanism	■ To be implemented by end Q1 2021 and on-going over life of plan	Staff well being Committee in place and ongoing funding secured in budget

Scorecard Quadrant	Objectives and Activities	Output	Timescale	Progress in 2022
Financial and Corporate Management	8	To ensure the financial sustainability of North West Hospice as an organization and of its services to people with life-limiting illness		
	<ul style="list-style-type: none"> ■ 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 a 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

Scorecard Quadrant	Objectives and Activities	Output	Timescale	Progress in 2022
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 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) 	<p>Progress update for Annual report</p> <p>Progress update via Hospice Manager report To Board at each Board meeting</p>

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

Annual Report and
Financial Statements 2022



NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31st DECEMBER 2022

**NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE
FINANCIAL STATEMENTS YEAR ENDED 31st DECEMBER 2022**

CONTENTS	Page
DIRECTORS AND OTHER INFORMATION	1
DIRECTORS' REPORT	2-8
DIRECTORS' RESPONSIBILITIES STATEMENT	9
AUDITORS' REPORT	10-13
STATEMENT OF FINANCIAL ACTIVITIES	14
STATEMENT OF FINANCIAL POSITION	15
STATEMENT OF CASH FLOW	16
NOTES TO THE FINANCIAL STATEMENTS	17-28

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

BOARD OF DIRECTORS

Siobhan O'Dowd (*Chairperson*)
Noel McLoughlin (*Vice- Chairperson*)
Noel Scott
George Chadda
Shane Ward
Hubert McHugh
Mary Curran

Patrick Dolan
Declan Hegarty
Dr. Fiona Quinn
John McElhinney
Susanne Kerins
Brendan Johnson

SECRETARY

Noel Scott

REGISTERED OFFICE

The Mall, Sligo

AUDITORS

Gilroy Gannon
Chartered Accountants
& Statutory Audit Firm
Stephen Street
Sligo

BANKERS

Allied Irish Bank
Stephen Street
Sligo

SOLICITOR

Michael J Horan
Floor 1
Millennium House
Stephen Street
Sligo

CHARITY NUMBER

CHY 7983

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 2022.

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 Organization. The Company does not have a share capital and consequently the liability of members is limited, subject to an undertaking by each member to contribute to the net assets or liabilities of the company on winding up such amounts as may be required not exceeding €1.27.

The Company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association (or Constitution) and managed by a Board of Directors/Trustees.

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 income. 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 2022. A new Inpatient Unit with 12 single beds is due to begin development as part of the HSE Capital Development plan. 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. 178 patients were admitted during 2022.

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 2022 the homecare team provided care and support to 415 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. 648 patients were cared for by the Hospital Palliative care team in 2022.

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 results for the financial year and the financial position at the balance sheet date were considered satisfactory by the directors. The company recorded an overall surplus of €435,643 for the financial year to 31st December 2022 (2021: Surplus €1,694,189). North West Hospice gratefully acknowledges the core support from the HSE that is essential for the provision of services. The balance of income was raised through a wide range of fundraising events, charity shop revenue, donations, and bequests. Total fundraised income for the current year was €1,800,574 (2021: €2,080,014).

Staff costs in 2022 amounted to €2,645,985 (2021: €2,106,708) out of total expenditure of €3,540,053 (2021: €2,647,136). Fundraising costs were €790,611. (2021: €539,293) and governance costs were €12,558 (2021: €15,239).

The company had €5,564,016 (2021: €5,228,701) cash on deposit at the financial year end.

POST BALANCE SHEET EVENTS

As at 1st February 2023 the clinical services transitioned under the governance of the HSE.

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 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

The North West Hospice Company Limited by Guarantee is planning to support the build of a new facility. The company has obtained planning permission and financial support has been secured from the HSE as this project has been included on The national HSE Capital Plan. It was anticipated that works (enabling works) would commence in the latter half of 2022 with the main works commencing thereafter following completion of tendering process. However due to various delays it is now anticipated that the enabling works will commence in Qtr3 of 2023 and the main works thereafter. The required decanting of the clinical staff to the offices on the Mall and the lease and preparation of the adjacent carpark has commenced in preparation for these works. A further site has been secured to accommodate the construction compound and additional car-parking for the duration of the build.

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 14 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

The senior management team is made up of

- Hospice Manager Nuala Ginnelly
- Clinical Lead – Dr. Anna Cleminson
- 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 been fully returned and the volunteer programme is fully restored since early-2022.

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 minimization actions are put in place in the areas of non-compliance. The Board are advised on these matters and all risks as identified in the risk register via the Board Quality and Safety Sub-Committee Chairperson at each board meeting.

Financial Dependency on Fundraising activity: The company is dependent on the ongoing support of volunteers and supporters fundraising activities to finance the company's operations.

NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE
DIRECTORS' REPORT

DIRECTORS AND SECRETARY

The names of the individuals who were directors at any time during the year ended 31st December 2022 are set out below. All directors served for the entire year unless otherwise stated.

Board Director	Attendance *
Slobhan O'Dowd	6/6
Noel McLoughlin	5/6
Noel Scott	5/6
Shane Ward	5/6
Patrick Dolan	6/6
Mary Curran	4/6
George Chadda	6/6
Hubert McHugh	6/6
Declan Hegarty	6/6
Dr. Fiona Quinn	1/6
John McElhinney	3/6
Susanne Kerins	3/6
Brendan Johnson (Joined 1 st December 2022)	1/1
Daniel Browne (Resigned 22 nd August 2022)	0/4

**number of meetings attended/number of meetings that took place*

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 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.

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.

NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE
DIRECTORS' REPORT

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, and Sligo.

STANDARDS

The directors are committed to maintaining high standards of corporate governance. The board has adopted the Charities Regulator, Charities Governance Code and 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 will continue in office.

This report was approved by the board of directors and signed on behalf of the board by:


Director


Director

Date:

12/5/23

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:

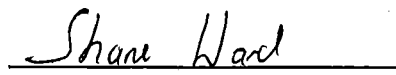
- select suitable accounting policies and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect 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.

Approved by the board of directors and signed on its behalf by:


Director


Director

Date:



**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 2022, 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 2022 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

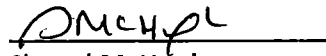
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee 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: 17-05-2023

NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31st DECEMBER 2022

	Note	Designated Funds €	Restricted Funds €	Unrestricted Funds €	Total Funds € 2022	Total Funds € 2021
INCOME						
<i>Charitable Activities</i>	4	-	2,175,047	-	2,175,047	2,261,058
<i>Donations & Legacies</i>	4	39,597	250	311,682	351,529	905,254
<i>Fundraising</i>	4	-	-	1,449,045	1,449,045	1,174,760
<i>Interest</i>		-	-	75	75	253
Total Income		39,597	2,175,297	1,760,802	3,975,696	4,341,325
EXPENDITURE						
<i>Charitable Activities</i>		(100)	(2,526,459)	(210,325)	(2,736,884)	(2,092,604)
<i>Fundraising & Administration Costs</i>		-	(6,802)	(783,809)	(790,611)	(539,293)
<i>Governance Costs</i>		-	(3,150)	(9,408)	(12,558)	(15,239)
Total Expenditure		(100)	(2,536,411)	(1,003,542)	(3,540,053)	(2,647,136)
Surplus/ (Deficit) for the Year		39,497	(361,114)	757,260	435,643	1,694,189
Total Funds Brought Forward		2,668,308	131,064	2,422,386	5,221,758	3,527,569
Transfer of Funds		-	313,072	(313,072)	-	-
Total Funds Carried Forward		2,707,805	83,022	2,866,574	5,657,401	5,221,758

NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE
STATEMENT OF FINANCIAL POSITION AS AT 31st DECEMBER 2022

		2022		2021	
	Note	€	€	€	€
Fixed assets					
Tangible assets	8	65,790		164,430	
Financial assets		2,799,375		1,669,078	
		<u>2,865,165</u>		<u>1,883,508</u>	
Current assets					
Debtors	9	811,468		217,408	
Cash at bank and in hand		2,764,641		3,559,623	
		<u>3,576,109</u>		<u>3,777,031</u>	
Creditors:					
due within one year	10	(783,873)		(388,781)	
		<u></u>		<u></u>	
Net Current Assets		<u>2,792,236</u>		<u>3,388,250</u>	
Total Assets less Current Liabilities		<u>5,657,401</u>		<u>5,221,758</u>	
NET ASSETS		<u>5,657,401</u>		<u>5,221,758</u>	
Funds of the Charity					
Designated Funds	12	2,707,805		2,668,308	
Restricted Funds	12	83,022		131,064	
Unrestricted Funds	12	2,866,574		2,422,386	
TOTAL CHARITY FUNDS		<u>5,657,401</u>		<u>5,221,758</u>	

These financial statements were approved by the board of directors on 17/5/23 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 2022

	2022	2021
	€	€
Cash flows from operating activities		
Surplus for the financial year	435,643	1,694,189
<i>Adjustments for:</i>		
Depreciation	95,769	44,381
Planning & development costs	62,925	
Other interest receivable and similar Income	(75)	(253)
<i>Changes in:</i>		
Trade and other debtors	(594,060)	(92,543)
Trade and other creditors	395,092	(87,060)
Cash generated from operations	<u>395,294</u>	<u>1,558,714</u>
Cash flows from Investing activities		
Purchase of tangible assets	(60,054)	(101,696)
Interest received	75	253
Net cash used in investing activities	<u>(59,979)</u>	<u>(101,443)</u>
Net increase in cash and cash equivalents	335,315	1,457,271
Cash and cash equivalents at beginning of financial year	5,228,701	3,771,430
Cash and cash equivalents at end of financial year	<u>5,564,016</u>	<u>5,228,701</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 2022. 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:

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 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: 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 €65,790.

NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st DECEMBER 2022

4. INCOME

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

Charitable Activities

	Designated €	Restricted €	Unrestricted €	2022 Total €	2021 Total €
Health Service Executive (note 4.1)					
- Service Arrangement Core Funding	-	1,854,130	-	1,854,130	1,167,769
- Schedule 10					899,263
- Voluntary palliative care sector	-	11,489	-	11,489	-
- Palliative care funding	-	48,658	-	48,658	-
- Inflationary funding	-	77,203	-	77,203	-
- Special recognition funding	-	30,200	-	30,200	-
- Funding in response to COVID 19	-	145,890	-	145,890	183,100
Tusla Family Support Agency (note 4.2)	-	7,477	-	7,477	10,926
	<u>-</u>	<u>2,175,047</u>	<u>-</u>	<u>2,175,047</u>	<u>2,261,058</u>

Donations & Legacies

	Designated €	Restricted €	Unrestricted €	2022 Total €	2021 Total €
Bequests and Legacies	38,397	-	-	38,397	470,664
Donations	1,200	250	311,682	313,132	434,590
	<u>39,597</u>	<u>250</u>	<u>311,682</u>	<u>351,529</u>	<u>905,254</u>

Fundraising

	Designated €	Restricted €	Unrestricted €	2022 Total €	2021 Total €
Fundraising events	-	-	335,521	335,521	372,994
Radio Bingo	-	-	332,056	332,056	273,284
Donated goods	-	-	534,468	534,468	336,118
Supporter's events	-	-	239,700	239,700	192,364
Other income	-	-	7,300	7,300	-
	<u>-</u>	<u>-</u>	<u>1,449,045</u>	<u>1,449,045</u>	<u>1,174,760</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 2022

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 once off funding of €250,000 was received under the Voluntary Palliative Care sector with a further €150,000 funding for Palliative Service awarded and receivable at year end. Deferred funding of €339,853 is recognised in creditors at year end.

In addition, the company was awarded inflationary funding of €77,203 in recognition of cost increases in 2022 and its impact on the delivery of services under the Service Level Arrangement together with the pandemic special recognition payment for staff of €30,200.

In December 2020 funding of €350,000 was received in response to COVID 19 of which €145,889 has been allocated to the Statement of Financial Activities in the year ended 31st December 2022. Deferred funding of €14,167 is recognised in creditors at year end.

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

	2022	2021
	€	€
Provision of palliative care services	1,954,120	1,197,235
<i>Schedule 10 Funding</i>		
Palliative Care service once off funding	150,000	-
Voluntary palliative care sector once off funding	250,000	-
Inflationary funding	77,203	-
Pandemic special recognition payment	30,200	-
COVID 19 sustainability funding	-	879,055
Pay Restoration	-	20,208
Adjustments for HSE posts paid by company	86,879	-
Adjustments for posts paid by HSE	(71,120)	(29,466)
	<u>2,477,282</u>	<u>2,067,032</u>

HSE funding recognised as Income in the year:

	€	€
Funding received in the year		
- Provision of palliative care services	1,464,559	1,130,375
- Schedule 10	250,000	899,263
Funding due at year end	811,061	47,394
Funding due to be repaid	(115,748)	-
Funding received in year in relation to prior years	(48,339)	(10,000)
Funding received in year not expended at year end- Deferred Income	(339,853)	-
Deferred income released towards revenue expenditure	130,660	111,082
Deferred Income released towards capital expenditure	15,230	72,018
	<u>2,167,570</u>	<u>2,250,132</u>

4.2 Tulsa Family Support Agency

In the year ended 31st December 2022, Tulsa Family Support Agency provided funding of €7,477 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:

	2022	2021
	€	€
Depreciation of tangible assets	95,769	44,381

6. STAFF COSTS

The average number of persons employed by the company during the financial year was 60 (2021:57)

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

	2022	2021
	€	€
Payroll costs	2,249,205	1,779,578
Social insurance costs	237,594	207,333
Other retirement benefit costs	159,186	119,797
	<u>2,645,985</u>	<u>2,106,708</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 2022.

The Hospice Manager's remuneration was paid by the HSE and reflected in the Service Arrangement. The Hospice Manager received remuneration of €3,882 from the company during the year.

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.

	<i>Employee numbers</i>	
Bands	2022	2021
€60,000 - €70,000	7	3
€70,000 - €80,000	1	1

7. EMPLOYEE BENEFITS

The amount recognised in the income and expenditure account in relation to defined contribution plans was €159,186 (2021: €119,797).

NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st DECEMBER 2022

8. TANGIBLE FIXED ASSETS

	Leasehold Premises €	Fixtures, fittings, and computer equipment €	Motor Vehicles €	Total €
Cost				
At 1st January 2022	868,642	384,244	25,625	1,278,511
Additions	-	18,857	41,197	60,054
At 31st December 2022	<u>868,642</u>	<u>403,101</u>	<u>66,822</u>	<u>1,338,565</u>
Depreciation				
At 1st January 2022	805,717	299,549	8,815	1,114,081
Charge for the financial year	-	82,405	13,364	95,769
P&L account	62,925	-	-	62,925
At 31st December 2022	<u>868,642</u>	<u>381,954</u>	<u>22,179</u>	<u>1,272,775</u>
Carrying amount				
At 31st December 2022	-	21,147	44,643	65,790
At 31st December 2021	<u>62,925</u>	<u>84,695</u>	<u>16,810</u>	<u>164,430</u>

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

9. DEBTORS

	2022 €	2021 €
Debtors	25,477	61,215
Grants receivable	742,707	95,733
Prepayments	43,284	60,460
	<u>811,468</u>	<u>217,408</u>

10. CREDITORS: DUE WITHIN ONE YEAR

	2022 €	2021 €
Trade creditors	135,552	23,608
Tax and social Insurance: PAYE and social welfare	66,885	54,716
Accruals	227,415	150,400
Deferred income (Note 11)	354,020	160,057
	<u>783,873</u>	<u>388,781</u>

NORTH WEST HOSPICE COMPANY LIMITED BY GUARANTEE
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st DECEMBER 2022

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 €145,890 was spent in the year ended 31st December 2022 (€183,100 in the year ended 31st December 2021) with the remaining €14,167 to be incurred.

In 2022, funding of €250,000 was received towards decanting costs of which €11,489 was spent in the year ended 31st December 2022 with the remaining €238,511 to be incurred and included as deferred income.

In addition, funding of €150,000 was awarded for Palliative Service in 2022. An amount of €48,658 was spent in the year ended 31st December 2022 with the remaining €101,342 to be incurred.

	2022 €	2021 €
<i>Deferred Income</i>		
As at the start of the financial year	160,057	343,157
Funding received/receivable	400,000	-
Released to Statement of Financial Activities	(206,037)	(183,100)
As at the end of the financial year	<u>354,020</u>	<u>160,057</u>

12. FUNDS

Analysis of movements in funds

	As at 1 January 2022 €	Net Income/ Expenditure €	Transfers between Funds €	As at 31 December 2022 €
Designated Funds	2,668,308	39,497	-	2,707,805
Restricted Funds				
HSE SLA funding	-	(309,380)	309,380	-
HSE Capital Grants	57,615	(45,183)	-	12,432
Donations – New Build	70,440	150	-	70,590
Donations - Memorial Garden	3,009	(6,701)	3,692	-
	<u>131,064</u>	<u>(361,114)</u>	<u>313,072</u>	<u>83,022</u>
Unrestricted Funds	2,422,386	757,260	(313,072)	2,866,574
Total Funds	<u>5,221,758</u>	<u>435,643</u>	<u>-</u>	<u>5,657,401</u>

Designated Funds of €2,707,805 at 31st December 2022 are designated towards service development.

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

The unrestricted funds represent the funds which are not designated for particular purpose 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.

13. FINANCIAL INSTRUMENTS

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

	2022	2021
	€	€
Financial assets that are debt instruments measured at amortised cost		
Financial assets	2,799,375	1,669,078
Debtors	25,477	61,215
Grants receivable	742,707	95,733
Cash at bank and In hand	2,764,641	3,559,623
	<u>6,330,200</u>	<u>5,385,649</u>
	2022	2021
	€	€
Financial liabilities measured at amortised cost		
Trade creditors	135,552	23,608
Accruals	227,415	150,400
	<u>362,967</u>	<u>174,008</u>

14. CAPITAL COMMITMENTS

The board has approved €250,000 for the decant of clinical staff during the capital build of which €11,000 was spent in 2022.

15. SUBSEQUENT EVENT

As at 1st February 2023 the clinical services transitioned under the governance of the HSE.

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 17th May 2023

4