

ACQUIRED  
BRAIN INJURY  
IRELAND



ANNUAL REPORT  
2018



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**Cover photo:** Our brain injury ambassador Brian O'Donoghue from Limerick. Brian suffered a brain injury as a result of a road collision while cycling his bike without a helmet.

# OUR MISSION, VISION AND VALUES



## OUR MISSION

We will passionately serve and relentlessly advocate to empower and support people impacted by brain injury to rebuild their lives.

## OUR VISION

A society where brain injury is understood and all those impacted receive world-class, personalised rehabilitation and support, as and when they need it.

## OUR VALUES

**Dignity and respect** – we treat each other with the utmost dignity in our interactions

**Choices** – we empower each other through choices to manage and direct our lives within our capabilities

**Relationships** – we engage meaningfully with each other promoting honesty, integrity and kindness

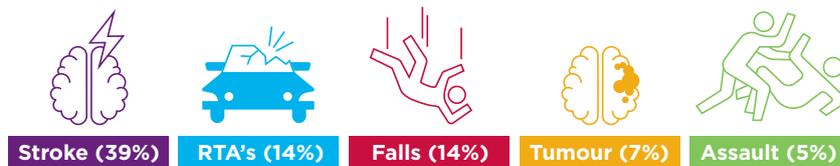
**Contribution** – We encourage everyone to play their part no matter how small, within their capabilities

**Sharing everyday places** – We value inclusion for all in our communities and sharing everyday experiences

# BRAIN INJURY IN IRELAND

**Brain injury is a hidden phenomenon in Irish society. Nobody ever thinks it will happen to them. Yet as many as 19,000 lives are turned upside down annually here in Ireland from newly acquired brain injuries.**

Brain injuries can happen suddenly and are often traumatic. The biggest causes of brain injury that we see in our services are caused by stroke, road traffic accidents, assaults, falls and brain tumours.



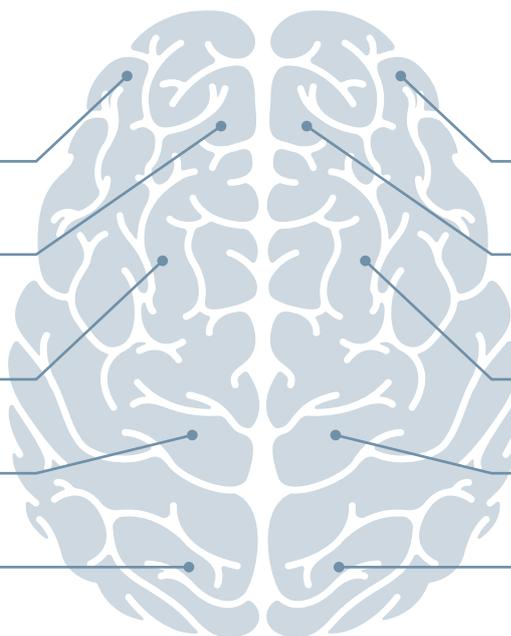
Too often people who acquire brain injuries are young and due to lack of services available at the time of their injury, these young people are often left in inappropriate settings such as nursing homes, community hospitals or at home where families are unable to cope.

This highlights a greater need for awareness around brain injury. If more people understand about brain injury at political level, in the health system and widely in the public, the easier it is to push for the services needed to support individuals and their families.

Currently there is little Irish epidemiological research to show the actual incidence or prevalence of acquired brain injury. Without this research it is difficult to secure additional financial resources required to ensure people have access to vital, specialist neuro-rehabilitation services like ours.

## In Ireland, here is what we know:

- 1 **19,000** new brain injuries happen annually
- 2 **10,000** people are hospitalised with traumatic brain injuries annually
- 3 **8000-8,500** new strokes happen every year
- 4 **300** new brain tumours per annum
- 5 **120,000** people living with disabilities after brain injury



## In Acquired Brain Injury Ireland, here is what we know:

- 1 Stroke is the **no.1 cause of brain injury** in our services
- 2 **69%** of the brain injury survivors we help are male
- 3 **1 in 5 brain injuries** are caused by road traffic accidents and assault
- 4 **6.5% increase** in referrals to our service
- 5 **1,161 clients** benefited from our services in 2018

# INTRODUCTION FROM OUR CHIEF EXECUTIVE

**2018 was an incredibly busy year and I am delighted to say, it was a very successful year for our organisation. We launched new services, secured grant funding for vital new projects and achieved international accreditation for the work we do.**

Throughout 2018, our talented teams around the country continued to deliver the best, person-centred service for people with brain injury. We supported our clients' right to choose their own rehabilitation goals and rebuild the life they want. We worked with brain injury survivors and their families to achieve those goals.

When the worst happened and families were given the devastating news that their loved one had suffered a brain injury, we were there to help them negotiate the health system and find the best services available for their loved one after brain injury.

Every day we empowered our clients to do things for themselves and to learn new ways to live with the effects of their brain injury. We were with them every step of the way, supporting them to learn new strategies and helping to rebuild confidence.

Our teams advocated strongly to secure local HSE funding for placements for people with newly acquired brain injuries. We influenced the government, policy makers and local councils to improve support for people in need of brain injury rehabilitation.

We did all of this and more, to make the invisible – visible.



**Barbara O'Connell,**  
Chief Executive,  
Acquired Brain Injury Ireland

**“UNFORTUNATELY IT IS STILL NOT UNUSUAL TO SEE YOUNG PEOPLE WITH BRAIN INJURY WRONGLY PLACED IN NURSING HOMES.”**

You see, you never think a brain injury will happen to you. But it happens as easily as slipping on ice and hitting your head while putting out the wheelie bin in wintertime. When it happens, you want to know that a service like Acquired Brain Injury Ireland is there to help you get your life back.

A lot was achieved in 2018 and our teams continued to exceed expectations year on year. But it was also a challenging year working within a continuing climate of severe fiscal challenges.

Many service gaps persist in Ireland in relation to rehabilitation pathways for people affected by brain injuries. These gaps result in waiting lists and delayed discharges from acute and national rehabilitation hospitals. Unfortunately, it is still not unusual to see young people with brain injury wrongly placed in nursing homes when they leave hospital.

However, we have an excellent team to advocate on these issues on behalf of families and brain injury survivors. I wish to thank our teams right across the country for the dedication and passion they bring to their work. Everyday they go the extra mile and bring positive change. I also wish to thank our central office staff who support our regional teams daily.

My final thanks go to our supporters, volunteers, partners and professionals for all that you have done to empower more people to rebuild their lives after brain injury in 2018. We cannot do it without you.

## WHY WE EXIST

Since we first opened our doors in 2000, there were little or no dedicated services for people who acquired a brain injury in Ireland. Twenty years later while our service has grown and continues to grow from strength to strength, there are still a lot of gaps and challenges facing families in Ireland affected by brain injury.

But one thing we know for sure, is that our charity is making a real difference every day. At Acquired Brain Injury Ireland, we understand how no two brain injuries are the same. We understand how people need to feel supported in an environment that allows them to do things for themselves. Having a brain injury might mean you can no longer do things the way you did them before. But it doesn't mean you can't do them differently. We exist because we look at the whole person, who they are, their likes and interests and we help them create goals that they will engage with. We don't tell people what to do nor do we do it for them.

We exist because after a life is saved, that's just the beginning. Brain injury doesn't come with a band-aid so people can see you have an injury. We're here to help people build new strategies to cope with changes after brain injury like fatigue, memory problems, lack of concentration, behavioural issues, relationships and executive functions like decision making.

“PEOPLE NEED TO FEEL SUPPORTED IN AN ENVIRONMENT THAT ALLOWS THEM TO DO THINGS FOR THEMSELVES.”

## WE EXIST TO:

1.	Provide personalised rehabilitation for people living with brain injury
2.	Provide an environment where brain injury survivors can work on goals to rebuild their lives
3.	Advocate for more services and opportunities for individuals and families affected by brain injury across Ireland
4.	Inspire more people to donate to our charity and give the gift of hope so we can continue to rebuild quality of life after the devastation of brain injury
5.	Educate the public and healthcare professionals about brain injury so more people can find us and get the help they need

# MESSAGE FROM CHAIRMAN OF THE BOARD

**From its first inception, Acquired Brain Injury Ireland has placed people at the centre of its service and this ethos runs throughout the organisation. Our person-centred approach is the driver behind our success. We measure our success by client outcomes and the progress they make. We empower brain injury survivors to make their own decisions about their rehabilitation plan which is crucial to their engagement in their own recovery. We empower our staff to deliver solutions to help their clients overcome everyday challenges. We are there for people to give support when they need it and to celebrate in their achievements as they grow in confidence and success.**

Our services are internationally accredited to the highest standards and are delivered by highly committed and skilled teams. I wish to congratulate the CEO, management team and staff on the continued delivery of a uniquely professional and personal service that is life-changing for so many families across Ireland. I would also like to thank our Board Members for their leadership, commitment and time given to this great organisation.

Acquired Brain Injury Ireland's people-first ethos is also evidenced by the high levels of collaboration and partnership we enjoy in our work. Collaboration is at the heart of what we do and we are driven by one united idea – that brain injury rehabilitation is a right, not a request. We are united in the belief that every brain injury survivor deserves the chance to maximise their potential and rebuild their life. When the chips are down and a brain injury happens – whether it is from stroke, brain tumour, a fall or car crash – people's lives are thrown into chaos. Relationships are changed, family members find themselves thrown into a carer role, financial pressures mount up.



**Denis Buckley**,  
Chairman,  
Acquired Brain Injury Ireland

**“COLLABORATION IS AT THE HEART OF OUR WORK AND WE ARE DRIVEN BY ONE UNITED IDEA – THAT BRAIN INJURY REHABILITATION IS A RIGHT, NOT A REQUEST.”**

Partnerships are crucial to grow our top-class neuro-rehabilitation services for those who need it. Our teams on the ground are natural collaborators, working closely with local HSE offices and other services to find funding and placement solutions for brain injury survivors and their families on an ongoing basis. At a more strategic level we work to bring together specialists and experts in the field of brain injury to drive greater research investment in this area and to drive brain injury on the political agenda.

For the past four years, our strategic planning has focused on five key areas:

- Brain injury rehabilitation service delivery and development
- Organisational efficiency and effectiveness
- Brain injury education and training
- Brain injury awareness and advocacy
- Research with evidence-based practice and practice-based evidence

These objectives are not without challenges. We face continual underfunding of community-based services and operate in a health environment with an over-reliance on acute services. Like many not-for-profit organisations, the funding environment continues to be difficult. Most of our revenue funding in 2018 was secured for client services through Service Level Agreements with the Health Service Executive (HSE). These agreements cover basic running costs but fail to take account of vital equipment like accessible vehicles to help clients re-engage in their community.

Furthermore, Acquired Brain Injury Ireland cannot exist at all without strategic financial functions, human resources and administration of data that is compliant with GDPR and administration of HIQA compliance in services.

These core business functions are necessary, vital and integral to ensure:



**Strong, strategic finance and accounting**



**Robust human resource practices**



**Capable and responsive board governance**



**Talented and engaged staff**

When funding only supports service delivery costs, the organisation is denied essential funding for core business functions and governance. Such a funding gap is unsustainable, and it puts the entire health of the organisation in jeopardy and at risk of closing services. We continue to work closely with our partners in the HSE on a resolution to the issue of funding for strategic business functions. This remains a top priority. It is important to say that we are immensely grateful to the HSE for the invaluable funds received for service delivery and in 2018, the HSE provided additional funding to Acquired Brain Injury Ireland to alleviate the shortfall in central support service funding.

Finally, I want to pay tribute to our supporters, donors and volunteers who give their time, commitment and hard-earned money to help rebuild more lives after brain injury. Their support continues to amaze and inspire me. I feel proud to be part of an organisation with such powerful community spirit, resilience and compassion. Thank you all.

**“I FEEL PROUD TO BE PART OF AN ORGANISATION WITH SUCH POWERFUL COMMUNITY SPIRIT, RESILIENCE AND COMPASSION.”**

# HIGHLIGHTS FROM 2018

## FEBRUARY

Our midlands service organised and hosted our first annual Valentine's Ball fundraiser in the Tullamore Court Hotel.



Bake for Brain Injury fundraiser.

## APRIL

We launched two new community services in Cavan and Roscommon. In Roscommon, the new community service builds on the Resource Centre operating in Roscommon Town since 2014. In Cavan, the new service was an addition to our Case Management Service provided across the Cavan and Monaghan areas since 2006.



Pride of Place judges visited our rehabilitation centre in Mountbolus, Co Offaly.

## MARCH

Once again during National Brain Awareness Week we called on the nation to get ready to raise some dough for our 7th annual Bake for Brain Injury fundraiser.

## JULY

Brain injury took centre stage in the all-island Pride of Place Awards when judges came to visit our centre in Mount Bolus which covers Offaly, Westmeath, Laois and Longford. Thanks to the nomination from Offaly County Council and Mid Offaly Housing Association in the category for community, health and wellbeing.



Cavan brain injury survivors get creative painting a mural with support from Cavan County Council.

Pictured above, L to R: Councillor Danny Owens, Cathaoirleach, Offaly County Council, Councillor John Dolan, Chairperson, Westmeath County Council, Pride of Place Judge Rita McNulty, Martin Nunan, Local Services Manager, Acquired Brain Injury Ireland (ABII), Pride of Place Judge Donal Connolly, Karen Foley, National Services Manager, ABII, Tara Sweeney, Team Leader, ABII.



Brain injury survivor Stephen Menton is pictured with our team leader Tara Sweeney.

## SEPTEMBER

We turned the sod on new works to build a new sensory garden and growing area to benefit brain injury survivors attending our rehabilitation services in Glenageary, County Dublin.

And in Waterford our resident Rob Norwood hosted his own art exhibition in his hometown of Kilkenny for the first time!



Fairy garden project comes to life in our Clare service.

## NOVEMBER

In November we celebrated 15 years of delivering vital rehabilitation in Limerick, since the service first opened its doors in 2003. Limerick was one of the early flagship locations for our neuro-residential homes.



Brain injury ambassador Derek inspires supporters at Christmas.

## OCTOBER

Work finished on the incredible fairy garden project in our Clare residential rehabilitation services!

Additionally, Acquired Brain Injury Ireland's Cavan service was filmed as one of 6 finalists for the National Lottery Good Causes Awards in the health and wellbeing category. This was a fantastic opportunity to showcase our work with clients in Cavan which aired on Virgin One's popular breakfast TV show Ireland Am.



Brain injury ambassador Rob hosts his own art exhibition.

## DECEMBER

We launched an unforgettable Christmas Appeal featuring the compelling story of Derek who is one of our many inspirational brain injury ambassadors and clients.



Our Limerick rehabilitation service celebrates 15 years.

Our local services manager Alan O'Connell who has worked with the organisation for more than a decade, remembers the first time one of his residents achieved their goals to move out and live independently.

"It's hard to describe the feeling of pride and reward that comes when a resident reaches their goals to progress to the next stage of moving back home. A particular memory for me was in 2008 when one of the original residents was the first to move out to independent living. Ultimately our goal is to rebuild lives so that our residents need us less and

less until they no longer need us at all. It is just brilliant to see how this man went from needing intensive brain injury rehabilitation 24/7 in our Limerick house down to a visit once a week from our community rehabilitation assistant. He has come full circle after his brain injury caused by a car crash from being unable to prepare his meals, manage his medication and deal with social situations. Now he maintains his apartment, cooks for himself, has completed training courses and is looking for work. Now that's worth celebrating."

# REBUILDING LIVES

## THIS IS BRIAN'S STORY

**Nobody ever thinks a brain injury will happen to them. But when it does, it can change your life forever. For Brian, a single act of violence by a stranger changed everything.**

Brian grew up in Limerick as one of six children but following a trip to Nottingham, he fell in love with the city and decided to make it his home. Over the years, Brian worked his way up to the position of Senior Quantity Surveyor within a large firm and he restored a Georgian house using his passion and expertise. Brian built a life he loved.

But one night, one punch from a stranger was all it took to change Brian's life in seconds at just 32 years old.

After a busy working week, Brian was out socialising with friends and as was his custom, he invited his friends back to his house at the end of the night. This was very routine for Brian and his friends but that night, an uninvited guest tagged along.

Brian said: "I didn't know this man and I asked who he was. He told me his name and said he was coming back to my house. I told him I'm sorry but you're not coming back to my house. He didn't like that and the next thing I knew, he had punched me hard in the face. That's when I fell back and hit my head off the kerb. He ran off and I was left unconscious momentarily. One of my friends rang for an ambulance."

He continued: "When the ambulance arrived, I was embarrassed. I'd never been punched before. I'm not violent and I work hard. I told them I felt fine. Unfortunately, I signed a waiver and went home, thinking I was fine."

Brian went to bed that night and failed to wake the following morning. An ambulance was called and Brian had to be resuscitated in his home before being rushed to hospital. A scan

later confirmed that he had suffered a massive hematoma caused by his brain bleeding throughout the night. Emergency surgery was carried out and an induced coma stabilised his condition.

Brian said: "I was in an induced coma for three months and during that time my retired parents and siblings all decamped from Limerick to Nottingham and sat by my bedside. I couldn't communicate but the nurse told my family that I could hear them. So they talked to me, read the news to me and even sang to me and told jokes. One day my sister was joking as she read the news from back home and that made me laugh. I wiggled my fingers and toes."

When Brian awoke, he discovered that he was blind and confined to a wheelchair. "I opened my eyes and I said, I can't see, why can't I see?"

Brian spent a year in hospital in Nottingham before his family found what they believed was a 'brain injury unit' close to their home in Ireland. But within weeks of living there, it became clear to Brian and his family that it was in fact, a nursing home.

He said: "I found myself living with older people with dementia as a 32-year-old man. I was heartbroken."

Stuck in a nursing home as a young man, Brian's family saw their son and brother become a shell of the person they once knew. They were desperate to find him the support he truly needed. Acquired Brain Injury Ireland was able to give Brian and his family the assurance and support they deserved.



Brian before his brain injury.

**"I FOUND MYSELF LIVING WITH OLDER PEOPLE WITH DEMENTIA AS A 32-YEAR-OLD MAN. I WAS HEARTBROKEN."**

**— Brian Hogan,  
42, Brain Injury Survivor**



Brian today, living with his brain injury.

Brian said: "Acquired Brain Injury Ireland rescued me from the nursing home and since then I've never looked back. My real recovery started when I joined their rehabilitation programme. It's not a sterile hospital environment, it's a home. Living as a blind person, you live in a physically and often mentally dark place. But since coming to Acquired Brain Injury Ireland, they've started to switch the lights on for me."

Before his brain injury, Brian described himself as single, extremely independent, fit and he used to go to the gym a lot. He said: "My parents reared me to stand on my own two feet. But one punch was all it took to change my life. Before my injury I used to work in construction on building sites with large machines but with a brain injury the rules change. I had to get acquainted with the new me and learn to accept that I've changed. Acquired Brain Injury Ireland has really helped me to start rebuilding my life again. They've helped to me to understand what I can do and what I can work on."

## ASSAULT AND BRAIN INJURY

# 11%



of traumatic brain injuries in Ireland are caused by assault



**75%** of assault victims are male

**20 brain injuries** in our services (2018) were caused by **assault**

Since acquiring a brain injury, Brian uses a wheelchair, has lost his sight and has difficulties with short-term memory and concentration. But with the support of our clinical and rehabilitation team, Brian has developed practical strategies to overcome many difficulties, maximise his potential and to live a good quality of life.

Not one to give up, Brian, now 42, said: "You can't sit in a corner and feel sorry for yourself. I'm a survivor and I'm going to keep getting better. My advice to other brain injury survivors is to be patient with yourself. Don't expect things to happen overnight. Don't be too hard on yourself. An old lecturer in college once said to me – you don't have to have all the answers, you just have to know where to find them. I find all the answers with Acquired Brain Injury Ireland."

Brian is an inspirational brain injury ambassador who shares his story to raise awareness of this hidden disability. He lives in an Acquired Brain Injury Ireland residential rehabilitation unit where he continues to work on goals to improve his memory, concentration and physical strengthening. With support from our rehabilitation team, he uses modern technologies like google home and audiobooks to pursue his interests.

# WHAT WE DO

Acquired Brain Injury Ireland is the leading national provider of community-based brain injury rehabilitation (also known as neuro-rehabilitation) services for adults with brain injury and their families. A brain injury can affect a person's ability to manage their own life which is why we work in communities across Ireland to empower people with practical strategies to rebuild their lives. Our services cater for different stages of an acquired brain injury as individuals make progress with rehabilitation goals. We also campaign, educate and advocate for the rights and needs of this hidden group in society.



## Case management

When a brain injury happens, individuals and families often feel overwhelmed and don't know where to turn. The role of our case managers is exactly designed for these times of distress. Our Case Managers are brain injury experts who act as a single point of contact that listen to the families' needs and identify resources applicable to their situation. Through our case management service, we help to provide a clear pathway to support an individual's transition from hospital to home and link them up to a variety of services.



## Home and community rehabilitation

Our home and community rehabilitation services deliver one-to-one brain injury rehabilitation to support individuals achieving their goals at home and to encourage integration back into their community and family life. Often people have experienced some rehabilitation in hospital, but further skills may need to be relearned at home after discharge. That's why our home and community rehabilitation services provide a vital support for people as they rebuild their lives. We ensure they continue to make progress on their recovery and maximise their potential after brain injury.



## Clubhouse and Day Services

Our Clubhouse and Day Services provide vital peer support to enhance independence and encourage learning of new skills. Attendees benefit from group and cognitive rehabilitation in a supportive and welcoming environment. Our services also act as important outlets for people where they can socialise and develop new relationships, as well as helping them explore new interests that will help to build on their strengths and capabilities. Our clubhouses and day services are particularly important for working on goals such as building self-esteem, independence, community involvement and personal growth.

**588**

people supported by our case managers.

**282**

brain injury survivors supported by our home and community rehabilitation services.

**212**

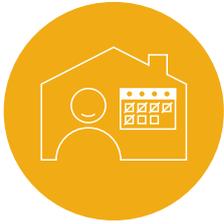
brain injury survivors who participated in our clubhouse and day resource services.

**4**

beds in our transitional living service.

**79**

beds in our residential rehabilitation service.



## Transitional living unit

Our transitional living service bridges the gap for brain injury survivors as they prepare to return to independent living at home. The service provides intensive rehabilitation and support in a residential setting Monday to Friday from 6 weeks for up to 6 months, depending on a client's needs. Currently we only operate one transitional living unit in Sligo, and it is our ambition to secure funding to grow this much-needed service.



## Residential rehabilitation

After the trauma of a brain injury, for some people returning home after a stay in hospital is not an option straight away. That's where our residential rehabilitation services give brain injury survivors a home from home where they can benefit from long-term tailored brain injury rehabilitation. Our residential units typically support to 4-5 residents in a house to maximise their independence in a safe and homely place on a 24/7 basis. In this setting, residents can work on rehabilitation goals related to personal care, cookery, home management and household finances. Community integration is a key focus throughout all our services and like any other clients, our residents are encouraged to access local amenities such as libraries and leisure facilities.

“WHEN A BRAIN INJURY HAPPENS, IT DOESN'T JUST HAPPEN TO THE INDIVIDUAL, IT HAPPENS TO THE WHOLE FAMILY. PROVIDING FAMILY SUPPORT IS INTEGRAL TO OUR REHABILITATION SERVICE.”



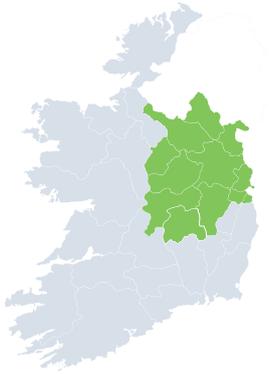
## Family Support Services

At Acquired Brain Injury Ireland, we believe that a brain injury doesn't just happen to the individual, it happens to the whole family. Delivering support to families is integral to the work we do every day and it can happen on an individual or group basis. Families all over Ireland benefit from a range of supports from our local information and support events right through to counselling, couples or family therapy and parenting skills training as needed. Our case managers and local service managers are vital points of contacts to families who need to access these supports and they may refer cases on to other members of our clinical team including psychology and social work.

## WHERE WE WORK

### Case Management

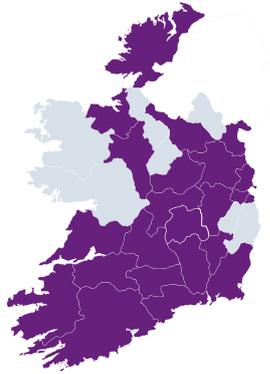
Number of clients: 588



Our Case Managers are brain injury experts who act as a single point of contact providing a clear pathway and linkages to the variety of services to support a person's transition from hospital to home.

### Home and Community Rehabilitation

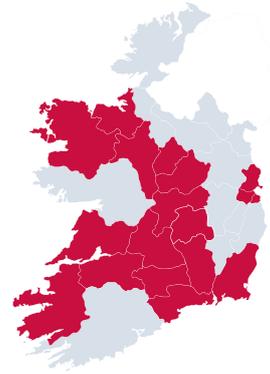
Number of clients: 282



Our Rehabilitation Assistants deliver one-to-one neuro-rehabilitation to support individuals with their rehabilitation goals at home and integrate back into their community and family life.

### Day Resource/ Clubhouse Service

Number of clients: 212



Our clubhouse day services provide vital peer support, group rehabilitation and cognitive rehabilitation to enhance independence and encourage learning new skills.

### Transitional Living Services

Number of beds: 4



Our transitional living service is a bridge for brain injury survivors to prepare to return to independent living. It provides intensive rehabilitation and support in a residential setting Monday to Friday from 6 weeks up to 6 months.

### Residential Services

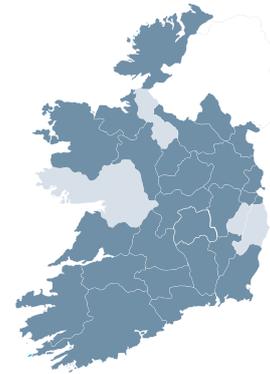
Number of beds: 79



Our unique neuro-rehabilitation residential homes provide long-term tailored rehabilitation and support to 4-5 residents in a house to maximise their independence in a safe and homely place on a 24/7 basis.

### Family Services

Nationwide



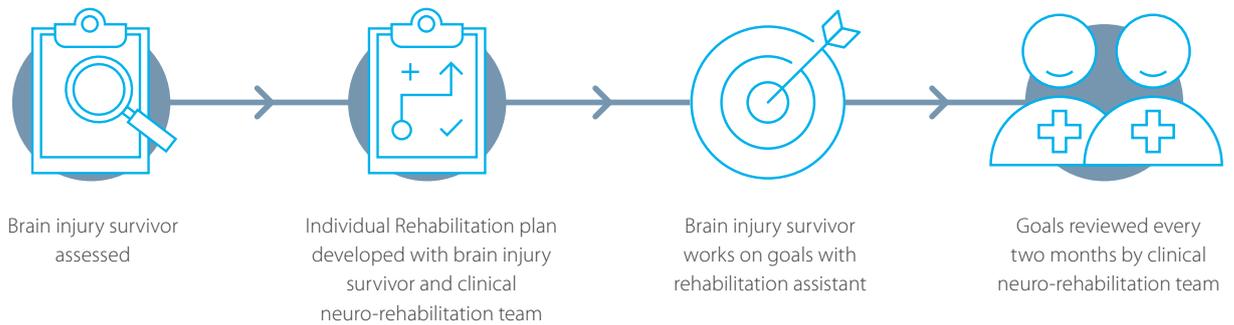
Our family services deliver support nationally through case management, family therapy, parenting skills training, carer training and peer support groups.

# OUR PERSON-CENTRED APPROACH

## Our model

Every brain is different, and every brain injury is unique to each individual affected. At Acquired Brain Injury Ireland we look at the whole person, we take account of their environment, their ability and support needs and we look at the life they had before their brain injury. We support people and their families through a bio-psychosocial model which takes account of biological, psychological and social aspects of rehabilitation.

For this reason, we champion the Individual Rehabilitation Plan (IRP). The plan is developed with the individual, their family and our Inter-Disciplinary Team with a focus on achieving specific goals related to the individual's need and personalised rehabilitation. This bespoke person-centred approach to neuro-rehabilitation is at the core of everything we do at Acquired Brain Injury Ireland.



Our rehabilitation services are clinically led which includes expertise from neuro-psychologists, social workers, occupational therapists, speech and language therapists as well as on the ground support from case managers, local service managers and rehabilitation assistants.

## Our clinical neuro-rehabilitation teams:



## WHAT OUR CLIENTS SAY ABOUT US

At Acquired Brain Injury Ireland, our day to day is built on transparency and two-way communication with clients. Every year we run an independent customer satisfaction survey with our clients using the internationally benchmarked USPEQ survey. It's extremely important to measure what we do to ensure our standards are maintained and that our clients receive the best service to empower them to achieve their rehabilitation goals. The USPEQ survey provides feedback in

relation to five key areas: service responsiveness, informed choice, respect, participation and overall value. This feedback informs the organisation of any areas of concern, so we can respond to reported issues or needs. It is also a source of motivation and positively drives our person-centred culture so we can continuously improve and grow services to help more brain injury survivors rebuild their lives in every corner of the country.

### SERVICE EFFECTIVENESS

**95%**

said the 'services enabled me to do things better'

51.5% strongly agree  
43.6% agree  
3% disagree  
2% strongly disagree

### SERVICE VALUE

**96.6%**

said the services 'met my need'

54.9% strongly agree  
41.7% agree  
2.9% disagree  
0.5% strongly disagree

### SERVICE RESPONSIVENESS

**93.7%**

said they 'got what I needed, when I needed it'

50.5% strongly agree  
43.2% agree  
5.8% disagree  
0.5% strongly disagree

### INFORMED CHOICE

**96.1%**

said 'I agreed with goals in my plan'

47.8% strongly agree  
48.3% agree  
3.4% disagree  
0.5% strongly disagree

### PARTICIPATION

**85.6%**

said the service enabled them to 'live as independently as I want'

38.6% strongly agree  
47% agree  
12.4% disagree  
2% strongly disagree

### SAFETY

**100%**

of Acquired Brain Injury Ireland service users said they 'felt safe here'

67.2% strongly agree  
32.8% agree

### ACCESS

**91.2%**

said they 'know where/how to get help in the community'

38.7% strongly agree  
52.5% agree  
6.9% disagree  
2% strongly disagree

### RESPECT

**99.5%**

said that 'staff treated me with respect/courtesy'

67.6% strongly agree  
31.9% agree  
0.5% disagree

### Delivering a first-class, quality service



Acquired Brain Injury Ireland is actively committed to providing services at an internationally recognised standard which is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF). This accreditation is a prestigious and internationally recognised quality mark which signals that the services we provide meet or exceed international best practice. Acquired Brain Injury Ireland has been successfully accredited every three years since 2003.

Our most recent accreditation inspection took place in October 2018. This marked the first time we applied for accreditation in Case Management which was successfully achieved in recognition of the significant work by our case managers for many years. So now we have a new string to our bow and we are currently accredited for the following Brain Injury Specialty Programmes until 2021:

1. Home and community services (Adults)
2. Home and community services (Children)
3. Residential Rehabilitation programmes (Adults)
4. Governance standards
5. Case Management

Additionally, all Acquired Brain Injury Ireland neuro-rehabilitation residential services are registered with the Health Information and Quality Authority (HIQA) and are monitored under the Health Act 2007 (Care and support of residents in designated centres for persons (children and adults) with disabilities) regulations 2013.

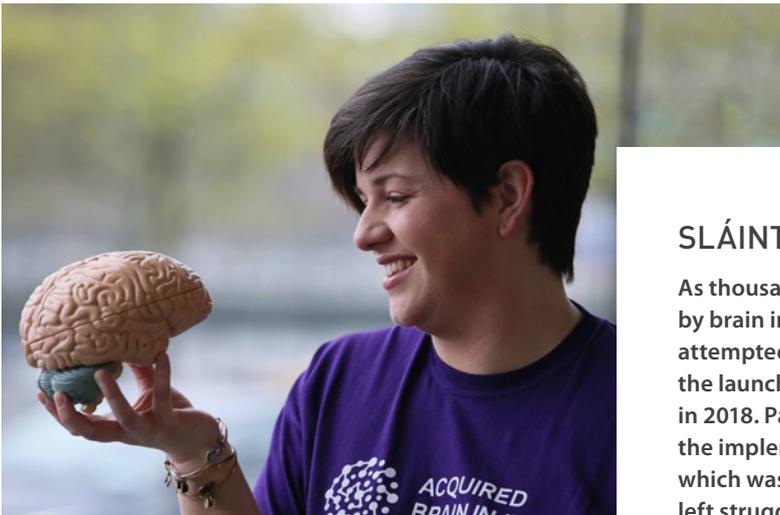
# CAMPAIGNING FOR BRAIN INJURY REHABILITATION, INFLUENCING POLICY AND DRIVING RESEARCH

## A CHALLENGING LANDSCAPE

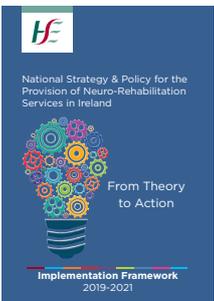
Many national brain injury service gaps in the community persisted in 2018 due to insufficient resources. There was insufficient investment in home and community rehabilitation services and residential rehabilitation resulting in significant waiting lists; delayed discharges from both acute hospitals and the National Rehabilitation Hospital (NRH); as well as inappropriate placement of young brain injury survivors in nursing homes.

Additionally, our organisation faces insufficient investment in:

- **Brain Injury Assessment Services:** For clinical and vocational assessment
- **Brain Injury Paediatric Services:** There is no permanently funded service provision, support or assessment for children and adolescents with acquired brain injury. We currently have a pilot programme for two adolescents operating from our rehabilitation Centre in Mountbolus, Co. Offaly. However, there is no funding to expand this essential service nationally.
- **Case Management Services:** We are funded by HSE CHO areas 6, 7, 8 & 9 to deliver case management in Cavan, Dublin, Laois, Louth, Meath, Monaghan, Offaly and Westmeath. But a huge gap remains across the rest of the country where families are left to struggle to navigate the health system and get the resources they need to cope with brain injury.
- **Transitional Services:** Currently we are only funded to provide one 4-bed Transitional Living Service based in Sligo which serves the Sligo/Leitrim area. Transitional services are essential to bridge the gap between hospital and home and allow people with an acquired brain injury to acquire the skills to increase independence and return home.
- **Step-down Facilities & Services:** Currently there are no step-down facilities for people with acquired brain injury to transition from hospital to meet their needs. This often results in people under the age of 65 being inappropriately placed in nursing homes for the elderly. Acquired Brain Injury Ireland has a physical facility which could develop quickly given immediate development.



Brain injury ambassador Niamh Cahill supports our call for more rehabilitation services.



“WE ARE A LIFELINE TO 1,200 BRAIN INJURY SURVIVORS AND THEIR FAMILIES AND WE EMPLOY 300 REHABILITATION STAFF NATIONWIDE TO DELIVER OUR SERVICE THROUGH RESIDENTIAL AND COMMUNITY SETTINGS. BUT EVEN THOUGH ACQUIRED BRAIN INJURY IRELAND HAS A MODEL OF COMMUNITY REHABILITATION SERVICES THAT IS WORKING, PEOPLE ARE STILL GETTING STUCK IN NURSING HOMES, SENT BACK TO HOSPITALS OR SENT HOME TO FAMILIES WHO CAN’T COPE BECAUSE THERE IS NOT ENOUGH INVESTMENT IN SERVICES LIKE OURS.”

— **Grainne McGettrick**  
Policy and Research Manager

## SLÁINTECARE

**As thousands of lives are devastated in Ireland every year by brain injuries acquired through falls, road collisions, attempted suicides and strokes, we were heartened to see the launch of the government’s new Sláintecare strategy in 2018. Particularly because the document confirmed the implementation of the neuro-rehabilitation strategy which was extremely long overdue. Too many families are left struggling to cope and struggling to access services in every corner of the country.**

Acquired Brain Injury Ireland continued to call for clearer pathways for brain injury survivors (as outlined in the neurorehabilitation strategy) to ensure they moved through relevant services in a timely fashion. Too many cases are stuck on the pathway or wrongly placed in settings like nursing homes which stops any recovery.

Our teams continued to advocate daily on behalf of people with brain injuries both at national and local level, calling for greater investment in community rehabilitation to ensure the best chance of recovery and a return to independent living, where possible.

## SUBMISSIONS AND POLICY BRIEFINGS

**Acquired Brain Injury Ireland made several submissions to Government and other statutory bodies to influence policy on issues affecting people with brain injuries and their families. These included a submission on the Deprivation of Liberty: Safeguard Proposal Consultation in March 2018 and we published a policy briefing paper on the Rehabilitation Medicine Model of Care in October 2018.**

We also submitted our annual Pre Budget proposal to the Joint Committee on Finance, Public Expenditure and Reform calling for greater investment in our case management services supporting families affected by brain injury. Currently, there are little or no services covering Clare, Cork, Donegal, Galway, Kerry, Kildare, Leitrim, Limerick, Mayo, Roscommon, Sligo, Waterford, Wexford, Wicklow. While services that exist for Dublin are severely under-resourced and under pressure.

## A VOICE FOR BRAIN INJURY

Acquired Brain Injury Ireland was represented on the HSE Policy Working Group to develop the Neuro-rehabilitation Implementation Framework and contributed significantly to the writing of the document. We also collaborated with other organisations to advocate the implementation of the Neuro-rehabilitation Strategy.

## NATIONAL #BRAINPOWER SEMINAR

In May 2018 we hosted our inaugural #BrainPower seminar inviting clinicians nationwide to hear about latest trends in evidence for adjusting to life and delivering interventions for brain injury survivors. The event focused on the theme Acquired brain injury research in Ireland: current trends and future horizons. It was an enormous success attracting more than 80 delegates to hear from eight expert speakers showcasing brain injury research in Ireland.

As the leading provider of community neuro-rehabilitation for brain injury survivors in Ireland, we issued PR at the event calling for greater clinical research and clinical audit to drive more effective interventions for 19,000 people affected here annually in Ireland.

“THERE IS A GAPING NEED FOR RESEARCH INVESTMENT TO DRIVE MORE EFFECTIVE INTERVENTIONS TO CAPITALISE ON THE WINDOW OF TIME SHORTLY AFTER INJURY, WHEN THE BRAIN CAN REWIRE CELLS IN SOME PARTS OF THE BRAIN.”

— **Barbara O’Connell**  
CEO

## SUPPORTING BRAIN INJURY RESEARCH IN IRELAND

- Acquired Brain Injury Ireland partnered with a range of organisations who were successful in a funding bid to the Health Research Board for a major epidemiological research project on traumatic brain injury in Ireland.
- Throughout 2018, Acquired Brain Injury Ireland facilitated access to research subjects including people with an acquired brain injury, family members and staff, to support research by post graduate, doctoral and post-doctoral researchers.
- Our Research Ethics Committee (REC) reviewed two ethics applications from researchers which are now contributing to the acquired brain injury knowledge and evidence base nationally and internationally.



Our inaugural National #BrainPower Seminar invited clinicians nationwide to hear about the latest brain Injury research in Ireland.

Front row: Dr Brian Waldron, Senior Clinical Psychologist, Acquired Brain Injury Ireland (ABII), Claire Johnstone, Speech and language therapist, NRH, Barbara O’Connell, CEO, ABII, Denis Buckley, Chairman, ABII,

Back row: Sharon Leahy, Occupational Therapist, NRH, Dr Stephen Walsh, Manchester Metropolitan University, Dr Lorraine Crawley, Senior Clinical Psychologist, ABII.



Dr Brian Waldron, Senior Clinical Psychologist, Acquired Brain Injury Ireland (ABII), presented on cognitive behavioural therapy in acquired brain injury.

# OUR PEOPLE

## OUR PEOPLE MAKE US UNIQUE



Our team Leader Kate Leonard is pictured with our brain injury ambassador Derek .

“WE HIRE PEOPLE WHO ARE PROBLEM-SOLVERS AND WHO HAVE AN ABILITY TO DRIVE EVERYDAY SOLUTIONS TO HELP OUR BRAIN INJURY SURVIVORS ADAPT TO LIFE AFTER THEIR BRAIN INJURY.”

— **Donnchadh Whelan**  
National Services  
Manager

**Just as every brain injury is unique, at Acquired Brain Injury Ireland, our people are unique. Our teams are highly skilled and qualified in their area and extremely passionate about the work they do. Rebuilding lives through neuro-rehabilitation takes time and in addition to key skills, it requires the ability to see things differently and think outside the box. That’s why we hire people who are problem-solvers and who have an ability to drive everyday solutions to help our brain injury survivors adapt to life after their brain injury. Providing choice to clients is at the heart of what we do and our teams thrive on finding creative solutions to preserve our clients’ rights to choose. Our approach to service delivery is about partnership and collaboration with our clients. Building positive relationships between clients and our rehabilitation assistants is essential to achieving personalised goals – in fact, it’s the magic.**

During 2018, the average employee headcount was 291 by year end to meet the requirements of the organisation. This included 20 staff in head office covering key functions such as finance, human resources, administration, research and policy, fundraising and communications.

### HUMAN RESOURCES TEAM

Our Human Resources (HR) Team provides a broad range of services to the organisation across the employee life cycle, including recruitment and selection, induction and training, employee engagement, employee relations, HR administration, performance management and learning and development. The team is responsible for ensuring compliance with legal and regulatory obligations and with the Commission on Accreditation of Rehabilitation Facilities (CARF) requirements. Our HR Team partners with the organisation in meeting the strategic and operational objectives through effective HR strategies.



Our Donegal rehabilitation team invited families of brain injury survivors to a coffee information morning.

“OUR STAFF LIVE OUR VALUES EACH AND EVERY DAY WHICH CREATES A STRONG AND POSITIVE CULTURE OF EMPOWERMENT THROUGHOUT THE ORGANISATION.”

— **Laura Nolan**  
Head of Human Resources

## HR HIGHLIGHTS IN 2018

There were a number of projects undertaken by the HR team in 2018.

- A new Employee Handbook was developed together with 40 new/ revised HR Policies and Procedures.
- The HR team completed the 2018 CARF Audit with no recommendations arising.
- A new development programme for Local Service Managers and Team Leaders in the Organisation was developed and launched in 2018.
- Our Head of HR was also appointed interim Data Protection Officer in the Organisation in 2018 and oversaw the increased organisational compliance with the GDPR Regulations in line with a set project schedule.

## EMPLOYEE COMMUNICATIONS AND ENGAGEMENT

Communication is an ongoing challenge for every organisation and at Acquired Brain Injury Ireland, we recognise how important it is to keep our employees informed and up to date on the organisation. We also recognise that our staff are our most important brand ambassadors as they deliver our brain injury rehabilitation services in communities nationwide.

In June/July 2018, we were delighted to roll-out a series of staff information days chaired by our CEO. The days were extremely well received and gave our staff the opportunity to hear directly from our CEO on the organisational direction as well as hearing the latest plans from the executive management team. Feedback from staff workshops was invaluable and this continues to inform the organisation’s activities, processes and performance. An enormous benefit from the days was the peer to peer interaction. Staff were able to hear and learn from each other’s experiences and form vital support networks within the organisation.





Miriam pictured with brain injury survivor Mark in our Side by Side Clubhouse.

### WHAT OUR STAFF HAS TO SAY

An Employee Feedback Survey was carried out in October 2018 which covered key areas including Organisational Culture, Communication, Leadership, Teamwork, Manager Support, Work Environment, Employee Development, Compensation and Recognition, and Work Engagement. The Survey achieved a strong response rate (61%) and the scores were extremely positive for the organisation overall.

These scores are testament to the fact that our employees bring the organisational values to life in their role each day with a strong commitment to deliver a person-centred service. The survey also highlighted areas for improvement which included pay, staff inputting into decisions affecting their work and increased opportunities for staff engagement. The organisation will continue to work on these areas.

“I’M PROUD TO BE PART OF THE ORGANISATION AND I’M PASSIONATE ABOUT THE WORK WE DO.”

— **Miriam**  
Rehabilitation Assistant



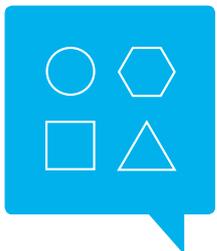
**99%**

99% of staff said they give their best efforts at work each day



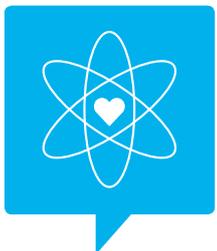
**98%**

98% said when at work, they are completely focused on their duties



**96%**

96% said the organisation values diversity and inclusiveness



**96%**

96% said the organisation lives its values through its work



**97%**

97% said the organisation has a strong focus on customer service and satisfaction



Rehabilitation staff from our South Dublin residential service.

## LEARNING AND DEVELOPMENT

To ensure the highest standards of brain injury rehabilitation, we deliver ongoing best practice professional training for staff through our dedicated 'Learning & Development Team' in the organisation. This programme is vital to drive essential benefits for our staff and for the organisation including:

- Increased job satisfaction and morale
- Increased employee motivation and buy-in
- Increased efficiencies and innovation
- Reduced employee turnover
- Risk management



Our clubhouses encourage brain injury survivors to engage in practical strategies to relearn everyday skills like baking.

### KEY HIGHLIGHTS:



**123** training days delivered



**1,772** employees awarded certificates for course completion



**2 mass training events** to achieve Certified Brain Injury Specialist registration



New learning management platform roll-out including e-learning facility



New working group established to deliver best practice Induction Training Programme

# OUR FUNDRAISING AND COMMUNITY SUPPORT



The fundraising efforts of the Carney Ladies Mini Marathon Team scaled new heights in aid of Acquired Brain Injury Ireland when they presented a cheque for €10,035.



Rathfarnham's Grange Golf Club scored a hole in one for brain injury survivors when its annual Captains' Charity Day in aid of Acquired Brain Injury Ireland raised more than €8,200.

**Our work is built on generous donations and fundraising by hundreds of individuals, groups and businesses. With more than 19,000 new brain injuries acquired in Ireland every year, the demand for our life-changing rehabilitation services is constantly growing. Our supporters are crucial advocates of our mission, donors to our cause and volunteers giving up their time to make life better for brain injury survivors. Acquired Brain Injury Ireland is also supported by grants from many organisations around the country. We are extremely grateful for all this support. It really makes a difference.**

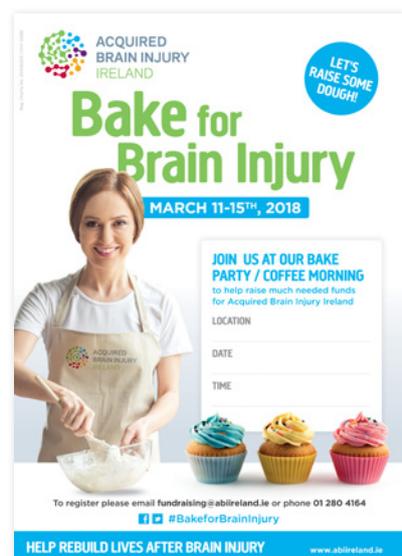
## OUR FUNDRAISING GOALS

In 2018, our goals were clear:

- Develop a supporter database and build on the infrastructure that was implemented in 2017.
- Establish a world-class donor journey experience for all supporters.
- Develop a diversified income base that is not overly reliant on any one source of funds.

“EXTRA SUPPORT FROM GENEROUS DONORS CAN REALLY MAKE OUR SERVICE A HOME FROM HOME FOR BRAIN INJURY SURVIVORS WHILE THEY ARE WITH US AND HELP US EXPAND OUR SERVICES TO MORE FAMILIES. GROWING OUR DONATIONS AND GRANTS IS VITAL. IT HELPS US PAY FOR AREAS WHICH GOVERNMENT MONEY CAN'T STRETCH TO, SUCH AS VITAL EQUIPMENT, BUILDING PROJECTS AND RESEARCH INITIATIVES.”

— **Jonathan Power,**  
Head of Fundraising



## OUR FUNDRAISING ACHIEVEMENTS

In 2018, through our generous supporters, we raised €335,173 from the public, government institutions and corporates for our work. This came from a variety of fundraising efforts:

- **Community Fundraising** – We enjoyed incredible fundraising support in communities all around the country in 2018, from events including a sponsored Kayak event in Leitrim, choir services in Glenageary, drama productions in Drogheda, bag packing by our clubhouse members in Dun Laoghaire and many diverse activities around the country. It is due to this core community support that Acquired Brain Injury Ireland is able to continue to grow its services.
- **Bake for Brain Injury** – Our national annual fundraiser Bake for Brain Injury set the nation rushing to stock up on eggs and flour! This fun event coincided with National Brain Awareness Week which ran in March 2018 and it was the most successful to date. Thanks to everyone who baked up a storm on our behalf.
- **Other Events** – Two more significant fundraising events in 2018 included the launch of our inaugural Valentine's Ball in the heart of the midlands led by our service in Mountbolus. 2018 also marked the third year of the Clane 5k/10k fun run inspired by our brain injury ambassador Jack Fadden from Kildare. The fun run attracted more than 750 participants and raised over €20,000 for our charity.



Clients and staff pictured at the Clane 10k & 5k Family Fun Run 2018.



Acquired Brain Injury Ireland 'turned the sod' on new plans to develop a new sensory garden supported by the fundraising efforts of St Paul's Church, Glenageary.

- **Corporate, major donors and trusts** – Both private companies and public sector bodies supported Acquired Brain Injury Ireland's work through employee fundraising, corporate donations and project sponsorship, amongst many other activities. We hugely value these relationships and sincere thanks to BNY Mellon for their continued support for our services in Wexford. We were also successfully awarded multiple grants from a range of diverse organisations including the Hospital Saturday Fund, Tableau Software and Roche Pharmaceuticals.
- **Individual Giving** – We launched our first integrated fundraising campaign for Acquired Brain Injury Ireland in 2018. Our Christmas Appeal featured the emotive and inspirational story of Derek, a resident from our rehabilitation services who acquired his brain injury after a drunken lorry driver crashed into his car. Donors hugely connected with Derek's story which was part of an integrated fundraising campaign across direct mail and online giving while driven through social media engagement. For many supporters this was their first communication from Acquired Brain Injury Ireland and the beginning of an invaluable donor journey.
- **Other activities** – With limited discretionary resources available to drive greater awareness of the incredible work we do; the role of social media has become essential to drive consideration of our charity among donors. In particular, the new donation facility from Facebook has opened new revenue streams to our charity. Our fundraising team also successfully launched the organisation's first Tax Back Appeal which allows our charity to claim tax relief on donations greater than €250. We also developed and launched a new legacy communication to donors. Legacy giving is a vital income stream that enables charities like ours, to plan for the future and develop sustainable services.

# OUR FINANCES AND ACCOUNTS

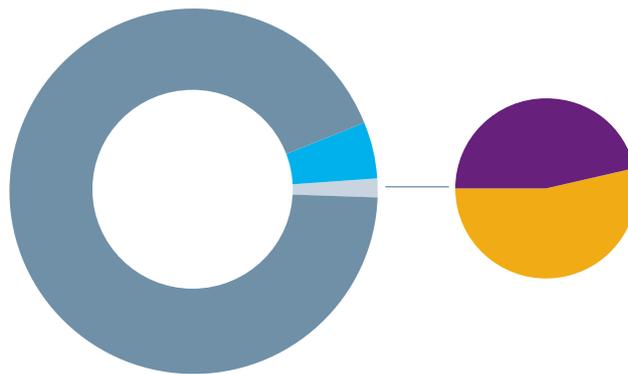
**Although Acquired Brain Injury Ireland was faced with increased cost pressures in 2018, cost saving initiatives had a significant impact on the organisation's results this year. The organisation reported a surplus of €193k in 2018.**

Total income for the year ending December 2018 was €14.41m. Additional income was provided by the HSE, this included €0.98m sleepover income which was declared in 2018, this contributed significantly to the increase in income over 2017. Direct service grants and other income (excluding sleepover income) increased by 6% year on year. Fundraised and events income (combined) increased by 17% to €218k in 2018 versus €186k in 2017. Acquired Brain Injury Ireland recorded €7.3k income in respect of a new project funded under the Ability Programme by Pobal for young people with disabilities. This funding was granted by the Department of Employment Affairs and Social Protection (DEASP) and the European Social Fund as part of the ESF Programme for Employability, Inclusion and Learning 2014-2020.

Total charitable expenditure (excluding sleepover expenditure) increased by 7% in line with increased service provision. This expenditure ensured that the organisation continued to deliver the appropriate services to meet client needs.

## INCOME 2018 - % SPLIT

■ Grants	<b>93.4%</b>
■ Other Service Income	<b>5.1%</b>
■ Fundraised & Events Income	<b>1.5%</b>
■ Fundraised Income	<b>0.8%</b>
■ Events Income	<b>0.7%</b>



## Grant Funding 2018

Every year Acquired Brain Injury Ireland seeks funding from both statutory and non-statutory sources, to resource its national community-based, neuro-rehabilitation services and supports. In 2018 a variety of grant applications were prepared and submitted to potential funders. Several submissions/bids were successful and, while it is not possible to reflect full details of individual receipts and amounts recognised, the table below highlights key achievements of the year. The figures presented are recognised as income in our 2018 audited accounts.

FUNDER	AMOUNT	PURPOSE
Health Service Executive National Lottery & Respite	€28,341	Part or fully fund a variety of national projects including: Flexible respite, Day Resource/Clubhouse facilities and activities, rehabilitation equipment, gardening tools
PBF Trust Grant	€87,797	Fund the set-up of the Fundraising function
Local County Council & Community Grants	€31,555	Part or fully fund a variety of national projects including: Residence upgrades, rehabilitation & art activities, gardening equipment, gym and swimming lessons
Department of Employment Affairs and Social Protection (Pobal)	€7,314	Ability Grant Programme
BNY Mellon (via United Way Worldwide)	€9,587	Further development of our Wexford Clubhouse with funding that contributes toward a vital Team Leader role

## INCOME & EXPENDITURE ACCOUNT

for the year ended 31 December 2018

	<b>2018</b>	<b>2017</b>
	€	€
Income	14,412,187	12,651,376
Expenditure	14,218,978	12,396,788
(Deficit)/Surplus before Taxation	193,209	254,588
Taxation	-	-
(DEFICIT)/SURPLUS FOR THE YEAR	193,209	254,588
STATEMENT OF RECOGNISED GAINS & LOSSES		
(Deficit)/Surplus for the year	193,209	254,588
<b>TOTAL RECOGNISED GAINS &amp; LOSSES FOR THE YEAR</b>	<b>193,209</b>	<b>254,588</b>

## BALANCE SHEET

as at 31 December 2018

	<b>2018</b>	<b>2017</b>
	€	€
<b>Tangible Assets</b>	1,936,826	1,740,976
<b>Current Assets</b>		
Debtors: amounts falling due within one year	724,043	719,829
Cash at bank and in hand	948,924	1,053,640
	1,672,967	1,773,469
<b>Current Liabilities</b>		
Creditors: amounts falling due within one year	1,425,548	1,468,741
Net Current Assets	247,419	304,728
Total Assets Less Current Liabilities	2,184,245	2,045,704
Creditors: amounts falling due after more than one year	569,031	677,668
<b>Net Assets</b>	<b>1,615,214</b>	<b>1,368,036</b>
<b>Total Reserves including Capital Reserves</b>	<b>1,615,214</b>	<b>1,368,036</b>

The accounts were approved on the 17th July 2019

**Denis Buckley**  
Director

**Martin Quaid**  
Director

# DIRECTORS AND OTHER INFORMATION

<b>Directors</b>	Mr Denis Buckley (Chairperson) Mr Martin Quaid Ms Laurie Mannix Mr Seamus Moore
<b>Chief Executive &amp; Secretary</b>	Barbara O'Connell
<b>Auditors</b>	Duignan Carthy O'Neill
<b>Registered Company Name</b>	The Peter Bradley Foundation company limited by guarantee
<b>Trading as</b>	Acquired Brain Injury Ireland
<b>Registered office</b>	Century House, 100 George's Street Upper, Dun Laoghaire, Co Dublin.
<b>Registered Charity Number</b>	CHY 14289
<b>Solicitors</b>	TP Robinson Solicitors, 24 Fitzwilliam Street Upper, Dublin 2.
<b>Bank</b>	Allied Irish Bank plc, Cornelscourt, Dublin 18.
<b>Charity Regulatory Authority Number</b>	20046200
<b>Company Registration Number</b>	334659

## BOARD AND SUB-COMMITTEE MEETINGS

### Board Meetings

The Board of Directors met seven times in 2018.

### Remuneration Committee

The Remuneration Committee did not meet in 2018. Members include Seamus Moore and Denis Buckley.

### Quality, Safety and Risk Committee

This Committee met a number of times in 2018 with the support of external consultant M. Fitzgerald. Members include Denis Buckley, Barbara O'Connell, Donnchadh Whelan.

### Finance & Audit Committee

The Finance & Audit Committee met seven times in 2018. Members include Martin Quaid, Denis Buckley and external consultant Evelyn Fitzpatrick.

# CONTACT US

## National Office

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### Case Manager:

 Imelda Walsh

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## Waterford

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## Wexford

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## Step Ahead Dublin

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