

**ANNUAL REPORT  
& CONSOLIDATED  
FINANCIAL STATEMENTS**

**2023**

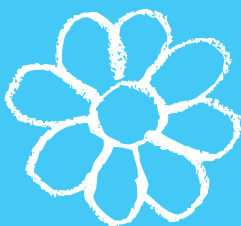


**LauraLynn**  
IRELAND'S CHILDREN'S HOSPICE

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# MESSAGE FROM THE CHAIR & CEO



## Dear Supporters, Friends and Partners,

As we reflect on the year 2023, we are filled with immense gratitude and pride. It has been a transformative year for LauraLynn Children's Hospice, marked by significant achievements, growth, and unwavering commitment.

2023 brought significant external challenges which needed to be weathered and overcome. The impact of the cost-of-living crisis impacted both income and operating expenses for charities like LauraLynn. The crisis also continues to impact the adults, children and families who avail of our care and our donors and supporters.

Our five-year strategic plan, meticulously crafted with the input of our dedicated team, volunteers, and stakeholders, has reached fruition. The vision we set five years ago has become a tangible reality. We envisioned a place of compassion where families could take time to make the most of every day. Today, that vision lives within the walls of LauraLynn and extends far beyond.

Our Strategic Plan 2019-2023 prioritised making every day better for those in our care. The plan aimed to enhance our hospice services, expand disability respite services, and ensure an exemplar adult disability service.

Our strategy set out to Grow our Community of Care and that goal became a reality with the extensive growth of our Hospice Community Team in 2023. The Mallow community team, established in 2022, extended their reach to support children and families across county Limerick as well as Cork and Kerry. 2023 also saw us announce a new base in Ballinasloe, Galway with the aim to bring care and support into the homes of children and families across the Midlands, West and Northwest. The community teams not only provide expert clinical care, but the multi-disciplinary team working across the community also ensures our care extends far beyond that providing family supports including music therapy, play and family therapy and bereavement support within local communities. LauraLynn's reputation as a beacon of excellence in children's palliative care has grown. We are proud to be an integral part of the Irish healthcare system, collaborating with hospitals, community services, and fellow organisations in our efforts to be there for every child and family who need us.

# MESSAGE FROM THE CHAIR & CEO

Our Adult Disability Service, Willow View, concluded the Discovery Project which was started in 2020 and a Transforming Lives Co-ordinator was recruited for the next phase of this process. Referrals to our Children’s Disability Respite service in Hazel House also increased again to 18 in 2023 from 14 in 2022 and the service still supports 53 children. A Family Liaison and Respite Co-ordinator was recruited to the team. This exciting development aims to enhance communication and engagement with families accessing our respite service and promote awareness of the services amongst healthcare professionals.

Throughout 2023 we continued to make positive developments to our campus in line with our commitment to be an environmentally friendly organisation. We invested in energy-efficient systems at LauraLynn House, reducing our carbon emissions and operating costs. We maintained our beautiful outdoor spaces adding more plants attracting local wildlife while also enhancing the spaces for our service users and their families. We also added more hybrid electric vehicles to our fleet of cars for community teams.

Despite a challenging external environment that included a significant cost-of-living crisis and geopolitical instability, LauraLynn continued to remain in a strong position. With statutory funding in place for our disability service and partial funding for our hospice service, it affords the organisation the stability to focus on what matters most, our service users and their families. Despite having some statutory funding for the hospice service, we rely primarily on fundraised income to operate our services and our donors and supporters were incredibly supportive throughout 2023. LauraLynn continued to benefit from the tireless efforts of the general public and our corporate partners. Their dedication and commitment to LauraLynn has allowed us to realise our vision of growing our community of care to be there for more children and families than ever before.

Like many healthcare providers, the recruitment of healthcare staff posed some challenges for the service during 2023 especially in Dublin with recruitment to our regional services less of a challenge.

LauraLynn is the special place it is thanks to those in our community of care. To our volunteers, you are the heartbeat of LauraLynn. Your selflessness, kindness, and tireless dedication inspire us daily. Thank you for being the pillars of our community. To our staff, your expertise, compassion, and resilience drive our mission forward. Your unwavering commitment to our children and families is commendable. To our funders, partners, and supporters, your generosity fuels our work. Together, we create a haven of love and care. And finally, to our service users—the children and families who walk this path with courage and grace—you are our heroes. Your resilience and love light our way.

As we turn the page to 2024, we remain steadfast in our commitment. LauraLynn Children’s Hospice is not just a place; it’s a promise—a promise to honour life, celebrate memories, and provide comfort when it matters most.

With heartfelt gratitude,

*Sandra O'Malley*

**Sandra O'Malley**  
Chair of the Board

*Kerry McLaverty*

**Kerry McLaverty**  
Chief Executive Officer





# CARING FOR THE CHILD, SUPPORTING THE FAMILY

**Children's Palliative Care is the life-long supportive care for children with life-limiting conditions. It is all-encompassing care provided to children and their families over time.**

Alongside medical care, the child and their family members can receive therapeutic treatments, home visits and a range of targeted family supports.

Here's how LauraLynn cares for Matthew and supports his parents, sisters and wider family.



[Click here to watch the video](#)



# 2023 AT A GLANCE

**3** Services in LauraLynn's Community of Care



**LauraLynn**  
IRELAND'S CHILDREN'S HOSPICE



**LauraLynn Hospice**  
Children's Hospice and Palliative Care Service



**Hazel House**  
Children's Disability Respite Service



**Willow View**  
Adult Disability Residential Service

**42** New team members bringing the total staff to **179**

**85** Volunteers actively involved in supporting our work across 12 different roles



**2,082**

New dedicated monthly donors acquired this year

**€13.1 million**

The total cost of operating LauraLynn services 2023



**1,920**

Number of children with palliative care needs

up to

**720**

of whom are classified as 'unstable, deteriorating or at end-of-life'

**€2.3m**

Statutory core funding for our Hospice Service

**74.9m**

Total media coverage reach (print, broadcast & online)



**€8.8m**

Donated to LauraLynn



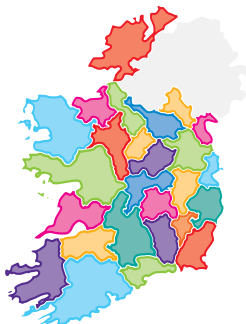
**Heartfelt thanks**

to LauraLynn supporters and donors

# HOSPICE SERVICE AT A GLANCE

**1**

LauraLynn is the only Children's Hospice in Ireland



**26**  
counties

Children from every county in Ireland attended LauraLynn this year



**575**

Families in our Hospice Community of Care

**310**

Children accessing services with their families

**323**

Families were offered bereavement care, support and activities



**18%**

Increase in nights of care provided in LauraLynn House to **1,804** nights or **43,296** hours of care



**538**

Music Therapy sessions were held with more than half occurring in the family home



**232**

Children and families received our LauraLynn in the Community Service – availing of **2,143** home visits

**2**

New Hospice Doctors joined the team

**6**

Children and their families made LauraLynn Oscars Award winning movies



[Click here](#) see to our Oscars video

**67**

Families were supported to make end-of-life memories, an increase of **56%**



**94**

New referrals accepted to the Hospice Service

**48**

First stay admissions to LauraLynn House

# DISABILITY SERVICE AT A GLANCE

**6** Adults residents in **Willow View**

Age of residents:  
Youngest **27**  
Oldest **43**

**3** **3**

**2**

New disability roles  
Senior Speech & Language  
Therapist and Family  
Liaison & Respite  
Co-ordinator

**13**

Trained volunteers support the **Willow View** team – including

**4** dedicated Buddies

**48**

Children and families availed of respite in **Hazel House**

HSE Areas **CH06** **CH07** **CH09**

are served by **Hazel House**

**8**

New children joined our children's disability respite service

**22.6**

Respite nights on average provided to **Hazel House** families

**5**

Individual children's respite bedrooms



# WHO WE ARE



## VISION

To make every day better for those in our care.

## OUR MISSION

To provide a Community of Care that delivers:

We will provide our services from our campus in Leopardstown and from our LauraLynn community team hubs across the country to be developed over time.

We will strive to advance the development and delivery of services to those we support through advocacy, research and education.

Ultimately our ambition is that no child whose life is to be limited will spend any more time in a hospital than is necessary and that residents in our care are supported to reach their full potential.



### What is the LauraLynn Community of Care?

The LauraLynn Community of Care includes all strands of its services, incorporating Children's Palliative Care (hospice and home), Children's Complex Care (intermediate care and disability respite) and Adult Residential Care. The philosophy of the LauraLynn Community of Care is centred around delivering exemplar, holistic care; within a dynamic culture of compassion, collaboration and excellence.

# OUR VALUES

Our work will be underpinned by our values of:



Our Values will be recognised through our **CHARACTER STRENGTHS** of:

### KINDNESS

Generosity, altruism, empathy, nurturance and care.

### LOVE

Capacity to love and be loved, and to value close relationships.

### HOPE

Optimism and future-mindedness. Hope is the connection to future dreams and aspirations.

### TEAMWORK

Respect, loyalty and social responsibility.

### LEADERSHIP

Organising group activities and encouraging a group to meet goals.

### HONESTY

Authenticity, integrity and genuineness.

### LOVE OF LEARNING

Desire to master new skills, learn new topics and systematically add to knowledge.

### JUDGEMENT

Open-mindedness, weighing information thoroughly and making decisions based on evidence.

### LEADERSHIP

Organising group activities and encouraging a group to meet goals.

# OUR STORY

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

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

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

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

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

Today, LauraLynn remains Ireland’s only children’s hospice, offering a comprehensive range of tailored services to support children with life-limiting conditions and their families holistically. Care is delivered by an interdisciplinary team of medical, clinical, nursing and health and social care professionals. Expansion in 2022 and 2023 has brought care closer to home for children and families in Cork, Kerry and Limerick, through a community team based in Mallow Co. Cork. In addition to providing specialised care, LauraLynn strives to play a vital role in advancing children’s palliative care and standards in Ireland through research, advocacy, and education.

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

As part of our ‘Building a Community of Care Strategic Plan 2019-2023’, we discovered that our adult disability residential service, while providing excellent physical and medical care to the residents, is in contravention of prevailing national policy and legislation, and is failing to meet the rights of the people living there as laid out in the UN Convention for Human Rights for Persons with Disability. A transformation process commenced in 2023 to address these issues and to support each person living in the service to transition to an alternative specialist service provider that can better meet their rights, needs, will and preferences. While the process is underway, day-to-day operations are continuing as normal.

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



# THE STORIES OF OUR VISIONARY FOUNDERS

## Dr. Ella Web and the Overend Sisters

Dr. Ella Webb graduated from the Royal University of Ireland in 1899 and later earned her doctorate in medicine from Vienna. She championed women's entry into medicine, becoming the first female student to achieve first place in the final medical examinations.

Webb was a pioneering physician, who recognised the critical importance of children's health. She was a compassionate advocate for children's health and envisioned a holistic approach to healing, going beyond mere treatment.

In 1925, Dr. Webb collaborated with the Overend sisters, Letitia and Naomi, to co-found the Children's Sunshine Home for Convalescents in Stillorgan, Dublin.

The Overend sisters, of Airfield in Dundrum, Dublin, were courageous and independent women of their time. Famous for their love of automobiles, Letitia and Naomi worked tirelessly to alleviate the deprivation and suffering of children, particularly those affected by poverty in city slums. They were involved in various health-related initiatives, promoting public health and preventive care.

Dr. Webb's work at the Children's Sunshine Home initially focused on treating children with rickets, a condition caused by vitamin D deficiency. Her vision extended beyond immediate recovery to long-term well-being.







## Jane and Brendan McKenna

The McKennas are the other visionary force of LauraLynn. Jane, along with her husband Brendan, tragically lost their two beloved daughters in less than two years, Laura aged 4 in 1999 and Lynn aged 15 in 2001. This heart-wrenching loss ignited a fire in Jane and Brendan and set them on a remarkable journey that would forever change the landscape of care for children with palliative needs in Ireland.

Recognising the need for specialised care and support for children with palliative needs and their families, Jane and Brendan established a foundation in their daughters' name and campaigned tirelessly to establish Ireland's first children's hospice. Having raised €5 million between 2002 and 2007, the foundation merged with the Children's Sunshine Home in 2006 and LauraLynn, Ireland's Children's Hospice was born.

In 2011, Jane and Brendan's dream of a home-from-home hospice for children became a reality when the doors of LauraLynn House opened. The couple continued to work in a voluntary capacity with the hospice helping to promote and fundraise for operational costs until August 2016, when they both retired from their public role in order to have time to pursue personal interests. However, they are still an important part of the ethos and story of the organisation that bears the names of their beautiful daughters.

To date, more than 750 children and their families have been given hope, care, and support on their journey thanks to Jane and Brendan's courage, resilience and love for their daughters.



# OUR JOURNEY



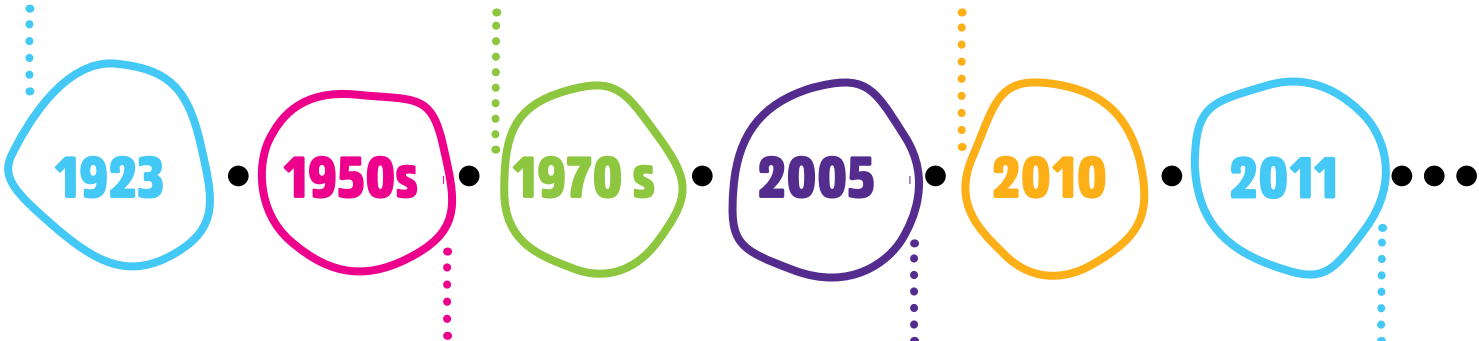
Dr. Ella Webb, founder of The Children's Sunshine Home in Stillorgan, a convalescent home for tenement children with rickets.



Long-term residential care commenced for profoundly disabled children.



Hazel House opens to extend children's disability respite care service.



1923

1950s

1970s

2005

2010

2011

The foundation stone laid in 1952 by Dr. J. Ryan, Minister for Health, on a new site donated by the Overend family of Airfield.



The Children's Sunshine Home and The LauraLynn Foundation join forces to fundraise and build a dedicated hospice for children.



Mary McAleese, President of Ireland, opens LauraLynn House which was followed by the rebranding of all our children's disability and hospice services under LauraLynn, Ireland's Children's Hospice.



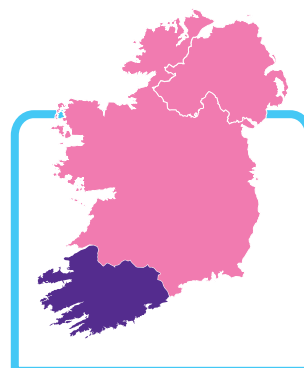
# OUR JOURNEY



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



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



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

2014

2019

2020

2021

2022

2023

Growing a Community of Care Strategic Plan 2019-2023 commences.



LauraLynn marks a Decade of Care and received dedicated statutory funding for the Hospice Service.



Discovery review completed for Willow View service and Transforming Lives initiative commenced.



**Growing a Community of Care 2019 – 2023**

# DIRECTORS AND OTHER INFORMATION

## Directors

Sandra O'Malley (Chair)  
Jacinta Quigley (Vice Chair)  
Tony McPoland  
Kevin Keating  
Paul Kerrigan  
Angie Kinane (Resigned January 2024)  
Patricia Lawler  
Dr Fiona McElligott  
Deirdre O'Connor  
Kevin Murphy  
Dr. Regina McQuillan

## Company Secretary

Katie Devlin

## Registered Office & Business Address

Leopardstown Road  
Foxrock  
Dublin  
D18 X063

## Registration Numbers

Charity Tax Number: **CHY2633**  
Charity Registration Number: **20003289**  
Company Registration Number: **107248**

## Solicitors

**Hayes Solicitors**  
Lavery House  
Earlsfort Terrace  
Dublin 2

## Bankers

**Allied Irish Bank plc**  
Sandyford  
Dublin 18

## Auditors

**Mazars**  
Chartered Accountants  
& Statutory Audit Firm  
Harcourt Centre, Block 3  
Harcourt Road  
Dublin 2







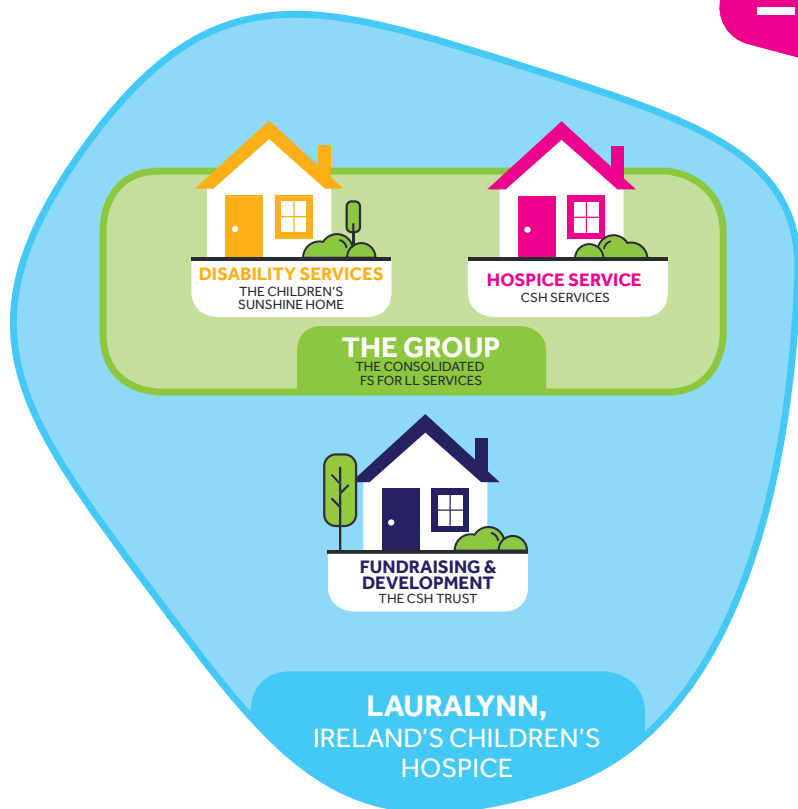
# DIRECTORS' REPORT

The directors present this report together with the audited consolidated financial statements for the year ended 31 December 2023.

# PRINCIPAL ACTIVITIES

**LauraLynn, Ireland's Children's Hospice (LauraLynn) is comprised of three distinct entities, all of which are registered charities: The Children's Sunshine Home, CSH Childcare Services and The Children's Sunshine Home Trust.**

Both The Children's Sunshine Home and CSH Childcare Services companies are limited by guarantee. The services provided by The Children's Sunshine Home and CSH Childcare Services are run from the organisation's campus on Leopardstown Road, Foxrock, Dublin 18, and the financial results of these two companies comprise the consolidated financial statements. Details of the services provided by The Children's Sunshine Home and CSH Childcare Services (the Group) are as follows:



## The Children's Sunshine Home (Disability Service)

The Children's Sunshine Home (the 'Disability Service') provides care and support to children and adults with intellectual disabilities. This was originally overseen by The Children's Sunshine Home Trust until the establishment of The Children's Sunshine Home in 1985.

In 2023, the Disability Service offered respite services to children with complex disabilities, as well as residential care for six adults with severe to profound disabilities who have been in the care of The Children's Sunshine Home since they were children. The Disability Service is operated under a Section 38 Service Agreement with the Health Service Executive (HSE). Consequently, the main source of funding for this service is the HSE.



## CSH Childcare Services (Hospice Service)

CSH Childcare Services (the 'Hospice Service') provides specialist high quality short break stays, in-home support, crisis care, symptom management, end-of-life care and bereavement support to children with life-limiting conditions and palliative care needs, as well as support for their families. All of the care is provided free of charge to families.

The main source of funding for the hospice service is The Children's Sunshine Home Trust through its fundraising activities. In 2023, LauraLynn received €2.3m core State funding for its hospice services under a Section 39 Service Agreement with the HSE.

### Subsidiary

CSH Childcare Services is accounted for as a subsidiary of The Children's Sunshine Home who controls the composition of its Board of Directors. Additional information is provided in note 9 to the consolidated financial statements.



## The Children's Sunshine Home Trust

The Children's Sunshine Home Trust (the 'Trust') was founded in 1925 and its primary objective was to provide care for sick children. Today, the Trust raises and invests funds to enable the continued operation of the services of LauraLynn. The trustees act as guardians of the organisation's assets and are entrusted with the land and buildings on its campus on Leopardstown Road, Foxrock, Dublin 18.

The Trust does not form part of the consolidated financial statements. Further information regarding The Children's Sunshine Home Trust is included in its Trustees' Reports and Financial Statements, which are available on the LauraLynn website: [www.lauralynn.ie](http://www.lauralynn.ie)

# OBJECTIVES AND ACTIVITIES

## LauraLynn's Disability Service

The Disability Service has been operating since 1925 and was overseen by the Trust until the establishment of The Children's Sunshine Home in 1985. Today, it comprises of the following:

- **Willow View** – a residential care service that is currently home to six adults with severe to profound intellectual disabilities who have been in the care of The Children's Sunshine Home since they were children and
- **Hazel House** – a respite care service for children with complex disabilities.

The service strives to provide a homely setting that promotes the privacy, dignity and safety of each child and adult. The Disability Service is a Health Information and Quality Authority (HIQA) registered Designated Centre for Persons (Children and Adults). Care is person-centred and based on HIQA's Key Principles. In line with public policy, new referrals for residential care are no longer accepted. However, our Transforming Lives Project to support each adult currently living in the service, to transition to an alternative specialist service provider has commenced. The Board is committed to supporting these individuals in every way we possibly can until this transition is complete.

## Staffing

The staffing complement for both services consists of non-clinical management and administrators working alongside a range of medical and nursing professionals who deliver frontline care. In addition, as the needs of the hospice service have grown, the range of allied health professionals now includes Physiotherapy, Occupational Therapy, Psychology, Music Therapy, Play Therapy, Dietetics, Speech and Language Therapy, Pharmacy, Social Work, and a Bereavement Coordinator.



## LauraLynn's Hospice Service

Following a strategic review in 2002-2004, the Trust decided to focus on addressing the needs of children requiring palliative care and established the Children's Sunshine Home Hospice Project to fundraise for a children's hospice building. In 2005, it joined forces with The LauraLynn Foundation (which ceased trading on 15th June 2005), which had been established by Jane and Brendan McKenna, who also saw the need for respite and specialist care for children with life-limiting conditions following their own personal experience with the deaths of their two daughters, Laura and Lynn.

CSH Childcare Services was established in 2011, with the purpose-built LauraLynn House opening in September of that year on the Trust's campus in Leopardstown. LauraLynn Hospice is the only children's hospice in the Republic of Ireland, providing specialist palliative care and supports to children with life-limiting conditions (aged 0-17 years) and their families from across Ireland.

The service focuses on enhancing quality-of-life, which includes physical comfort and wellbeing, as well as the emotional, social and spiritual aspects of care of the family; supporting all members of the family from the point of diagnosis to end-of-life, and throughout bereavement, with a range of nursing, practical, emotional and medical care. Care is evidence-based and provided by an interdisciplinary team of health and social care professionals in the hospice, the family home, hospital or community setting, depending on the family's preference and the location and medical needs of the child.

With a growing population of teenage children affected by life-limiting conditions, the hospice service has developed a Transition Care Programme for children from the age of 12. Its aim is to ensure that the delivery of palliative care to the child extends seamlessly from children's services into adult services when they are discharged from LauraLynn at 18 years of age. LauraLynn is committed to extending hospice services to more children and families who need specialised care and support. From an advocacy perspective, along with several key stakeholders, LauraLynn is actively engaged in ongoing discussions with the Department of Health and the HSE to progress the children's palliative care agenda.



# ACHIEVEMENTS AND PERFORMANCE DISABILITY SERVICES

## Hazel House

Hazel House is our Disability Respite service for children with medical complexity. Referrals are open to the Greater Dublin areas of HSE CHO areas 6, 7 and 9. In line with public policy, the service is no longer accepting residential admissions. However, the service is still accepting new respite referrals from the greater Dublin area.

In total, Hazel House has a maximum occupancy of five children at any time. In January 2023 renovation works in Hazel House were completed, which now consists of five individual bedrooms, and a new multi-sensory room. This is in addition to the bathroom, living space and kitchen-dining area.

In 2023, 47 families availed of 1,064 respite nights, on average, 22.6 nights over the year (planned and unplanned). A total of 47 children and families availed of the children's disability respite service in 2023 (2022: 52, 2021:48, 2020:40).

A total of 18 referrals were received and eight new children were accepted to the service (2022:5, 2021:8, 2020:9).

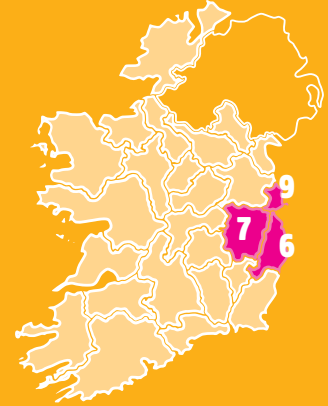
Nine children were discharged from the service (2022:6, 2021:0, 2020:4) – four were referred to our hospice service, and three transitioned to adult services and two transferred to alternative respite services.

A team of volunteers continue to support the team in Hazel House in delivering a fun and interactive programme of activities such as sensory storytelling sessions and facilitating trips out for the children.

HSE Areas

**CH06**  
**CH07**  
**CH09**

are served by  
Hazel House



In line with HIQA recommendations, in 2023 the Service recruited a Senior Speech and Language Therapist (SLT) to support children accessing respite as a complimentary service to their primary SLT service and to enhance their experience in respite.

In line with our Strategy to enhance family support and access to respite for children, a Family Liaison and Respite Co-ordinator was appointed to work in close collaboration with CHO East Central Respite Referrals Committee and the Disability Services Multi-Disciplinary Team to assess new referrals, co-ordinate annual reviews, transitions and discharges, ensure effective bed management and to maintain communications and connections with families.

## HAZEL HOUSE PRIORITIES FOR 2024

- Develop and implement a Model of Care for Respite for Children with Medical Complexities.
- Raise the internal and external profile of our Children's Disability Respite Service.
- Expand the catchment area of our Children's Disability Respite Service from three Community Health Organisations (CHOs) to three Health Regions to increase occupancy for children with medical complexities.







Firstly Hazel House is a place of calm, love and care. This is evident when you first walk in the door. Our son Ben loves it there, his demeanour when he arrives, the love and care he receives while there from all the staff members, and the calming influence it has on him when he arrives home. For us his parents, it provides a time of respite to enable us focus on ourselves and on Ben's siblings to give them the love and attention that is not always possible when you have a child with complex care needs. For his siblings it allows them to have experiences that they can't do as it is not wheelchair friendly or is just not suitable for a child with complex needs. So, they can do what may be normal for other children but unfortunately not as normal for them. Hazel House and the staff there enable all this for us as a family. They form part of our family's circle of trust knowing that Ben is in a safe environment and cared for as if he were at home.

**Shane and Clare,**  
Mum and Dad to Ben



“

The most inspiring part of my job is seeing the children smile and knowing I have made a difference.

**Siobhan Deegan,**  
Hazel House Health Care Assistant



# DISABILITY SERVICES

## Willow View

Willow View is our Disability Residential Care Service and home for six adults (3 women and 3 men) with severe to profound intellectual and physical disabilities who have lived in The Children's Sunshine Home service since they were children.

In line with HIQA recommendations, in August 2022 the Service recruited a Senior Speech and Language Therapist (SLT) to support the residents to work collaboratively with the Disability Services team to support residents presenting with communication difficulties and/or eating, drinking, and swallowing difficulties as appropriate.

The Social and Activity Initiative continued in 2023 with the focus of supporting each individual living in the service to have increased opportunities to experience the more enjoyable side of life. During 2023, and with significant pre-planning, individuals were supported to go to concerts, holidays, festivals, the cinema etc.

Our most significant development this year was that our Discovery Project, which commenced in August 2020 as a priority within our Strategy, concluded having captured the lived experience of the individuals residing in Willow View.

Our Board was concerned to find that, while the residents are much loved and well cared for in Willow View, there are gaps and limitations in its model of care, within the context of current policy, standards of care and the UN Convention for Human Rights for Persons with a Disability, and that the residents could, and should, be supported to live in a home in the community.

Following extensive consideration of all possible options to address these issues, the Board decision to commence a Transforming Lives initiative supporting each person living in Willow View to find an alternative specialist disability service provider that can better meet their rights, needs and preferences, was announced and enacted under the leadership of a skilled Transforming Lives Project Lead. It has been a difficult time for the residents, their families, and staff who are understandably concerned about the future. Open and transparent communication and engagement will be an ongoing commitment over the coming years of this initiative, focussing on supporting everyone involved as we navigate this journey together so that each person living in Willow View has the opportunity to live more fulfilled lives.

## WILLOW VIEW PRIORITIES FOR 2024

- Support each person on an individual basis to commence transition to a life of their choosing, with a service provider that has expertise in supporting people with disabilities with a human rights and person centred approach.
- Engage with the HSE Enhanced Quality Transition Programme.
- Support families of people living in the service and staff navigate the transition journey and remain central to the process.
- Support each person to have a comprehensive multi-disciplinary assessment completed to inform their needs, will and preferences.
- Complete refurbishments to enhance the lived experience for those living in Willow View.



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

**Lisa Murphy,**  
Clinical Nurse Manager 2

# HOSPICE SERVICES

LauraLynn's hospice service provides specialised palliative care to children with life-limiting conditions from across Ireland, as well as support to their whole family. It also offers a range of bereavement care, support and events to families after the death of their child.

## Who does LauraLynn care for?

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

### To be accepted the child must:

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

## The Hospice Care Team

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



**Click here** for a video demonstrating a day in the life of a hospice nurse

### CLINICAL & NURSING TEAM

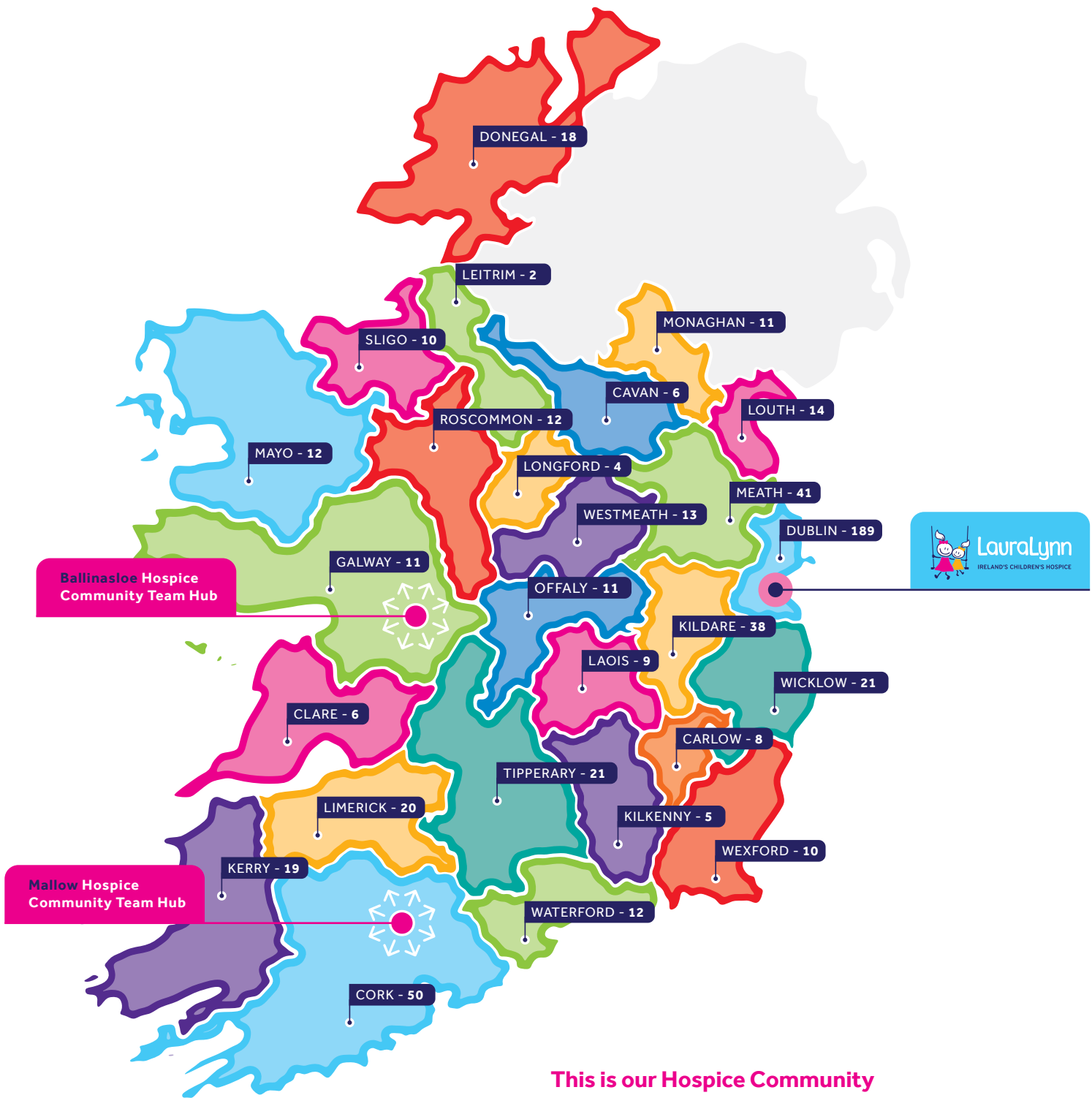
Nurse Managers  
Clinical Nurse Specialists  
Staff Nurses  
Health Care Assistants  
Nursery Nurses  
Hospice Doctors  
Consultant Paediatrician  
GP  
Pharmacist

### FAMILY SUPPORT TEAM

Family Support Coordinator  
Occupational Therapist  
Psychologist  
Dietician  
Speech and Language Therapist  
Physiotherapist  
Music Therapist  
Bereavement Coordinator  
Play Therapist  
Activities Coordinator  
Creative Art Coordinator



# HOSPICE COMMUNITY OF CARE 2023



**This is our Hospice Community of Care and includes the following:**

- Active Children and their Families
- Active Bereaved Families
- Non-Active Bereaved Families

# HOSPICE SERVICES

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

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

The LauraLynn Community of Care continued to grow in 2023, with our hospice services reaching 575 families (2022:481, 2021:376, 2020:351, 2019:301). In 2023, LauraLynn actively supported 310 children and their families (2022:291, 2021:208, 2020:215, 2019:215). A total of 94 (2022:122, 2021:49, 2020:56,

2019:63) new referrals were accepted from 100 received, indicating a continued strong demand for services. The main sources of referrals were from Clinical Nurse Coordinators (39%), Clinical Nurse Specialists (34%), and Consultants (9%). As part of our Transition Care Pathway 7 (2022:5, 2021:2, 2020:6, 2019:2) teenagers transitioned from our service when they reached their 18th birthday.

The age profile of children availing of the hospice service is varied, with 28% being less than 1 year old, 30% aged between 1-3 years, 36% aged between 4-10 years and 6% aged 10+ years.

## Hospice Model of Care

LauraLynn's Hospice Model of Care continues to act as a standard of care guide in LauraLynn whilst informing policy and service development both internally and nationally. During 2023 we continued to implement the Model of Care ensuring that the Right Family / Child, received the Right Care,

in the Right Location at the Right Time, by the Right Team. All services delivered are detailed under our 5 Pillars of Care: Direct Care, Family Support, Symptom Management, End-of-Life Care and Bereavement Support.

## Right Child



## Pillars of care



# WHAT HAPPENS WHEN A REFERRAL TO LAURALYNN IS ACCEPTED?

STEP  
1

## Referral Accepted

Once a child is accepted to the service, we arrange a Holistic Needs Assessment to be carried out by a Clinical Nurse Specialist in the family home.



STEP  
2

## Holistic Needs Assessment (HNA)

The HNA meeting looks at all aspects of the child and family's needs, goals and aspirations. The findings of the assessment indicate the range of care and support required by the child and family.



STEP  
3

## Family Care Plan

Working with the family, a tailored Family Care Plan is developed that will address the identified family's needs, goals and wishes.



STEP  
4

## LauraLynn Care Commences

Once the Family Care Plan is in place, each child is linked with a dedicated member of the team, who ensures a supported entrance to the service. Individualised supports are offered to the child and family based on their care plan. A Terms and Conditions booklet is shared with the family which clearly outlines what the family can expect from LauraLynn and our service arrangements.



STEP  
5

## Annual Review

It is important that each child's and family's needs are reviewed regularly. In addition to regular check-ins by the Clinical Nurse Specialists, and members of Nursing and the Family Support Team, a formal Annual Review is completed for each child.

# HOSPICE SERVICES

## Direct Care

Direct Care includes short, planned breaks and crisis care which can be in the home or the hospice (LauraLynn House). Families receive an annual allocation of 15 nights of planned short stays in the Hospice as part of their individualised care plan.

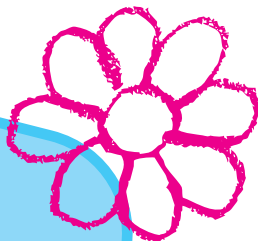
In 2023, LauraLynn House continued to increase in both demand and capacity, and with successful recruitment of additional nurses was able to open to six beds and supported 166 families (2022:147, 2021:115, 2020:102, 2019:128) with a total of 541 admissions (2022:477, 2021:363), 48 first admissions (2022:50, 2021:20) and 2 end-of-life admissions (2022:6, 2021:3). In total there was 1,804 bed nights (2022:1534, 2021:1,256, 2020:974, 2019:1,442) or 43,296 hours of care (2022:36,816, 2021:30,144) delivered in LauraLynn House.

Of the total bed nights, 306 (2022:326, 2021:465, 2020:509, 2019:390) were outside of the annual allocation (i.e. for crisis care, symptom management or end-of-life care).

## Symptom Management

Symptom Management is a very specialised pillar of the LauraLynn Model of Care and focusses on both preventing and treating actual and potential symptoms, to best improve the quality of life for the child and family. Led by the Consultant Paediatrician, our Hospice Doctors and Clinical Nurse Specialists in Children's Palliative care supported 219 children and their families during 2023 (2022:244, 2021:162). 98 families (2022:75, 2021:39) were supported in their homes and community with 134 visits (2022:99, 2021:62), and over 714 virtual or telephone calls (2022:469, 2021:658) to check in with families.

In 2023, in line with our overall strategy to enhance our community of care, we expanded our Clinical Nurse Specialists (CNS) and Medical Team. Two new Hospice Doctors joined the medical team, ensuring that there is now a medical team member on-site routinely Monday to Friday and with additional support for out-of-hours support as required. In addition to a CNS for our regional community team based in Mallow, two new CNS posts were established and recruited at the end of 2023. Funded by LauraLynn, these posts are a cross-site initiative between LauraLynn and Children's Health Ireland (CHI), with the post holder working 50% of their time for each site. They will work with the Medical Team in LauraLynn and the Children's Palliative Care Consultant at CHI Crumlin and Temple Street to support the development and delivery of specialist palliative care services (SPC) across all sites where SPC input is required.





# HOSPICE SERVICES

## Family Support

The support LauraLynn provides to the family in addition to the care provided to the child makes the service unique from all others in this space. Our family support pillar is aimed at reducing distress and enhancing the quality of life for children, their parents or carers, and siblings. Family supports follow a clearly defined pathway to ensure that care is integrated, targeted and equitable.

In 2023, overall family support activity continued to increase with over 279 families supported (2022:260) by our Dublin based team, of which 104 (2022:93) were supported in the community.

A new Family Support Team Manager was appointed with a focus on supporting and leading the family support team with the ongoing development, implementation, and evaluation of the Hospice Model of Care (Family Support and Bereavement Care Pillars) and ensuring that robust clinical governance arrangements are in place to support effective and safe delivery of clinical services and supports.

In 2023, 116 (2022:90, 2021:32) families were supported by the Family Support Coordinator (Senior Social Worker).

The Family Support Coordinator led on the introduction of monthly parent coffee mornings in Dublin that take place in a community coffee shop in Blanchardstown. They successfully ran from April through to December 2023 and have continued to grow in numbers and repeat attendees. The practical home support pilot commenced in 2023 led by the Family Support Co-ordinator with 3 families participating in the pilot. It was evaluated at the end of 2023 and positive outcomes were captured with the benefits to families indicating that its continuation is worthwhile.

Music Therapists offered 538 (2022:407) music therapy sessions in 2023, supporting a total of 137 families (2022:101). In LauraLynn House, 70 (2022:46) group music therapy sessions were offered to children, in addition to 62 individual sessions, 27 (2022:26) family sessions and 14 (2022:2) sibling sessions. 281 (2022:147) music therapy sessions were offered in the family home.

Targeted interventions were facilitated by both the Dublin and Cork community teams, along with 41 joint music therapy and occupational therapy sessions. 21 (2022:17, 2021:44) virtual sessions were offered, allowing opportunities to engage with families where geographical distance is challenging. Occupational therapy supported 65 (2022:57) families in 2023 supporting equipment needs during short breaks and supporting families in adapting play and other functional skills as their child's condition progresses and co-ordinating 4 family camps (17 children and 35 extended family members).

During 2023 our Dublin based Play Therapist supported 58 (2022:76) families individually. 23 (32:2022) families were involved in projects such as the Oscars. There were 54 (2022:44) individual family or play therapy sessions.

This Play Therapist is currently being supported by LauraLynn in further studies in family therapy which will enhance the support we offer our families. In addition to our Dublin team, a Play Therapist joined the Mallow based community team, ensuring that a wider range of family supports are offered to children and their families in the region. In 2023, activities co-ordination became a 7-day service based in LauraLynn House, focusing on child led activities with the goal of enhancing quality of life during the LauraLynn House stay.

In 2023, our Physiotherapist supported 115 (2022:87) families providing 227 episodes of care in the Hospice setting, 7 home visits and 1 virtual support. In 2023, physiotherapy led on a quality improvement initiative to ensure that the correct equipment, risk controls and activities are in place to support the children and families coming for short stays in LauraLynn House.

LauraLynn continued to provide clinical psychology services in 2023. Our Psychologist provided direct (Level 4, high need) support to 41 (2022:44, 2021:41) families over the year. Interventions were delivered through a combination of on-site (20 sessions) and virtual sessions (106 sessions).

Following the recruitment of a Speech and Language Therapist in October 2022, with a focus on supporting children with feeding challenges and enhancing communication, 43 children and their families were supported in 2023, with 251 points of contact for children and their families.



# HOSPICE SERVICES

## End-of-Life Care

End-of-Life Care is a continuum of palliative care and includes care during and around the time of death and immediately afterwards.

LauraLynn continues to support families of children at end-of-life through hands-on nursing care, family support and memory-making activities in their location of choice – hospice, hospital or home. Sadly, 58 children in the service died in 2023 (2022:67, 2021:31, 2020:36, 2019:52), 53% of whom died in the home (2022:51%, 2021:60%, 2020:54%, 2019:48%). In collaboration with other service providers end-of-life memory making was completed with 67 (2022:43, 2021:13) families, 12 in LauraLynn House, 26 in the family home, 26 in hospital and 3 in a funeral home setting.

This service has reached more families in 2023 thanks to the significant support from our volunteering programme. Approximately 10 hours of weekly volunteer support assists with the cataloguing and administrative aspect of this service.

## Bereavement Care

Bereavement Care in LauraLynn is underpinned by the LauraLynn value of Compassion so that families receive high quality bereavement care that is appropriate to their needs and wishes. Following their appointment in 2022, our Bereavement Coordinator supports extended to 156 families in line with the services's Bereavement Pathway and provided supports to 319 parents/individuals through a range of events in 2023.

There were 150 (2022:90) attendees at our annual memorial Service, 80 (2022:120) at the annual Memorial Walk and 6 at our Bereaved Fathers' golf outing. In addition, families were supported through a variety of bereavement workshops and webinars including Bereaved Siblings Weekend, Grandparents Support Group, Time to Grieve Programme and Coping with Christmas.

The LauraLynn in the Community team based in Mallow held a bereavement event in June 2023 which supported active families in their anticipatory grief, and bereaved families from Cork, Kerry and Limerick. In total 9 families were supported on the day. In bereavement care, music therapy provided targeted support for siblings, consisting of 65 individual sessions throughout 2023 and a bereavement support group in May 2023 (9 siblings supported at group event).

## LauraLynn in the Community

LauraLynn in the Community Services, operating out of the LauraLynn campus into the greater Leinster region and from our community team based in Mallow saw an increase of home visits with 232 families (2022:189, 2021:39) supported. A total of 2,143 visits were completed (2022:1,243, 2021:380).

Having launched in 2022, the LauraLynn in the community team based in Mallow reached full staffing compliment in 2023, with the successful recruitment of a CNS, additional staff nurses and a play therapist. This enabled the team to also extend the catchment area to include county Limerick. There was a sustained demand for services within the region, and referrals from the region equated to 23% of referrals accepted (2022:21%). A total of 1,229 (2022:230) visits were completed and 69 children and their families (2022:41) were supported.





We are blessed to have LauraLynn come to our home for community home support. This gives the community staff a chance to get to know Lucy inside and out and everything is noted for future stays in LauraLynn House. I really feel it's important to get to know the children in their homes as it's their safe blanket and it makes me feel at ease knowing everything is charted for when she stays in house at LauraLynn they know all of Lucy's quirks. It also gives me a chance to have a break and switch off for a few hours and I really feel that LauraLynn are now a part of our family.

Carla,  
Mum to Lucy.

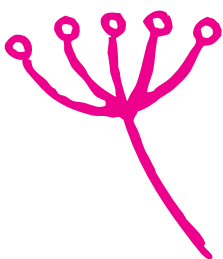






## SERVICES PRIORITIES FOR 2024

- Expand the Hospice Management Team to support service growth and development.
- Complete a review of the Model of Care.
- Evaluate the impact of the Clinical Nurse Specialist posts working cross-site between LauraLynn and Children's Health Ireland.
- Establish Ballinasloe Community Team extending supports in family homes in the mid-west.
- Maximise in-patient capacity and occupancy in LauraLynn House.
- Continue refurbishments in LauraLynn House and outdoor play areas to enhance the experiences for children and families when staying.
- Develop a Key Contact System to ensure all families remain connected with the service.
- Scope the development of a complimentary therapy service for children and families.
- Scope the development of a perinatal hospice care pathway.





# ACHIEVEMENTS AND PERFORMANCE – STRATEGY

2023 marked the final year of our five-year LauraLynn Strategic Plan (2019-2023) "Growing a Community of Care." We proudly reflect on another successful year of continued service growth and development which saw the completion of each of our strategic goals, and the development of a path forward for the next five years.

**Our ambitions continue to:**



## EXPAND

our children's hospice and palliative care services nationwide in line with unmet need.



## EXTEND

our children's disability respite service in the Greater Dublin Area to serve more children and families.



## ENHANCE

our adult disability service to ensure it is an exemplar service and the best possible home for our residents.

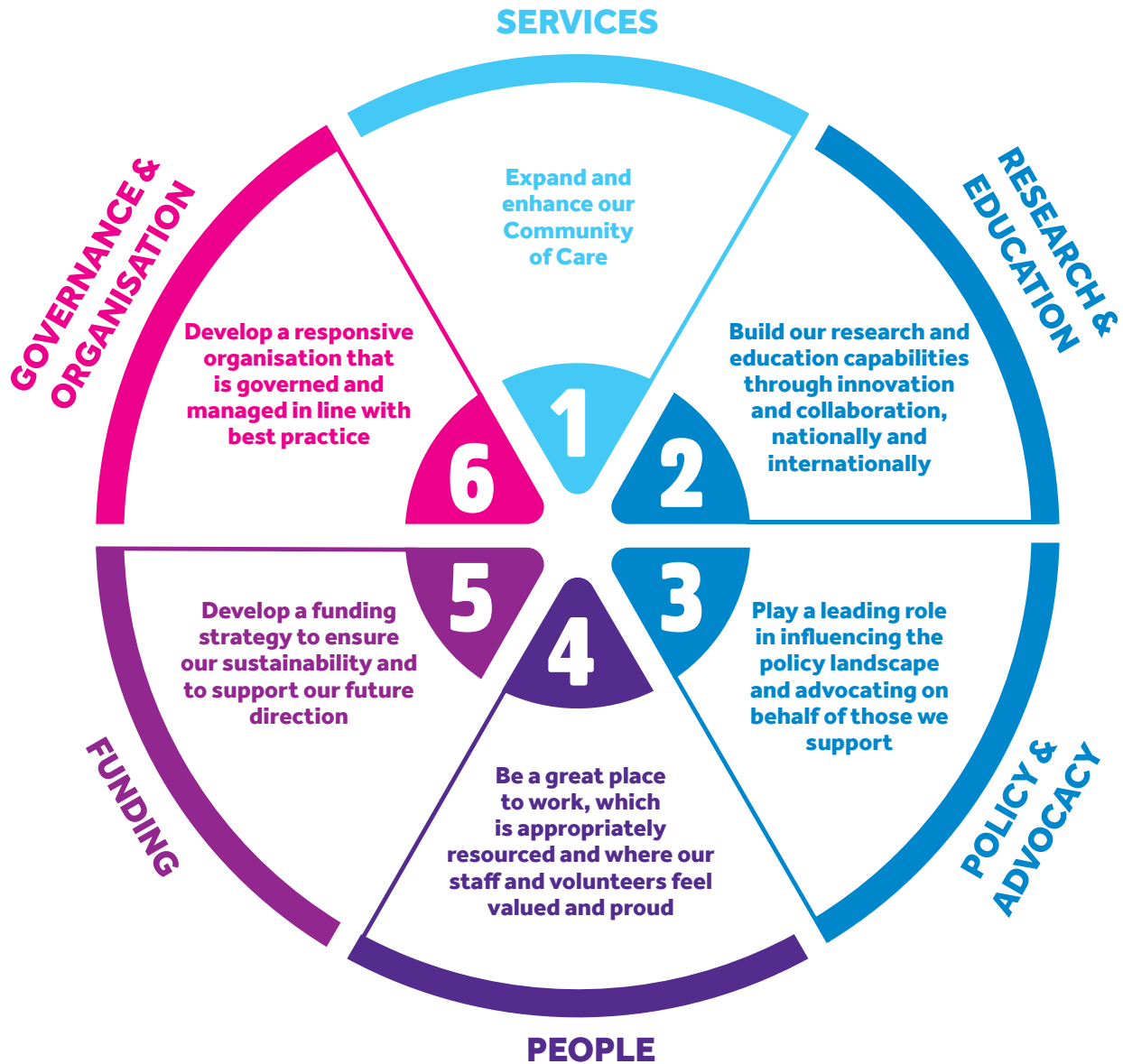


## BUILD

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

# STRATEGY

Our 2019-2023 Strategic Plan focused on six strategic goals that provided LauraLynn with a roadmap to achieve its mission and realise our vision:



Each strategic objective was assigned to an Executive Lead, who monitored and updated the progress and performance of implementing the respective elements of the Strategic Plan. The Executive Team dedicated two meetings per month to collectively discuss the strategy, and to ensure that any challenges in implementation were addressed.

The Board of Directors received bi-monthly updates on all progress, challenges and risks associated with each element of the strategy. The section below outlines the final elements of the strategy which were completed in 2023 and the impact they have made.

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

# STRATEGIC GOAL 1: SERVICES

Expand and enhance LauraLynn's Community of Care.



## Objective 1.1

Enhance Children's Palliative Care Services in the Greater Dublin region through:

- Embedding the 5 pillars of care at the LauraLynn campus and LauraLynn in the Community.
- Developing an Intermediate Care Service for Children with life-limiting conditions (LLC's) and complex medical needs through Strategic Partnerships.



## Progress achieved in 2023:

- Following a sharp increase in referrals in 2022, referrals in 2023 remained at almost double compared to pre-pandemic numbers. A total of 100 new referrals were received, of which 94 were accepted.
- In-patient hospice bed capacity increased by 18% with 1,804 bed nights supported in 2023 compared to 1,534 in 2022. The number of families utilising LauraLynn House also rose from 147 in 2022 to 166 in 2023, and the number of hospice admissions grew from 477 to 541.
- Recruitment of staff nurses for our Dublin-based LauraLynn in the Community team proved challenging due to the ongoing national shortage of qualified nurses, coupled with the cost-of-living crisis seeing many nurses move out of the Dublin region. Our Team Lead also resigned during the year resulting in the team being supported by the hospice Assistant Director of Nursing and Clinical Nurse Specialists.
- Though nursing community visits were limited by the above factors, the Family Support Team continued to provide community support to families in Leinster with music therapy, occupational therapy and play therapy visits. Virtual hospice supports were also maintained for families.
- Our Referrals Development Co-ordinator was successfully recruited to the Hospice Assistant Director of Nursing role whilst retaining elements of referrals development.
- A Family Support Team Manager was recruited to provide clinical leadership and support to the Family Support Team, and to support the continued growth of all elements of our family support functions. With this appointment, a new hospice management structure was introduced comprising of the Hospice Assistant Director of Nursing, Hospice Doctor and Operations Manager.
- Two new part-time Hospice Doctors were also recruited to support the growth of our medical team.



## Impact:

- The hospice is now supporting more families than ever before, with activity continuing to grow year on year following a decline during Covid-19 in 2020 and 2021.
- In addition to supports provided at LauraLynn House and within the home for families in Leinster and Munster, the continuation of virtual supports ensures that families living in all areas of the country can avail of hospice care and targeted interventions, thus making LauraLynn's supports more accessible.
- The addition of two new Hospice Doctors now facilitates 5-day in-patient medical cover in our hospice, ensuring that every child who is admitted to the hospice can be reviewed by a doctor during their stay. Additionally, increasing our medical cover has facilitated increased first hospice stays for new families in the service resulting in faster access to services from date of acceptance.

# STRATEGIC GOAL 1: SERVICES

Expand and enhance LauraLynn's Community of Care.



## Objective 1.2

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



## Progress achieved in 2023:

- Our Community Team in Mallow, first established in late 2022 has now expanded its regional coverage to support families across Cork, Kerry and Limerick.
- The team in Mallow has increased to 13 members with additional nurses, a Play Therapist and an administrator.
- Building on our community services, and following stakeholder engagement in the West, Mid-West and Northwest, LauraLynn officially launched plans and began recruitment for the development of an additional Community Team to be based in Ballinasloe.
- At the end of 2023, a new Hospice Community Assistant Director of Nursing post was approved by the Board to support the continued growth and day-to-day clinical leadership and management of our community teams.



## Impact:

- The number of families now availing of LauraLynn support in the community has grown from 189 in 2022 to 232 at the end of 2023.
- Referrals from the Munster region (CHO4) represented the highest catchment area for new referrals by location (17% of all new referrals in 2023). This indicates that children who were previously not in receipt of children's hospice supports are now receiving care closer to home. It also indicates an increased awareness of LauraLynn's services among families and healthcare professionals in Munster.
- 5,127 hours of care (2,143 visits) were delivered in the community in 2023 with an average of 179 visits per month being conducted.



# STRATEGIC GOAL 1: SERVICES

Expand and enhance LauraLynn's Community of Care.



## Objective 1.3

- Develop an Exemplar Children's Disability Respite service for children with complex disabilities as part of LauraLynn's 'Community of Care' and extend to children in the Greater Dublin region.



## Progress achieved in 2023:

- Refurbishment of Hazel House to convert 4 existing shared bedrooms to 5 single occupancy rooms, with the addition of a dedicated sensory room, new laundry and storage facilities was completed in February.
- 18 new referrals were received in 2023 with 8 referrals accepted.
- 1,064 respite bed nights were provided, 291 of which were crisis care.



## Impact:

- Children availing of respite in Hazel House are no longer required to share bedrooms, leading to enhanced infection control, HIQA compliance and reducing overall risk.
- Hazel House is now supporting more children than ever before, reaching a milestone of over 100 children supported since Hazel House opened in 2010.
- Children have enhanced opportunity for soft play and sensory experiences in new dedicated sensory room.



# STRATEGIC GOAL 1: SERVICES

Expand and enhance LauraLynn's Community of Care.



## Objective 1.4

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



## Progress achieved in 2023:

- On completion of the Discovery Project in 2023, and in line with national policy on de-congregation and the UN Convention on the Rights of Persons with Disabilities, the Board of Directors communicated to all relevant stakeholders their strategic decision to commence the Transforming Lives Project which will see the transition of the Willow View residents to alternative adult disability community provider(s) by the end of 2025.
- A Transforming Lives Project Lead was appointed to co-ordinate all aspects of this project, working in collaboration with the residents, their families and circles of support, staff and the HSE.
- A HIQA compliance plan was submitted to outline the Transforming Lives process.
- The Social and Activity Initiative work continued with all residents ensuring they were supported to experience meaningful activities aligned to their individual interests and preferences, ensuring social contact and integration within their communities. This work was subject to service staffing and resource limitations.
- A new sensory and accessible garden area, funded under the Strengthening Disability Services scheme was completed.
- Upgrades completed in family sitting room to provide enhanced comfort and space for residents and families when visiting.



## Impact:

- The Transforming Lives Project will ensure that LauraLynn is delivering on its mission of improving the quality-of-life of those in our care, and ensuring that the rights, needs, will and preferences of the Willow View residents are being met.

## STRATEGIC GOAL 2: RESEARCH AND EDUCATION

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



### Objective

- Devise and implement a research strategy that informs and guides the development and delivery of services.
- Collaborate with third level institutions (TLIs) and other external stakeholders to provide education and knowledge transfer in children's palliative care, complex care and complex disabilities.



### Progress achieved in 2023:

- LauraLynn was the lead applicant on a project which was awarded a highly sought after Health Research Board Applied Partnership Award (HRB-APA). The project titled, Improving Children's Palliative Care in Ireland: using evidence to guide and enhance palliative care for children with life-limiting conditions and their families (ECHPI) commenced in June 2023 for 2 years.
- The inaugural McKenna Scholarship, awarded in September 2022 to Elaine Brennan for her PhD study 'Healthcare professionals discussion of loss and grief with parents of children with life-limiting severe neurological impairment' completed its first year in 2023. This project is supervised by Dr Suzanne Guerin in UCD School of Psychology and is funded by LauraLynn.
- A number of research projects were completed in 2023, with others ongoing such as a longitudinal evaluation of hospice and disability services for children and young people with life-limiting illnesses and complex medical needs. The results from the first year were presented as poster presentations at national and international conferences. Results from the second year are awaited.
- Three systematic reviews are underway;
  - A scoping literature review of Psychological Interventions for Families with a Child with a life-limiting illness is ongoing.
  - A rapid scoping review focused on measuring clinical need in children's palliative care.
  - Examination of sleep difficulties in children with life-limiting conditions, this includes a rapid scoping review of the literature and assessment of reported prevalence of sleep disorders at referral to the hospice service.
- Projects at an early stage of development include:
  - Evaluation of the Oral Health Care Programme training at LauraLynn Disability Services for Healthcare Workers caring for adults with ID living in a residential setting and
  - Evaluation of the LauraLynn Model of Clinical Supervision for Healthcare Professionals working in Paediatric Palliative Care Pilot (Stage 1 & 2)
- Collaboration with experts in the transfer of knowledge is ongoing, with team members at LauraLynn acting as expert advisers on the All-Island CO-DECIDE study, aimed at co-production of a decision-making framework for planning the place of end-of-life care for children, young people and their families. This Dublin City University/Queens University Belfast study project is funded under the Shared Island North-South Research Programme.

# STRATEGIC GOAL 2: RESEARCH AND EDUCATION

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



## Progress achieved in 2023 (Continued):

- Education, training and further development is ongoing across the organisation every year across both clinical and non-clinical grades. It ranges from short in-house training programmes to formal 3rd level academic courses. Some of the programmes implemented in 2023 include:
  - Children's palliative care foundation workshops provided to all new nurses as part of their induction programme.
  - Education and team building days for clinical and non-clinical teams.
  - Staff undertaking third level education are supported financially with course fees and study leave. In 2023, two staff completed the Postgraduate Diploma in Health Sciences and two other members of staff completed masters degrees.
  - Clinical skills training to care staff are also provided in both the palliative care and disability services.
- As Ireland's only children's hospice LauraLynn provides education and training supports each year to a number of undergraduate and post graduate students and other healthcare professionals.



## Impact:

- The provision of high-quality care is dependent on the development of evidence-based policies, guidelines and treatment protocols. As a relatively new paediatric speciality, there is a dearth of research in Children's Palliative Care. LauraLynn has demonstrated a commitment to education and research through its ongoing support for professional development of staff and the funding of key projects for example the McKenna Scholarship and HRB-APA grant.
- By using available data to determine the profile of children with life-limiting conditions in Ireland: number, complexity of need, hospital use and geographical profile, the outcomes of the HRB-APA project will ultimately improve future children's palliative care policy, service planning and delivery.
- The commitment to education and research, and the continued development of the research infrastructure in LauraLynn, including an active Research Committee, a research pathway and a research strategy implementation plan will ensure LauraLynn plays its role in addressing the dearth in research in the area of children's palliative care.
- LauraLynn Staff also continue to contribute to children's palliative care education both within the service and nationally, and they teach on undergraduate and postgraduate education programmes. The education subcommittee of the Clinical Governance and operational arrangements for supporting a model of care for children with life-limiting conditions towards end-of-life in the community in Ireland Implementation Committee is chaired by Dr. Joanne Balfe. The committee is tasked with addressing the educational recommendations in the above report, and with the development of a national educational programme for professionals involved in the care of children at end-of-life in the community in Ireland.



# STRATEGIC GOAL 3: POLICY AND ADVOCACY

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



## Objective

- i Devise an organisational advocacy strategy informed by research and the needs of LauraLynn's families.
- ii Develop a Communication and Engagement strategy to:
  - a Increase awareness and understanding of the vision and mission and
  - b Strengthen stakeholder relations.
- iii Build LauraLynn's external profile with relevant stakeholders to establish LauraLynn's reputation as a credible sector leader.
- iv Collaborate with like-minded third parties on relevant campaigns and submissions to government, policymakers, the HSE and others who have the power to implement change.



## Progress achieved in 2023:

- A targeted Pre-Budget 2024 campaign was executed, calling for increased investment in LauraLynn's Section 39 hospice service in line with our higher levels of service provision following our expansion in 2023 and to facilitate further expansion in 2024.
- Core statutory funding was increased from €1.5m to €2.3m in 2023.
- Political engagement included meetings with: Minister for Health, Stephen Donnelly T.D., to announce our Hospice Accreditation and discuss our Pre-Budget 2024 Submission and with Minister for Tourism, Culture, Arts, Gaeltacht, Sport and Media, Catherine Martin T.D., to discuss LauraLynn's unique creative arts programme and initiatives. Links were also made this year with local representatives to brief them on LauraLynn's services.
- Engagement with the Department of Health continued, with standing quarterly briefings and a site visit completed.
- Earned media reach increased by 31% this year. 'Caring for the Child... Supporting the Family' was the theme for Children's Hospice Week, shining a spotlight on the unique nature of LauraLynn's holistic care through above and below the line advertising, media relations and storytelling.
- The LauraLynn Ambassador Programme grew this year, welcoming Pádraig O'Hora (Mayo GAA), Jenny McCarthy (Wedding Photographer) and Padraic Moyles (Riverdance).



## Impact:

- While core statutory funding increased from €1.5m to €2.3m, additional one-off funding of €800k that was received in 2022 was not repeated, therefore overall statutory funding remained static. Due to organisational growth and increasing operational costs, the €2.3m funding allocation resulted in an overall decline in the proportion of hospice service statutory funding from 35% to 28%, thereby creating increased reliance on fundraised income to cover operational costs.
- LauraLynn has continued to widen its political profile and improve understanding about the breadth of LauraLynn's model of care and the resources required to address the unmet needs of children and families in Ireland. This should help LauraLynn put Children's Palliative Care on the policy agenda for the next General Election.
- Increased media coverage and reach, particularly in areas of expansion, has heightened brand awareness for families needing LauraLynn's care, and for recruitment purposes. In addition, it has supported major fundraising campaigns and partnership opportunities.

# STRATEGIC GOAL 4: PEOPLE

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



## Objective

- Develop a comprehensive workforce plan for staff and volunteers, to attract and retain the best talent to meet future service needs.
- Create a learning environment that facilitates the development of high performing teams across the organisation.
  - a Become an employer of choice by providing a positive workplace environment that: Promotes resilience, health and well-being of staff and volunteers;
  - b Recognise the contributions of all and
  - c Offer professional and career progression opportunities.
- Develop the capabilities and capacity to deliver effective leadership at all levels in the organisation.



## Progress achieved in 2023:

- The establishment of the Ballinasloe community team hub contributed to a busy year for recruitment. There were 61 separate recruitment competitions held during 2023 compared to 20 just three years earlier, a 200% increase. The growth in services at LauraLynn is evident by the increase in staffing levels over the course of the 2019 – 2023 strategic plan. In January 2019 there were 132 staff employed at LauraLynn. By December 2023 the number had grown to 176, an increase of 42 individuals or 31%.
- The LauraLynn Values Programme was introduced in 2020. In 2023, it was evaluated and reviewed with various changes arising from the feedback received. New programme facilitators were trained and 22 staff participated in the programme during that year.
- Performance Achievement Review (PAR) - In addition to the range of education, learning and development activities in place, all staff participate in the LauraLynn PAR process. The PAR provides protected time for a staff member and their manager to discuss and identify goals and learning supports necessary to help the staff member develop in their role. During 2023 the LauraLynn PAR process was updated to align it closer to the HSE performance achievement programme.
- An organisational competency programme, aimed at providing all staff with common skills, knowledge and attributes, was launched in 2022. Competencies covered under the programme include managing change, team working and communications. It continued in 2023 with the roll out of the team working module. Each module centres around individual and group learning.

## STRATEGIC GOAL 4: PEOPLE

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



### Impact:

- Given the current competitive labour market in Ireland, staff retention is a challenge for all organisations including LauraLynn. It is encouraging therefore, to see the positive impact the work on organisational development, staff engagement, culture, wellbeing, and learning and development is having on the number of staff choosing to remain with LauraLynn. At 7%, LauraLynn's turnover figure for 2023 compared favourably against the current average of 16% across the Irish economy. It was also the lowest turnover rate recorded over the course of the 2019-2023 strategic plan.
- An organisation's culture is a reflection of its working environment. Having the right culture is important to attract and retain staff and at LauraLynn our culture is underpinned by three cherished values - compassion, collaboration and excellence.
- Research shows that workers want a greater investment from their employers in their future. Staff education, learning and development has always been important at LauraLynn. Having a culture of staff development helps make LauraLynn a more attractive place to work. This focus on the learning environment featured specifically in the 2019 – 2023 strategic plan. At LauraLynn we recognise that such an investment contributes, directly or indirectly to the quality of service provided to our service users.
- The introduction of flexible working at LauraLynn has proven to be a particularly positive retention measure. In the 2023 staff satisfaction survey 100% of staff availing of flexible working agreed or strongly agreed that the change had improved their work-life balance.
- A review of all staff satisfaction surveys carried out over the course of the 2019 – 2023 strategic plan shows consistently high positive results or successive improvements across a range of headings. For example, in the 2023 survey, when asked "Overall I enjoy my job," 95% of staff agreed or strongly agreed (2019:92%).
- The events and activities organised by the wellbeing committee are appreciated by most staff with nearly three quarters (73%) agreeing in the 2023 staff satisfaction survey, that LauraLynn continuously tries to support a healthy lifestyle.

# STRATEGIC GOAL 5: FUNDING

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



## Objective:

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

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



## Progress achieved in 2023:

- The final year of the fundraising strategy was implemented in 2023. Thanks to the wonderful support of the public and business, all targets as set out in the strategy were exceeded.
- LauraLynn's new Customer Relationship Management (CRM) system was put into action and rolled out across the Fundraising team. Enhancements were made to the system and administration processes to facilitate enhanced automation across the fundraising administration function.
- A number of team-building sessions were held to motivate existing staff and prevent staff turnover.



## Impact:

- Revenue from committed givers in the form of direct debits now accounts for over €1.25m annually.
- Since commencing direct debit recruitment through the Face2Face model, more than €5m in sustainable giving has been generated.
- New processes between the LauraLynn website and CRM have enhanced LauraLynn's ability to acknowledge and record donations in a timely and more personable manner.
- Using the skillset of the Database and Analytics Manager allowed the identification of trends and insights into supporter behaviour. This, in turn facilitates more effective communication with our supporters.



# STRATEGIC GOAL 5: GOVERNANCE AND ORGANISATION

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



## Objective:

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

- i Ensure the organisation is governed and managed in accordance with best practice and in compliance with all legal and regulatory requirements.
- ii Maintain LauraLynn's culture of clinical excellence, quality and risk management as it continues to grow services and pioneer the development of accreditation standards for children's hospice care in Ireland.
- iii Develop a robust Information and Communications Technology (ICT) strategy that enhances digital capabilities, including the provision of timely management information and analytics.



## Progress Achieved in 2023:

- LauraLynn retained its Triple Lock certification for governance and compliance from the Charities Institute.
- LauraLynn was shortlisted for several prestigious awards:
  - HSE Excellence Awards – commendation received for LauraLynn's Hospice Accreditation project with the project ranked in the top 10 of over 400 submissions.
  - Good Governance Awards – Annual Report received a score of 97%.
  - Charity Excellence Awards: Fundraising Team of the Year. Excellence in Charity Leadership.
- LauraLynn's CEO received the University College Dublin Alumni Award for Business.
- Following on from the inaugural CHKS Assurance and Accreditation Inspection of the children's hospice service which was completed in 2022, LauraLynn formally received confirmation of the accreditation of its hospice service from the Accreditation Award Panel in March 2023. A CHKS interim monitoring inspection was also conducted in November 2023, with re-accreditation being awarded until 2025.
- Throughout 2023, LauraLynn progressed with planned developments in ICT across the organisation. A workshop, delivered jointly by IT Managed Network Providers Nostra and Microsoft was conducted for the executive management team during the strategic development process to identify future ICT requirements and potential areas for development and innovation.
- The Service also continued to invest in upgrading and improving our ICT infrastructure and capability. A full tender process was conducted to procure a new Electronic Healthcare Record system which will be onboarded in 2024. A dedicated clinical resource has been seconded to support the development and implementation of the new Care Database system.
- An unannounced HIQA inspection of LauraLynn's disability service was completed, wherein the service was praised overall for the high standards of care. Particular praise was given to the children's disability respite service which was deemed fully compliant. Two standards were identified as substantially compliant in relation to the Willow View premises and residents' rights. A Compliance Plan was returned to HIQA outlining measures that will be taken to address areas of concern.

# STRATEGIC GOAL 5: GOVERNANCE AND ORGANISATION

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



## Progress Achieved in 2023 (Continued):

- With 2023 marking the final year of the current strategic plan, LauraLynn's Board and Executive Management Team conducted a full strategic development process over a 6-month period, facilitated by 2into3 Consultancy. The process incorporated extensive internal and external stakeholder engagement and staff workshops to identify the future priorities for the continued growth and development of LauraLynn's services.
- In parallel with the organisational strategic planning process, a new Fundraising Strategy was developed with support from consultants Sinead Price and Rachel Murphy.



## Impact:

- Clinical and corporate governance and compliance remain a key priority for LauraLynn. Adherence to statutory and regulatory requirements ensures that our stakeholders and funders are assured of good governance practices, transparency and accountability. Recognition of our high governance standards is evidenced through the various award nominations.
- Being awarded accreditation demonstrates the commitment to quality care and adherence to established standards. The staff's involvement in the accreditation process provides skilled knowledge and increases staff satisfaction. It also gains trust from service users and families by providing them with the reassurance that the quality of care being delivered by the service is being independently verified as reaching international best practices.
- The implementation of a new electronic healthcare record system will address inadequacies of the current system. It will facilitate more effective recording of care and support data utilisation for our community services.
- LauraLynn's new organisational strategy 2024-2028 "Advancing our Vision – Expanding our Community of Care" and the supplementary Fundraising Strategy have been developed with the input and consideration of a wide range of stakeholders. These documents provide a clear roadmap for LauraLynn's service development over the next five years, along with the necessary financial planning to support the delivery of this ambitious plan.

# COMMUNICATIONS & AWARENESS

In line with our service expansion, 2023 was a year dedicated to growing awareness of the care and support LauraLynn provides within the community as well as in the Hospice, while also highlighting that LauraLynn cares not just for children with palliative care needs but also for their families including: mums, dads, siblings and grandparents.

Building awareness and engagement across communities nationally has been an area of focus, through increased regional media and region-specific messaging, to support the expansion of our community teams and reach. We concentrated on growing awareness in Cork, Kerry, Limerick and most recently Galway, as well as across the Leinster region. This involved engagement and relationship building with regional based radio and print media outlets.

In addition to media relations, we also ran a regional radio ad campaign and some out of home advertising in key regions to support our PR, online and earned coverage. Earned PR news items saw a large increase (+90%) and earned PR Reach grew 31% year on year which showed a higher level of owned PR coverage giving us more control over our key messaging and ensuring we landed some highly valuable PR placements across the year. Total media coverage for the year had a reach of 74.9m and comprised of 1,300 print pieces, 589 online pieces, 93 radio pieces and 11 TV pieces. The total reach for earned media in 2023 was 13.5m.

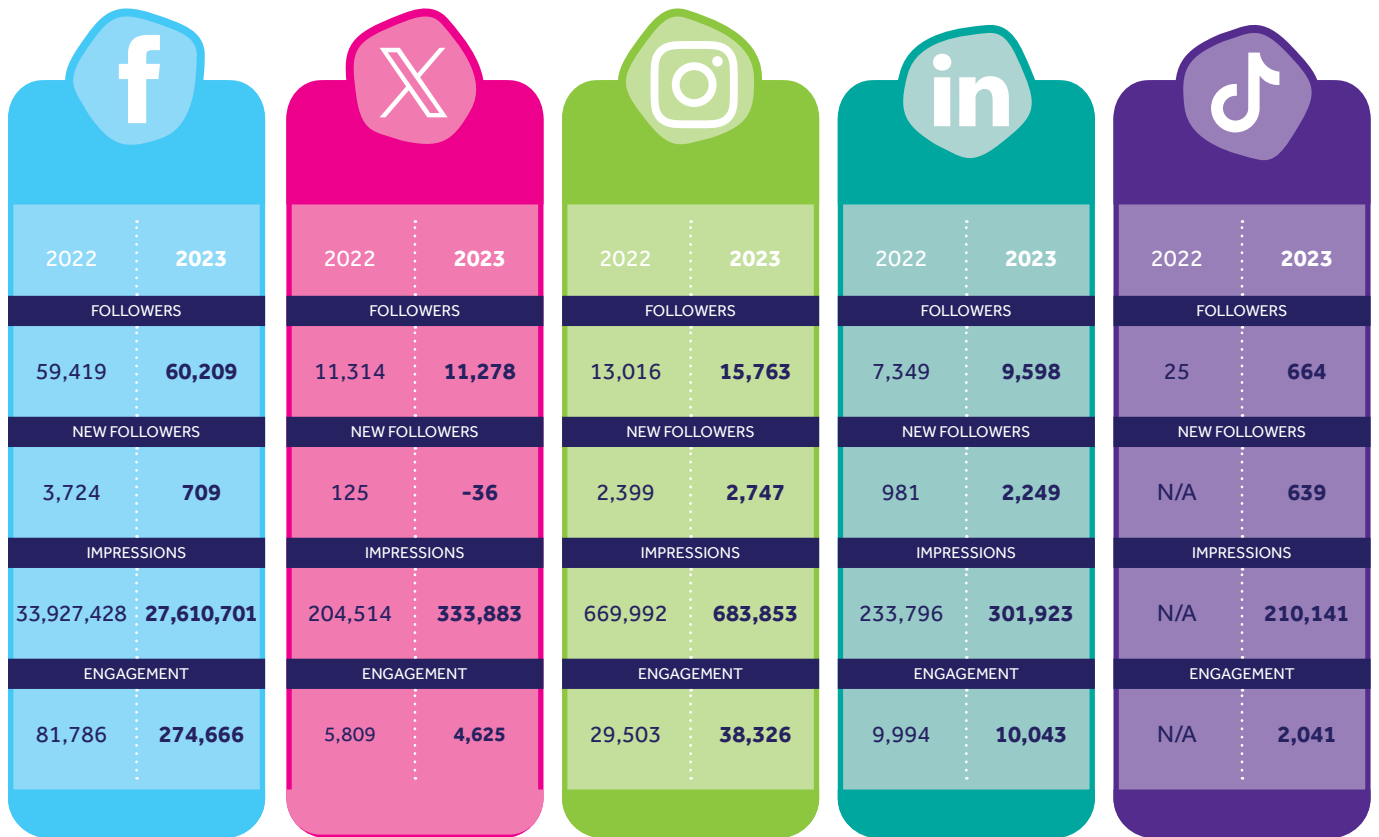
## Key PR Statistics



# COMMUNICATIONS & AWARENESS

Social media, both as a paid advertising platform and an organic storytelling platform, offers a massive opportunity for us to raise awareness, generate income and build engagement with our families, staff, volunteers, supporters and the wider public. Throughout 2023, we saw further growth in our social media presence, including an increase in video content, a vital asset in showcasing LauraLynn's mission to the public.

We experienced a decline with X (formerly Twitter) which is consistent with the current social media landscape, however, we saw significant growth on TikTok for our first year of storytelling through the medium and continued growth on our remaining three channels. Overall, engagement levels on our platforms are higher than the industry average.



\*Google Analytics 4 changeover impacted recording of statistics.

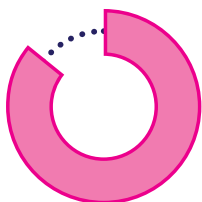


# COMMUNICATIONS & AWARENESS

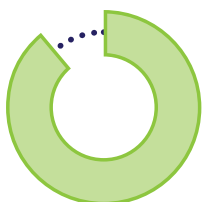
## Internal Communications

Engaging with our internal stakeholders is always important for LauraLynn, and our families are a priority group in terms of engaging them in meaningful experiences and offering them a platform to share their lived experiences. Our quarterly family newsletters to active and bereaved hospice families have proven effective in keeping families informed in key happenings throughout the year, and we have enhanced our digital message boards for on-campus updates.

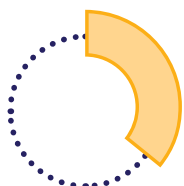
Following a recent Staff Survey, findings indicated that communications in LauraLynn could be improved. A number of initiatives were implemented this year including weekly digital screen updates, increased information dissemination through our SharePoint site and an Internal Communications Staff Survey. The survey was completed by 70 staff members from across the service and revealed that the top five ways staff are informed in LauraLynn are (1) Staff Email; (2) Colleagues; (3) Manager; (4) Team Meeting and (5) CEO Briefings. This ranking was aligned with how staff stated they prefer to receive information.



**86%** Staff have an Average to Very Good understanding of LauraLynn's Strategic Goals.



**89%** Staff find it Average to Very Easy to find information they are looking for in LauraLynn.



**36%** Staff feel they don't receive communication often enough.

Overall, information provision is seen as strong and staff report feeling heard by the organisation, though shift staff particularly find it more challenging. A Communications Working Group will be established in 2024, dedicated to staff communication and engagement.

## Collaborations

We collaborated with some great brands, individuals and organisations in 2023 including a new partnership with Center Parcs Ireland which will open opportunities for the families we support as well as raising awareness and funds.

Once again, LauraLynn played a prominent role in 'Palliative Care Week 2023' with other palliative care providers on the island of Ireland, and with organising partner the All-Ireland Institute for Hospice and Palliative Care (AIHPC).

In addition, we enjoyed visits and support from a wide range of celebrity supporters who joined us for family events, activities and supported campaigns throughout the year. We were also delighted to see several LauraLynn stars appearing on The Late Late Toy Show again this year. Huge thanks to Patrick Kielty and the Toy Show production team for making dreams come true.

One of the highlights from the year was a visit from some of the Irish Rugby Team before they jetted to France for the Rugby World Cup and the IRFU also brought some special cargo with them in the form of the Six Nations and Triple Crown Trophies. We had another very special day when the cast from The Lion King musical popped by for an intimate performance and meet and greet.



**Click here** to see our AIHPC Palliative Care Week Video

# COMMUNICATIONS & AWARENESS

## Children's Hospice Week

Children's Hospice Week, a national week-long campaign to raise awareness about children's palliative care, took place in May. Themed "Caring for the Child... Supporting the Family", this year we delved into the unique nature of LauraLynn's role in supporting the child's family as well as caring for the child with palliative care needs, as all are impacted.

Through regional and national PR across, both print and broadcast, alongside out of home advertising and digital initiatives, this year's campaign was centred around the stories of two families who fronted the campaign with additional families, our CEO and clinical staff, taking part in media interviews throughout the week including an interview on Ray D'Arcy's Radio 1 show, a feature in the Irish Independent, a slot on RTÉ News2Day and multiple regional interviews across press and radio.

Key highlights during Children's Hospice Week was our announcement that the reach of our Hospice Community Team based in Mallow was extending to children and their families in Limerick, as well as Cork and Kerry.

## Ambassador Programme

LauraLynn Ambassadors and celebrity supporters play an essential role in helping gain media and public attention for our awareness and fundraising campaigns. Once again, in 2023 we were blown away by the support and time afforded to us by our Ambassadors – Ray D'Arcy, Fiona Coughlan, Nicola Coughlan, Picture This and Garry Ringrose – we are so grateful. Throughout the year we grew our Ambassador Programme by welcoming Padraig O'Hora, Padraig Moyles and Jenny McCarthy to our team. We are so grateful to them for their time and dedication to LauraLynn.

## Thank You!

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



# OUR PEOPLE

**At LauraLynn we are proud to recognise the amazing contribution our staff have made throughout 2023. Our team is at the centre of our amazing work. Every day LauraLynn staff excel in living our values and strive towards our mission and vision. 2023 has been a key year of growth across our team to keep up with our growth strategy. The year also solidified our flexible working arrangements, allowing staff to balance their work and personal lives effectively. Learning and development were once again a key focus for us throughout the year ensuring all have access to adequate resources needed to develop professionally. As we look towards the future, LauraLynn remains dedicated to supporting staff to excel in their roles ensuring we continue to provide quality care to the children and families who rely on LauraLynn and support for the adults living in the service.**

In 2023, LauraLynn's third community hospice team was launched in Ballinasloe. The expansion of LauraLynn into additional regions means more children and families are now being supported in their homes, requiring a larger team than ever before. Recruitment of the Ballinasloe team began with an open day in a local hotel in September. LauraLynn also exhibited at the health sector recruitment fair held in Dublin as part of an overall drive to attract staff to the organisation.

With the pandemic fading into the background in 2023 flexible working, which had been introduced in 2022, was firmly established and has proven to be a great success. Staff can now choose from a range of options aimed at helping with the work-life balance challenge.

Over the last two years the Irish economy, at near full employment, has enjoyed a buoyant spell as workers have more job opportunities than ever before. This together with the "Great Rethink" has resulted in a tight labour market where all employers, including LauraLynn, are competing to attract workers. A number of projects were implemented as part of the focus on recruitment during 2023. These included revamping our "Join Our Team" section on the LauraLynn website. Two new staff nurse recruitment information packs were also created as part of the drive to make LauraLynn a more attractive place to work.

Education, learning and development is a key cornerstone of the culture of LauraLynn. We recognise that staff appreciate and benefit from the investment in them, but more importantly our service users and families also benefit. Whilst learning is ongoing throughout LauraLynn some programmes to highlight in 2023 include:

- The organisational core competency programme continued with the roll out of module 3 – team working. This module included individual learning along with group exercises all aimed at developing stronger teams across the organisation.
- Four clinical study days were organised with over 90% of nursing and care assistants participating.
- 26 staff members participated in more than 20 conferences, workshops and seminars during 2023.
- 22 staff participated in the LauraLynn values programme last year. It is interesting to note that as part of the engagement process for the 2024-2028 strategic plan, 99% of staff felt that the three values – compassion, collaboration and excellence – continue to be as relevant as ever for the culture of LauraLynn.
- At an individual academic level two members of staff completed their Masters and another completed a post graduate diploma.





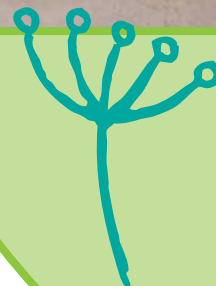
# OUR PEOPLE

Results from the 2023 staff satisfaction survey were the most positive of all staff surveys conducted during the course of the 2019 – 2023 strategic plan. 95% of staff respondents said that overall, they enjoyed their job and over three-quarters felt there is a positive culture in LauraLynn (64% in 2019 survey).

The importance of the LauraLynn values was evident with 96% of staff saying they live these values whilst carrying out their duties. The staff survey also highlighted areas that needed particular attention e.g. communications and dignity at work. With this feedback work is planned in 2024 to improve internal communications and to roll out a dignity at work training programme for line managers followed by staff.

Staff turnover in LauraLynn for 2023 was 7%, down from 10% in 2022. This result was the lowest year over the duration of the strategic plan 2019 - 2023. By comparison the average attrition rate for the overall Irish industry for 2023 was 16% (source: IBEC Employee Turnover Survey Report 2023). Interesting to note that since the formal introduction of flexible working (summer 2022) there have been no resignations from the administration and office category of staff.

Sickness absence for the organisation was 5.1%, unchanged from the previous year. With the continued expansion of the hospice community service, 2023 was another busy year from a recruitment and attraction perspective. By December, 61 separate job competitions had taken place, compared to 56 in 2022 and 36 in 2021.





# OUR PEOPLE

Staff health and wellbeing has always been an important part of the culture of LauraLynn, more so than ever since Covid-19. The wellbeing committee organised many events during the year including a talk on domestic violence from a representative of Women's Aid, talks on breast cancer and men's cancers. International Women's Day and Men's Day were also celebrated. The CEO of Outhouse visited LauraLynn and presented to staff during Pride month. Other annual events held throughout the year included the summer BBQ, tea parties in each of the three buildings and the Christmas door decoration competition.

As part of the drive to ensure that a positive and inviting working environment exists at LauraLynn new support contact people (SCP) were selected and trained as part of the review and update of the dignity at work policy. SCP provide important confidential guidance and information to staff who feel they need it.

An evaluation of the clinical supervision programme was carried out at the end of 2023, one year into the programme. This is a service provided to staff following the appointment of a specialist clinical supervisor in 2022. This quality improvement initiative recognises that working in palliative care and complex care can have an emotional impact on our healthcare professionals. A number of findings emerged from the review all of which will be taken into consideration in 2024.

It is important at LauraLynn that staff feel supported, especially during times of bereavement. The bereavement department, under the leadership of LauraLynn's Bereavement Co-ordinator, introduced a specific initiative in 2023 called the grief informed workplace. It is an innovative, organisational wide, approach to raising awareness and knowledge of grief among staff, to enable them to be effective in their support of parents, children and families who are bereaved. Throughout the year three grief information sessions were organised and attended by 65 members of staff. In addition, four "Pause for Thought" staff reflection and support sessions took place that focused on the impact on staff of children who have died in the service.

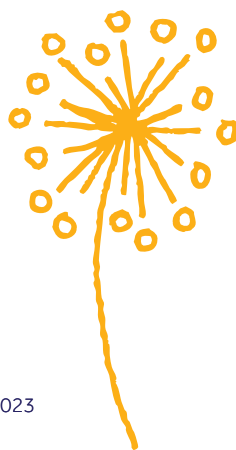
## Clinical Supervision

Phase 2, 'Implementation & Evaluation of the LauraLynn Clinical Supervision (LLCS) Quality Improvement Project' commenced in November 2022 with the appointment of a Clinical Supervisor. During 2023, the first six-month stage of the project supported 24 nursing/clinical staff for six individual Clinical Supervision sessions and one team for two facilitated Clinical Supervision sessions. Whilst we recognise that no support is ever sufficient or comprehensive enough and this programme is no different, the 24 people who attended all used the space in very individual ways and gave positive feedback.

The second six-month implementation commenced in September 2023, with 10 staff members electing to continue clinical supervision, 22 new participants and a second team for group clinical supervision.

## PRIORITIES FOR 2024

- Develop a plan to grow diversity and inclusion across LauraLynn.
- Recruit talented staff to support the expansion of services.
- Continue roll out of the organisational core competency programme.
- Complete evaluation and research of LauraLynn clinical supervision programme. Develop a plan to support sustainability of the programme.



# OUR PEOPLE

## Volunteer Programme

2023 was a year of both review and growth for our volunteer programme with all roles operating to pre Covid-19 levels by the end of the year. The focus for the start of the year was to ensure all volunteers were registered and fully trained following time away from their roles during the pandemic. We said a huge goodbye and thank you to some volunteers during the year and we welcomed 30 new volunteers to the team.

2023 was also the year we established two new and exciting volunteering partnerships with both the Kilmacud Men's Sheds Branch and Peata Pet Therapy voluntary organisations. Our nine Men's Shed volunteers were motivated and inspired during their time with LauraLynn and completed full registration with us. They are now valued members of our events team. We currently have two volunteers who, along with their trained dogs, visit LauraLynn in a dog therapy programme. It has been a great success and has brought so much joy to the children who avail of it.

2023 also saw the rebranding of the LauraLynn volunteer programme. Working closely with the marketing team, all documents were updated and rebranded and a clear identification given to the volunteer programme.

A new way to recruit volunteers was introduced during the year, ensuring an ongoing recruitment drive and in turn being able to respond to current service needs as our services continue to grow. Volunteer supervisions were also introduced with 28 completed in 2023. They provided protected 1:1 time with the volunteer co-ordinator to discuss the volunteer's role and their development. It also provided an opportunity for volunteers to give feedback on their experiences.

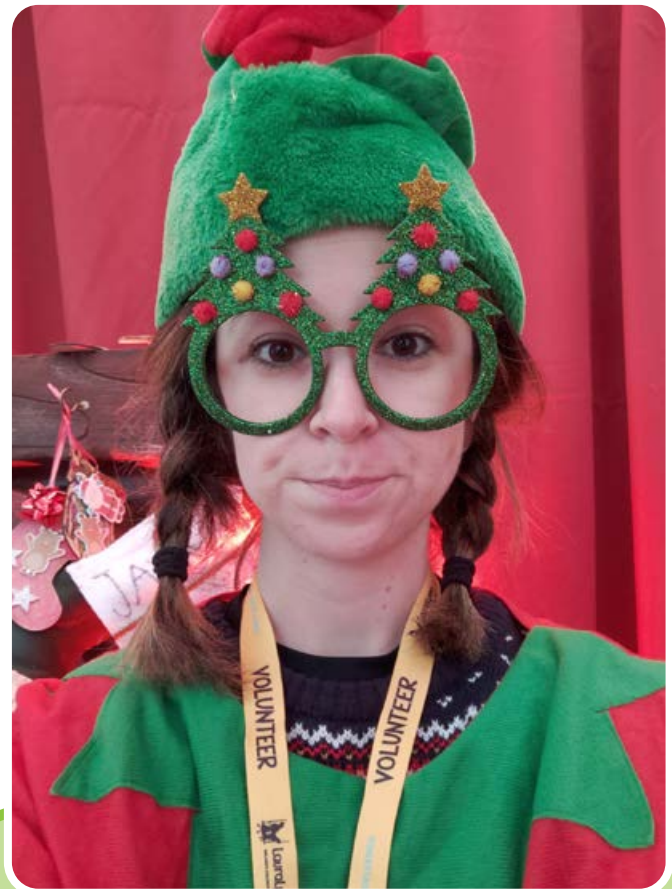
In 2023, we introduced new volunteer t-shirts. The new green volunteer uniform has proven effective in both relationship building between volunteers and families, children, residents, and staff and has also given the volunteer team a greater sense of identity and team bonding.

2023 also saw the introduction of our social hubs. A get together for all our volunteers to connect, chat and learn together. This has been a great success, reducing the loneliness of lone volunteering and helping new volunteers feel part of the team whilst also connecting with our more experienced volunteers.

In December 2023 LauraLynn volunteers were delighted and extremely proud to learn Mary McDaid had been shortlisted at the National Volunteer of the Year Awards held in Limerick in the category of children and young people. We were delighted to be represented at this national level.

Celebrating Volunteers Week in May 2023 was a highlight of the year. Reflecting and rewarding the excellent work that our volunteers do all year long was very special. The occasion was marked with handwritten thank you cards and messages of appreciation from the LauraLynn staff. Volunteer wellbeing sessions were also organised.

2023 was also a year of making memories, having fun and growth for the volunteer team and we aim to continue this into 2024. We hope to introduce volunteer support via our Mallow community team hub in the Munster region and introduce new roles within our hospice setting.



“

The support from all staff at LauraLynn and other volunteers is just incredible, I have felt so welcomed and always appreciated

**Marta Carrasquilla,**  
LauraLynn Volunteer



TABLE 1 — Volunteer Programme Statistics

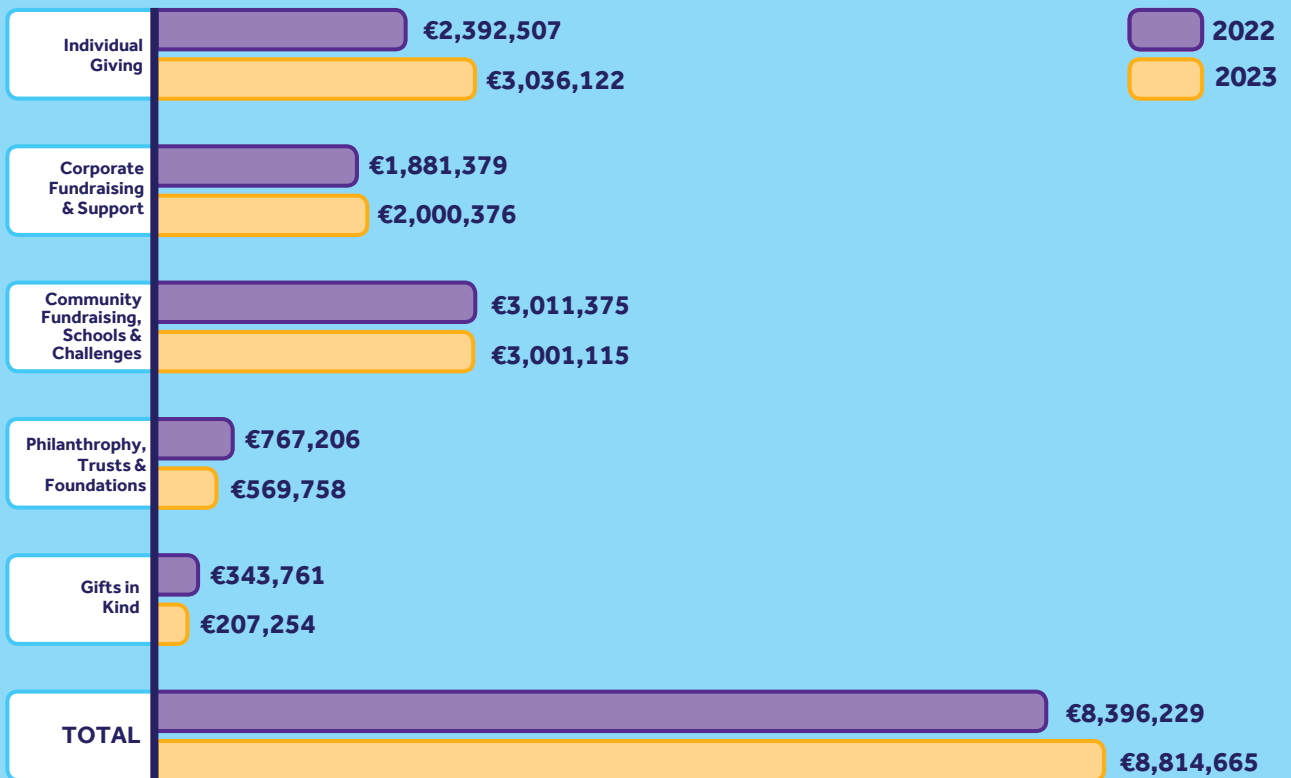
Description	2021	2022	2023
New volunteers (joined during the year)	—	30	30
Average Age	51 Years	52 Years	51 Years
Age Range	21-83 Years	22-84 Years	22-85 Years
Gender — Male	13	16	23
Gender — Female	38	79	62
<b>Total active volunteers</b>	51	95	85



# FUNDRAISING

LauraLynn, through the Children’s Sunshine Home Trust, raises income from individuals, companies, organisations and community fundraisers, to enable the operation of LauraLynn’s hospice service, helping to support some of the most vulnerable children and families in Ireland. 2023 was another hugely successful year for fundraising and we were overwhelmed once again by the incredible generosity of our supporters, old and new. Thanks to this, in 2023, LauraLynn raised a total of €8.8m. This represents a 5% increase on the funds raised in 2022 (€8.4m) and represents a very large increase on funds raised in 2019 of €4.5m pre-pandemic. We are truly grateful to everyone who took part in challenges or events or donated to us through their company or personally.

FIGURE 1 — How LauraLynn Raised Funds in 2022 and 2023





# FUNDRAISING

## Community Fundraising brought in over €3m in 2023 (€3m in 2022)

### Schools and Creches

We are delighted to say there has been another huge increase from Schools and Creches around Ireland in 2023, raising a total of €219k, up from €140k in 2022.

Hero Day raised over €65k which was its best year yet as a result of using social media ads. It increased in income from €15k in 2022. It even featured in RTE News2Day.

Christmas Jumper Day had its best year yet in 2023, raising over €81k. The remaining income came from a mix of fun runs, music events, Halloween and Christmas fundraisers, non-uniform days and Communion donations.

We are so grateful for the huge interest from children, teachers and child carers around Ireland in supporting our work.





# FUNDRAISING



## Community

2023 was another bumper year for Community fundraising, our fantastic fundraisers around the country raised an incredible €1.86m which is up from €1.74m raised in 2022.

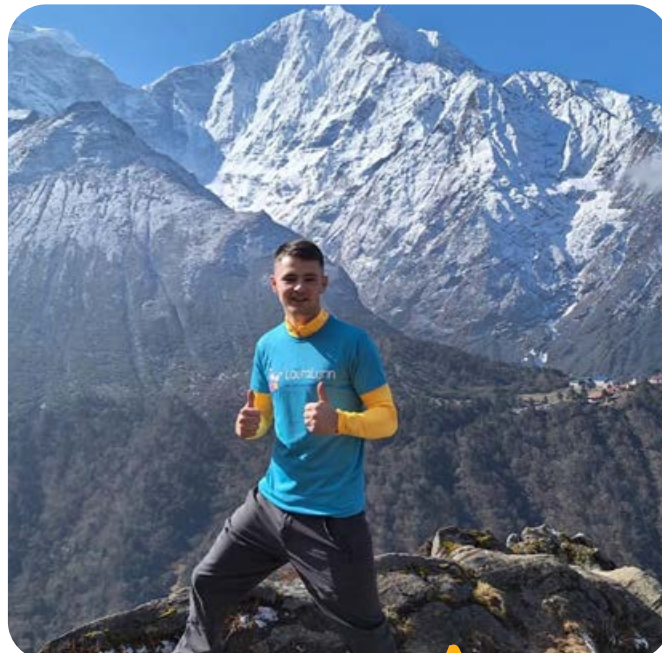
A huge factor in this success has been our wonderful 'Locks of Love for LauraLynn' hair donation campaign. The hair donation is sent to either The Rapunzel Foundation or Little Princess Trust to create wigs, and the funds come to LauraLynn. With over 1,700 fundraisers set up across 25 counties in 2023, it has generated a huge amount of PR as well as income.

Other areas of growth are in raffles, music events and bake sales. Also on the rise are golf, bridge and vehicle fundraisers.





# FUNDRAISING



## Challenges and Marathons

Challenges and Marathons were popular in 2023 with over €982,000 raised. This year we ran four different one month-long challenges which saw our fundraisers walk over 295,000,000 steps, cycle more than 15,000 kilometres and complete over 3,000,000 press ups. In 2023 we saw an increase in members of the public take part in our annual event 'Dip in for LauraLynn' with over 760 people braving the icy Irish sea all over the country. The Dublin Marathon and the Women's Mini Marathon were on the rise with numbers up on 2022, in total the two events raised over €67,000.





# MEET YVONNE LOWRY WHO HAS RAISED ALMOST €94,000 FOR LAURALYNN CHILDREN'S HOSPICE SINCE 2012



From the day I met Jane McKenna I knew I had to do something to help her fundraise to set up LauraLynn. As a mother of a young son at the time, Jane's story really got to me. Losing her 2 beautiful daughters, I could only imagine the heartbreak, but I was full of admiration for her campaigning to set up Ireland's only children's hospice. As an Irish dance teacher, the most natural thing to do was to run an Irish dancing feis, with proceeds going to LauraLynn. And that's how it all started!

My sister Jennifer and I, along with our class 'The Carolan School of Irish Dancing', have been running the 'Paula Gaughran Memorial Feis' for many years now, with proceeds going to LauraLynn.

We have dancers that travel from all over Ireland and have had dancers visiting from the UK and the US. This year in 2024 we have over 600 competitors taking part. We added in our Monster Raffle to the Feis also and have had fantastic support from various businesses who donate incredible prizes each year. My colleagues globally in Enterprise Ireland, along with our family and wide circle of dance community and friends have been incredibly supportive over the years. We're hoping for another successful event this year!



In the past, I also ran a Boxing event, and a Strictly Come Dancing event which have contributed significantly to the total raised over the years. The boxing gloves were just for show, but I absolutely had the dancing shoes on for Strictly and was partnered with my husband Stuart!

We have thoroughly enjoyed fundraising for LauraLynn over the years and plan to continue doing so on an annual basis.

**Yvonne Lowry,**  
Dublin





# FUNDRAISING

## Major Donors, Trusts and Foundations

**Major Donors, Trusts and Foundations generated €0.6m in 2023** (€0.8m in 2022, €0.8m in 2021).

We are deeply grateful to the trusts, foundations, and major donors whose unwavering commitment in 2023 meant that this group continued to play a pivotal role in advancing our mission at LauraLynn. These donations are the bedrock of numerous projects and activities, ensuring that we can continue to grow our essential care and services to children and families. With heartfelt appreciation, we extend our sincere thanks to all such supporters for your loyalty, interest and dedication to making a lasting impact on the lives of those in our care.

## Legacy Giving

**Legacy income generated €0.9m in 2023** (€0.1m in 2022, €0.2m in 2021).

In this year's annual report, we extend our deepest gratitude to all those who have generously contributed legacy donations to support our cause. Each legacy gift, regardless of size, holds immense value and plays a crucial role in sustaining our mission at LauraLynn. In 2023 we were humbled to be the recipients of two extraordinary legacy donations. These standout legacies exemplify an extraordinary commitment to our cause, and their impact will resonate profoundly.



I am honoured to be an ambassador with LauraLynn, as Ireland's only children's hospice, they do fantastic work in supporting children with life-limiting conditions and their families.

**Fiona Coughlan,**  
LauraLynn  
Ambassador



## Individual Giving

**Individual giving generated €3.0m in 2023** (€2.4 in 2022, €2.5m in 2021).

2023 has been another successful year for Individual Giving support overall. Year on year, we continue to be surprised by the enormous support from our donors despite some very challenging situations economically. Overall income from once off donations stands at almost €0.9m (€0.9m in 2022, €1.1m in 2021).

2023 was filled with multiple opportunities for our donors to support LauraLynn. During the year we ran two appeals featuring some LauraLynn families. We also held our annual summer raffle, which exceeded our expectations. Alongside these campaigns, we reached out to our supporters with our Making Memories newsletter. This is a key mailing in our calendar each year as it represents an opportunity to inform our supporters about how we have used their financial support. Like the previous year, we had a strong digital presence as a backdrop to all of our campaigns, and we utilised radio and out of home advertising to support the campaigns.

One of the extra benefits of having such loyal and generous supporters is that their support can be further enhanced by the Tax-back scheme and we continued to see the benefit of that scheme in 2023.

2023 was another successful year for recruiting monthly givers. In total 1,965 very generous members of the public pledged to donate monthly to LauraLynn through Face2Face Fundraising. Another 117 people signed up for monthly gifts completely unsolicited. This support and generosity means that our planned monthly income now stands at over €1.2m per year (€1.0m in 2022, €0.8m in 2021). We recognise that monthly giving is a sustainable, predictable income that we need to continue to invest in.

Our plans for 2024 and beyond are to continue to grow the number of supporters donating monthly. At the end of 2024 we predict that our income from Direct Debits will be in the region of €1.4m.

We would like to take this opportunity to thank each and every donor who donated to LauraLynn in 2023. A special thank you to the families of LauraLynn who choose to share their stories with the public. We are honoured to have the special job of connecting our supporters to the families of LauraLynn.



**Click here** to see our  
Christmas Appeal Video -  
Jamie's story

# FUNDRAISING

## Corporate Support

**Corporate fundraising generated €2.0m in 2023** (€1.88m in 2022, €1.78m in 2021).

2023 was another strong year for Corporate Fundraising with substantial growth in the number of companies participating in and organising fundraising events. Our corporate partners were very keen to engage their staff, and fundraising events provided a fun way to come together and support LauraLynn at the same time. Our partners and supporters have walked, run and hiked as well as cycled and rowed many hundreds of kilometres, with fitness-based events proving hugely popular. Microsoft continued their cycling journey along the Wild Atlantic Way raising an extraordinary €293k.

Our annual Heroes Ball was held in early March in the wonderful Round Room at the Mansion House. Once again, we had a magnificent evening hosted by Miriam O'Callaghan and our very lucrative auction was hosted by Alan Shortt. LauraLynn families, staff, corporate partners and guests loved the fun singing waiters and Perfect Day filled the dancefloor until the end of the night.

**Our wonderful corporate volunteers were very busy in 2023, painting pictures on windows, tidying and planting in our gardens, supporting at the Heroes Ball and our Light Up LauraLynn Event as well as helping us to get ready for Christmas – thank you all!**







## CITI BANK CORPORATE PARTNERSHIP

2023 was the second of a two-year charity partnership with Citi. This had always been a partnership we hoped to secure but we were not prepared for just how incredible it would be. Citi set an ambitious target for the partnership but under the stewardship of Carol Monahan and Sonia Dussoni, they more than doubled their target by the end of the partnership. The overwhelming commitment of the staff and generosity to support the large number of events over the two years was remarkable. The team also volunteered in LauraLynn with the Citi Staff Choir participating in our Light Up LauraLynn event in November. A truly Goldstar partnership!

### Why did Citi support LauraLynn?

“ The choice to pick LauraLynn as our Charity Partner was 100% down to our employees! When we select our charity partner, we allow a shortlist of charities to pitch and then we open it up to an employee vote. While it is impossible to say exactly why people voted for LauraLynn, it is safe to say that the enthusiasm and passion of the team shone through in the pitch, and coupled with the amazing work that LauraLynn do, it really helped to connect with our employees.

Carol Monahan  
Citi Dublin Community Affairs Group Chair

### What has it meant for Citi?

“ It has been the most rewarding experience or the Citi team to be partnered with LauraLynn for the last two years. Knowing that the funds that we are raising are going to such a worthy cause made it very easy for us to get our employees engaged, and it also offered our employees a chance to have fun and do things they may not normally do. A real highlight for a lot of our employees who got the opportunity was to come and visit the hospice – they got the chance to help out in practical ways, and got to see on the ground the difference the money they were raising made. The support of the team in LauraLynn was critical to making the partnership so successful, and while we are sad that our two year partnership has come to an end, it is safe to say it far exceeded all of our expectations and knowing that the funds raised will continue to make a difference to the children and their families is a lasting legacy we are very proud of.

Carol Monahan  
Citi Dublin Community Affairs Group Chair

# FUNDRAISING

## Community Fundraising

**Community Fundraising brought in €3.0m overall in 2023** (€3.0m in 2022, €4.7m in 2021).

We are delighted to say there has been another huge increase in support from Schools and Crèches around Ireland in 2023, raising a total of €214k, an increase from €149k in 2022 (€99k in 2021). Hero Day raised over €65k, its best year yet, an increase from €15k in 2022. Christmas Jumper Day raised over €55k. The remaining income came from a mix of fun runs, music events, Halloween and Christmas fundraisers, non-uniform days and Communion donations. We are very grateful for the huge interest from children, teachers and child carers around Ireland in supporting our work.

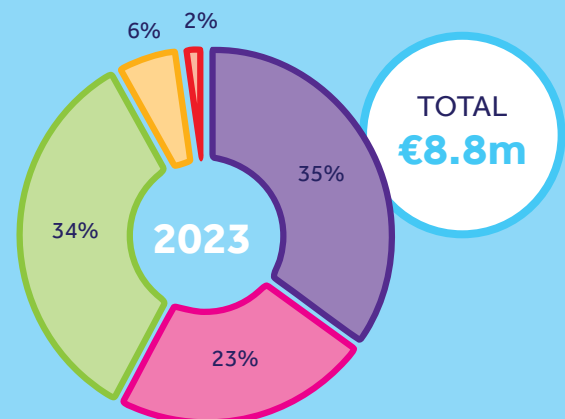
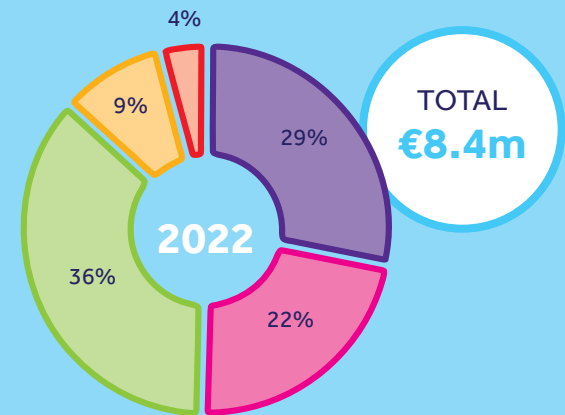
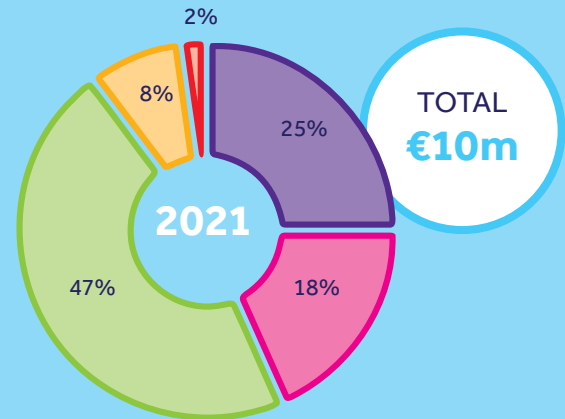
2023 was another bumper year for Community fundraising, our fantastic fundraisers around the country raised an incredible €1.8m which was in line with the €1.8m raised in 2022 (€1.3m in 2021). A huge factor in this success has been our wonderful Locks of Love for LauraLynn hair donation campaign. The hair donation is sent to either The Rapunzel Foundation or the Little Princess Trust to create wigs, and the funds come to LauraLynn. With over 1,700 fundraisers set up across 25 counties in 2023, it has generated a huge amount of publicity as well as income. Other areas of growth are in raffles, music events and bake sales, as well as golf, bridge and vehicle fundraisers.

## Challenges and Marathons

Challenges and marathons were popular in 2023 with over €982k raised (€1.0m in 2022, €3.0m in 2021). This year we ran four different one month-long challenges which saw our fundraisers walk over 295,000,000 steps, cycle more than 15,000 kilometres and complete over 3,000,000 press ups. In 2023, we saw an increase in members of the public take part in our annual Dip in for LauraLynn event with over 760 people braving the icy Irish Sea all over the country. The Dublin City Marathon and the Women's Mini Marathon were on the rise with numbers up on 2022, in total the two events raised over €67k.



**FIGURE 2 — How LauraLynn Raised Funds in 2021, 2022 and 2023 as a percentage of the total**



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



# REVIEW OF GROWING A COMMUNITY OF CARE STRATEGIC PLAN 2019-2023

In 2019, we published our award-winning strategic plan “Growing a Community of Care, 2019-2023” to reflect our determination to ‘make every day better for those in our care’ through the provision of high-quality care, in an environment that promotes inclusion, realising potential and making the most of every moment. The plan comprised six strategic goals (see page 34) and outlined a roadmap and set of ambitions to guide LauraLynn’s growth and development. Although we knew we would face funding and other challenges, we could not have anticipated the global pandemic, wars and cost of living crisis we experienced.

Despite the challenges we persisted in pursuing our strategic goals. Throughout the pandemic, staff and volunteers demonstrated their commitment to ‘make every day better for those in our care’. Our services continued to operate in line with prevailing guidance and restrictions. We pivoted to maximise online opportunities and became the first Virtual Children’s Hospice in Ireland, enjoying numerous activities online, from Music Therapy to concerts and Christmas get-togethers. Our volunteers went virtual too, continuing to provide their invaluable support and talents. Most significantly though, we fulfilled our strategic ambitions to Expand, Extend, Enhance and Build our Resources and the result has been significant growth and development for the betterment of those that need our specialist hospice and disability care.



# REVIEW OF GROWING A COMMUNITY OF CARE STRATEGIC PLAN 2019-2023

When we reflect on the core ambitions of our strategic plan, some of our successes are:

1

**EXPAND** our children's hospice and palliative care services nationwide in line with unmet need.



- The reach of our hospice community of care grew to **575 families in 2023**, more than double the number in 2018 (258 families).
- We increased the number of children with palliative care needs cared for per year from 204 in 2018 to **310 in 2023 (52% growth)**, while the number of bereaved families in our service grew to 323 in 2023.
- We launched our **first regional community service** in Mallow, providing nursing care and family supports to children and their families closer to home.
- We progressed the establishment of a **second regional community team service in Ballinasloe**, to provide support to the West of Ireland.

2

**EXTEND** our children's disability respite service in the Greater Dublin Area to serve more children and families.



- We completed a **large-scale refurbishment of Hazel House** to single occupancy rooms with the addition of a dedicated sensory room, new laundry, storage facilities.
- We expanded the number of children who have access to our children's disability respite by more than 50%, by increasing our catchment area to include CHO7 and CHO9, with **47 children accessing respite in 2023**.

3

**ENHANCE** our adult disability service to ensure it's an exemplar service and the best possible home for our residents.



- **The Discovery Project** commenced in August 2020 and continued throughout the course of the past three years. Its focus was to support the people living in the service to live their best possible lives in line with their will and preference.
- Building on our discovery learnings, each resident received an enhanced, tailored programme of social engagements and opportunities.

4

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



- Throughout the course of the last strategy **the numbers of people involved in delivering our services rose from 132 to 176**. We rolled out a range of measures to support staff wellbeing and professional development including the LauraLynn Wellbeing at Work programme.
- We secured partial annual core statutory funding for our children's hospice service in 2021, the year that marked the 10th anniversary of the opening of the service.
- In 2022, we completed our accreditation programme for our hospice service, **under CHKS Accreditation and Quality Assurance Framework and were found to be 97% compliant** on the first attempt, and re-accreditation has been awarded until 2025. We received a commendation from the HSE at the 2023 HSE Excellence Awards for this achievement.
- We were awarded **Good Governance Awards in both 2019 and 2020** in recognition of the significant investment we made to achieve an excellent standard of governance and compliance.
- We created a new three-year funded scholarship, the **McKenna scholarship**, to support the expansion of the knowledge base of Children's Palliative Care.

GROWING A  
COMMUNITY  
OF CARE

We would like to acknowledge and sincerely thank all those who helped us achieve so much in Growing our Community of Care over the last five years.

# PLANNING FOR THE FUTURE

In the final year of our Growing a Community of Care 2019-2023 strategic plan, the Board of Directors and Executive Management Team worked closely this year to develop our new organisational strategy to guide the next phase of LauraLynn's development.

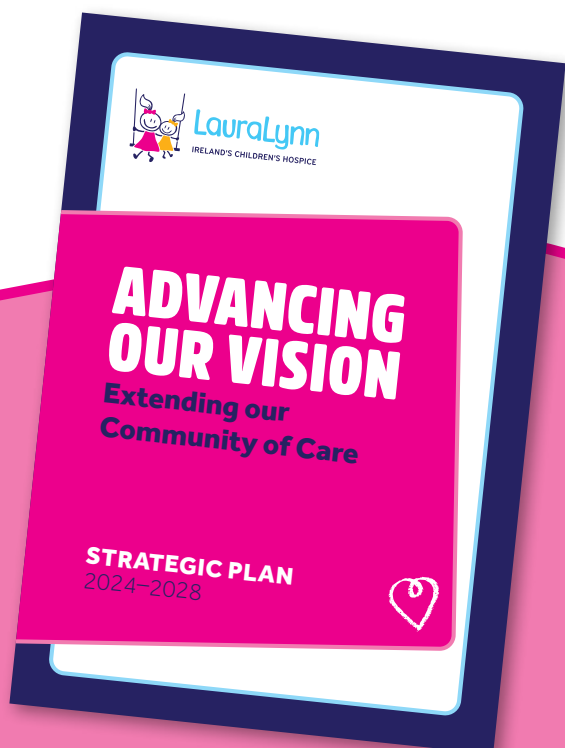
The strategic planning process commenced in May 2023 with the selection of external strategic consultants following a competitive tendering process. A Strategic Planning Working Group, comprising members of the Executive Management Team and Board was formed to lead the six-month initiative.

Extensive consultation took place with families, healthcare colleagues, researchers, educators, funders, staff and volunteers, through a mix of workshops, surveys, interviews and focus groups. Each of these consultations gathered feedback on what we need to do over the coming years and the direction we need to go in, and ultimately, they contributed to the shape of this new strategy. As a part of these consultations, our Vision and Mission were reviewed and renewed, and our values were affirmed.

The Executive Management Team met regularly to analyse all stakeholder inputs, conducted a comprehensive policy review and SWOT analysis and developed a strategic framework for consideration by the Strategic Planning Working Group. Through this extensive process, six high level Strategic Ambitions were identified, resulting in key goals to be achieved in the next five years, and the operational actions that will be required to achieve these actions.

This ambitious plan aims to build upon the previous five years of our Growing a Community of Care Strategic Plan (2019-2023) and deliver quality, accessible services in collaboration with all our stakeholders, most particularly the children and families.

Titled "Advancing our Vision - Extending our Community of Care 2024-2028", the plan aims to deliver accessible and equitable specialist care and support for the children and families who need our services, at every stage of their journey. A full strategy review will be completed by the Board and Executive Management Team in 2026. We would like to take this opportunity to thank everyone involved in this strategic planning process for their time, insights and support.



# PLANNING FOR THE FUTURE

Broad stakeholder consultation took place with internal stakeholders (staff, volunteers, families and the Family Engagement Committee); with healthcare colleagues including CHI (Children's Health Ireland), Children's Palliative Care providers and consultants, adult hospices, disability consultants and UK children's hospices; other voluntary organisation working in the sector including Jack & Jill Foundation, Cancer Fund for Children, Barretstown and the Irish Hospice Foundation; statutory bodies in particular our funders, the HSE and Department of Health; and finally researchers and educators within the Children's Palliative Care space.





## OUR NEW VISION



Children and their families have the care and support they need, at all stages of their journey.

## OUR NEW MISSION



To take a leading role in improving the quality of life of those in our care, by delivering specialist care and support that is accessible and equitable.

Our mission will be underpinned by Advocacy, Research and Education. It will be achieved through collaboration with our healthcare colleagues, statutory bodies, donors and funders, and the children and families in our care.

## OUR VALUES



### COMPASSION



### COLLABORATION



### EXCELLENCE

Our Values are underpinned with Character Strengths of:

**Kindness**  
Love  
Hope

**Teamwork**  
Leadership  
Honesty

**Love of Learning**  
Judgement  
Leadership

We bring our values to life at LauraLynn through our behaviours:

We hold those in our care at the centre of everything we do.



We are caring and inclusive, treating everyone with compassion, respect and dignity.



We pay attention to the 'little things' because they really matter.

We listen and seek to understand the needs of our service users and their families.



We work together and support each other as best we can.



We work collaboratively with others, building strong partnerships.

We try to always do better.



We strive to develop our learnings and improve our skills.



We raise the bar through initiative, innovation and evidence.

# PLANNING FOR THE FUTURE

Through our extensive consultation, we identified four key strategic themes on which to focus:



## EQUITY

Care and support is offered in an equitable manner.



## ACCESS

Care and support is readily available.



## QUALITY

Care and support is always of the highest quality and standard.



## COLLABORATION

Care and support is delivered in collaboration with children, families and all our stakeholders.



At LauraLynn nothing is impossible. There is huge talent across the organisation and everyone wants to work together to support our families.

**Rebecca Candon,**  
Family Support Team Manager

# PLANNING FOR THE FUTURE



- 1 Provide an exemplary Children's Hospice Service that is equitable and accessible.  
.....
- 2 Maximise the impact of our Children's Disability Respite Service.  
.....
- 3 Successfully support the residents of Willow View to transition to specialist adult disability community service provider(s) that can meet their rights, needs, will and preferences.  
.....
- 4 Drive standards of care through conducting and supporting research and further education, in collaboration with third level institutions, academics, clinicians, research bodies and through public patient involvement.  
.....
- 5 Advocate to ensure children and their families can access the cohesive, responsive, specialist care and support they need at all stages of their journey.  
.....
- 6 Ensure a sustainable financial model to support ongoing service delivery and future growth.

To monitor and achieve these Strategic Ambitions, we have detailed 25 high level strategic goals with specific actions and metrics identified to ensure the plan is delivered. This plan will be enabled by our continued investment in our Strategic Enablers:

**People & Culture**

**Good Governance**

**Resources & Capabilities**

**Innovation**

# FINANCIAL REVIEW AND RISK MANAGEMENT

The consolidated financial statements comprise the results of The Children’s Sunshine Home and CSH Childcare Services, together they are known as ‘the Group’. CSH Childcare Services is accounted for as a subsidiary of The Children’s Sunshine Home which controls the composition of its Board of Directors.

The consolidated statement of financial activities for the financial year ended 31 December 2023 and the consolidated balance sheet at that date are set out on pages 97 and 99, respectively. The net income for the financial year, after depreciation, amounted to €144,115 (2022: net expenditure (€811)).

## Income

The main sources of income are funding from the HSE under a Section 38 Service Agreement for The Children’s Sunshine Home, from The Children’s Sunshine Home Trust, and from the HSE under a Section 39 Service Agreement for CSH Childcare Services. Overall Group income has increased by 47% from €8.9m in 2019 to €13.2m in 2023. This is a reflection of the increased level of investment required to support the volume of services that need to be provided, and to support the strategic expansion of the hospice services.

**GROUP**      **TRUST**

[Click here to go page 18 for further information on LauraLynn’s entities](#)

**TABLE 2** **Group Income Since 2019**

	2019 €000's	2020 €000's	2021 €000's	2022 €000's	2023 €000's
<b>Charitable Activities:</b>					
Revenue Grant from HSE	3,930	4,726	5,847	6,641	6,763
Hospital Services Maintenance Income	193	132	76	49	49
Superannuation Deductions	192	177	193	197	226
<b>Subtotal</b>	<b>4,315</b>	<b>5,035</b>	<b>6,116</b>	<b>6,887</b>	<b>7,038</b>
Funding from The Children’s Sunshine Home Trust	4,316	4,284	3,329	4,206	5,912
Miscellaneous Income	77	75	100	73	77
Revenue/ Capital Grants	—	—	—	—	—
Gifts in Kind	268	109	242	344	207
<b>Total Income</b>	<b>8,976</b>	<b>9,503</b>	<b>9,787</b>	<b>11,510</b>	<b>13,234</b>



# FINANCIAL REVIEW AND RISK MANAGEMENT

## Charitable Activities

Income received from charitable activities has increased by €2.7m or 63% from €4.3m in 2019 to €7.0m in 2023.

This is mainly as a result of annual recurring funding received from the HSE to CSH Childcare Services from 2021 onwards for its hospice services under a Section 39 Service Level Agreement.

Table 3 provides details of the income received by LauraLynn overall in 2022 and 2023, incorporating the results of the three entities: The Children's Sunshine Home, CSH Childcare Services and The Children's Sunshine Home Trust. Funding between entities (The Children's Sunshine Home Trust to CSH Childcare Services) is excluded from the table to the right.

TABLE 3

LauraLynn Income 2022 and 2023



	2022 €000's	2023 €000's
Charitable Activities	6,887	7,038
Fundraised Income	8,052	8,607
Other Income	119	177
Gifts in Kind	344	207
<b>Total Income</b>	<b>15,402</b>	<b>16,030</b>

## Expenditure

Overall Group expenditure has increased by 31% from €9.0m in 2019 to €13.1m in 2023 mainly due to the strategic expansion of the hospice service.

Table 4 below provides details of total expenditure incurred by the Group since 2019.

TABLE 4

Group Expenditure Since 2019



	2019 €000's	2020 €000's	2021 €000's	2022 €000's	2023 €000's
<b>Charitable Activities:</b>					
Direct Care Pay	4,636	4,574	5,201	5,852	6,813
Support Costs Pay - Other	1,852	1,841	2,020	2,360	2,554
Support Costs Pay - Fundraising Services	815	984	1,138	1,232	1,480
Support Costs - Non Pay	1,426	1,366	1,499	1,704	2,052
Depreciation	24	18	17	17	11
Subtotal	8,754	8,784	9,874	11,167	12,883
Value of Gifts in Kind expended	268	109	243	344	207
<b>Total Expenditure</b>	<b>9,022</b>	<b>8,893</b>	<b>10,117</b>	<b>11,510</b>	<b>13,090</b>

# FINANCIAL REVIEW AND RISK MANAGEMENT

It cost the Group €13.1m in 2023 to operate the hospice and disability services, an increase of €1.6m or 14% on 2022 costs of €11.5m.

of the three entities (The Children's Sunshine Home, CSH Childcare Services and The Children's Sunshine Home Trust). Trust funding between entities (to CSH Childcare Services) is excluded from the table below.

Table 5 below provides details of LauraLynn's overall expenditure in 2022 and 2023, incorporating the results

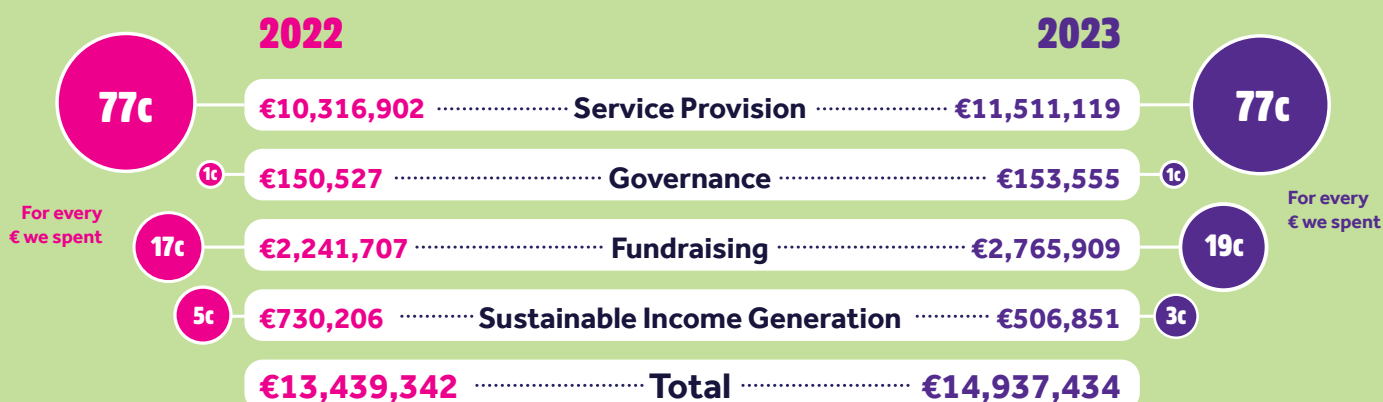
TABLE 5

LauraLynn Expenditure 2022 and 2023



	2022 €000's	2023 €000's
<b>Charitable Activities</b>		
Direct Care Pay	5,852	6,813
Support Costs Pay - Other	2,360	2,554
Support Costs Pay - Fundraising Services	1,232	1,480
Support Costs - Non Pay	2,001	2,289
Depreciation & Amortisation	469	506
<b>Subtotal</b>	<b>11,915</b>	<b>13,642</b>
Expenditure on Raising Funds	1,994	1,788
Value of Gifts in Kind expended	344	207
<b>Total Expenditure</b>	<b>14,253</b>	<b>15,637</b>
<i>Total Expenditure (excluding: depreciation and amortisation)</i>	<i>13,784</i>	<i>15,131</i>

FIGURE 3 LauraLynn Expenditure 2022 and 2023



NOTE: LauraLynn Expenditure presented above is per the financial statements and excludes any intercompany expenditure and non-cash items such as depreciation and gifts-in-kind.

# FINANCIAL REVIEW AND RISK MANAGEMENT

## Funding

The HSE Revenue Grant is provided to fund the disability service for the children and adults who avail of the respite and residential services. The HSE continues to acknowledge that due to the essential nature of the hospice service, some of the nursing and direct care disability resources were applied to support that service.

The HSE has indicated their continued commitment and in 2023 LauraLynn received €2.3m (2022: €2.3m) annual core funding for its hospice services under a S39 Service Level Agreement.

The Trust relies primarily on fundraising from the general public, to enable it to provide funding for the hospice service. LauraLynn recognises that the on-going support of the HSE and the goodwill of the general public are essential to maintaining its services. The Directors are ever mindful of the trust that the general public place in them and are committed to ensuring that the governance and practices remain of the highest standards.

## Funds Employed and Financial Position

LauraLynn's reserves are considered on an 'organisation wide' basis being The Children's Sunshine Home, CSH Childcare Services and The Children's Sunshine Home Trust.

TABLE 6

### LauraLynn Reserves 2022 and 2023



	2022	2023
Reserves:	€000's	€000's
The Children's Sunshine Home	269	413
CSH Childcare Services	295	295
The Children's Sunshine Home Trust	33,509	34,210
<b>Total Reserves</b>	<b>34,072</b>	<b>34,918</b>
<b>Further analysed below:</b>		
Tangible fixed assets	14,396	14,155
Intangible fixed assets	113	65
Investments	4,442	4,687
Cash	15,947	16,775
Net Current Liabilities	(825)	(765)
<b>Total Reserves</b>	<b>34,072</b>	<b>34,918</b>

# FINANCIAL REVIEW AND RISK MANAGEMENT

## LauraLynn Reserves Policy – The Children's Sunshine Home Trust

The purpose of the Reserves Policy of The Children's Sunshine Home Trust is to:

- a Ensure the stability of the services provided by LauraLynn Ireland's Children's Hospice (LauraLynn), and to allow it to fulfil its mission statement;
- b Give confidence to stakeholders that the charity's finances are being managed and to also provide an indicator of future funding needs; and
- c Support the care of sick adults and children with life-limiting conditions by the provision of funding to the Children's Sunshine Home and CSH Childcare Services.

It is the Trust's policy to retain sufficient funds to safeguard the continuity of both the hospice and disability services, to enable LauraLynn to deliver its Strategy 2024-2028 and to also ensure that it can manage financial, governance and operational risk. The minimum level of free cash reserves required to be held is an amount equivalent to 12 months budgeted operating costs less the core Statutory funding received in the prior year, which equates to approximately €12.2m. Where balances arise at the end of the year in excess of the minimum level of reserves, these are generally utilised in the upcoming financial year and to ensure the delivery of the current strategic plan.

The Trust is dependent on voluntary contributions from the public for the continued funding of CSH Childcare Services for the hospice service. If all funding streams were to be withdrawn, both by the public and the HSE, the net current assets of €15.3m would enable both the disability and hospice services to continue for 1.2 years at the current level of spend.

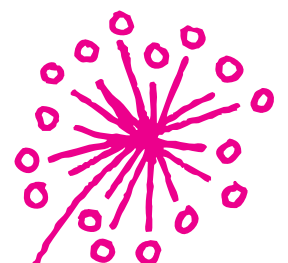
The Board has reviewed the balance sheet of the Group, including reserves. With the continued support of the HSE and the Trust, the Board are confident that they can continue in operation into the foreseeable future.

2023 was another strong year for fundraising income, largely due to some exceptional individual donations and campaigns and the continued generosity of LauraLynn donors. Along with the statutory core State funding received by the LauraLynn hospice service of €2.3m (equivalent to approximately 28% of current annual operating costs of the hospice), the Board now acknowledges the Trust's stronger financial standing, allowing a revised approach to cash reserves management to be adopted.

The Trust reviews the level of funds held periodically. The last review was carried out in December 2023 in conjunction with the approval of the 2023 budget. At that time, it was agreed that the level of funds held was appropriate to ensure continuity of the services. Looking to 2024 and beyond, the Board have deemed that best use of its financial resources requires both the progression and acceleration of LauraLynn's strategic plan, in particular its goal to expand and enhance LauraLynn's Community of Care. Increased expansion through the provision of two community team hubs, Cork and Galway, and further expansion of the Dublin campus will generate an increased funding requirement on an ongoing annual basis to support the additional pay and associated service delivery costs. It is for this purpose that the reserves will be initially used.

## LauraLynn Investment Policy – The Children's Sunshine Home Trust

The Trust seeks to produce the best financial return within an acceptable level of risk. As assets are expected to be spent over the next three to five years, capital preservation is of paramount importance. The primary mechanism for meeting this objective is to invest in alternative low risk investments, spreading the total invested and limiting the amount invested with any individual financial institution. These financial institutions are reviewed by the trustees on a periodic basis. The levels of these deposits are monitored to ensure that the Trust has sufficient liquid funds to meet operational cash flow and planned capital expenditure requirements.





# FINANCIAL REVIEW AND RISK MANAGEMENT

## Going Concern

At the balance sheet date, the Group had net current assets of €695,994 (2022: €541,124). The Group is dependent on the HSE and the Trust to continue to fund its operations.

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

In 2023, LauraLynn received €2.3m core State funding for its hospice services. As this equates to approximately 28% of the current annual operating costs, CSH Childcare Services will continue to be dependent on voluntary contributions from the Trust, for the continued funding of the hospice service. All of the hospice care is provided free of charge to families. The trustees have indicated their willingness to continue to support the service.

Based on the results for the year, the year-end financial position, the approved 2024 budget, and the committed State funding from the HSE for both the disability and hospice services, the Directors believe that The Group has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Directors continue to adopt the 'going concern' basis in preparing the financial statements. Additional information is provided in note 1 in the financial statements.

## Subsequent Events after the Balance Sheet Date

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



We'd simply be lost without the LauraLynn nurses and therapists. To me they are our angels. They do Jack's tube feeds, they take care of all his physio, they put him down for his nap.

**Michelle and Joe,**  
Jacks Mam and Dad

# FINANCIAL REVIEW AND RISK MANAGEMENT

## Risk

LauraLynn's activities expose it to a number of risks including financial risk, operational risk and reputational risk. Risk registers are maintained which identify key risks, and the controls that have been put in place to mitigate and manage these risks. Risks are monitored on an ongoing basis and reported on regularly throughout the year at Board, Board Sub-Committee and Executive Management Team meetings.

## Risk Management

Risk is the effect of uncertainty on an individual's or service's objectives. It is measured in terms of consequences and likelihood (HSE, 2017). The process of risk management in LauraLynn Ireland's Children's Hospice, involves a cycle of identifying risks, evaluating their potential consequences and determining the most effective methods of responding to them (i.e. of reducing the chances of them occurring and reducing the impact if they do occur). The risk management cycle is completed by a system of regular monitoring and reporting (HIQA, 2014).

## Risk Assessments

Risk Assessment are carried out on governance, service planning, delivery and care provision activities in line with the HSE Risk Management Framework. Each child and adult in the hospice and disability services have risk assessments in place to ensure the service identify any risks and implement controls measures identified to keep them safe.

The management and escalation process for risks are as follows:

### INTERNAL:

#### Low Risks (Ratings 1 – 5):

- Managed locally by managers (support from QRS Dept).
- Included on the organisational risk register.

#### Medium Risks (Ratings 6 – 12):

- Risks rated at 9 or greater (9-25), are referred to the local QRS Committee (LQRS).
- Decision to manage at local level with support from the QRS Dept or escalate to QRS Committee for governance review.
- Included onto the local risk register and possible escalation to corporate risk register.

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

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

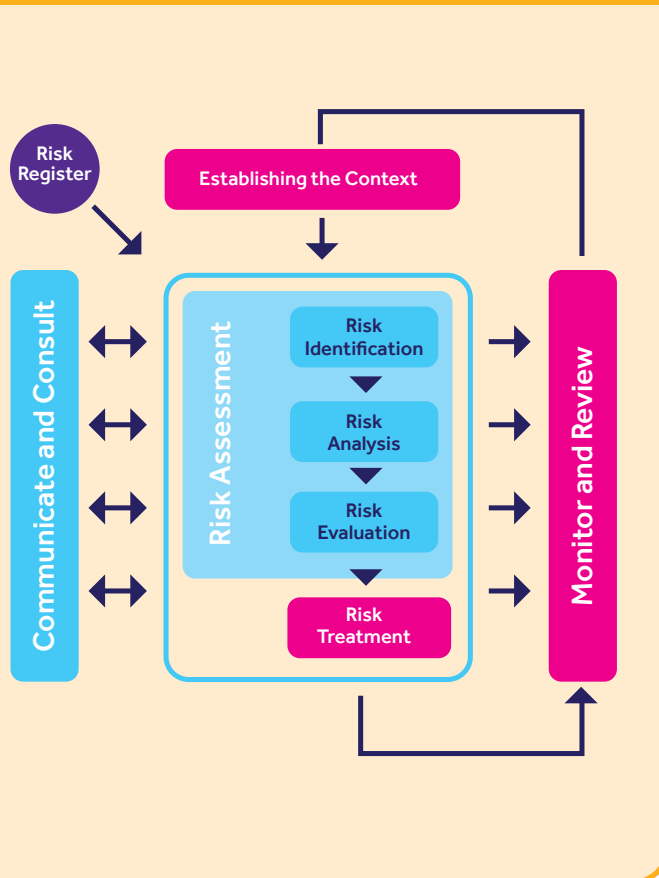
### EXTERNAL

Where there is a risk which requires action from the HSE, the risk is escalated to the Risk Manager (Dublin South East)/ Head of Service for Primary Care Community Healthcare Organisation 6 (CHO6). The HSE has to accept the risk in order for it to be included on the HSE Risk Register.

If an incident occurs within the Disability Service, we follow our Incident reporting policy and are required to report these to the State Claims Agency under National Incident Management System (NIMS).

FIGURE 4

HSE's Risk Management Cycle (2017)



# FINANCIAL REVIEW AND RISK MANAGEMENT

## Risk Registers

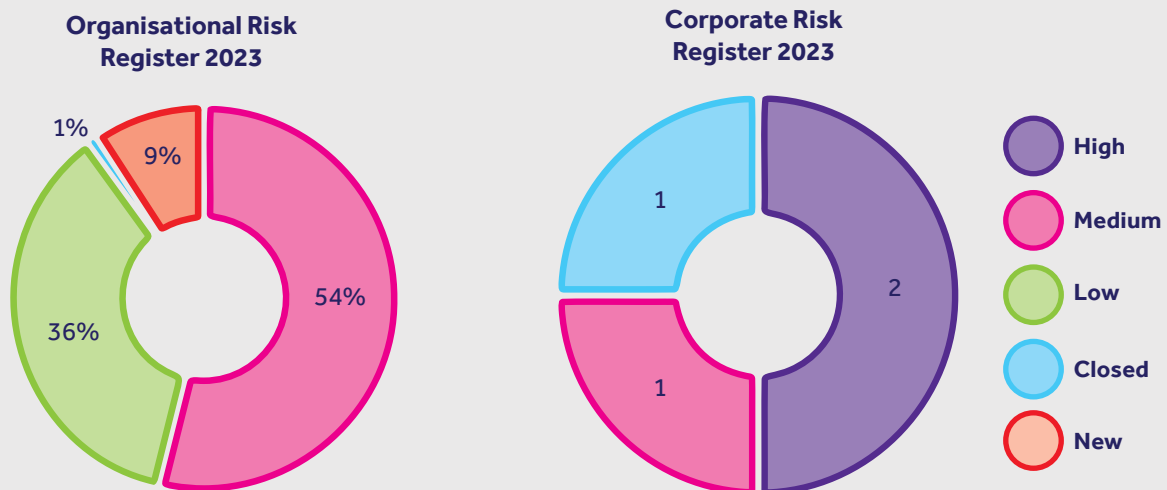
Risk registers provide managers with a high-level overview of the services' risks and risk status at a particular point in time and becomes a dynamic tool for the monitoring of actions to be taken to mitigate those risks. The Service maintains two Risk Registers: one Organisational wide and one Corporate Risk Register.

Each Executive Manager is responsible for updating and monitoring their own area and implementing any additional actions, which are required. The Risk Registers are monitored, reviewed, and updated as required by the Quality, Risk and Safety Manager, but quarterly at a minimum.

The Corporate Risk Register is a standing agenda item at both the Quality, Risk and Safety Committee and Board of Directors, which take place on a bi-monthly basis. A report is produced and presented, detailing the organisation's high risks (15 - 25), any new updates including control measures and any additional measures required.

A total of 86 live risks are documented on the Risk Registers. The identification of supplementary data points and new services required the inclusion of additional risks. An additional risk was included in the Corporate Risk Register in 2023 while two were de-escalated. There were two risks closed from each of the Registers during 2023.

FIGURE 5 Organisational and Corporate Risk Register in 2023



# FINANCIAL REVIEW AND RISK MANAGEMENT

**LauraLynn’s activities expose it to a number of risks including financial risk, operational risk and reputational risk:**

## Financial risk

LauraLynn is dependent on voluntary contributions from the Trust, for the continued funding of the hospice service (CSH Childcare Services). In turn the Trustees are very much dependent on the generosity of businesses and the public.

They remain vigilant with regards to the management and governance of both Trust assets and funds, and the management and use of the funds provided by it. There is a dependence on the HSE for short, medium and long term funding of the disability service (The Children’s Sunshine Home). There is a reasonable expectation that such funding will continue.

## Operational Risk

The main operational risks centre on the consistent delivery of the quality of services provided to people in need of LauraLynn’s care, for both the individual and the staff. These risks are addressed through appropriate systems and controls and reviewed on a regular basis.

## Complaints and Compliments

The organisation has an effective and comprehensive system in place for individuals to provide feedback. The service welcomes and encourages feedback from the people who access our service and commits to learning from the information it receives and to use the learning to inform continuous quality improvements in our services.

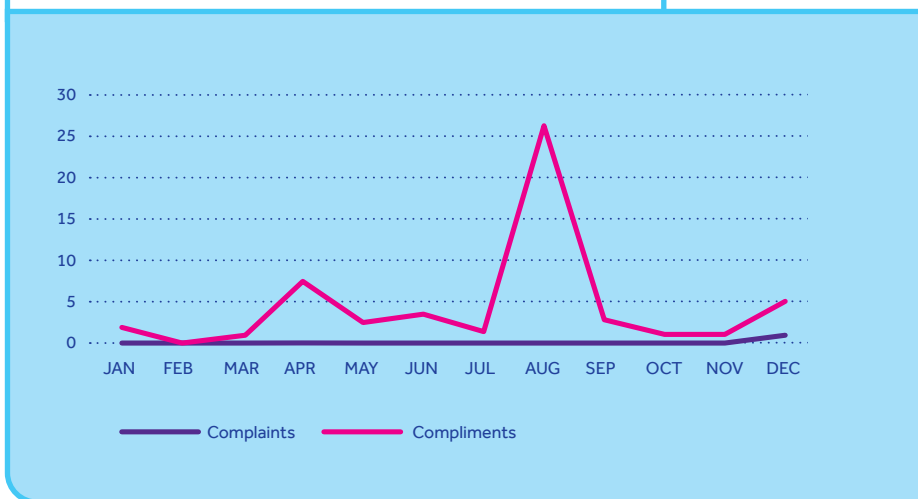
The service also has a legal responsibility to ensure that there is a system in place to record and investigate any feedback that is critical of the service and requires a response, and this is dealt through the complaints policy. The service is committed to ensure that service users, their families and members of the public are aware of their rights throughout the complaints process.

## Reputational Risk

As is the case with many other charities, LauraLynn’s principal risk is reputational damage. LauraLynn functions as a healthcare organisation and therefore clinical risk is a prime area that could impact its reputation. Clinical risk is overseen by quality, risk and safety governance structures, which monitors and manages the disability and palliative care services, including clinical governance, clinical audit and infection control.

Additionally, failure to comply with applicable legislation, regulations and standards across a wide range of compliance areas could result in penalties, reputational harm and damage to relationships with clients, funders and donors. To mitigate this risk LauraLynn is a ‘Triple Lock Member’ of Charities Institute Ireland. ‘Triple Lock Membership’ provides assurances with regard to ethical fundraising, transparent reporting under Charities SORP (Statement of Recommended Practice) (FRS 102) and the principles of good governance.

**FIGURE 6 Complaints v Compliments 2023**





# FINANCIAL REVIEW AND RISK MANAGEMENT

## Hospice Accreditation

Our 2019-2023 Strategic Plan, 'Building a Community of Care', outlined our ambition to provide assurances to all our stakeholders, that we are meeting international best practice. To achieve this, we commenced the Assurance and Accreditation programme with CHKS in July 2021. CHKS is a leading provider of healthcare intelligence and quality improvement services, which uses its Standards Framework to establish and maintain a culture of continuous quality improvement.

We received our final report following our three-day inspection in August 2022 which identified the Service as 97% fully compliant against the 30 standards that covered the following key areas; Organisational Leadership and Management, Risk and Safety, Person Centred Care, Facilities and Site Services, Service Governance, Specialist and Clinical and Support Services.

Following receipt of the official report we began the final stage of completing the requirements of the action plan which involved the implementation of additional quality improvement initiatives. The evidentiary documents to support completion of this work was submitted in February 2023. Following review by the Accreditation Awards Panel we received our accreditation award in March 2023.

An interim monitoring Inspection was carried out in November 2023 against six overarching standards which included Organisational Leadership and Management, Risk, Incident Management and Patient Safety, Management of Quality Improvement Initiatives, Management of Equipment and Facilities, and Education, Training and Development of Staff. The Service was successfully awarded the retention of its accreditation status until 2025.

Being awarded accreditation demonstrates the commitment to quality care and adherence to established standards. The staff's involvement in the accreditation process provides skilled knowledge and increases staff satisfaction. It also builds trust with service users and families by providing them with the reassurance that the quality of care being delivered by the service is being independently verified as reaching international best practices.



# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Governing Document

**Both The Children's Sunshine Home and CSH Childcare Services companies are limited by guarantee with no share capital. The Board and relevant Board Sub-Committees have been established in line with the Memorandum and Articles of Association.**

### Subsidiary

CSH Childcare Services is accounted for as a subsidiary of The Children's Sunshine Home which controls the composition of its Board of Directors.

## Directors, Secretary and Management

The Children's Sunshine Home and CSH Childcare Services companies are governed by the same Board of Directors, who are all volunteers. The trustees of the Children's Sunshine Home Trust are also Board members of The Children's Sunshine Home and CSH Childcare Services. The trustees have no beneficial interest in either The Children's Sunshine Home or its subsidiary, CSH Childcare Services.

The Board is ultimately responsible for governance, strategic direction, ethos and values. Additionally, the Board is responsible for ensuring that the organisation operates an appropriate system of financial control and complies with relevant laws and regulations.

The Board is supported by a Board Sub-Committee structure that deals effectively with specific aspects of the organisation's business and is chaired by a director. These committees consist of people who are experts in these areas and have relevant qualifications and experience. Each committee has clearly defined Terms of Reference. Members of the Executive Management Team attend the Sub-Committee meetings as required and report on their areas of expertise.

The directors and secretary, who served at any time during the financial year except as noted for appointments and resignations, were as follows:

### Directors:

Sandra O'Malley (Chair)  
 Jacinta Quigley (Vice Chair)  
 Tony McPoland  
 Kevin Keating  
 Paul Kerrigan  
 Angie Kinane (Resigned January 2024)  
 Patricia Lawler  
 Dr Fiona McElligott  
 Deirdre O'Connor  
 Kevin Murphy  
 Dr. Regina McQuillan

### Company Secretary:

Katie Devlin

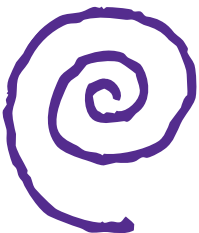
### Senior Management Team:

Kerry McLaverty - Chief Executive Officer  
 Anne-Marie Carroll - Director of Nursing  
 Bernie Chapman - Quality, Risk and Safety Manager  
 Bevan Ritchie - Head of Operations  
 Dr Joanne Balfe - Consultant Paediatrician  
 Katie Devlin - Head of Finance  
 Lauri Cryan - Head of Human Resources  
 Sarah Meagher - Head of Fundraising  
 Sarah O'Callaghan - Head of Marketing and Communications

## Chief Executive Officer

The Board delegates operational responsibility for the day-to-day running of the services to the CEO. As Head of the Service, the CEO is accountable to the Board, but is not a member of the Board.

The Board appoints a CEO, recruited in accordance with the Public Service Management (Recruitment and Appointments) Act 2004. Appointment of the CEO is approved by the Board as supported by the Nominations, Remuneration and Corporate Governance Board Sub-Committee.



# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Recruitment, Induction and Training of Board Members

### Board and Board Sub-Committee Members

The Board, through the Nominations, Remuneration and Corporate Governance Board Sub-Committee, reviews its membership on a constant basis and ensures that vacancies are filled in a timely fashion and with the required skillset. An agreed recruitment process is followed which includes meeting with the Chairman of the Board, the CEO and/or Chair of the Nominations, Remuneration and Corporate Governance Board Sub-Committee.

Board and Board Sub-Committee members of LauraLynn are then co-opted by the Board following recommendation from the Nominations, Remuneration and Corporate Governance Committee in accordance with its Memorandum and Articles of Association and then approved at the following AGM.

Each director is appointed for a period of three years and is eligible for re-appointment for two further consecutive three-year periods (maximum tenure: nine years).

The Board Sub-Committee structure is reviewed every three years by the Board. Internal reviews of the Board are carried out annually and external board reviews are carried out every three years. The results of the reviews are communicated to the Board and any recommendations subsequently implemented.

## Chairperson & Deputy Chairperson

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

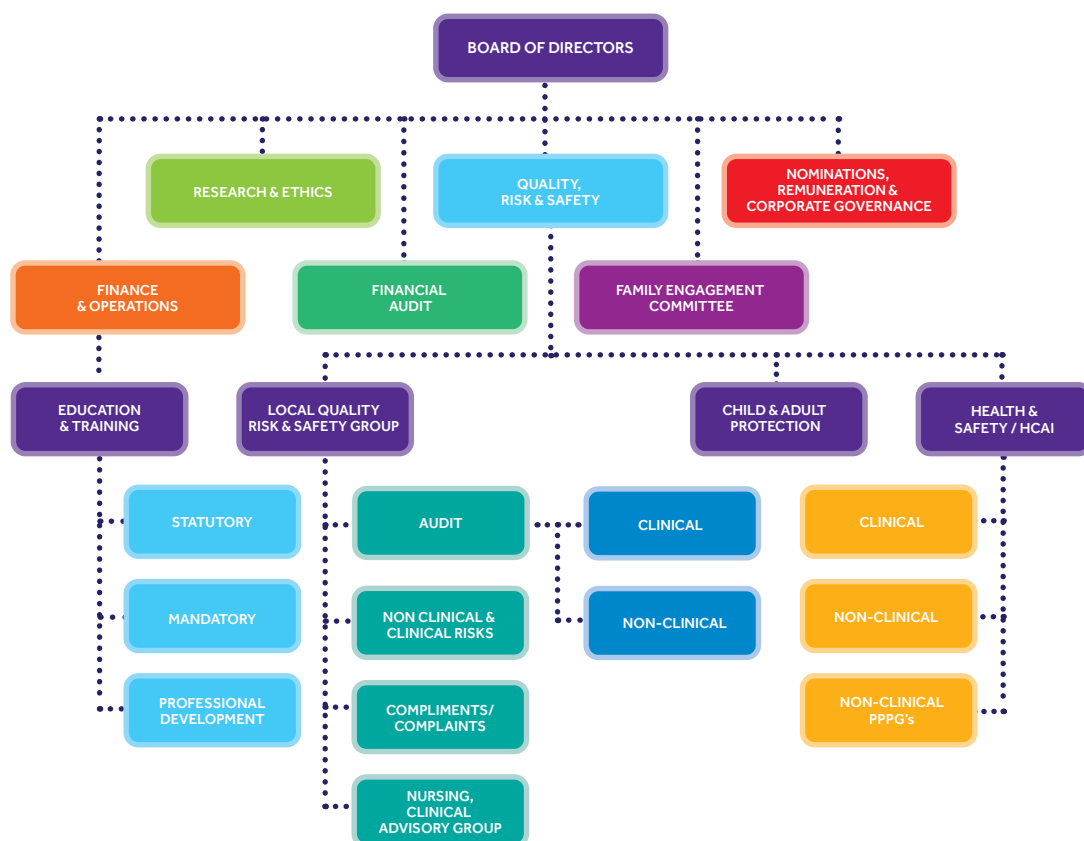
## Induction and Training

All new Board Members are inducted into the organisation by the CEO, receiving a Board Handbook which includes the Code of Conduct for Board Members and a Conflict of Interest Policy.

All Board members are also given a full tour of the facilities and the opportunity to meet the Executive Management Team and staff across the organisation.

Every Board Meeting commences with a request for expressions of conflict of interest. Subsequent training for all Board members takes place as and when the need arises, particularly in relation to new laws and regulations.

The Conflict of Interest Policy was reviewed in July 2021 and is due to be reviewed again in July 2024. The Code of Governance was due for renewal in 2023.



# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Board Sub Committees

The Board Sub-Committees are as follows:

- The Family Engagement Sub-Committee** provides an effective representative body for families, guardians and carers to communicate effectively with the Board of Directors and Staff. Having regard to the best interests of children, young adults and families in each strand of the organisation, this Sub-Committee develops communications from the Board of Directors and Staff to Families. It aims to develop and foster communication within the 'Family Groups' and to articulate and put forward suggestions, issues, concerns etc. for the improvement of the service in an open and constructive forum.

**Chairperson:** Kevin Murphy (Board Member)
- The Finance and Operations Sub-Committee** is responsible for ensuring that the organisation is meeting its operational and financial targets as determined by the Board; developing the overall plans and budgets for the various operational divisions that are represented at committee meetings and ensuring the successful delivery of services and special projects as allocated to budget holders by the Board. In addition, it monitors service activities including bed occupancy, referrals, HR statistics (for example, recruitment, retention and absenteeism) and fundraising activities.

**Chairperson:** Kevin Keating (Board Member)
- The Financial Audit Sub-Committee** assists the Board in discharging its responsibility in ensuring the organisation adopts, maintains and applies appropriate and accurate accounting and financial reporting processes and procedures; facilitating the independence of the external audit process and addressing issues arising from the internal and external audit process; and ensuring that the organisation maintains effective risk management processes relating to the organisation's management of financial risks, prevention of corruption and waste and the system of internal control.

**Chairperson:** Tony McPoland (Board Member)
- The Nominations, Remuneration and Corporate Governance Sub-Committee** monitors and reviews the structure and composition of the Board. It deals with matters of Board succession, disciplinary issues at a senior executive level of the organisation, ensuring that remuneration for employees is in keeping with the service's Finance Management Policy and the requirements under HSE Compliance and Good Governance.

**Chairperson:** Angie Kinane (Board Member)
- The Quality, Risk and Safety Board Sub-Committee** oversees key aspects of the risk management process to ensure that the organisation adheres to policies and procedures governing care delivery; has stringent procedures in place for the recruitment of staff and volunteers and audits clinical practice to ensure compliance with the organisation's processes. It also oversees the work of the Child Protection & Vulnerable Adult Team who are dedicated to managing any reported issues and implementation of policies and investigates and resolves issues which arise from the Complaints, Compliments and Feedback Team.

**Chairperson:** Sandra O'Malley (Board Member)
- The Research and Ethics Sub-Committee** ensures that research is conducted according to best practice and maintains ethical standards of practice in research. It protects and preserves the subjects' rights and ensures that the practice of fully informed consent is observed. It provides reassurance to the public and outside bodies that high ethical standards are maintained.

**Chairperson:** Patricia Lawler (Board Member)
- The Trustees** are responsible for overseeing the management of LauraLynn's assets (land, buildings and financial) on behalf of the service. Four Trustees are appointed from among the serving Board members. The Trustees meet separately to the Board three times per year.

**Trustees:** Sandra O'Malley, Kevin Keating, Angie Kinane, Tony McPoland, Jacinta Quigley

**Chairperson:** Sandra O'Malley (Trustee)

From time to time, the Board will establish dedicated Subgroups of the Board to focus on specific strategic objectives or projects. These groups will harness the respective skillsets of the Board members to support members of the Executive Management Team in achieving specific objectives. In 2023, two such working groups were established:

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



# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Board and Board Sub-Committee Meetings

The Board and the Board Sub-Committees met on several occasions in 2023. Attendance by each board member at these meetings is set out in Table 6 below. Two additional Board meetings were arranged, each to discuss one specific agenda item. Two additional Financial Audit Committee meetings were also held.

Table 7: Board and Board Sub-Committees meetings attendance during 2023

TABLE 7

### Board and Board Sub-Committees meeting attendance during 2023

	Board	Family Engagement	Finance & Operations	Financial Audit	Nominations & Corporate Governance	Quality, Risk & Safety	Research & Ethics	Trustees
<b>Number of Meetings</b>	<b>8*</b>	<b>3</b>	<b>6</b>	<b>5*</b>	<b>3</b>	<b>6</b>	<b>1</b>	<b>3</b>
Sandra O'Malley	8					6		3
Jacinta Quigley	7		3					0 (1)
Angie Kinane	8				3			2
Tony McPoland	7			5	2			3
Kevin Murphy	7	3						
Kevin Keating	7		6					2
Dr. Fiona McElligott	8					6		
Patricia Lawlor	8				3		1	
Deirdre O'Connor	8		5 (5)					
Paul Kerrigan	7				1 (1)	4 (4)		
Regina McQuillan	6							
Katie Devlin (Co. Sec)	8		6	5	2			3
Olivia Rigney (Ext)	—			5				
Tony Golden (Ext)	—			4				

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

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

# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Board Profiles

Sandra O'Malley



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

Jacinta Quigley



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

Tony Mc Poland



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

Patricia Lawlor



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

# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Board Profiles

**Kevin Murphy**



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

**Kevin Keating**



Kevin Keating is a financial consultant. He is a chartered accountant who has worked directly in the financial services industry for over 28 years. He retired from Goodbody Stockbrokers at the end of 2016, having worked in Goodbody as a Director of Corporate Finance since 1996. Kevin joined the Board of LauraLynn in November 2017 and was appointed as a Trustee of the Children's Sunshine Home Trust in 2022.

**Dr. Fiona McElligott**



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

**Angie Kinane**



Angie Kinane is a Partner & Director of Q4 Public Relations. She is an experienced corporate and public affairs practitioner providing counsel and guidance to multinational and private companies, public bodies, representative organisations and not for profits. A former member of the Reader's Advisory Group of the National Library of Ireland she is a member of the Institute of Directors and of the Public Relations Institute of Ireland. She joined the Board of LauraLynn in January 2015.

# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Board Profiles

Deirdre O'Connor



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

Paul Kerrigan



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

## Remuneration of Directors

All directors are non-executive, receive no remuneration for their services, are drawn from diverse backgrounds, and possess a wide range of skills and experience. They give their time and advice freely, as volunteers, and although they are entitled to reimbursement for vouched expenses, no such claims have been made in 2023.

Dr. Regina McQuillan



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



# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Transparency and Accountability

In LauraLynn, credibility depends on public trust, so it is important that the commitment and trust of donors, funders and the public is taken very seriously, and business is conducted with the highest levels of accountability and transparency.

The Children's Sunshine Home and CSH Childcare Services are compliant with the Charities Regulatory Authority Charities Governance Code. They comply with the Guidelines for Charitable Organisations on Fundraising from the Public issued by the Charities Regulatory Authority and adhere to the data protection laws including the General Data Protection Regulations (GDPR).

They are also fully compliant with the obligations of the National Vetting Bureau (Children and Vulnerable Persons) Act 2012 and apply Child Protection policies, based on the Children First Act 2015 and Children First Guidelines 2017, as well as Adult Vulnerability policies, best practice recruitment policies and procedures.

In addition to the annual statutory audit provided by Mazars, an internal audit consultant is engaged by the Financial Audit Committee to provide further independent and objective assurance of the financial procedures and practices of the organisation. The Board is satisfied that no incidence of financial mismanagement has occurred and remain vigilant with regard to this.

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

## Information Relevant to Employee Matters

Staff safety, health and wellbeing is governed by employment legislation and health and safety standards. LauraLynn takes its duty of care for staff seriously by ensuring the necessary steps are taken to ensure compliance with the health and safety standards including the adoption of a safety statement.

LauraLynn communicates and consults regularly with all employees on matters relating to the organisation's performance and on other issues affecting them. Employees are encouraged to get actively involved by providing feedback via questionnaires, focus group sessions and team meetings.

LauraLynn's Human Resources policies ensure that:

- Staff members receive information and training on safe work practices, infection control, child protection, medication storage and administration, and the reporting of incidents, accidents and near misses.
- External Occupational Health supports for staff are available as required including access to a confidential 24/7/365 counselling service via the LauraLynn Employee Assistance Programme (EAP). There are also designated Support Contact People under the Dignity at Work policy that staff can avail of.
- Members of staff are debriefed following a traumatic incident or where staff members are exposed to a stressful situation.
- All members of staff are paid in accordance with HSE pay scales with the exception of the CEO and some senior members of the Fundraising and Marketing and Communications teams who are paid in line with current market rates.

# STRUCTURE, GOVERNANCE AND MANAGEMENT

## Information Relevant to Environmental Matters

LauraLynn is committed to protecting the environment and continues to proactively minimise its carbon footprint. Our campus has a broad range of areas that with continued investment will contribute to the greater goal of LauraLynn being a more environmentally friendly campus. To date we have made significant in-roads into making LauraLynn more environmentally friendly.

In collaboration with our landscaping partner and significant support from our local Men's Sheds volunteers, we generated approximately one tonne of winter compost from our green waste on-site. Through consultation with our Waste Management Partner, we improved and increased our brown bin use and we continued to reduce the disposal of unwanted office furniture in our skip by offering them to staff, who also continue to take surplus wooden pallets for home use up-cycling.

In early summer 2023 we planted pumpkins around our orchard and tomatoes at suitable sunny locations. As well as being an environmental activity for some of our service users, our chef used the pumpkins in our restaurant and our tomatoes were eaten from the vine. Our orchard yielded a modest haul in its first growing season. We continued to plant flowers and shrubs around the site that are attracting pollinators and birdlife.

In 2023, the Board signed off on the Little Green Footsteps Green Campus Strategy which focuses on Energy Efficiency, Waste Management, Water Conservation, Sustainable Commuting, Greener Procurement and Outdoor Spaces and Biodiversity. The Strategy aims to actively educate, encourage and assist all staff, volunteers, service users and visitors to become partners in Greening our Campus and beyond. In preparation for roll-out in 2024, we ran the process to select and resource our external Green/sustainability consultant and also began to recruit our internal LauraLynn Green Champions.

## Public Benefit

LauraLynn meets the definition of a public benefit entity under FRS 102 as an organisation whose primary objective is to provide care and services to children with palliative care needs and complex disabilities, and a home for adults with complex disabilities.

## Lobbying and Political Contributions

There were no political contributions in 2023 (2022: Nil), and as a result no disclosures are required under the Electoral Act, 1997. As required under the Regulation of Lobbying Act 2015, LauraLynn records all lobbying activity and communications engaged in with the Designated Public Officials (DPOs). It has made all the returns and submissions required by the Act.

## Accounting Records

The measures that the directors have taken to secure compliance with the requirements of Sections 281 to 285 of the Companies Act 2014, with regard to the keeping of accounting records, are the employment of appropriately qualified accounting personnel and the maintenance of computerised accounting systems. The group's accounting records are maintained at the group's registered office at Leopardstown Road, Foxrock, Dublin 18.

## Disclosure of Information to Auditors

In the case of each of the persons who are directors at the time the Directors' Report and Financial Statements are approved:

- a So far as the director is aware, there is no relevant audit information of which the group's auditors are unaware; and
- b Each director has taken all steps that ought to have been taken by the director in order to make himself/herself aware of any relevant audit information and to establish that the group's auditors are aware of that information.

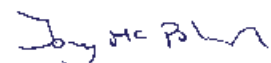
## Auditors

The auditors, Mazars, Chartered Accountants and Statutory Audit Firm have expressed their willingness to continue in office in accordance with the provision of Section 383(2) of the Companies Act 2014.

Approved by the Board and signed on its behalf by:



**Sandra O'Malley**  
Director



**Tony McPoland**  
Director

**Date:** 9th April 2024

# DIRECTORS' RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with the Companies Act 2014 and the applicable regulations.

Irish company law requires the directors to prepare financial statements for each financial year. Under the law, the directors have elected to prepare the financial statements in accordance with FRS 102 the Financial Reporting Standard applicable in the UK and Republic of Ireland ("relevant financial reporting framework").

Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as at the financial year end date and of the statement of financial activities of the company for the financial year and otherwise comply with the Companies Act 2014.

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

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

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

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website.

Approved by the Board and signed on its behalf by:

Sandra O'Malley  
Director

Tony McPoland  
Director

**Date:** 9th April 2024

# AUDITORS REPORT

## Independent auditor's report to the members of The Children's Sunshine Home



### Report on the audit of the financial statements

#### Opinion

We have audited the financial statements of The Children's Sunshine Home for the year ended 31 December 2023 which comprise the Company Statement of Financial Activities, Consolidated Statement of Financial Activities, Company Balance Sheet, Consolidated Balance Sheet, Company Statement of Cash Flows, Consolidated Statement of Cash Flows and the notes to the financial statements, including the summary of significant accounting policies set out in note 1. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland issued in the United Kingdom by the Financial Reporting Council (FRS 102).

In our opinion, the accompanying financial statements:

- give a true and fair view of the assets, liabilities and financial position of the company as at 31 December 2023 and of its result for the year then ended;
- have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland;
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report.

We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard for Auditors (Ireland) issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

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

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

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



# AUDITORS REPORT

## Other information

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

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2014

In our opinion, based on the work undertaken in the course of the audit, we report that:

- the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements;
- the directors' report has been prepared in accordance with applicable legal requirements;
- the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited; and
- the financial statements are in agreement with the accounting records.

We have obtained all the information and explanations which, to the best of our knowledge and belief, are necessary for the purposes of our audit.

## Matters on which we are required to report by exception

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

The Companies Act 2014 requires us to report to you if, in our opinion, the requirements of any of Sections 305 to 312 of the Act, which relate to disclosures of directors' remuneration and transactions are not complied with by the Company. We have nothing to report in this regard.

Respective responsibilities

## Responsibilities of directors for the financial statements

As explained more fully in the directors' responsibilities statement set out on page 91, the directors are responsible for the preparation of the financial statements in accordance with the applicable financial reporting framework that give a true and fair view, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

# AUDITORS REPORT

## Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the Irish Auditing and Accounting Supervisory Authority's website at: [http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description\\_of\\_auditors\\_responsibilities\\_for\\_audit.pdf](http://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf). This description forms part of our auditor's report.

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

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



**Aedin Morkan**

for and on behalf of

**Mazars Chartered Accountants & Statutory Audit Firm**

Harcourt Centre

Block 3

Harcourt Road

Dublin 2

**Date:** 24 April 2024

# **CONSOLIDATED FINANCIAL STATEMENTS**

for the financial year ended 31 December 2023

# COMPANY STATEMENT OF FINANCIAL ACTIVITIES

(Including An Income And Expenditure Account)

For the financial year ended 31 December 2023

	Notes	2023 Restricted Funds €	2023 Unrestricted Funds €	2023 Total €	2022 Restricted Funds €	2022 Unrestricted Funds €	2022 Total €
<b>Income from:</b>							
Charitable activities	4	4,702,733	—	4,702,733	4,586,974	—	4,586,974
Other trading activities	5	1,946	18,995	20,941	15,000	17,001	32,001
<b>Total Income</b>		<b>4,704,679</b>	<b>18,995</b>	<b>4,723,674</b>	4,601,974	17,001	4,618,975
<b>Expenditure on:</b>							
Charitable activities	6	4,560,565	18,995	4,579,559	4,602,785	17,001	4,619,786
<b>Total Expenditure</b>		<b>4,560,565</b>	<b>18,995</b>	<b>4,579,559</b>	4,602,785	17,001	4,619,786
<b>Net Income / (Expenditure)</b>		<b>144,115</b>	<b>—</b>	<b>144,115</b>	(811)	—	(811)
<b>Net movement in funds</b>		<b>144,115</b>	<b>—</b>	<b>144,115</b>	(811)	—	(811)
<b>Reconciliation of funds:</b>							
Total funds brought forward		269,213	—	269,213	270,024	—	270,024
<b>Total funds carried forward</b>	13	<b>413,328</b>	<b>—</b>	<b>413,328</b>	269,213	—	269,213

There are no other recognised gains or losses other than those listed above.  
All income and expenditure derives from continuing activities.

Foreign currency exchange rate differences are zero.

The notes on pages 102 to 123 form part of these financial statements.



# CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(Including An Income And Expenditure Account)

For the financial year ended 31 December 2023

	Notes	2023 Restricted Funds €	2023 Unrestricted Funds €	2023 Total €	2022 Restricted Funds €	2022 Unrestricted Funds €	2022 Total €
<b>Income from:</b>							
Donations and legacies	3	6,082,243	37,201	6,119,444	4,316,460	233,123	4,549,583
Charitable activities	4	7,038,133	—	7,038,133	6,886,974	—	6,886,974
Other trading activities	5	23,814	52,856	76,670	35,276	37,693	72,969
<b>Total Income</b>		<b>13,144,190</b>	<b>90,057</b>	<b>13,234,247</b>	<b>11,238,709</b>	<b>270,816</b>	<b>11,509,526</b>
<b>Expenditure on:</b>							
Charitable activities	6	12,830,022	52,856	12,882,878	11,128,882	37,693	11,166,575
Value of gifts in kind expended		207,254	—	207,254	343,761	—	343,761
<b>Total Expenditure</b>		<b>13,037,276</b>	<b>52,856</b>	<b>13,090,132</b>	<b>11,472,643</b>	<b>37,693</b>	<b>11,510,336</b>
<b>Net Income / (Expenditure)</b>		<b>106,914</b>	<b>37,201</b>	<b>144,115</b>	<b>(233,934)</b>	<b>233,123</b>	<b>(811)</b>
<b>Net movement in funds</b>		<b>106,914</b>	<b>37,201</b>	<b>144,115</b>	<b>(233,934)</b>	<b>233,123</b>	<b>(811)</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		330,614	233,123	563,737	564,548	—	564,548
<b>Total funds carried forward</b>	13	<b>437,528</b>	<b>270,324</b>	<b>707,852</b>	<b>330,614</b>	<b>233,123</b>	<b>563,737</b>

There are no other recognised gains or losses other than those listed above.  
All income and expenditure derives from continuing activities.

Foreign currency exchange rate differences are zero.

The notes on pages 102 to 123 form part of these financial statements.

# COMPANY BALANCE SHEET

as at 31 December 2023

	Notes	2023 €	2022 €
<b>Fixed Assets</b>			
Tangible assets	10	4,091	5,579
<b>Current Assets</b>			
Debtors	11	548,346	779,340
Cash at bank and in hand		535,035	211,347
		<b>1,083,381</b>	990,687
<b>Creditors: Amounts falling due within one year</b>	12	<b>(674,144)</b>	(727,053)
<b>Net Current Assets</b>		<b>409,237</b>	263,634
<b>Net Assets</b>		<b>413,328</b>	269,213
<b>Represented By:</b>			
Restricted funds	13	413,328	269,213
Unrestricted funds	13	—	—
<b>Total Charity Funds</b>		<b>413,328</b>	269,213

The notes on pages 102 to 123 form part of these financial statements.

The statutory financial statements were approved and authorised for issue by the Board of Directors and signed on its behalf by:

*Sandra O'Malley*      *Tony McPoland*

**Sandra O'Malley**  
Director

**Tony McPoland**  
Director

**Date:** 9 April 2024

# CONSOLIDATED BALANCE SHEET

as at 31 December 2023

	Notes	2023 €	2022 €
<b>Fixed Assets</b>			
Tangible assets	10	11,858	22,613
<b>Current Assets</b>			
Debtors	11	1,069,158	363,268
Cash at bank and in hand		1,058,402	1,593,619
		2,127,560	1,956,887
<b>Creditors: Amounts falling due within one year</b>	12	<b>(1,431,566)</b>	(1,415,763)
<b>Net Current Assets</b>		<b>695,994</b>	541,124
<b>Net Assets</b>		<b>707,852</b>	563,737
<b>Represented By:</b>			
Restricted funds	13	437,528	330,614
Unrestricted funds	13	270,324	233,123
<b>Total Charity Funds</b>		<b>707,852</b>	563,737

The notes on pages 102 to 123 form part of these financial statements.

The statutory financial statements were approved and authorised for issue by the Board of Directors and signed on its behalf by:

*Sandra O'Malley*

*Tony McPoland*

**Sandra O'Malley**  
Director

**Tony McPoland**  
Director

**Date:** 9 April 2024

# COMPANY STATEMENT OF CASHFLOWS

for the financial year ended 31 December 2023

	Notes	2023 €	2022 €
<b>Net cash provided by operating activities</b>	14	323,688	140,094
<b>Change in cash and cash equivalents in the year</b>		323,688	140,094
<b>Cash flows from investing activities</b>			
Purchase of fixed assets		—	—
<b>Cash and cash equivalents at beginning of financial year</b>		211,347	71,253
<b>Cash and cash equivalents at end of financial year</b>		535,035	211,347

The notes on pages 102 to 123 form part of these financial statements.



# CONSOLIDATED STATEMENT OF CASHFLOWS

for the financial year ended 31 December 2023

	Notes	2023 €	2022 €
<b>Net cash (used in) / provided by operating activities</b>	14	(535,217)	1,444,514
<b>Cash flows from investing activities</b>			
Purchase of fixed assets	10	—	—
<b>Change in cash and cash equivalents in the year</b>		(535,217)	1,444,514
Cash and cash equivalents at beginning of financial year		1,593,619	149,105
<b>Cash and cash equivalents at end of financial year</b>		1,058,402	1,593,619

The notes on pages 102 to 123 form part of these financial statements.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

## 1. ACCOUNTING POLICIES

### General Information

The Children's Sunshine Home is a public benefit entity incorporated in Ireland under the Companies Act 2014. The address of the registered office is Leopardstown Road, Foxrock, Dublin 18.

The objectives of the company are charitable in nature and it has been granted charitable tax exemption by the Revenue Commissioners (Charity number CHY 2633) and is registered with the Charities Regulatory Authority (CRA number 20003289). The nature of the company's operations and its principal activities are set out in the Directors' Report on pages 17 to 90.

The company and its subsidiary are limited by guarantee and have no share capital. In accordance with Section 1180(8) of the Companies Act 2014, the company is exempt from including the word "Limited" in its name.

LauraLynn Ireland's Children's Hospice (LauraLynn) is comprised of three distinct entities, all of which are registered charities: The Children's Sunshine Home, CSH Childcare Services and The Children's Sunshine Home Trust.

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

CSH Childcare Services (the 'Hospice Service') provides specialist high quality short break stays, in-home support, crisis care, symptom management, end-of-life care and bereavement support to children with life-limiting conditions and palliative care needs, as well as support for their families.

The Children's Sunshine Home Trust (the 'Trust') was founded in 1925 and its primary objective was to provide care for sick children. Today, the Trust raises and invests funds to enable the continued operation of the services of LauraLynn. The trustees act as guardians of the organisation's assets and are entrusted with the land and buildings on its campus on Leopardstown Road, Foxrock, Dublin 18.

The Trust does not form part of the consolidated financial statements. Further information regarding The Children's Sunshine Home Trust is included in its Trustees' Reports and Financial Statements, which are available on the LauraLynn website: [www.lauralynn.ie](http://www.lauralynn.ie).

### Basis of Preparation

The financial statements have been prepared on the going concern basis and in accordance with the historical cost convention. The financial reporting framework that has been applied in their preparation is the Companies Act 2014, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" issued by the Financial Reporting Council and the Statement of Recommended Practice (Charities SORP (FRS102)) as published by the Charity Commission for England and Wales, the Charity Commission for Northern Ireland and the Office of the Scottish Charity Regulator which are recognised by the UK Financial Reporting Council (FRC) as the appropriate body to issue SORPs for the charity sector in the UK. Financial reporting in line with SORP is considered best practice for charities in Ireland.

The financial statements are presented in Euro €.

### Statement of Compliance

The financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (FRS 102) and the Companies Act 2014. These financial statements also comply with the Statement of Recommended Practice (Charities SORP FRS 102) "Accounting and Reporting by Charities".

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

## 1. ACCOUNTING POLICIES (continued)

### Basis of Consolidation

The consolidated financial statements incorporate the financial statements of the company and its subsidiary undertaking for the financial year ended 31 December 2023. CSH Childcare Services is accounted for as subsidiary undertaking as the Board of The Children's Sunshine Home has the power to appoint and control the Board of CSH Childcare Services.

### Going Concern

The financial statements have been prepared on the going concern basis.

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

The company is dependent on the HSE to provide adequate funding to enable it to fund its services. The HSE has not given any indication that it will withdraw its financial support from the company for the foreseeable future and has continued to provide funding for 2023. The HSE has indicated that funding will be available during 2024 at a similar level to that of 2023.

The company's subsidiary, CSH Childcare Services, is primarily dependent on voluntary contributions from The Children's Sunshine Home Trust for the continued funding of the hospice service. The trustees have advised the Board that they intend to continue to support the service for the foreseeable future. Additionally, the HSE have committed to provide annual funding under a Section 39 Service Agreement.

### Income Recognition

Income is recognised in the Statement of Financial Activities in accordance with Charities SORP which is based on three criteria being met, which are entitlement, measurement and probability.

- i The Revenue Grants received and receivable from the HSE are accounted for on the basis of the allocated amount notified by the HSE for that financial year.
- ii Funding received from the Children's Sunshine Home Trust is recognised when receivable.
- iii Hospital Services Maintenance income comprises income from patients directly, and from the HSE, and is recognised at the time the services is provided.
- iv Superannuation contributions from staff are recognised when the deduction is made.
- v Gifts in Kind which are received from donors and used in the service are included in the financial statements in the period in which they are received or when the service is performed. They are valued at the cost the company would be reasonably expected to pay in an arm's length transaction and accounted for at valuation. In accordance with Charities SORP, volunteer time is not recognised in the financial statements.
- vi Capital Grants received are recognised as restricted income in the financial year and the depreciation on the related capital asset is charged against the restricted capital fund.
- vii Revenue Grants received are recognised when the company has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.
- viii Income from all other sources is recognised when received.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

## 1. ACCOUNTING POLICIES (continued)

### **Expenditure**

Expenditure is recognised when there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure on charitable activities includes the costs incurred in undertaking the various activities which are performed for the benefit of the Group's beneficiaries including those support costs and costs relating to the charity apportioned to charitable activities.

### ***Allocation of Support Costs***

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. The basis on which support costs have been allocated is set out in note 6.

Governance costs are defined as costs related to the general running of the Group as opposed to the direct management functions inherent in generating funds, and include audit and accountancy, legal and professional fees.

### **Funds of the Charity**

All transactions of the company have been recorded and reported as income into or expenditure from funds of the charity which are classified as 'restricted' or 'unrestricted'.

### ***Restricted Funds***

Income is restricted where by the donor or grant making institution has specified that it must be used for a particular purpose or where it has been raised for a particular purpose. All other income is treated as unrestricted. Expenditure is treated as being made out of restricted funds to the extent that it meets the criteria specified by the donor or grant making institution.

### ***Unrestricted Funds***

All other income is treated as unrestricted. Unrestricted funds represent amounts which are expendable at the discretion of the Board of Directors in furtherance of the objectives of the charity.

### **Foreign Currency**

The functional currency of The Children's Sunshine Home is considered to be Euro (€) because that is the currency of the primary economic environment in which the company operates.

Transactions in foreign currency are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. All differences are taken to the Statement of Financial Activities.



# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

## 1. ACCOUNTING POLICIES (continued)

### Tangible Fixed Assets

Tangible fixed assets are stated at cost or valuation, net of depreciation and any allowance for impairment. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost or valuation, less estimated residual value, of each asset on a straight-line basis over its estimated useful life, as follows:

Buildings	—	50 years
Motor Vehicles	—	5 years
Equipment	—	5 years

Residual value represents the estimated amount which would currently be obtained from disposal of an asset, after deducting estimated costs of disposal, if the asset were already of the age and in the condition estimated at the end of its estimated useful life.

Building improvements are depreciated based on the remaining useful life of buildings at the time the building improvements are made.

### Impairment of Assets

Assets other than those measured at fair value, are assessed for indicators of impairment at each balance sheet date. If there is objective evidence of impairment, an impairment loss is recognised in the Statement of Financial Activities as described below.

An asset is impaired where there is objective evidence that, as a result of one or more events that occurred after initial recognition, the estimated recoverable value of the asset has been reduced to below its carrying amount. The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use.

Where indicators exist for a decrease in impairment loss, the prior impairment loss is tested to determine reversal. An impairment loss is reversed on an individual impaired asset to the extent that the revised recoverable value does not lead to a revised carrying amount higher than the carrying value had no impairment been recognised.

### Prepayments

Prepayments are expenses paid in advance and recorded as assets before these are utilised. Prepayments are apportioned over the period covered by the payment and charged to the Statement of Financial Activities when incurred. Prepayments that are expected to be realised no more than 12 months after the reporting period are classified as current assets. Otherwise, these are classified as non current assets.

### Financial Instruments

The company only holds basic financial instruments and has chosen to adopt Section 11 of FRS 102 in respect of financial instruments. Financial assets and financial liabilities are recognised when the company becomes a party to the contractual provisions of the instrument. Financial liabilities are classified according to the substance of the contractual arrangements entered into.

#### *Financial assets and liabilities*

All financial assets and liabilities are initially measured at transaction price (including transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a finance transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument. Financial assets include debtors and cash at bank and in hand. Financial liabilities include creditors (excluding PAYE/PRSI).

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

## 1. ACCOUNTING POLICIES (continued)

### Financial Instruments (continued)

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial assets expire or are settled, b) the company transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the company, despite having retained some significant risks and rewards of ownership, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party and is able to exercise the ability unilaterally and without needing to impose additional restrictions on the transfer.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

Balances that are classified as payable or receivable within one year on initial recognition are measured at the undiscounted amount of the cash or other consideration expected to be paid or received, net of impairment.

### Taxation

Both the company and its subsidiary have been granted charitable tax exempt status by the Revenue Commissioners and therefore no provision for Corporation tax is required.

The Children's Sunshine Home: CHY number 2633  
 CSH Childcare Services: CHY number 20245

### Pensions

#### Defined Benefit Schemes

##### *Nominated Health Agencies Superannuation Scheme (NHASS)*

The company administers a defined benefit pension scheme in respect of employees eligible for inclusion under the Nominated Health Agencies Superannuation Scheme (NHASS) operated by the HSE. The scheme is administered and funded by the Department of Health and Children. The company acts as an agent in the operation of the scheme and does not contribute financially to the scheme.

Contributions are received from eligible employees only. By agreement with the HSE and the Department of Health and Children, pension contributions received may be offset against pension payments made and the surplus or deficit each financial year forms part of the funding for the company.

Costs arising from the payment of entitlements under the scheme as well as refunds to former employees are treated as expenses in the financial statements. The directors are of the understanding that the company has no responsibility for any liability that falls due as a result of any potential under-funding of the scheme. Refunds of contributions paid are charged to the income and expenditure account when notification is received from the Department of Health and Children to make a payment to an employee who is leaving the scheme.

No provision has been made in respect of the accrued benefits payable to current or former employees (see note 16, 'Pension Commitments').

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

## 1. ACCOUNTING POLICIES (continued)

### Pensions (continued)

#### *Single Public Service Pension Scheme ('SPSPS')*

The Public Service (Single Scheme and Other Provision) Act 2012 introduced the new Single Public Service Pension Scheme ('SPSPS') which commenced with effect from 1 January 2013. All new staff members to the company, who are new entrants to the Public Sector, on or after 1 January 2013 are members of the Single Scheme. In line with the guidance of this scheme, all employee contributions are paid over to the State pension account and not included in the Statement of Financial Activities. The Department of Public Expenditure and Reform ('DPER') is responsible for the SPSPS and under the Public Service Pensions (Single Scheme and Other Provision) Act 2012, Section 44 (1) (b), payments arising under this Single Scheme to retiring employees shall be paid from funds provided by the Oireachtas for that purpose.

#### *Defined Contribution Scheme*

The subsidiary company, CSH Childcare Services, has established a defined contribution pension scheme and the assets of the scheme are held separately from those of the company in an independently administered fund. The annual contributions payable are charged to the Statement of Financial Activities (see note 16, 'Pension Commitments').

### Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

Termination benefits are recognised immediately as an expense when the Company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

## 2. Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In the application of the company's accounting policies, which are described in note 1, the directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

### *Estimating useful lives of tangible fixed assets:*

The Company reviews annually the estimated useful lives of tangible fixed assets based on the asset's expected utilisation, market demands and future technological development. It is possible that the factors mentioned may change in the future, which could cause a change in estimated useful lives.

There were no changes in the estimated useful lives of tangible fixed assets during 2023. The net book value of tangible fixed assets as at 31 December 2023 is €11,858 (2022: €22,612).

### **Critical judgements in applying the company's accounting policies**

The following are the critical judgements that the directors have made in the process of applying the accounting policies and that have the most significant effect on the amounts recognised in the financial statements.

#### **Pensions**

##### ***Nominated Health Agencies Superannuation Scheme (NHASS)***

Certain employees participate in the Nominated Health Agencies Superannuation Scheme (NHASS) operated by the HSE. The NHASS is a scheme which is administered and funded by the Minister for Health and Children. In the judgement of the directors, the funds required to pay current pension liabilities, under the NHASS, as they arise will continue to be provided by the Department of Health and Children. Therefore, they believe that it is not necessary for the financial statements to make provision for the net assets/liabilities at the balance sheet date in respect of pension entitlements accrued to that date by the employees of the company, nor the disclosure requirements of the Charities SORP (FRS102). See note 16 for further details.

##### ***Single Public Service Pension Scheme ('SPSPS')***

The NHASS closed to new members with effect from 31 December 2012. With effect from 1 January 2013 a new scheme – the Single Public Service Pension Scheme (SPSPS) commenced. Pension contributions under this scheme are remitted to the Department of Public Expenditure and Reform. The directors are of the understanding that the Department of Public Expenditure and Reform ("DPER") is responsible for this Single Scheme and payments arising under this scheme to retiring employees are payable by the state. They also believe that it is not necessary for the financial statements to make provision for the net assets/liabilities at the balance sheet date in respect of pension entitlements accrued to that date by the employees of the company nor the disclosure requirements of FRS 102.



# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

## 3. Donations and Legacies

### Company

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

Group	Restricted €	Unrestricted €	2023 Total €	2022 Total €
Funding from The Children's Sunshine Home Trust (note 17)	5,874,989	37,201	5,912,190	4,205,822
Value of gifts in kind received	207,254	—	207,254	343,761
	<b>6,082,243</b>	<b>37,201</b>	<b>6,119,444</b>	<b>4,549,583</b>

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

## 4. Income from Charitable Activities

### Company

Company	Restricted €	Unrestricted €	2023 Total €	2022 Total €
HSE Revenue Grants	4,427,868	—	4,427,868	4,341,177
Hospital services maintenance income	49,284	—	49,284	48,709
Superannuation deductions	225,581	—	225,581	197,088
	<b>4,702,733</b>	<b>—</b>	<b>4,702,733</b>	<b>4,586,974</b>

### Group

Group	Restricted €	Unrestricted €	2023 Total €	2022 Total €
HSE Revenue Grants	6,763,268	—	6,763,268	6,641,177
Hospital services maintenance income	49,284	—	49,284	48,709
Superannuation deductions	225,581	—	225,581	197,088
	<b>7,038,133</b>	<b>—</b>	<b>7,038,133</b>	<b>6,886,974</b>

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

The terms and conditions of funding received under Department of Public Expenditure and Reform circular 13/2014 are complied with.

The State's investment is protected and will not be used as security for any other activity without prior consultation with the HSE. The Company is compliant with the Circular 44/2006 "Tax Clearance Procedures Grants, Subsidies and Similar Type Payments".

HSE Revenue Grants received were a Section 38 grant of €4,427,868 (2022: €4,341,177) and a Section 39 grant of €2,335,400 (2022: €2,300,000).

The Section 38 grant was for the purpose of providing respite and residential care to children and adults with complex disabilities in The Children's Sunshine Home (Disability Service).

The Section 39 Grant was for the purpose of maintaining palliative care services for children.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

## 5. Income from Other Trading Activities

Company	Restricted €	Unrestricted €	2023 Total €	2022 Total €
Canteen receipts	—	18,995	18,995	17,001
Miscellaneous income*	1,946	—	1,946	15,000
	<b>1,946</b>	<b>18,995</b>	<b>20,941</b>	<b>32,001</b>

Group	Restricted €	Unrestricted €	2023 Total €	2022 Total €
Canteen receipts	—	52,856	52,856	37,693
Miscellaneous income*	23,814	—	23,814	35,276
	<b>23,814</b>	<b>52,856</b>	<b>76,670</b>	<b>72,969</b>

\*Miscellaneous income mainly relates to education funding from the Nursing & Midwifery Planning & Development Unit and a reclaim of VAT and pension refunds.

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

## 6. Expenditure on Charitable Activities

Company	Direct Care Pay Costs €	Support Costs €	2023 Total €
<b>Activity:</b>			
Adult Disability Services	1,092,779	451,587	1,544,366
Children's Disability Services	857,001	916,862	1,773,863
Children's Palliative Care	992,108	269,222	1,261,330
	<b>2,941,888</b>	<b>1,637,671</b>	<b>4,579,559</b>

### Analysis of Support Costs:

	Adult Disability Services €	Children's Disability Services €	Children's Palliative Care €	2023 Total €
<b>Pay Costs:</b>				
Management and Administration	92,420	187,643	242,399	522,462
Support	50,317	102,158	26,823	179,298
Retired employees*	85,903	174,411	—	260,314
<b>Non Pay Costs:</b>				
Governance and Overhead Costs	135,534	275,175	—	410,709
Drugs and Medical Equipment	29,443	59,778	—	89,221
Catering and Catering Supplies	32,480	65,944	—	98,423
Education and Training	4,908	9,964	—	14,872
Maintenance	20,092	40,792	—	60,884
Depreciation	491	997	—	1,488
	<b>451,587</b>	<b>916,862</b>	<b>269,222</b>	<b>1,637,671</b>

\*Payments to retired employees include any pension lump sum payments paid in the period (note 7).

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

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

Company	Direct Care Pay Costs €	Support Costs €	2022 Total €
<b>Activity:</b>			
Adult Disability Services	1,079,279	454,139	1,533,418
Children's Disability Services	973,470	913,960	1,887,430
Children's Palliative Care	943,833	255,105	1,198,938
	2,996,582	1,623,204	4,619,786

### Analysis of Support Costs:

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

Where costs are not directly attributable to an individual service, the shared cost is allocated between the activities on the basis of the time spent for pay costs and the utilisation of maintenance and overhead related expenditure by activities.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

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

Group	Direct Care Pay Costs €	Support Costs €	2023 Total €
<b>Activity:</b>			
Adult Disability Services	1,323,611	708,639	2,032,250
Children's Disability Services	1,102,989	1,338,833	2,441,822
Children's Palliative Care	4,386,639	4,022,167	8,408,806
	<b>6,813,239</b>	<b>6,069,639</b>	<b>12,882,878</b>

### Analysis of Support Costs:

	Adult Disability Services €	Children's Disability Services €	Children's Palliative Care €	2023 Total €
<b>Pay Costs:</b>				
Management and Administration	343,905	598,311	2,618,040	3,560,256
Support	55,884	113,461	43,693	213,038
Retired employees*	85,903	174,411	—	260,314
<b>Non Pay Costs:</b>				
Governance and Overhead Costs	135,534	275,175	934,886	1,345,595
Drugs and Medical Equipment	29,443	59,778	71,042	160,263
Catering and Catering Supplies	32,480	65,944	187,517	285,940
Education and Training	4,908	9,964	62,172	77,045
Maintenance	20,092	40,792	95,550	156,433
Depreciation	491	997	9,267	10,755
	<b>708,639</b>	<b>1,338,833</b>	<b>4,022,167</b>	<b>6,069,639</b>

\*Payments to retired employees include any pension lump sum payments paid in the period (note 7).

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

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

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

### Analysis of Support Costs:

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

Where costs are not directly attributable to an individual service, the shared cost is allocated between the activities on the basis of the time spent for pay costs and the utilisation of maintenance and overhead related expenditure by activities.



# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

## 7. Employees and Remuneration

The average number of persons employed by the group during the financial year was 189 (2022: 167) and is analysed into the following categories:

<b>Company</b>	<b>2023</b> <b>No.</b>	<b>2022</b> <b>No.</b>
Management and administration	9	8
Clinical	48	53
Support	3	3
Fundraising	—	—
Pensioners	19	17
	<b>79</b>	<b>81</b>

<b>Group</b>	<b>2023</b> <b>No.</b>	<b>2022</b> <b>No.</b>
Management and administration	41	32
Clinical	111	100
Support	4	4
Fundraising	15	14
Pensioners	19	17
	<b>190</b>	<b>167</b>

### Staff Costs Comprise:

<b>Company</b>	<b>2023</b> <b>€</b>	<b>2022</b> <b>€</b>
Wages and salaries	3,298,062	3,329,342
Social welfare costs	345,586	339,127
Pensioners	250,104	229,147
Pension lump sum	10,210	127,092
	<b>3,903,962</b>	<b>4,024,708</b>

<b>Group</b>	<b>2023</b> <b>€</b>	<b>2022</b> <b>€</b>
Wages and salaries	9,244,671	7,990,658
Social welfare costs	954,278	806,304
Retirement benefit costs	387,584	291,816
Pensioners	250,104	229,147
Pension lump sum	10,210	127,092
	<b>10,846,847</b>	<b>9,445,017</b>

Staff costs stated above were treated as an expense of the group in the financial year.

No amount was capitalised into assets. Included in staff costs is €411,752 (2022: €396,184) which was paid for the provision of direct care in relation to staff on external contracts / secondment to LauraLynn.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

## 7. Employees and Remuneration (contd.)

### Key management compensation

Key management includes directors and members of the executive team. The total remuneration for key management personnel including employer pension contributions and employer's PRSI for the financial year is shown below.

	2023 €	2022 €
Directors	—	—
Executive team	817,827	953,545
<b>Total key management compensation</b>	<b>817,827</b>	<b>953,545</b>

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

The salary paid to the CEO role during 2023 was a total of €133,260 (2022: €121,008) plus pension contributions of €8,400 (2022: €7,628). Figures are inclusive of Employer's PRSI.

### Employee benefits exceeding €60,000

The number of employees whose total employee benefits (including basic pay, allowances, overtime, night duty, weekends, on-call, arrears and excluding employer PRSI, employer pension costs) for the reporting period fell within each band of €10,000 from €60,000 upwards are as follows:

Company	2023 No.	2022 No.
Between €60,001 and €70,000	4	6
Between €70,001 and €80,000	8	7
Between €80,001 and €90,000	5	3
Between €90,001 and €100,000	2	—
	<b>19</b>	<b>16</b>

Group	2023 No.	2022 No.
Between €60,001 and €70,000	16	14
Between €70,001 and €80,000	16	12
Between €80,001 and €90,000	5	4
Between €90,001 and €100,000	4	—
Between €100,001 and €110,000	1	2
Between €110,001 and €120,000	1	—
	<b>43</b>	<b>32</b>

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

## 8. Net Income / (Expenditure)

### Company

	2023 €	2022 €
The net income / (expenditure) for the financial year is stated after charging the following:		
Depreciation (note 10)	1,488	1,488
Auditor's remuneration for audit of financial statements	8,488	9,011

### Group

	2023 €	2022 €
The net income / (expenditure) for the financial year is stated after charging the following:		
Depreciation (note 10)	10,755	16,539
Auditor's remuneration for audit of financial statements	16,730	18,022

## 9. Subsidiary

### Company

CSH Childcare Services, a company limited by guarantee not having a share capital was incorporated on 13 October 2011. CSH Childcare Services is accounted for as a subsidiary undertaking as the Board of The Children's Sunshine Home has the power to appoint and control the Board of CSH Childcare Services.

Details in respect of CSH Childcare Services are set out below:

Name of registered office — **CSH Childcare Services**  
 Country of Incorporation — **Ireland**  
 Principal Activity — **Operation of a Children's Hospice**

### Results for the Year

	2023 €	2022 €
Net movement in funds (after depreciation)	—	—
Net assets	294,524	294,524

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

## 10. Fixed Assets

### Group & Company

	CSH Childcare Services (Subsidiary) Building Improvements	CSH Childcare Services (Subsidiary) Equipment	CSH Childcare Services (Subsidiary) Motor Vehicles	Children's Sunshine Home (Company) Equipment	Group Total
	€	€	€	€	€
<b>Cost:</b>					
At 1 January 2023	7,517	6,554	111,945	14,450	140,466
Additions	—	—	—	—	—
<b>At 31 December 2023</b>	<b>7,517</b>	<b>6,554</b>	<b>111,945</b>	<b>14,450</b>	<b>140,466</b>
<b>Depreciation:</b>					
At 1 January 2023	363	3,277	105,342	8,871	117,853
Charge for financial year	1,353	1,311	6,603	1,488	10,755
<b>At 31 December 2023</b>	<b>1,716</b>	<b>4,588</b>	<b>111,945</b>	<b>10,359</b>	<b>128,608</b>
<b>Net Book Values:</b>					
<b>At 31 December 2023</b>	<b>5,801</b>	<b>1,966</b>	<b>—</b>	<b>4,091</b>	<b>11,858</b>
At 31 December 2022	7,154	3,277	6,603	5,579	22,613

The campus land and buildings remain outside of the company in the ownership of The Children's Sunshine Home Trust.

## 11. Debtors

### Amounts falling due within one year:

	Group 2023	Group 2022	Company 2023	Company 2022
	€	€	€	€
HSE	346,052	305,515	346,052	305,515
CSH Childcare Services (note 17)	—	—	—	421,935
The Children's Sunshine Home Trust (note 17)	636,312	35,000	131,489	35,000
Prepayments	58,701	3,702	58,701	3,702
Debtors	28,093	19,051	12,104	13,189
Provision for Doubtful Debtors	—	—	—	—
	<b>1,069,158</b>	363,267	<b>548,346</b>	779,340

All debtors are due within one year. All trade debtors are due within the company's normal terms, which is 30 days. Trade debtors are shown net of impairment in respect of doubtful debts.

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

## 12. Creditors

### Amounts falling due within one year:

	Group 2023 €	Group 2022 €	Company 2023 €	Company 2022 €
Trade creditors	157,830	321,994	157,830	318,459
The Children's Sunshine Home Trust	—	297,447	—	—
HSE	321,814	—	144,314	—
Accruals	688,926	568,068	275,468	319,216
PAYE/PRSI	262,996	228,253	96,532	89,378
	<b>1,431,566</b>	1,415,763	<b>674,144</b>	727,053

The repayment terms of trade creditors vary between on demand and ninety days. No interest is payable on trade creditors. Tax and social insurance are subject to the terms of the relevant legislation. Interest accrues on late payment. No interest was due at the financial year end date. The terms of the accruals are based on the underlying contracts. Other amounts included within creditors not covered by specific note disclosures are unsecured, interest free and repayable on demand.

## 13. Funds of the Charity

### Company — current year

	Opening balance 1 January 2023 €	Income 2023 €	Expenditure 2023 €	Closing balance 31 December 2023 €
<b>Restricted</b>				
Adult Disability Services	1,340,485	1,552,544	(1,544,366)	1,348,663
Children's Disability Services	5,396,163	3,152,135	(1,773,863)	6,774,435
Children's Palliative Care	(6,467,435)	—	(1,242,335)	(7,709,770)
	<b>269,213</b>	<b>4,704,679</b>	<b>(4,560,564)</b>	<b>413,328</b>
<b>Unrestricted</b>				
General fund	—	18,995	(18,995)	—
<b>Total</b>	<b>269,213</b>	<b>4,723,674</b>	<b>(4,579,559)</b>	<b>413,328</b>

### Analysis of charity net assets between funds:

	Restricted Funds 2023 €	Restricted Funds 2022 €
Tangible fixed assets	4,091	5,579
Current assets	1,083,381	990,687
Current liabilities	(674,144)	(727,053)
	<b>413,328</b>	269,213

### Company — prior year

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



# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

## 13. Funds of the Charity (continued)

### Group — current year

	Opening balance 1 January 2023 €	Income 2023 €	Expenditure 2023 €	Closing balance 31 December 2023 €
<b>Restricted</b>				
Adult Disability Services	36,917	1,552,544	(2,032,250)	(442,789)
Children's Disability Services	3,091,661	3,152,135	(2,441,822)	3,801,973
Children's Palliative Care	(2,797,964)	8,232,257	(8,355,950)	(2,921,657)
Gifts in kind	—	207,254	(207,254)	—
Capital grant (see below)	—	—	—	—
	<b>330,614</b>	<b>13,144,190</b>	<b>(13,037,276)</b>	<b>437,529</b>
<b>Unrestricted</b>				
General fund	233,123	90,057	(52,856)	270,324
<b>Total</b>	<b>563,737</b>	<b>13,234,247</b>	<b>(13,090,132)</b>	<b>707,853</b>

### Analysis of charity net assets between funds:

	Unrestricted Funds 2023 €	Restricted Funds 2023 €	Restricted Funds 2022 €
Tangible fixed assets	—	11,858	22,613
Current assets	270,324	1,857,236	1,723,764
Current liabilities	—	(1,431,566)	(1,415,763)
	<b>270,324</b>	<b>437,528</b>	330,614

### Group — prior year

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

### Capital Grants — Group

	2023 €	2022 €
At 1 January	—	3,687
Received during the financial year	—	—
Depreciation	—	(3,687)
At 31 December	—	—

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

## 14. Note to the Statement of Cash Flows

### Company

	2023 €	2022 €
Net income / (expenditure) for the reporting period (as per the Statement of Financial Activities)	<b>144,115</b>	(811)
<b>Adjustments for:</b>		
Depreciation	<b>1,488</b>	1,488
Decrease in debtors	<b>230,994</b>	27,583
(Decrease) / Increase in creditors (amounts falling due within 1 year)	<b>(52,909)</b>	111,834
<b>Net cash provided by operating activities</b>	<b>323,688</b>	140,094

### Group

	2023 €	2022 €
Net income / (expenditure) for the reporting period (as per the Statement of Financial Activities)	<b>144,115</b>	(811)
<b>Adjustments for:</b>		
Depreciation	<b>10,755</b>	16,539
(Increase) / decrease in debtors	<b>(705,891)</b>	967,388
(Decrease) / increase in creditors (amounts falling due within 1 year)	<b>15,804</b>	461,399
<b>Net cash (used in) / provided by operating activities</b>	<b>(535,217)</b>	1,444,514

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

## 15. Contingent Liability

A contingent liability of €192,925 (2022: €231,510) exists in respect of the Pobal Grant which becomes repayable if certain conditions, as set out in the agreements, are not adhered to. The most significant of these conditions relates to cessation of services by The Children's Sunshine Home. The services must be maintained and protected for a period of at least seventeen years after the date of payment of the grant, failing which all grant monies or part thereof may be repayable. The contingency period reduces each year by 1/17 of the total amount received. The total amount of the grant and the related expenditure has been credited and debited, respectively, to the income and expenditure account in the year of receipt.

## 16. Pension Commitments

### Defined benefit schemes

#### *Nominated Health Agencies Superannuation Scheme (NHASS)*

The financial statements do not include pension liabilities and assets to those staff who are members of the Nominated Health Agencies Superannuation Scheme (NHASS), operated by the Department of Health and Children, as required by Financial Reporting standard 102, 'Employee Benefits' (FRS102). The majority of staff members employed by the Children's Sunshine Home are members of the NHASS scheme which the directors believe to be underwritten by the Minister for Health and Children.

By agreement with the HSE and the Department of Health and Children the pension contributions received may be offset against pension payments made and the surplus or deficit of contributions each financial year forms part of the funding of the company. The directors are of the understanding that the company has no responsibility for any liability that falls due as a result of any potential under-funding of the Scheme.

For the financial year ended 31 December 2023 €225,581 (2022: €197,088) was retained and treated as income and €260,314 (2022: €356,239) was paid to pensioners (including pension lump sums).

#### *Single Public Service Pension Scheme ('SPSPS')*

The Single Public Service Pension Scheme (SPSPS) applies to all employees who are joining the public sector as new entrants from January 2013. In line with the guidance of this scheme, all employee contributions are paid over to the state pension account and not included in the income and expenditure account. The Department of Public Expenditure and Reform ('DPER') is responsible for the SPSPS and under the Public Service Pensions (Single Scheme and Other Provisions) Act 2012, Section 44(1) (b), payments arising under this Single Scheme to retiring employees shall be paid from funds provided by the Oireachtas for that purpose.

### Defined contribution scheme

The subsidiary company operates a contributory defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The contributions charged to the Statement of Financial Activities by the company during the financial year amounted to €387,584 (2022: €291,816). There were no amounts payable at financial year end (2022: € Nil).

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

## 17. Related Party Transactions

The Children's Sunshine Home Trust (the 'Trust') was established to support the development of facilities at The Children's Sunshine Home and subsequently CSH Childcare Services.

In order to meet the demand for the level of services provided by the Group, financial support for the provision of the hospice services is provided by the Trust with the support of donors and volunteers.

The four trustees of the Trust are also directors of The Children's Sunshine Home and CSH Childcare Services. They have no beneficial interest in either of the companies and receive no remuneration.

In 2023 the Trust transferred funds of €5,912,190 (2022: €4,205,822) to CSH Childcare Services.

CSH Childcare Services is a wholly owned subsidiary of The Children's Sunshine Home.

During the financial year, funds are initially transferred to The Children's Sunshine Home for CSH Childcare Services. Balances at the year-end represent expenses paid or payable by the Trust not yet transferred to CSH Childcare Services. At the year end, the following amounts were outstanding:

	Group 2023 €	Group 2022 €	Company 2023 €	Company 2022 €
Due from CSH Childcare Services	—	—	—	421,935
Due from / (to) the The Children's Sunshine Home Trust	<b>636,312</b>	(262,447)	<b>131,489</b>	35,000
	<b>636,312</b>	(262,447)	<b>131,489</b>	456,935

# NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 December 2023

## 18. Financial Instruments

	Group 2023 €	Group 2022 €	Company 2023 €	Company 2022 €
<b>Financial assets</b>				
<i>Measured as undiscounted amounts receivable:</i>				
HSE (note 11)	<b>346,052</b>	305,515	<b>346,052</b>	305,515
CSH Childcare Services (note 11)	—	—	—	421,935
The Children's Sunshine Home Trust (note 11)	<b>636,312</b>	(262,447)	<b>131,489</b>	35,000
Debtors (note 11)	<b>28,093</b>	19,051	<b>12,104</b>	13,189
Cash at bank and in hand	<b>1,058,402</b>	1,593,619	<b>535,035</b>	211,347
	<b>2,068,859</b>	1,655,738	<b>1,024,680</b>	986,986
<b>Financial liabilities</b>				
<i>Measured as undiscounted amounts payable:</i>				
Trade creditors (note 12)	<b>157,830</b>	321,994	<b>157,830</b>	318,459
Accruals (note 12)	<b>688,926</b>	568,068	<b>275,468</b>	319,216
The Children's Sunshine Home Trust (note 12)	—	297,447	—	—
	<b>846,756</b>	1,187,509	<b>433,298</b>	637,675

## 19. Post Balance Sheet Events

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

## 20. Approval of the Financial Statements

The financial statements were approved by the Board of Directors on 9 April 2024.





**LauraLynn**

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