

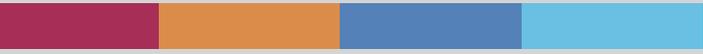
# 2014 | ANNUAL REPORT

Central  
Remedial  
Clinic



## Central Remedial Clinic

Leading the way for children and adults  
in Ireland with physical and multiple disabilities



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# CHAIRMAN'S ADDRESS

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I am pleased to present the Central Remedial Clinic's (CRC) annual report and to provide you with an update on our progress in regenerating the CRC. 2014 was a year of significant change for the CRC. Emerging from a traumatic and public end to 2013 we saw the appointment of the new Board of Directors in April and the new Chief Executive Officer in June, Ms. Manahan.

We focused our activity during our initial six months, from June to December 2014, on a number of key areas including legacy issues identified in the report of the Interim Administrator. This was to allow us to lay the ground work for rebuilding the CRC, re-establish the good name and reputation of the CRC and prepare the ground for the development of a strategic plan. We have made some good progress.

During 2014 we commenced the process of establishing clear, strong and transparent governance structures for the CRC. We created formal structures around the Board operations, and Board sub-committees were set up for Audit and for Remuneration in addition to a number of workgroups.

The Governance Committee is in the process of finalising the new CRC Directors' Handbook which will detail all aspects of the CRC Directors' roles, duties, responsibilities and liabilities within the context of the current law and good practice. We anticipate this will be completed and formally adopted in the near future by the Board. Following on from its implementation, we are confident the CRC will be in a position to achieve full compliance with the principles of the Corporate Governance Code for Community, Voluntary and Charity Organisations in Ireland and the Compliance Statement for Section 38 Agencies.

The recent and well documented challenges faced by the CRC are, for the most part, behind us. We

must now focus on the future. Government policies in New Directions and National Progressing Disability Services hold both challenges and opportunities for the CRC. Working with our partners in the HSE, I am pleased to say that the CRC recently became a lead agency for the delivery of disability services for Dublin North city and county. This is a strong endorsement of the CRC by the HSE.

In parallel we are working on a 5 year strategic plan for the CRC. As a result of a public procurement process during the second half of 2015, we appointed Crowe Horwath to work with the Board and the executive leadership of the CRC to deliver a new strategic plan for the CRC to 2020. I anticipate this will be completed and formally adopted in the near future by the Board

The Board, the management and the staff of the CRC are continuing our work to ensure that people with disabilities are provided with the first class service they truly deserve. We look to the future with positive hope and expectations. In the midst of ongoing changes, the commendable staff at the CRC continue to provide our clients with the services they need, and deserve, in the professional manner they have come to expect for which I want to publically thank them. I also want to thank the public for their continued support and patience.



Kieran Timmins  
Chairman, Central Remedial Clinic  
2014

# CHIEF EXECUTIVE'S ADDRESS

## A year of change, a year of new beginnings and a year of moving on.

The staff of the CRC coped with extraordinary change in 2014. The office of the CEO was occupied by John Cregan from the Health Service Executive (HSE) for the first 4 months, who was supported in his role by the CRC management team. John's main role was to recruit a new Board and a new CEO which he ably did and in June 2014 John bid farewell to the CRC. I thank him for his input and time that he gave the CRC in those critical months.

The staff, the schools, the service users, the children and the families all made me feel very welcome as I set about learning about the CRC; its incredible people, the range of services, and the journey the CRC has been on in its 64 years.

Much work in this year focused on getting to know the CRC, working with the new Board on establishing solid governance arrangements, identifying areas for improvement and preparing the ground for the strategy planning in 2015.

This annual report gives the reader an insight into the work of the CRC. This year we invited some of the people who use our services to tell their stories about the services. It is through these stories we get the true meaning of the impact of what we do and the changes we can make.

We commenced work with our partners: the HSE, St Michael's House and the Daughters of Charity, in preparing the way for the government's policy of how disability services will be delivered in the future under Progressing Disability Services for Children and Young Adults. This will herald even more change but we will work closely with our families and our staff to make this change as smooth as can be for everyone.

Thank you for your continued support of the CRC and join me in thanking all the staff for their continued extraordinary commitment to the CRC.

*Stephanie Manahan pictured with Charlie Nagle.*



Stephanie Manahan  
CEO, Central Remedial Clinic  
2014



meet  
**Marley**



Hello Everyone,

My name is Niamh Lawlor, mother to my beautiful son, Marley Lawlor. Marley was born on the 29<sup>th</sup> April 2011, weighing less than 4lbs. He spent four long and hard weeks in hospital before we could finally get him home. As the weeks and months passed, it became apparent that Marley was not meeting his milestones and we were referred to the CRC when he was 17 months old.

At first everything seemed so confusing and hard to understand and it just felt like a rollercoaster; new feelings, new challenges to face. It felt like a blur but as I got to meet different people and the staff, the CRC has come to feel like home; always a great welcome, always a smile. Even if it is a bad day when I walk through the doors of the CRC, it's soon forgotten. Just coming to terms with Marley's challenges, I know that I am not alone. I always have someone there who understands Marley and he has come on in leaps and bounds.

Marley is now 4 years and 5 months old, he has cerebral palsy and an intellectual disability but every day I see a difference in him. He is now in his 2<sup>nd</sup> year in the CRC preschool and he has made wonderful friends with whom he has a very special bond. He attends speech and language therapy, physiotherapy, occupational therapy and seating. His bus driver, Jimmy, his SNA Trish and all his teachers are brilliant with him. He is a joyful and happy child; always with a smile on his face when he comes out of the CRC. I am so lucky and grateful for where he is and it will always feel like home to Marley and myself.

I want to take this opportunity to thank everyone

Yours sincerely,

*Niamh & Marley*



## ADULT SUPPORT SERVICES



# ADULT SUPPORT SERVICES

Spanning four Dublin locations including Clontarf, Coolock, Hartstown, and Firhouse, CRC Adult Services provides a range of support services for up to 300 people with physical, sensory, intellectual disabilities and autism.



| Services include:                              |
|--|
| <i>Local Centres</i>                           |
| <i>Vocational Training Programme</i>           |
| <i>Rehabilitative Training Programme</i>       |
| <i>Independence Skills Programme</i>           |
| <i>Transition Programme for school leavers</i> |
| <i>Supported Employment</i>                    |
| <i>Jobs Club</i>                               |
| <i>Sport, Social and Leisure activities</i>    |

In the context of New Directions Policy, our overall aim is to provide a range of supports that people with a disability need in order to have the same opportunities and choices as everyone else: to work, to have an education, to be an active part of the community, to feel included, recognised and valued.

## Service Developments

Emerging Model of Supports based on person centred and inclusive practices.

We have begun a process of re-configuring the traditional day service model to a support model organised around the needs and aspirations of each individual.

An example of this is the strong shift from centre-based to community based activities resulting in enhanced experiences, inclusion and active citizenship for the people we support.

## Advocacy

A philosophy of active involvement in decision making is promoted in every centre with advocacy groups being set up across the service and the introduction of a Service User Council with representatives from across the service. Training in advocacy has been provided to people with disabilities, management and staff.

## Person Centred Planning

Our Person Centred Planning process is measured against the New Directions 12 Pillars of Support and designed to give people the opportunity to make choices about how they wish to live their life and to identify the things they need in order to make this happen. This is an organic flexible approach to life planning rather than a static standardised assessment approach.





## Community

The support model of service provision places a premium on making sure that being part of community is a real option for everyone.

In this regard we are grateful to the HSE for funding a Community Link Worker in our Training & Development Service. We hope to have a Community Link Worker post in each of our centres in the near future.



## Opportunities

Reconfiguration of existing services and the development of new services.

Most community and social activities take place in the evening and at weekends. This is challenging the traditional 9am – 4pm day service model.

The shift to person centredness, self determination, community inclusion and active citizenship now requires our staff to take on new roles in community

development, life planning and support co-ordination with significantly less centre based staff teams.

## Buildings and Locations

We will need to develop smaller community based services nearer the person's home, with a strong move away from large centre based services which cater for lots of people in one setting. It is therefore important that the method used to cost and pay for services is based on a person-centred approach.



# ASSISTIVE TECHNOLOGY & SPECIALISED SEATING

Assistive Technology can enable people with disabilities to accomplish daily living tasks, assist them in communication, education, work or recreation activities, in essence, help them achieve greater independence and enhance their quality of life. Common examples of AT are specialised seating, computer technology, environmental controls such as door openers, automatic electrical systems, specialised communication devices and many more products or systems that support daily living.

The Assistive Technology and Specialised Seating Department is a national, regional and local specialist consultative service operating from four bases – Clontarf and Clondalkin in Dublin, and in Limerick and Waterford and in over twenty outreach bases.

The ATSS multidisciplinary team of engineers, therapists and technicians develop and provide custom solutions to improve functional ability, health and the quality of life for people with multiple disabilities. The team apply outcome measures in all assessments to ensure that devices recommended for clients meet their needs both in terms of comfort and function. The ATSS department operates a number of collaborative outreach services, working with the HSE to ensure the needs of clients can be offered at a local level.

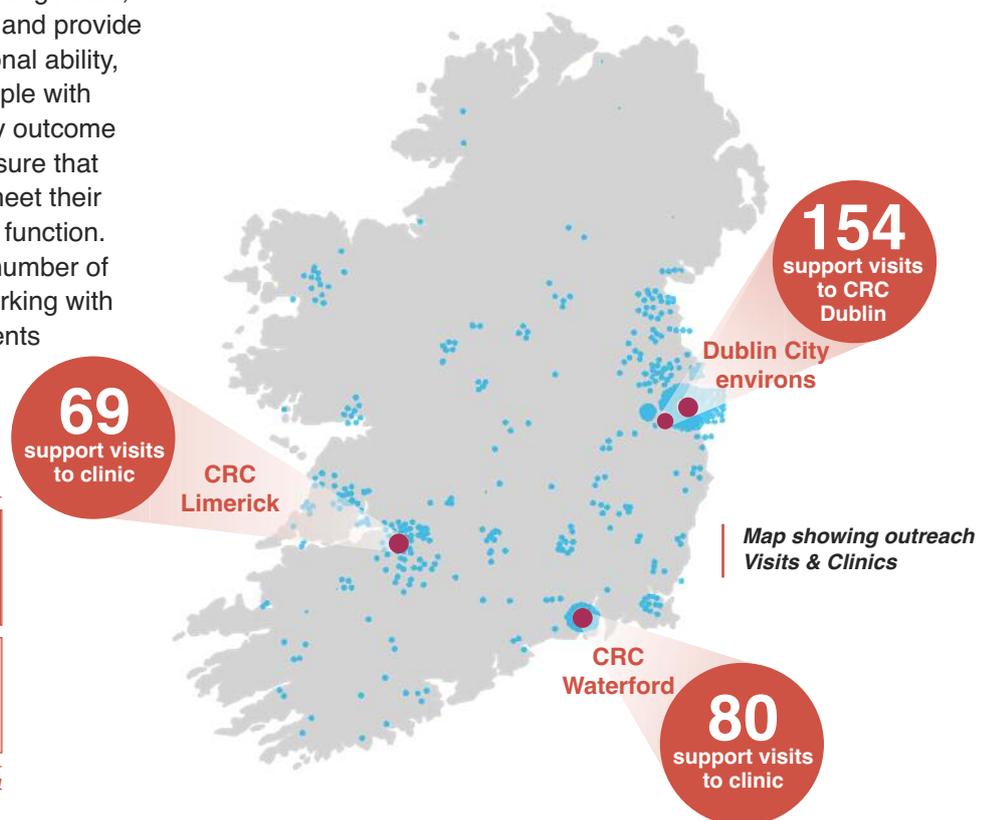
In 2015, the department will continue to find innovative ways to ensure clients receive a timely and efficient service. The waiting lists are long; urgent clients must be prioritised but ATSS tries to ensure that all clients' needs are met in a timely and efficient way.

## 2014 Developments

- ▶ Ongoing collaboration with the HSE community teams where clients are assessed by local teams and more complex cases are referred to our service.
- ▶ Preparation of European Seating Symposium.
- ▶ Vacant posts were filled which will help manage the waiting lists

|                             |                                |
|-----------------------------|--------------------------------|
| New Referrals<br><b>570</b> | Clients<br><b>1,600</b>        |
| Visits<br><b>7,190</b>      | Interventions<br><b>13,719</b> |

Client Activity 2014





## CLINICAL AND CHILDREN'S SERVICES



# CLINICAL SERVICES

The CRC provides a comprehensive range of high quality clinical services. These include: Dietetics & Nutrition, Medical Consultancy, Nursing, Occupational Therapy, Orthotics, Physiotherapy, Psychology, Social Work and Speech & Language Therapy. All services receive crucial support from our clinical administration colleagues.

Services are provided from our bases in Clontarf, Clondalkin and Waterford with outreach services provided to the North West and Midlands areas. Through our collaboration with the major children's hospitals, maternity hospitals and general hospitals, we ensure that our clients receive a seamless service. Assessments and interventions also take place at the client's home, crèche, pre-school or school.

In addition, we provide a large number of national, regional and local specialist multidisciplinary team (MDT) services.

These services have developed because:

- ▶ The CRC has a critical mass of clients and throughput to enable staff to develop and maintain necessary expertise.
- ▶ Clients with complex but low incidence conditions, not commonly seen in the community are referred with a query or for an opinion which has not been answered by a local team.
- ▶ The CRC has the full MDT services necessary to comprehensively assess and make recommendations.
- ▶ The service provided by the CRC would be difficult (or not cost effective) for other organisations to imitate.



Staff in the Clinical Administrative department offer high level of secretarial support to the Paediatricians, Neurologist, Orthopaedic Consultants, Adult Consultant, Psychiatrist, Ophthalmologist, Psychology, Social Work, Dietetics, Occupational Therapy, Speech & Language Therapy and Outreach Clinics.

The Clinical Administration Department has an "All Day Open Door" policy where consultants, therapists, service users & families and CRC staff can avail of the wide range of administrative support and services.

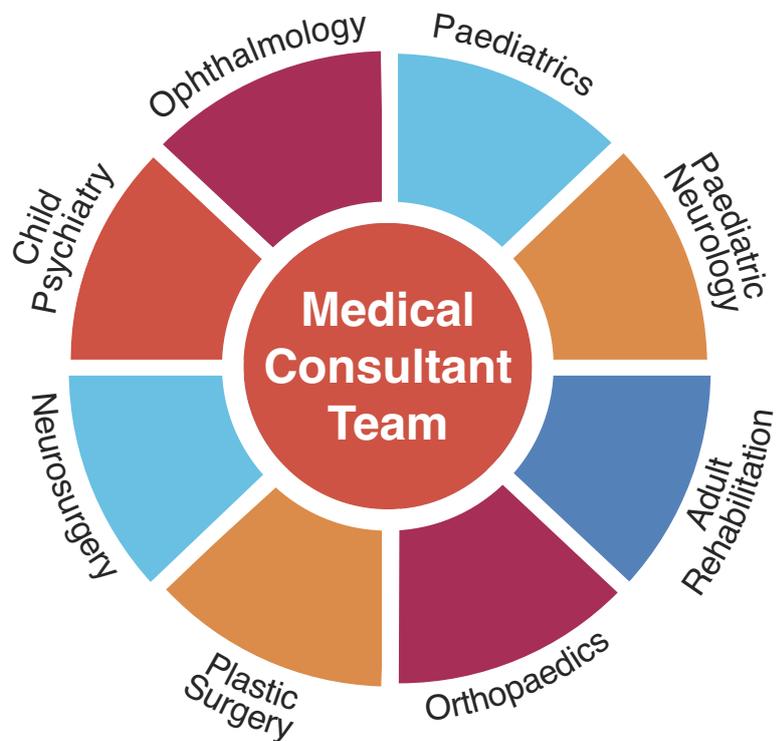
# MEDICAL SERVICES

The Medical Consultant team comprises experts who have undertaken special training in the provision of the unique medical needs of people with physical disability. Working closely with the therapy departments, it is committed to providing a comprehensive programme of care to the children and adult clients attending the CRC.

As leaders in providing rehabilitation medicine for children, teens and adults, our specialists are committed to using the latest technology and techniques to diagnose and treat patients with a wide variety of conditions who attend our specialist clinics. Their expertise and contribution to these specialist clinics has helped ensure that the CRC is recognised across the country as a national specialist resource for therapists and doctors treating people with a physical disability.



A wide range of specialists, who also work with local paediatric and adult hospitals, are available with the following expertise:



# NURSING

The Nursing Department provides a comprehensive and effective nursing service to children and adults with a physical disability who attend the CRC. The nursing role encompasses the promotion of health, independence and prevention of illness. The majority of clients supported by the Nursing Department are aged 0 -18 years and attend CRC schools in Clontarf and Clondalkin. Many of these children have physical or multiple disabilities with significant medical needs.

Our Clinical Nurse Specialist PEPPD (Promoting Enablement in Persons with Physical Disability) provides a clinical focus through direct and indirect client care and acts as advocate, consultant and educational resource for clients and staff, both within and outside the organisation

Besides assessing the nursing care needs of clients and planning their care with them, the nurses work as partners with the other CRC departments of the multidisciplinary team to support clients' rehabilitation and maintain levels of independence.

Paediatric nursing services are core services offered to both schools, Clontarf and Scoil Mochua Clondalkin, giving daily care as requested.

In 2014 the addition of a Registered Nurse Prescriber for school clients in Clondalkin had a critical impact on service delivery, especially in the area of renewing existing prescriptions and in emergency care prescribing. This service has been invaluable to the Nursing Department in Clondalkin.

Also in 2014 enormous work was done on Nursing Policies in conjunction with the Nursing Team to ensure the best possible care is provided for our clients.



Clients  
**305**

Visits  
**8,769**

Interventions  
**16,332**

*Client Activity 2014*

# NUTRITION & DIETETICS



Balanced nutrition is crucial to a child for growth, development, and physical health. Nutritional needs are ever-changing for babies, children and adults with a physical disability.

The Nutrition and Dietetics Department provides assessment and intervention to children in:

- ▶ CRC Clontarf
- ▶ CRC Waterford
- ▶ CRC Clondalkin
- ▶ CRC Schools

Services to adults are also provided in CRC Clontarf. The Dietitian works in close collaboration with the multidisciplinary team to optimise nutrition, care and health.

Specific dietetic input is provided for management of faltering growth, unintentional weight loss, nutrition support with oral nutrition supplements (ONS) or non-oral (tube) feeding, healthy gastrointestinal function, nutritional management of skin breakdown or pressure areas, and weight management.

The Dietitian is part of the multidisciplinary team in CRC specialist services including

- ▶ Feeding eating drinking and swallowing (FEDS) Clinic
- ▶ Neuromuscular Clinic
- ▶ Weight advice specific to the Intrathecal Baclofen Pump (ITB) Clinic

## 2014 Developments

- ▶ Enhanced service to families attending the Neuromuscular Clinic as Dietetics is now directly available at each clinic, rather than on a consultative basis.
- ▶ Maternity leave cover provided to CRC Waterford Dietetics service from Dietetics in CRC Clontarf- specialist clinics e.g. FEDS Clinic was maintained and other available slots were given to priority local and regional referrals.
- ▶ A locum Dietitian (half time) was recruited for a fixed term to cover maternity leave within the Department, bringing significant skills and experience in the area of paediatric and adult disability and rehabilitation.

Clients  
**305**

Visits  
**8,769**

Interventions  
**16,332**

*Client Activity 2014*

# OCCUPATIONAL THERAPY

During 2014, CRC Occupational Therapy provided assessments and interventions for children and adults with disabilities. The CRC Occupational Therapy approach is person and family centered, focused on agreed goals. Occupational Therapy enables everyday function - tasks in self-care, work and play, adapting the environment, modifying tasks, teaching skills, and educating others about solutions.

Outcomes focused therapy results in goals being achieved. In 2014 these ranged from children being able to use their powered wheelchair independently; travel on Dublin Bus for the first time, shop for and make a meal of child's own choice. Parents and teachers goals were also achieved such as accessing a laptop for school work; children attending their local school or preschool with accessible facilities in place, following CRC occupational therapy recommendations; suitable accessible home adaptations or council housing allocation, recommended and advocated for by the occupational therapist.

Over 70 clients attended a variety of OT groups including activity groups, functional skills, community

independence groups, and fun with food group. The "Get set for School Group" held in Summer 2014 was a popular group for children aged 3 and 4 years, and their parents, in preparation for first days of school in September.

Occupational Therapy within Specialist Services continued during 2014 with increased demand for appointments and advice from local teams for the specialist Hand Therapy and Upper Limb clinics, Brachial Plexus Injury Clinics, FEDS Clinics, Neuromuscular Clinics, Outreach Clinics, Adult Rehabilitation and ITB Clinics.

Clients  
**1,354**

Visits  
**6,210**

Interventions  
**16,987**

*Client Activity 2014*



# PHYSIOTHERAPY

Physiotherapists in CRC work with children and adults with primary physical disabilities to help them develop movement to the best of their ability so they can reach their potential to participate in activities of daily life. We see clients from our local catchment areas on an ongoing basis and also provide consultative reviews for clients countrywide. These consultative reviews are generally carried out in association with one of our specialist clinics which include Orthopaedics, Muscle, Spasticity, ITB, Night Positioning, Brachial Plexus Injury, Adult Rehabilitation and Upper Limb Clinics. Outreach multi-disciplinary services are provided with local based teams in six centres, Donegal, Letterkenny, Tullamore, Portlaoise, Mullingar and Athlone.

Training and education is an important part of our service and we provide a range of courses including “Physiotherapy for Babies and Young Children with Cerebral Palsy and Developmental Delay” and Gross Motor Function Measurement training course.

The Physiotherapy Department also offers a range of Therapeutic Activity Groups including ‘Smart Movers,’ ‘Balance and Co-ordination,’ ‘Autumn / Summer Stars,’ ‘Water Confidence,’ ‘Fit Frogs,’ ‘Tiny Tots,’ ‘Therapeutic Horse Riding,’ ‘Wheelie Fit.’ ‘The Core Control Groups’ (adults and children) for specific cohort of clients has been very successful with pre and post outcome measures demonstrating considerable gains.

The department collaborates with other agencies and hospitals to ensure that clients have the most up to date treatment opportunities. For example the Selective Dorsal Rhizotomy (SDR) pilot project is a collaborative project with Enable Ireland and consultants in Temple Street Hospital. SDR is a neurosurgical procedure that may be of benefit to some children with spastic diplegia, currently not available in Ireland but the CRC are assessing children for possible SDR treatment.

*Client Activity 2014*

|                                |                                |                                       |
|--------------------------------|--------------------------------|---------------------------------------|
| <b>Clients</b><br><b>2,047</b> | <b>Visits</b><br><b>19,194</b> | <b>Interventions</b><br><b>41,720</b> |
|--------------------------------|--------------------------------|---------------------------------------|



# PSYCHOLOGY

The Psychology Department provides a full range of clinical and educational psychology services, including assessment, counselling and therapy. Most work in psychology is done on an individual, couple or family basis through the work of three clinical and three educational psychologists. We provide our services through the CRC centres in Clontarf, Waterford and Clondalkin. Our staff is also involved in a number of research pursuits and provide teaching and training services both in house and for outside agencies. Group work is conducted and consultation services are provided from time to time to a number of outside organisations. A counselling psychologist works on a sessional basis to help compensate for staff working less than full time.

The department provides teaching input at postgraduate level in clinical, educational and counselling psychology in University College Dublin and Trinity College Dublin. Placement and supervision of trainees in educational psychology is also provided.

We continue to expand the range and impact of our services via greater involvement in specialist clinics such as the Neuromuscular Clinic and the Feeding Eating, Drinking and Swallowing Clinic; engaging in research and matching challenges to individual staff interests. Joint work has been undertaken with Occupational Therapy, Social Work, Physiotherapy and Speech and Language Therapy departments.

Group work is provided in a number of areas including relaxation training, assertiveness and social skills training, and anger management. Group work generally involves multidisciplinary input.

Focus for the coming year will be on consolidation of current services and projects in the context of a challenging economic environment and increasing service demands and on managing the transition to progressing disability services.



Clients ↑3%  
**417**

Visits  
**1,829**

Interventions  
**5,198**

*Client Activity 2014*

# SOCIAL WORK

Our primary goal in the Social Work Department is to work in partnership with service users and their families and carers so they can enjoy a quality of life that will support and empower adults and children with physical disabilities to achieve their maximum potential as individuals.

A social work assessment considers the needs of the whole family and three interacting aspects: the capacity and coping strengths of the parents/carers, the child/adult's individual needs and caring demands, and the supports available from family, friends, and neighbours. This enables the social worker to assess the impact of the disability on the family and to plan appropriate support.

In 2014 the social work department provided a range of ongoing supports for parents, children and adults who attend the CRC in a variety of ways:

- ▶ Individual Counselling
- ▶ Information and Advice
- ▶ Advocacy
- ▶ Crisis Intervention
- ▶ Weekly Parent and Toddler Group
- ▶ Sibshops
- ▶ Parents' Plus
- ▶ Parents' Support Evenings
- ▶ Administration and co-ordination of the Summer Project
- ▶ Adult Respite Breaks
- ▶ School Leavers' Preparation Group



In 2014 we introduced a number of new initiatives including:

- ▶ The Child & Adult Protection & Welfare Committee
- ▶ Designated Liaison Person (DLP) in all areas of the CRC
- ▶ Child Protection Awareness Training
- ▶ Support to families attending the Neuromuscular Clinic
- ▶ The Summer Project was broadened to include children from Scoil Mochua, Clondalkin.
- ▶ Resilience Support Group for Parents and a Grandparents' Support Group.

Clients **↑13%**  
**735**

Visits  
**4,752**

Interventions  
**9,481**

*Client Activity 2014*

# SPEECH & LANGUAGE THERAPY

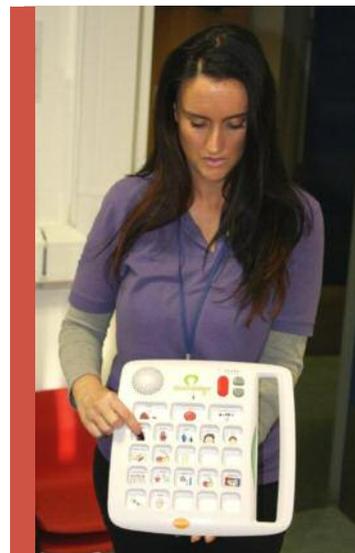
The Speech and Language Therapy Department (SLT) in the CRC provides a client centred service focused on enhancing and developing function and participation of our clients in an appropriate and safe manner.

The Department provides services in the areas of Speech, Language, Voice, Management of Drooling, Communication, Feeding, Eating, Drinking and Swallowing (FEDS) and Alternative and Augmentative Communication (AAC).

We specialise in FEDS, AAC and communication difficulties related to physical disabilities and the department provides training to colleagues and students as well as conducting research to ensure the most appropriate interventions are provided.

Speech and Language therapists are members of the multidisciplinary team who provide an assessment and consultative service to regional clients through assessment, review and outreach clinics. We provide clinics in CRC's centres in Clontarf, Clondalkin and Waterford. The SLT department provides a range of therapy services tailored to the needs of the individual client with early intervention and school age outpatient services and increased provision of outreach services and family days.

An important part of our work is training and in collaboration with other departments. We offer individualised feeder practice review and training for staff and volunteers in CRC schools. This initiative was undertaken to maximise the comfort, safety and wellbeing of clients and feeders. It was undertaken with the support and assistance of the school principals, the nursing department and the occupational therapy department.



Clients ↑3%  
**818**

Visits  
**5,287**

Interventions  
**22,081**

*Client Activity 2014*

# WATERFORD SERVICES FOR CHILDREN

Central Remedial Clinic Waterford is a regional centre of the Central Remedial Clinic. There are two aspects to the service: a Regional Assessment Service providing specialist services including assessment and consultancy support to children with a physical disability from the South East Region (Waterford, Wexford, Carlow, Kilkenny and South Tipperary), and a Local Treatment Service providing regular therapy and intervention to children from Waterford Community Care Networks 2, 3 and 4.



The number of interventions reflects the high level of activity and demand for specialist services in the region. The background to the work involved is reflected in the individual departmental reports.

CRC Waterford continues to work very closely with our colleagues in the HSE, particularly in relation to the role out of Progressing Disability Services for Children and Young Persons both from the perspective of local services in Waterford and the specialist services within the region.

In 2014 the Social Work Department in conjunction with other departments ran an information fair, for school leavers and their parents. Third level education organisations and leisure and support organisations attended. A talk on the Disability Access Route to Education (DARE) was also presented. Past clients of CRC who are currently undertaking study in further education were invited to participate.

**Clients**  
**565**

number of clients who attended during the year

**Visits**  
**3,648**

the number of calendar days clients attended

**Interventions**  
**17,459**

the direct and indirect contact with a client

*Client Activity for Central Remedial Clinic Services for Children, Waterford*

# HIGHLIGHTS & ACHIEVEMENTS

## What our Parents say about us – A Qualitative Study

Following the publication of the results and recommendations from the 2013 survey of parents' views on the service, a planning group consisting of the Clinical and Children's Services Manager and the Managers of OT, PT, Psychology, SLT and SW was set up to ensure that as many as possible of the recommendations from the survey were achieved. The group met eight times in 2014.

The group chose to pursue eight projects identified as being important to parents. The following list shows the status of the chosen projects at the end of 2014:

### Completed Projects:

- ▶ Review of the referral process
- ▶ Map for Reception

### Projects in train:

- ▶ Provision of Information especially information around the introduction to the CRC.
- ▶ Set up formal introduction to the service
- ▶ Formalisation of Key worker provision
- ▶ Yearly planning meeting for all children for whom we are the primary service provider (*pilot commenced*)
- ▶ Family Room
- ▶ Staff awareness/training around parent emotions and the management of this.





meet  
**Jack**

Jack O'Donovan was born on the 19th March 2003. The excitement from myself and his Dad was amazing when told we had a baby boy. Unfortunately, Jack was not too well and was put straight into an incubator. He was diagnosed with Cerebral Palsy and expectations for his survival were not good.

Jack beat all odds against him and started breathing on his own and after 6 weeks was allowed to go home. The awful stress of 'how can we help our little boy live a normal life' was a very heavy burden to bear until we made our first visit to The Central Remedial Clinic in Clontarf.

Jack was only 3 months old when we arrived for our first visit and the knowledge that 'we were not on our own' any more but had the support of all the staff in the CRC and also the families that had children attending. We met the most amazing Teachers, Nurses, Occupational Therapists and Physiotherapists who gave Jack attention second to none and are very Person Centred driven. Our life became much easier being able to share our experiences with all involved in the CRC.

Jack now attends school which he thoroughly enjoys. He has come on amazingly well thanks to the hard dedication of everyone in the CRC. His smile in the morning getting on the bus is a great delight to see for us knowing he is really keen to get to school and meet up with his friends. When he comes home in the evening, he loves to share his 'news' of what happened in school that day with his family on his computer.

I like to host a coffee morning every year to raise much needed funds for the continuing support of all who attend the CRC – both adults and younger people.

Without the support of the CRC, our lives would be more difficult and Jack would not have as much stimulation and the support levels he needs due to his Cerebral Palsy.

CRC SCHOOLS



# CRC SCHOOL CLONTARF

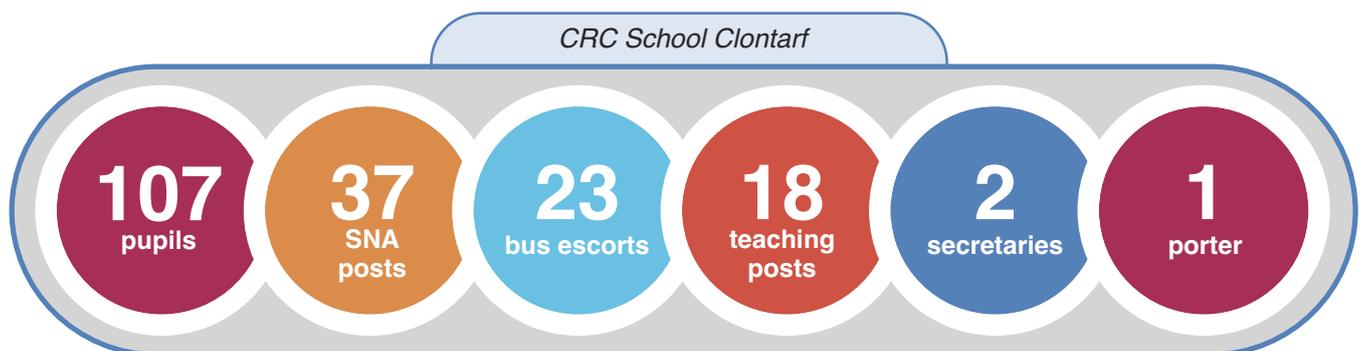
The CRC School provides differentiated and individualised education to pupils with physical and multiple disabilities from its north Dublin catchment area. Pupils also access health and social services and other essential services mainly during the school day.

During 2014, the school had an enrolment of 107 pupils. This represents a 10% increase over five years previously. All pupils have multiple disabilities but with a primary physical disability in line with our official school designation. A number of pupils have complex medical needs and this year we catered for children with tracheostomies and other serious conditions. Up-skilling of special needs assistants enabled the school to enrol pupils that could not be catered for in other schools.

The school had a staff allocation of 18 teaching posts, including the principal, 37 SNA posts, two secretaries and a porter/ care worker. The Department of Education & Skills directly funded the salaries of the teachers and SNAs, and grant funded the salaries for ancillary staff. 23 bus escorts were employed by the CRC School Board of Management, and were paid by the Board with all payments reimbursed by the Department of Education & Skills at the end of the year. Grant-aided hot lunches and free school transport continued to be provided for all pupils.

## 2014 Developments

- ▶ Thanks to the fundraising efforts of numerous groups the school now has a wonderful outdoor playground and soft play area. The equipment in the playground suits the needs of all of the pupils in the school so they can avail of this great facility when the weather is fine and without leaving the premises.
- ▶ Our senior pupils accessed the state certified courses as appropriate with a number completing their Junior Certificate Schools Programme and ECDL. The 2014 Junior Certificate results were excellent and a cause of much celebration.



# CRC SCOIL MOCHUA CLONDALKIN

Scoil Mochua, located in Clondalkin, caters for children with a wide range of physical and multiple disabilities. Each child enrolled has a primary diagnosis of a physical disability, often accompanied with significant medical needs and sometimes a secondary diagnosis of a learning disability. Alongside their educational programmes, our students also receive a range of supports in the school such as Nursing care, Physiotherapy, Speech and Language Therapy and Occupational Therapy, amongst others.

In 2014, the enrolment in the school was 57. We had an allocation of nine teaching posts plus the principal, 21 SNAs, two secretaries and other support staff.

Escorted transport, to and from school is provided for the children, funded by the Department of Education and provided by Bus Eireann.

The Scoil Mochua curriculum includes the Aistear programme for children aged 3-5, the revised primary curriculum and the NCCA curriculum for children aged 4 - 12 years with special needs along with the Junior Certificate Programme for post-primary students where applicable. These programmes are complemented by the use of ICT and Assistive Technology throughout the school. Swimming, horse-riding, enterprise and inclusion programmes with local schools also run side by side with the base curriculum providing our students with education in the wider community.

Scoil Mochua also has a multi-sensory room and a large sensory garden which assist our multi-disciplinary team in the delivery of multi-sensory programmes to our students.

## 2014 developments

- ▶ Scoil Mochua took part in a Comenius Programme funded by Leargas which involved a group of our students and staff travelling to Cyprus, Turkey, Wales and Austria. Scoil Mochua also hosted visits from other schools in return. The Comenius Programme provided staff and students with the opportunity to interact with and observe practice in special schools abroad. When hosting the schools in Dublin, trips were organised to places such as Dublin Zoo, Áras an Úachtaráin, Baldonnel Aerodrome, Croke Park and the Mansion House amongst others. It was a fabulous experience for all involved.
- ▶ Many educational trips were also undertaken by various class groups such as Music in the Classroom, visits to Art galleries, an Irish Wheelchair Association sports event in Santry and many others.
- ▶ During the year, as part of the School Self Evaluation Programme, in line with Department of Education guidelines, Scoil Mochua launched its Guided Reading Programme which was funded by the CRC. This has enhanced the literacy experience of all students and it is hoped to expand this programme in the coming year.

### CRC Scoil Mochua Clondalkin



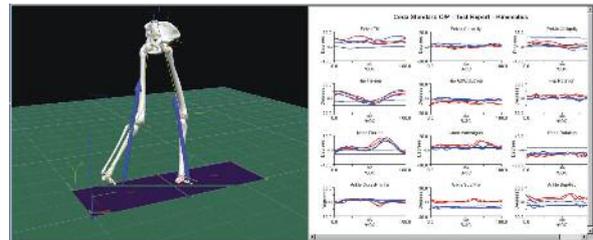
# GAIT LABORATORY

The Gait Laboratory conducts expert assessment of a person's walking ability and other functional movements using computerised systems and sensor technologies. The objective 3-dimensional data generated enables therapists, doctors and surgeons to diagnose certain conditions and to decide more confidently on appropriate ways to manage walking and movement difficulties with physiotherapy, orthotics, medical and surgical interventions.



Services are provided mainly from our permanent laboratory in Clontarf. Outreach services are provided in the South East and Mid West through our award-winning and innovative mobile gait laboratory. This saves children and families from these areas having to travel to Dublin for this service.

Clinical work is supported by a comprehensive research and education programme. The lab has developed an important role in clinical audit through case conferences and participates in a multi-agency group set up by the HSE to assess suitability for Selective Dorsal Rhizotomy (SDR).



## 2014 Developments/Highlights

- ▶ An increase in throughput of 4% despite a reduction in staffing capacity.
- ▶ Delivery of eighteen educational talks/papers/workshops to professional groups nationally and internationally
- ▶ Seven published research papers and one book chapter in international peer-reviewed journals.
- ▶ Delivery of advanced gait analysis course.
- ▶ Awarding of a Health Research Board fellowship worth €200,000 to one of our senior physiotherapists to research crouch gait in cerebral palsy.
- ▶ Further advances in our capacity to measure balance, spinal and upper limb movements.
- ▶ Celebration of 25 years since foundation of the lab with an open day and evening lectures by Prof. Tim O'Brien, orthopaedic director, and Prof. Andrew Roberts, Oswestry, UK.

# NATIONAL & EUROPEAN PROJECTS

European projects have been an important addition to the services of the CRC. Through project grants the CRC has been able to expand specialised services through a range of projects for people with disabilities, such as the E4 project (technology training and employment) the Statement project (assistive technology for students) and the KPT project (assistive technology training for professionals).

In 2014, the European project section completed its work on Assistive Technologies and Inclusive Solutions for All (ATIS4all), a pan European project developing a portal of information on all aspects of assistive technology.



## Wheelchair Secretariat Global Network



The European Project section continues its collaborative work with the Engineering Research Laboratories in the University of Pittsburgh USA, on the establishment of a Wheelchair Secretariat global network. The aim is to promote the professionalisation of wheelchair services through the development of a range of activities including information portals, training courses and outcomes based research. We have a history of successful collaboration with the University of Pittsburgh, not least our work on the International and European Seating Symposia.

## Message Banking / Voice Banking:

As part of our future developments, research has begun on examining the concept of Message Banking. Message banking and voice banking involves clients recording their voices to be used in the future with a Voice Output Communication Aid (VOCA).



## 3D Printing Project



Collaboration has also commenced with University College Dublin Bio-engineering Department to examine the potential applications of 3D printing in the area of Assistive Technology, working on the development of individual head supports, custom made lateral supports, hand controls and head switches.

## Standards Project

Work has also begun on a Standards project to develop a Quality Manual and a Quality Procedural Manual which will be submitted to National Standards Association (NSAI) for quality ISO 9001 Certification and Registration.



# FUNDRAISING CRC & THE CARE TRUST

## See Your Euro at Work

When you give to CRC, you're making a major difference in the lives of children in your community. Each year, nearly 4,000 clients come to CRC because of our unique focus on disabilities and complex medical conditions.

Your gifts not only support our core medical and clinical services, but also allow us to offer greater support.

The CRC is supported through the hard work and dedication of The Care Trust team. The Care Trust raise much needed funds for the CRC every year.

## Significant changes to fundraising at the CRC:

Since September 2014, our new Board and new CEO have made significant changes to how the funds you raise for us are accounted for and spent:

- ▶ We have set up a new separate bank account for all fundraised money.
- ▶ Every donation and fundraising income is tracked and reconciled on a monthly basis.
- ▶ Robust procedures for lodging and accessing these funds are in place.
- ▶ We have signed up to the Code of Governance.
- ▶ We are committed to complying with the Statement of Guiding Principles for Fundraising.
- ▶ We are reviewing our strategy for fundraising going into the future.

We are in the process of updating our website to make sure you know what money is being raised for the CRC and how it is being spent.

## How we spend your money

Charitable funds make a real difference to children and adults attending the CRC's services, as they fund equipment and projects that could not otherwise be provided.

### Donated income is spent on:

- ▶ critical equipment
- ▶ service user events, trips & fundays
- ▶ essential upkeep of our buildings
- ▶ research & training



Senan Mullins, CEO of The Care Trust presents a cheque, for the half year, 2015, to the Central Remedial Clinic. Pictured (L to R), Kieran Timmins Chairman CRC Board, Stephanie Manahan CEO of the CRC, Senan Mullins CEO of The Care Trust, Tom Quinn CRC Board Member / Chairman of The Care Trust Board and Tom Fleming, CRC Board Member / Member of The Care Trust Board.



## SUPPORT SERVICES



# SUPPORT SERVICES



## Catering Department, Clontarf

As a Catering Department our aim is to provide the highest quality food service to clients, visitors and staff. We use products that are nutritionally balanced, we maintain the highest standards of care and we serve food in a professional manner. We are passionate about what we do in the best interests of all who attend, work in or visit the CRC.

Our primary activities are to provide food that meets the needs of all clients, visitors and staff, including textured modified menus and allergen controlled diets. While achieving this in the best possible way, it also enables us to incorporate waste control management and best recycling practices.

### 2014 Developments

In 2014 we developed a procedure for preparing and 'molding' foods that significantly improved the appearance and texture of the menu for people with special feeding needs such as dysphagia. This makes the food more appealing and provides a means to add food supplements where appropriate. We hope to improve on this by widening the range of products we currently serve.

Over the course of the year, we served up lots of food to many customers. In 2014, for example, we served 9,229 main courses, 2,376 sandwiches, 2,210 scones and 5,899 bowls of soup (an indication of the weather ... or the quality of the soup!).



### Aims for 2015

Due to continuing changes in food legislation, we hope to have completed systems for identifying, preparing and dealing with new food allergen legislation.

We are also currently working on a programme to make our hot food service coeliac-friendly.

## CRC Transport Department



The Transport Department provides the vital link between service users and the CRC. We seek to complement the range of services accessed by service users by providing friendly, professional and efficient transport to our preschool children, learners, service users, carers and families. We operate between all CRC facilities.

**Our transport services include:**

- Daily transport for CRC Preschool pupils*
- Outings for CRC school pupils and access to offsite therapies*
- Weekly horse-riding trips*
- Access for service users to the Local Centres*
- Access for learners to the Training Centres*
- Access for service users to clinical and therapeutic appointments*
- Movement of equipment*
- Outings for Local Centres to respite locations, shopping and cultural trips*
- Access for Transition Project learners to drama, horticultural and local radio projects*
- Access to the annual Summer Project for CRC school pupils*

**2014 Developments**

2014 was a busy year at the Transport Department. A much needed new minibus came on stream and was immediately pressed into service to support the activities of the busy daily schedule.

The July Summer Project was a huge success and saw record numbers of over 70 people participate on some outings. As ever this was all achieved while maintaining a full schedule of staff training and a 100% safety record.



In 2014, over 400,000kms were recorded – the equivalent of 10 round the world trips or a journey to the moon!

**Swimming Pool, Clontarf**

In our swimming pool, we aim to promote the health and well-being of all those who use the facility, including our clients and members of the public. We provide swimming facilities for sporting, recreation, community and treatment activities, in the interests of improving the quality of life of everyone who attends.

**2014 Developments**

In 2014, we provided a full and inclusive programme of sessions catering for all ages and abilities. Our timetable was carefully managed to ensure that sessions were available at the most convenient and popular times.

We hired out the pool to swimming clubs, schools, summer projects, swimming teachers or to families for birthday parties and special events.

To keep our swimming pool warm and clean in 2014, we went through 405,000 litres of water and almost 85,000 litres of oil. We are always looking for new ways to both save



money and reduce our carbon footprint and to do this, we installed a new pool cover in 2014 to reduce surface heat loss at night and retain heat, water and cleanliness.





## APPENDICES



## Extracts from the

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CENTRAL REMEDIAL CLINIC

**Opinion on financial statements**

In our opinion the financial statements:

- ♦ give a true and fair view of the assets, liabilities and financial position of the Company as at 31 December 2014 and of its surplus for the year then ended;
- ♦ have been properly prepared in accordance with Generally Accepted Accounting Practice in Ireland; and
- ♦ have been properly prepared in accordance with the requirements of the Companies Act 2014.

**Matters on which we are required to report by the Companies Act 2014**

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

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

We have nothing to report in respect of sections 305 to 312 of the Companies Act 2014 which require us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by law are not made.

Breffni Maguire  
for and on behalf of Ernst & Young  
Chartered Accountants and Statutory Audit Firm  
Dublin

4 September 2015

**Extracts from the Financials for the year ended 31 December 2014  
Charity Number (CHY4998) and Company Registered Number (14880).**

**PROFIT AND LOSS ACCOUNT**

|  | 2014                | 2013                |
|--|---------------------|---------------------|
|  | €                   | €                   |
| <b>Income</b>  |                     |                     |
| Grant income   | 16,369,982          | 16,728,337          |
| Donations / fundraising -<br>Friends and Supporters of Central Remedial Clinic Ltd | 27,223              | 700,000             |
| Lottery Proceeds -<br>The Care Trust Limited                                       | 441,219             |                     |
| Other donations / fundraising  | 36,795              | 328,962             |
| Income from other activities   | 1,561,729           | 1,622,069           |
| <b>Total Income</b>  | <b>18,436,948</b>   | <b>19,379,368</b>   |
| <b>Expenditure</b>   |                     |                     |
| Staff costs  | (14,361,577)        | (15,046,911)        |
| Exceptional cost – Chief Executive Retirement                                      | -                   | (678,336)           |
| Operating costs  | (3,146,818)         | (3,273,255)         |
| Depreciation and amortisation  | (1,262,335)         | (1,527,733)         |
| Capital grants amortised   | 541,288             | 541,288             |
| <b>Total expenditure</b>   | <b>(18,229,442)</b> | <b>(19,984,947)</b> |
| Net operating surplus/deficit for year   | 207,506             | (605,579)           |
| Interest payable and similar charges   | (4,730)             | (9,204)             |
| Net finance expense in relation to<br>defined benefit pension plan                 | (57,000)            | (105,000)           |
| Loss on disposal of fixed assets   | (5,024)             | (2,062)             |
| <b>Net surplus for year</b>  | <b>140,752</b>      | <b>(721,845)</b>    |

**Extracts from the Financials for the year ended 31 December 2014  
Charity Number (CHY4998) and Company Registered Number (14880).**

**BALANCE SHEET**

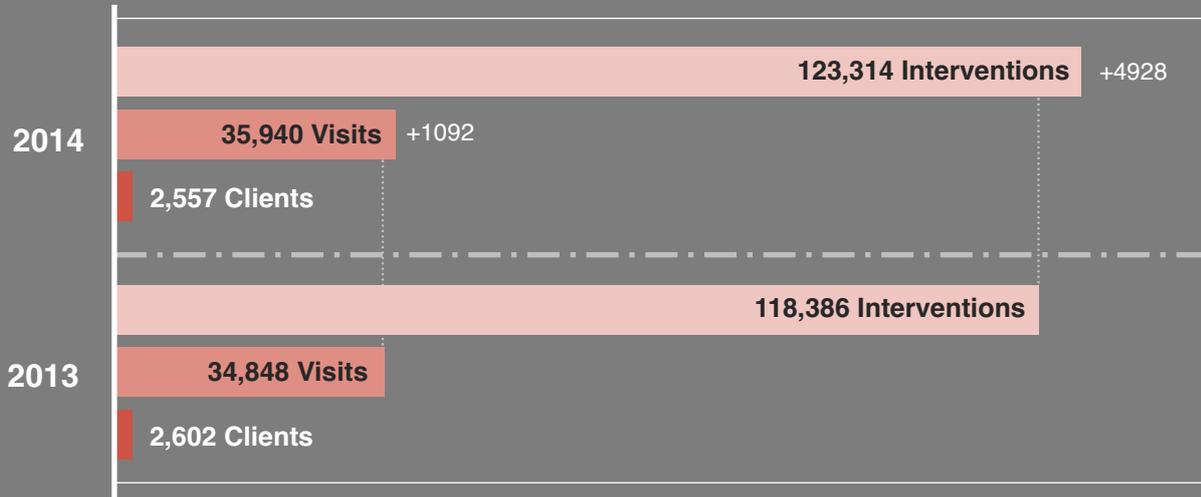
|  | 2014                | 2013               |
|--|---------------------|--------------------|
|  | €                   | €                  |
| <b>Fixed assets</b>  |                     |                    |
| Intangible assets  | 1,714,286           | 1,771,429          |
| Tangible assets  | 13,384,572          | 14,257,238         |
| <b>Total Income</b>  | <b>15,098,858</b>   | <b>16,028,667</b>  |
|  |                     |                    |
| <b>Current Assets</b>  |                     |                    |
| Grants receivable  | 1,535,582           | 1,636,697          |
| Debtors and prepaid expenses   | 69,666              | 282,484            |
| Stocks   | 49,367              | 63,743             |
| Short-term investments   | 800                 | 800                |
| Cash and bank deposits   | 539,482             | 181,809            |
| <b>Total</b>   | <b>2,194,897</b>    | <b>2,165,533</b>   |
|  |                     |                    |
| <b>Current Liabilities</b>   |                     |                    |
| Creditors and accrued expenses   | (1,441,329)         | (1,782,861)        |
| Bank overdraft   | (281,584)           | (380,961)          |
| <b>Total</b>   | <b>(1,722,913)</b>  | <b>(2,163,822)</b> |
| <b>Net Current Assets</b>  | <b>471,984</b>      | <b>1,711</b>       |
|  |                     |                    |
| <b>Non-Current Liabilities</b>   |                     |                    |
| Long term loan – Friends and Supporters of the Central Remedial Clinic Limited | (3,000,000)         | (3,000,000)        |
| Pension liability  | (9,277,000)         | (2,379,000)        |
| <b>Total</b>   | <b>(12,277,000)</b> | <b>(5,379,000)</b> |
|  | <b>3,293,842</b>    | <b>10,651,378</b>  |
|  |                     |                    |
| <b>Financed by</b>   |                     |                    |
| Reserves   | (5,461,629)         | 1,354,619          |
| Capital grants   | 8,755,471           | 9,296,759          |
|  | <b>3,293,842</b>    | <b>10,651,378</b>  |

### Clinical and Children's Services Total Activity 2014

|                     | Clients      | *Visits       | *Interventions |
|---------------------|--------------|---------------|----------------|
| Adults              | 630          | 5,326         | 13,717         |
| Children            | 1,927        | 30,614        | 109,498        |
| <b>Report Total</b> | <b>2,557</b> | <b>35,940</b> | <b>123,214</b> |

\*Note: Excludes clients seen in ATSS & Gait Lab  
**Visits:** refers to the number of calendar days a client comes into the CRC.  
**Interventions:** includes all work relating to a client; direct face to face contact and non direct contact

### Activity Comparison 2014 & 2013



### Departmental Activity Data

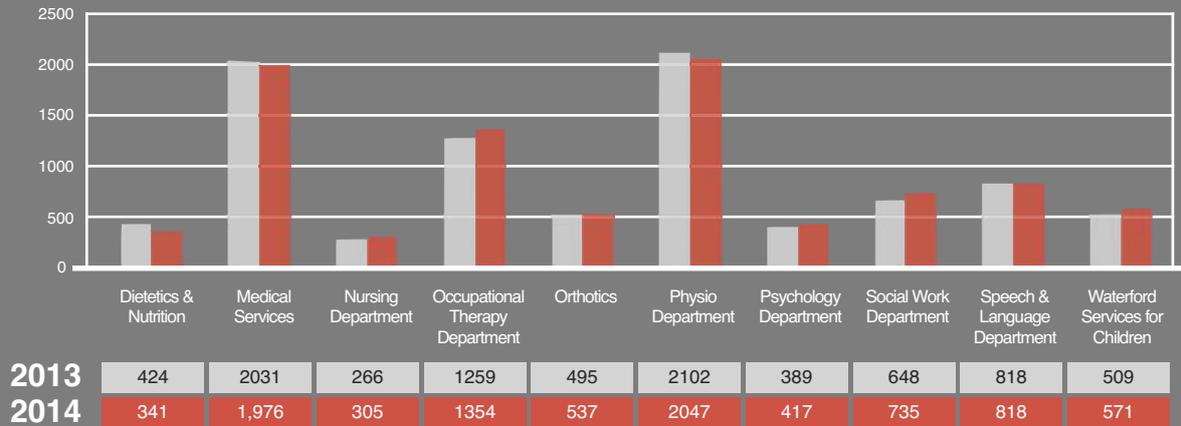
|                                 | Clients | Visits | Interventions |
|---------------------------------|---------|--------|---------------|
| Dietetics & Nutrition           | 341     | 532    | 1,948         |
| Medical Services                | 1,976   | 3,205  | 8,224         |
| Nursing Department              | 305     | 8,769  | 16,332        |
| Occupational Therapy Department | 1,354   | 6,210  | 16,987        |
| Orthotics                       | 537     | 946    | 1,239         |
| Physiotherapy Department        | 2,047   | 19,194 | 41,720        |
| Psychology Department           | 417     | 1,829  | 5,198         |
| Social Work Department          | 735     | 4,752  | 9,481         |
| Speech & Language Department    | 818     | 5,287  | 22,081        |
| Waterford Services for Children | 571     | 3,357  | 13,496        |

*Clinical and Children's Service: Activity by HSE Area*

|                          | Clients | Visits | Interventions |
|--------------------------|---------|--------|---------------|
| Carlow/Kilkenny          | 139     | 327    | 2,176         |
| Cavan/Monaghan           | 52      | 108    | 588           |
| Clare                    | 37      | 81     | 449           |
| Donegal                  | 67      | 115    | 1,570         |
| Dublin North             | 432     | 10,434 | 30,724        |
| Dublin North Central     | 138     | 3,106  | 8,623         |
| Dublin North West        | 281     | 6,377  | 19,681        |
| Dublin South             | 30      | 163    | 617           |
| Dublin South Central     | 27      | 372    | 1,255         |
| Dublin South East        | 23      | 276    | 736           |
| Dublin South West        | 53      | 1,871  | 6,368         |
| Dublin West              | 129     | 5,087  | 17,384        |
| Galway                   | 71      | 135    | 880           |
| Kerry                    | 13      | 23     | 130           |
| Kildare/West Wicklow     | 70      | 2,382  | 8,308         |
| Laois/Offaly             | 89      | 187    | 1,253         |
| Limerick                 | 57      | 96     | 554           |
| Longford/Westmeath       | 69      | 183    | 1,250         |
| Louth                    | 82      | 286    | 1,347         |
| Mayo                     | 42      | 77     | 681           |
| Meath                    | 125     | 772    | 2,533         |
| North Tipperary/Limerick | 27      | 44     | 230           |
| Roscommon                | 25      | 58     | 308           |
| Sligo/Leitrim            | 19      | 39     | 234           |
| South Tipperary          | 75      | 185    | 1,241         |
| Waterford                | 219     | 2,640  | 11,448        |
| Wexford                  | 133     | 402    | 2,176         |
| Wicklow                  | 22      | 70     | 274           |

\*Note: HSE Areas with <10 people seen are not included

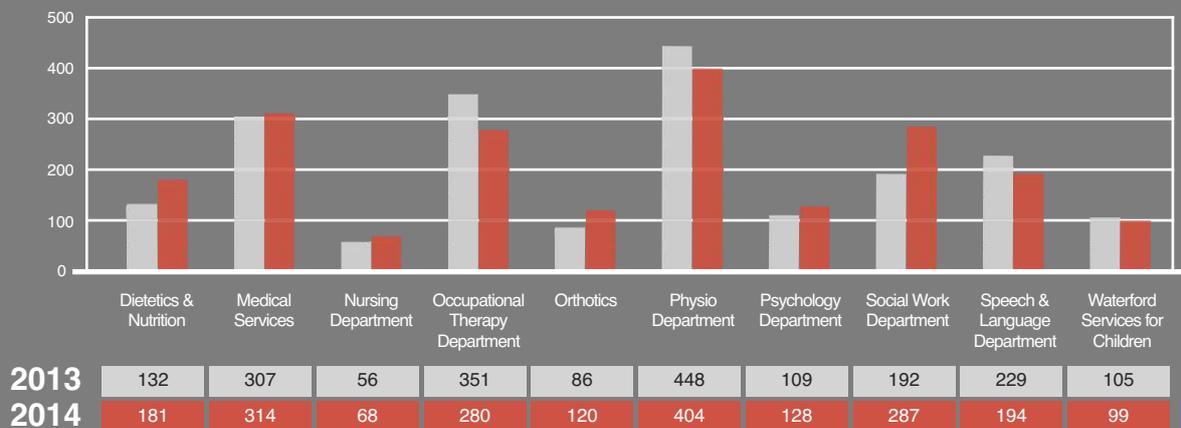
### Departmental Activity: Clients seen 2013 v 2014



### Waiting List Numbers & Referrals 2014

|                                 | Waiting List | Referrals |
|---------------------------------|--------------|-----------|
| Dietetics & Nutrition           | 79           | 181       |
| Medical Services                | 128          | 314       |
| Nursing Department              | 4            | 68        |
| Occupational Therapy Department | 125          | 280       |
| Orthotics                       | 24           | 120       |
| Physiotherapy Department        | 79           | 404       |
| Psychology Department           | 73           | 128       |
| Social Work Department          | 27           | 287       |
| Speech & Language Department    | 64           | 194       |
| Waterford Services for Children | 179          | 99        |

### Departmental Activity: Referrals 2013 v 2014







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**Charity #: CHY 4998**

**Company #: 14880**

**CRA Registered #: 20006938**