

Central Remedial Clinic

Annual Report 2013

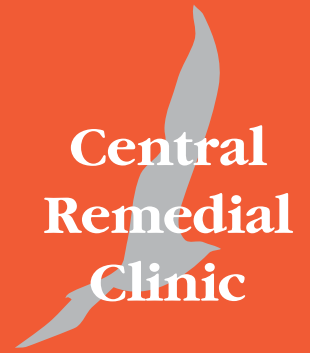


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Mission Statement

The Central Remedial Clinic is concerned about the well-being, satisfaction, health, development and education of people with disabilities and the welfare of their families, advocates and supporters.

Our key aims are to help people with disabilities to take responsibility for and have control over their own lives and to set and achieve their own goals.

We seek to achieve our aims through assessment, consultation, treatment,

education, development and support services, to the best of our abilities.

We also seek to understand, anticipate and respond to needs in a timely and efficient manner. We endeavour to do our daily work in a consistent, friendly way and to discuss issues openly, in a spirit of partnership, with people we seek to serve.

In 2013, 4,091 children and adults with disabilities were supported by the Central Remedial Clinic.

1,394 new referrals were received.

A total of 173,000 interventions were recorded for people attending the CRC.

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

Chairman Address



I am pleased to present the Central Remedial Clinic's (CRC) annual report and present an outline of our new beginnings. Since our inception, we have grown to be one of the largest organisations in Ireland dedicated to the wellbeing and health of people with physical and multiple disabilities. Despite the challenges and issues of 2013, our staff continue to provide people with disabilities with the services they need, in the professional manner they have come to expect. In 2013 we provided 4,091 children and adults with a range of supports and we will continue to grow and develop new areas to facilitate the needs of our clients.

We are determined to rebuild the reputation and good name of the CRC built up since our foundation. The events of 2013 which led to the resignation of the previous board and CEO are well documented.

**Kieran Timmins,
Chairman
2014**

A new Board of Directors (*previously named Board of Governors*) has been in place since April 2014 and I present a full account in my Chairman's report to the 2014 AGM, which is included in the appendix of this report. Following an open and transparent recruitment process, we were delighted to welcome Ms Stephanie Manahan as Chief Executive Officer (CEO) in June 2014. With extensive experience in the health service, Ms Manahan has been working hard with the Board and the staff of the CRC to build on and develop CRC services into the future. Her in-depth expertise and the highly skilled staff of the CRC will ensure that we will respond to the needs of our clients and service users. We will continue to develop to ensure that we provide the most comprehensive and up to date services to reflect international best practice.

As the new Chairman of the Central Remedial Clinic, I want to assure the public and the people who use our services of the high standard of corporate governance practices which we have now initiated in our organisation, at the heart of which is accountability and transparency. I want to thank the public for their continued support, and assure them that we are continuing our work to ensure that people with disabilities are provided with the first class service they truly deserve.

Chief Executive Address



As the new CEO of CRC, I am pleased to present the 2013 annual report. Despite a most challenging year the CRC has continued to deliver exceptional services across all of its many sites, and details of the work we do and the very many different elements of the service are found in the following pages.

From the brave and inspirational beginnings of two women's vision over 62 years ago to the organisation it is today indicates a true resilience and commitment that is testament to the people and service users that are the CRC. Over the year we worked with over 4,000 children and adults and met all the service level agreements we had committed to with the Health Service Executive (HSE), the department of Education and Skills and the CDET. B.

The work of the CRC is underpinned by a commitment to excellence and a passion to enhance the quality of life for all of its people, children and adults. In addition

to the provision of health care, social care and adult education, the two schools, CRC School and Scoil Mochua, continue to be a source of considerable pride for the organisation and they are passionate about education. They embrace an inclusive, dynamic and innovative commitment to the education of all the children and work closely with parents and families in this aim. All our children deserve a great start and they get that in the schools of the CRC.

My focus for 2014 is to further build on the great work that is delivered in the CRC. We are embedding and embracing a new approach to governance and that will enhance the overall quality and substance of the organisation. We are also enhancing service user involvement in how we can continue to improve as we go forwards. I am committed to hearing all the voices; clients, staff and families as we move forwards on a new journey of good governance, openness and inclusiveness.

I am honoured to be the newly appointed CEO of the CRC. I am passionate about the work we do and am wholly committed to the development and continuation of the proud traditions upon which it was built. I want to thank all the staff, volunteers, service users, families and carers for their ongoing support in what was a turbulent year and I know they will all join me in shaping the future for this great organisation.

**Stephanie Manahan
CEO
2014**

Ability
Accountability
Achieving
Anticipating
Best Practice
Client & Family
Centered
Collaboration
Consulting
Decentralised
Services
Disability
Equity
Excellence
Friendly
Goals
Quality
Partnership
Responding
Supporting
Understanding

The CRC is a national specialist centre of excellence in the provision of services for people with disabilities.

It provides a client-centred, high quality multi-disciplinary, approach which embodies the values of excellence, equity, quality and accountability.

Executive Summary

The CRC is a national centre providing a comprehensive range of services for children and adults with physical disabilities. It is one of the largest providers of services for people with a physical disability in Ireland.

Clients attend the CRC from all over Ireland, 49% were from Dublin City. (Figure 1). In 2013, the CRC provided services to 4,091 clients including 1,394 new clients. These clients attended 99,200 times and received 173,000 interventions from our various departments. (Figure 2) Children

comprised 61% of all clients attending the CRC in 2013. It is also worth noting that 6% of clients were over 65 years (Figure 3). A breakdown of clients attending the Health, Technical & Social services (HTSS) reflecting the multidisciplinary nature of the interventions is shown in Figure 4. The number of clients attending the CRC in 2013 remains the same as 2012, however there was a 4% increase in the number of client visits reflecting the increase in the complexity of our clients' needs.

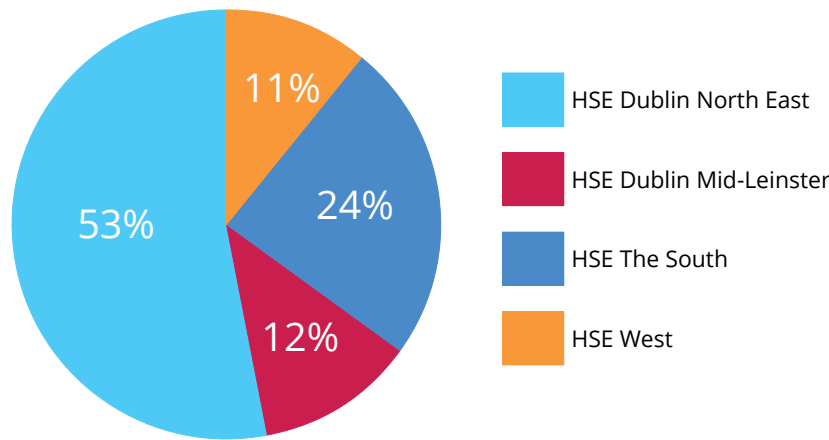


Figure 1: Client activity by HSE regions

TOTAL CLIENTS	4,091
NEW REFERRALS	1,394
INTERVENTIONS	173,000
ATTENDANCES	99,200

Figure 2: CRC activity 2013

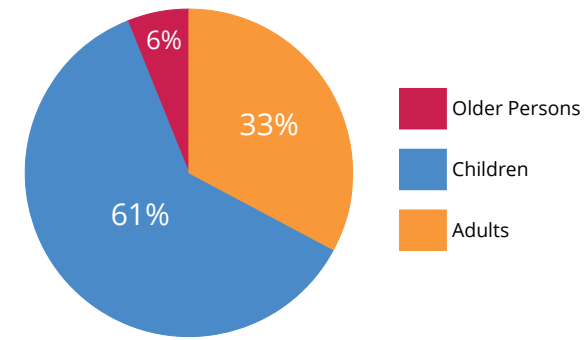


Figure 3: CRC health, technical & social services clients: age breakdown

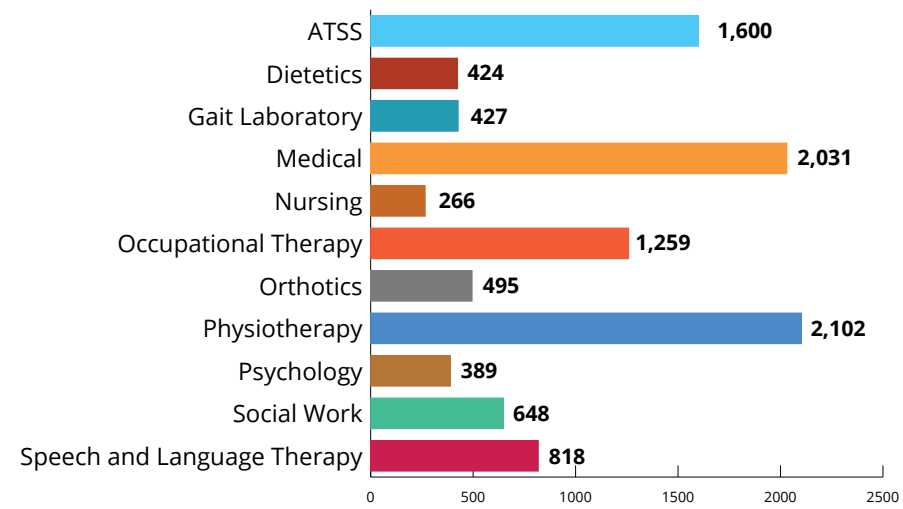


Figure 4: Breakdown of client attendances in HTSS services

Many services provided by the CRC are of a specialist nature, e.g. specialist clinics and technologies and are used by clients from all over Ireland. A number of these could be said to be unique specialisms. Specialist services include:

- A national assistive technology & specialised seating service
- A national gait analysis service
- Specialised multidisciplinary clinics
- Medical & therapy consultative services
- Day services and training programmes for adults
- Supported employment

Our services are currently delivered through regional and local centres; in Dublin – Clontarf, Clondalkin, Coolock, Firhouse, Hartstown and our regional centres in Limerick and Waterford.

We also provide services on an outreach basis to all parts of Ireland. This allows us to support our community based team colleagues when needed and at their request. The CRC is also patron of two schools in Clontarf and Clondalkin. These schools provide special education for children, aged 3-18 years with a physical disability.

In the past number of years, there have been significant changes, through policy and legislation, in the delivery of services to people with physical disabilities living in Ireland. During this time, the CRC has been working closely in partnership with the HSE, particularly in relation to Progressing Disability Services (PDS) for Children 0-18 years and New Directions (ND).

Number of...
 Clients 4,091
 New Referrals 1,394
 Attendances 99,200
 Interventions 173,000

Day Services for Adults
 Rehabilitative Training
 Supported Employment
 Assistive Technology
 Transition Programme
 Dietetics
 Gait Analysis
 Medical Services
 Nutrition and Dietetics
 Nursing
 Occupational Therapy
 Psychology
 Vocational Training
 Physiotherapy
 Speech & Language Therapy
 Social Work
 Seating & Mobility



New Developments at the CRC

- Spraoi: a sensory-integration room in the Occupational Therapy department, providing a large space for assessment, individual therapy, and groups.
- A purpose designed independence room, a showroom of independent living equipment, bathroom, bedroom, living room etc,
- A large qualitative study of parent views from which a number clear themes and parent recommendations emerged for our future direction.
- Expansion of the Summer Camp for school age children which saw 61% more children attending the camp than in 2013.
- Development of a new training course 'Physiotherapy for the Ambulant Child with Cerebral Palsy (CP)'. This was requested by and specifically aimed at physiotherapists that work outside of the CRC from all over Ireland.
- Development of a Service User Council which will be the voice of adult service users at Board and Senior Management Level.
- Twenty research studies were conducted.

Adult Support Services

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

- A vocational training programme (FÁS funded)
- A rehabilitative training programme
- An independence skills training programme
- A transition programme (for our school leavers in Clontarf)
- Supported employment
- A jobs club
- Personal development programmes
- Sport, social and leisure.

The adult service approach to service provision is based on the core values of person-centredness, community inclusion, active citizenship and service quality. We recognise the people who use our services as equal citizens who are entitled to live an ordinary life according to their own needs and desires.

Our overall aim is to provide a range of supports that people need 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. We believe that one of



the essential ingredients of achieving an ordinary life is good support. Our services and our person centred planning system are based in the Social Model of disability and on principles of community integration and inclusion.

Implementation of New Directions & Person-Centred Planning

Following the launch of the New Directions Policy Document for HSE funded Adult Services in 2012, this year we began the process of implementing the required changes to service provision across the division. New Directions policy requires that support be individualised and outcome-focused allowing people to live a life of their choosing in accordance with their own wishes, needs and aspirations.

A Person-Centred Planning Workbook and Action Plan and support material (including an information booklet for service users and families) has been developed to ensure that every service user has an opportunity to develop their own Person Centred Plan (PCP) based on the New Directions 'Twelve Pillars of Support'. The various Adult Centres are at different stages in the implementation of the process, and the intention is that every person will have PCP by the end of 2014, and have a nominated Key Worker who will support the implementation of their plan.

Adult Support Services (continued)

Developing the Service User Council

Work commenced on the development of a Service User Council who will be the voice of our service users at Board and Senior Management Level. The aim of the Council is to bring the views and priorities of those who use CRC services to those who control the resources and determine the policies of the CRC. A democratic election process will determine the membership of the new council.

Continuous Professional Development

CRC Adult Services is committed to the continuous professional development of the staff and the management team, to enable them to address the challenge of transforming the service in line with New Directions policy. The essence of the transformation means moving from sheltered work and passive centre-

based activities to community-based work and life activities. This includes making individual choices through the PCP process, supporting the person's life choices and promoting advocacy and self advocacy.

2013 Developments

A range of training courses and events were organised relating to the New Directions Policy including

- Implementation and developing Person-Centred Planning
- Promoting a culture of person-centeredness
- Managing behaviours that challenge
- Promoting advocacy and self advocacy
- Enhanced team-working skills
- Assisted decision-making & capacity legislation



'For 32 years, I had other people doing everything for me. I never used public buses or trains, I never had to – I was picked up from home every morning on a special bus, and dropped back home at the end of the day. I never made the dinner, never put on the dishwasher. I was so lazy because I was 'special' – it used to drive my brother mad because I was so spoilt but really his life was much better than mine. I realised through my Person Centred Plan that I could make new friends, I could go to go to the pub, go into town, start trying new things and start having a real life like my brother has. I got the help I needed be more independent. My life is not perfect but it's so much better than it was before I started.'

Ancillary Services

Ancillary Services provide essential utilities and support services to departments and centres of the Central Remedial Clinic.

Ancillary Services includes

- Capital development
- Catering
- Cleaning
- Maintenance and security
- Swimming pool (Clontarf)
- Transport

Ancillary Services:

- Provide a range of hot meals, snacks and hot drinks to clients, families, visitors and staff of the Central Remedial Clinic
- Maintain safe, clean and well-kept premises
- Transport clients and their families to services on a daily basis
- Provide access to swimming and water activities for clients, families, visitors and staff of the Central Remedial Clinic



2013 Developments

- Capital investment of €260,000 in Clontarf premises as part of a review of services and re-allocation of space.
- Appointment of a design team to develop Central Remedial Clinic Clondalkin for future service development.
- Significant changes to transport department, including the realignment of services and review of transport provision

Assistive Technology & Specialised Seating

The Assistive Technology and Specialised Seating (ATSS) department is a national, regional and local specialist consultative service operating from four centres: Clontarf, Clondalkin, Limerick and Waterford and in over twenty outreach locations in collaboration with the HSE. The ATSS team provides professional evaluation services and information for all areas of assistive technology including customised specialised seating, augmentative and alternative communication, specialised power mobility controls, environmental controls and more.

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 our assessments to ensure that the device recommended for our clients meets their needs both in terms of comfort and function. The

ATSS department operates a number of collaborative outreach services, working with the HSE to provide services in nursing homes and hospitals.

ATSS will continue to improve and find innovative ways to ensure our clients receive a timely and efficient service. The service prioritises urgent clients and endeavours to ensure that no client is left without a needed assistive device.

2013 Developments

- Filled a crucial gap in service provision to clients aged over 65 years in nursing homes.
- Development of a seamless service with our HSE colleagues where clients are assessed by local teams and more complex cases are referred to our service.
- Successful European Seating Symposium with over 900 delegates from around the world and 250 trade delegates attending the 4th International Dublin Conference.



Clinics in...

Beaumont Hospital

Cheeverstown Clinic

Ennis Clinic

Hamilton NH

Mater Hospital

NRH

St Doolagh's NH

St Gabriel's NH

St Mary's Hospital

St Michael's House

Tara Winthrop NH

Thurles Clinic

2013 Activity...

1,600 Clients

570 New referrals

7,190 Attendances

13,719

Interventions

Catering in Clontarf, Coolock, Firhouse, Hartstown

Cleaning of all premises

Fully accessible transport to clients & their families to and from our centres in Clontarf, Coolock, Firhouse, Hartstown

Swimming pool in Clontarf

2013 Activity...

Premises opened up 252 days per annum

300+ hot meals served every day

€260,000 capital investment in Clontarf site

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) Statement project (assistive technology for students) and the KPT project (assistive technology training for professionals). In 2013, the European project section was working on Assistive Technologies and Inclusive Solutions for All (ATIS4all), a pan European project developing a portal of information on all aspects of assistive technology. The collaboration was the result of work between two European Union funded networks involving 43 leading institutions from 16 European countries. The portal incorporates international sources, AT experts and facilitates access to a range of assistive technology information.

The European project section, in collaboration with a European consortium, also completed the Cardiac project

in 2013. This project investigated the provision of AT services in Europe and submitted a report to the EU on the priorities for future research in accessible and assistive technologies. The project created a platform that brought together European stakeholders in the area of accessible and assistive ICT and identified current services, research, development gaps and emerging trends.

At present the European project section is working on a collaboration 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 Symposiums



Gait Laboratory

The Gait Laboratory conducts expert assessment of a person's gait and based on this assessment offers advice to referring clinicians on the management of their clients. The service is supported by an ongoing education and clinical research programme. Gait analysis involves computerised 3-D reconstruction of how a person walks by tracking information from electronic sensors placed on a person's body and also embedded in a walkway. The objective data provided by gait analysis enables doctors and surgeons to differentiate between a number of medical conditions which result in walking difficulties and to make recommendations for surgical and medical treatments.

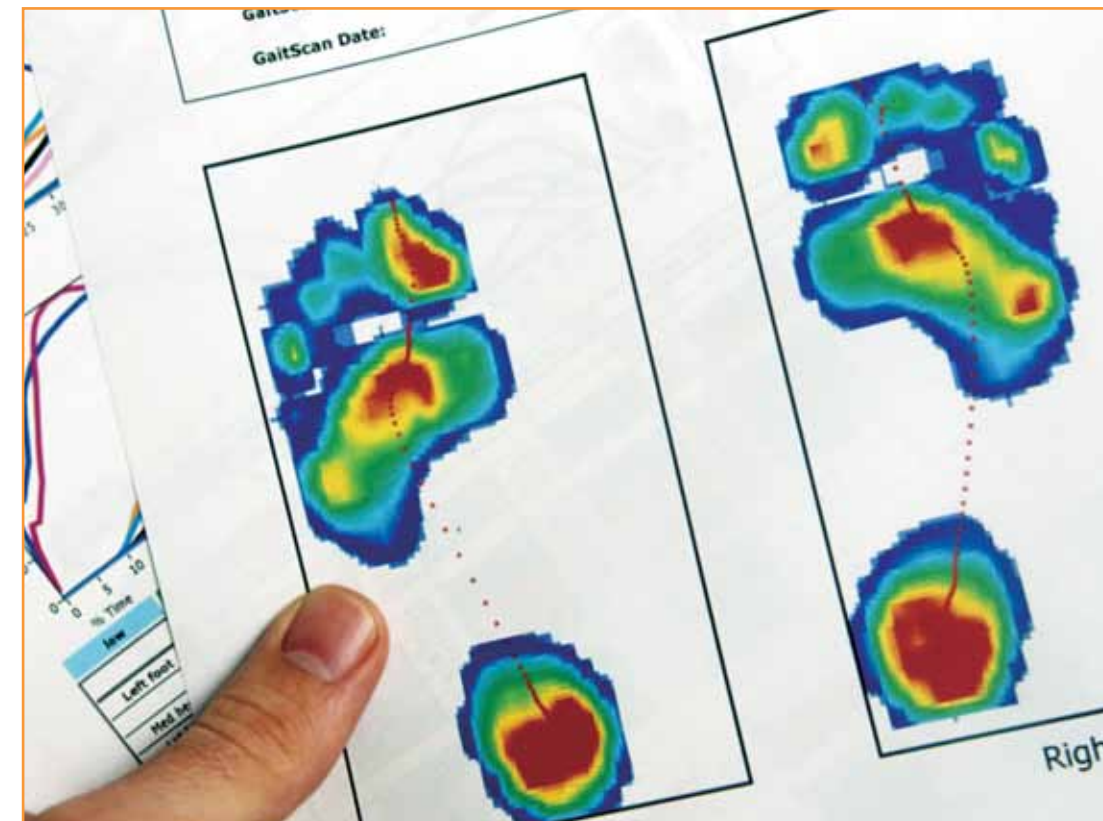
Services are provided mainly from our Gait Laboratory in Clontarf. Outreach services are provided locally in the South East and Mid West through our award-winning and innovative mobile Gait Laboratory. This saves children and families from these areas having to travel to Dublin for this

service.

In addition to the research and education programme the laboratory has developed an important role in clinical audit within the CRC. It is also involved in a multi-agency group set up to assess suitability for Selective Dorsal Rhizotomy (SDR) on behalf of the HSE.

2013 Developments

- An increase in client throughput of 37%.
- Five published papers in international peer-reviewed journals
- Delivery of a first Basic Gait Analysis teaching course in Ireland
- Short listing for Health Research Board grant of €200,000 for research.
- Video vector analysis for live tuning and optimisation of orthotics.



*Clinical Research
Education
Gait Analysis
Kinematic, Kinetic
& EMG data
Outreach Services:
South East &
Mid West*

*2013 Activity...
427 Clients
420 New Referrals
644 Attendances
4,013 Interventions*

Clinical & Children's Services

The CRC provides a comprehensive range of high quality health and social 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, a large number of national, regional and local specialist

multidisciplinary team (MDT) services are provided (see Table 1). 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 is not within the skill base by a local team.
- The CRC has the full MDT team necessary to comprehensively assess and make recommendations
- The service provided by the CRC would be difficult (or not cost effective) to be imitated by another organisation.

Specialist MDT Clinic	Team members	Clinics 2013
Adult Rehabilitation	Adult Rehabilitation Consultant, Occupational Therapy (OT), Physiotherapy (PT) & Nursing	11
Brachial Plexus	Paediatric Neurologist, Orthopaedic Surgeon, Plastic Surgeon, OT, PT	6
Communication Assessment	Speech & Language Therapy (SLT) with OT, Assistive Technology & Specialised Seating (ATSS) & PT when need identified	105
Feeding, Eating, Drinking and Swallowing (FEDS)	SLT, OT, Paediatrician, Dietician with PT, Nursing, Psychology & Seating when needed	85
Hand Therapy	OT, PT	55
Intrathecal Baclofen Pump	Paediatrician, Neurosurgeon, OT, PT	8
Muscle	Paediatric Neurologist, Orthopaedic Surgeon, OT, PT, Dietician, SW, Psychology, ATSS	26
Night Positioning	PT & Technical Support from ATSS	48
Orthopaedic (lower limb)	Orthopaedic Consultant, PT & Nursing when needed	83
Orthopaedic (upper limb)	Orthopaedic Surgeon, Plastic Surgeon, OT, PT, & Nursing when needed	10
Orthotics	Orthotics, PT	66
Outreach (medical & therapy)	Paediatrician, OT, PT & SLT	10
Second Skin	Second Skin therapists, OT, PT & ATSS	10
Spasticity Management	Paediatrician, PT	10
Video Vector Clinic	PT, Gait Lab, Orthotist	3

Table 1: Specialist Multidisciplinary (MDT) Clinics

Dietetics & Nutrition

The Nutrition & Dietetics department provides a service to clients of CRC who require nutritional intervention for the following:

- Enteral tube feeding including naso-gastric, naso-jejunal, gastrostomy, or gastro-jejunal tube feed
- Malnutrition resulting in faltering growth, poor weight gain or weight loss
- Requiring oral nutrition supplements (ONS)
- Feeding, eating, drinking and swallowing (FEDS) difficulties
- Constipation, diarrhoea, iron deficiency anaemia, food allergy
- Overweight and obesity.

Services are provided in Clontarf, Clondalkin and Waterford. The dietician is a core member of the specialised Feeding, Eating, Drinking and Swallowing (FEDS) team clinics which are held twice weekly.

2013 Developments

- Held and attended a number of events to increase awareness of the importance of nutrition and good diet in paediatric disability
- Made a successful restructuring of the service to provide a six weekly eating, drinking and swallowing clinic in Clondalkin
- Successful restructuring of school clinics to reduce review waiting times for school children, particularly those with enteral feeds.



Dietician
Nutrition

2013 Activity...
424 Clients
132 New Referrals
839 Attendances
2,618 Interventions

Adult
Rehabilitation
Clinic
Brachial Plexus
Injury Clinic
Intrathecal
Baclofen Clinic
Muscle Clinic
Night Positioning
Clinic
Orthotics Clinic
Orthopaedic Clinic
Spasticity
Management
Clinic
Video Ventro Clinic

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

- Paediatrics
- Paediatric neurology
- Adult rehabilitation
- Orthopaedics
- Plastic surgery
- Neurosurgery
- Child psychiatry
- Ophthalmology

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 as a national specialist resource for therapists and doctors treating persons with a physical disability across the country.

2013 Developments:

- Establishment of a Selective Dorsal Rhizotomy assessment clinic.
- Planned recruitment of a sessional consultant neurologist with a special interest in neuromuscular disease.



Orthopaedics
Paediatrics
Paediatric
Neurology

2013 Activity...

2,031 Clients

307 New Referrals

3,876 Attendances

9,024 Interventions

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.

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 multidisciplinary team to support the client's rehabilitation and maintain levels of independence. Paediatric nursing services are core services offered to both schools, Clontarf and Scoil Mochua, giving daily care as required.

2013 Developments

- Introduction of a new bowel management programme.
- Training of special needs assistants in the school in tracheotomy care.
- Continual professional development of nursing staff in the following areas: airway management, VP shunts, wound care and tissue viability, pressure management and maintenance of skin integrity, infection control, enteral feeding and feeding, eating, drinking and swallowing.



Dysport Clinics
Enteral Feeding
Gastrostomy Care
Health
Independence
Pressure
Management
Tissue Viability
Tracheotomy Care

2013 Activity...

266 Clients

56 New Referrals

2,717 Attendances

8,284 Interventions

Occupational Therapy

Occupational therapy focuses on enabling function, adapting the environment, modifying tasks, teaching skills, and educating the client, family and others in order to increase participation. The areas covered in therapy include activities of daily living, upper limb and hand function, hand therapy, play, sensory, perception, pre-writing and hand writing skills, powered mobility, enabling through use of assistive technology, and advice on equipment and adaptations at home and school.

Occupational therapy services are provided in Clontarf, Clondalkin and Waterford. In addition occupational therapists are part of the multi-disciplinary team that provides outreach services to the north west and midlands.

2013 Developments

- Spraoi Room: Occupational therapy staff were delighted to commence use of the new Spraoi room in September. Spraoi is a large space for assessment, individual therapy,

and groups, and is kitted out with suspension equipment (swings, bolsters, hammock, etc. suspended from ceiling), climbing equipment, ball pool, a height adjustable art sink and most importantly – a large open space to explore - be it in a powered wheelchair, on a scooter board or through an adventure obstacle course. This is a dynamic space with many uses to meet the variety of needs of the children attending the CRC.

- A new purposely designed Independence room showroom with a bathroom area, a bedroom with a height adjustable, profiling bed, support rails and other items for clients and families to see and try out. Clients and families can bring their architect, builder, school principal or other interested parties to the space for dimensions and layout required in a home or a school to enable wheelchair access.



Physiotherapy

Physiotherapists in CRC work with children and adults to help them develop movement to the best of their ability so they can reach their potential and be able to participate in play, sport and work. The level of intervention required will depend on specific needs and also the critical life stage of the person. Physiotherapists work in a multidisciplinary environment focussing on physical impairments which affect participation and function in life activities. Physiotherapy services are provided in Clontarf, Clondalkin and Waterford. In addition physiotherapists are part of the multidisciplinary team that provides outreach services to the north west and midlands.

Physiotherapists are a part of many of CRC's specialist MDT clinics and provide a one-to-one consultancy services for our colleagues outside of the CRC to help them manage complex cases.

Orthotic clinic

An orthotic clinic is run once a week in Clontarf with a visiting orthotist attending

from Cappagh Hospital. Outreach clinics are also held in CRC Clondalkin and Waterford. The clinic is housed in the physiotherapy department and the orthotist assesses jointly with the physiotherapist. The clinic has access to gait analysis and vector analysis to assess effectiveness of the orthotic intervention.

2013 Developments

- Development of a new training course 'Physiotherapy for the Ambulant Child with Cerebral Palsy'. This was requested by and specifically aimed at physiotherapists who work outside of the CRC from all over Ireland.
- The 14th very successful, course titled 'Physiotherapy for the baby with Cerebral Palsy' was held in 2013.
- Physical therapy fitness and participation programmes for young people with cerebral palsy and cardiovascular risk factor amongst the cerebral palsy population.



Adult
Rehabilitation
Clinics

Brachial Plexus
Injury

Intrathecal
Baclofen

Muscle Clinic

Night Positioning

Orthotics Clinic

Orthopaedic Clinic

Spasticity Clinic

Video Vector Clinic

2013 Activity...

2,102 Clients

448 New Referrals

30,000

Attendances

44,455

Interventions

Brachial
Plexus Clinic
COMAS Clinic

Feeding, Eating,
Drinking &
Swallowing Clinics

Hand Therapy,
Upper Limb
Orthopaedic
Clinics

Second Skin Clinics

Muscular
Dystrophy Clinic

2013 Activity...

1,259 Clients

351 New Referrals

7,083 Attendances

5,899 Interventions

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 and in 2013 we increased our work with adolescents and younger clients. Further group interventions have been initiated and will continue. There is a high level of collaboration across departments to ensure clients are supported, including involvement with muscle clinics, feeding, eating, drinking and swallowing clinics and brachial plexus injury clinic

Staff are available to clinics for consultation and direct involvement with clients when requested. Psychological services are available in Clontarf, Clondalkin, and Waterford. Services are also provided on an outreach basis to other CRC centres as required

Staff are also involved in a number of research pursuits and provide teaching

and training services in house and outside. Group work is also conducted and consultation services are provided to a number of outside organisations.

2013 Developments

- Research project carried out by educational psychology staff in conjunction with CRC school staff on the effectiveness of Lexia, a computer based literacy intervention. This included pre- and post- testing, information sessions for staff and parents and liaison with information technology expert in school and company supporting trial.
- Introduction of two client support groups:
 - 'Keep your Cool', an anger management group for senior pupils
 - 'Friends for Life' relaxation skills for children



Speech & Language

The Speech and Language Therapy department provides assessment, intervention and consultative services in the areas of speech, language, voice, management of drooling, communication, feeding, eating, drinking and swallowing (FEDS) and alternative and augmentative communication (AAC).

FEDS, AAC and communication difficulties related to physical disabilities are areas of national speciality and the department provides training to colleagues and students as well as conducting research in these areas. The philosophy of the department is on the provision of a client centred service focused on enhancement and development of function and participation in an appropriate and safe manner.

The department also provides a range of therapy services tailored to the needs of the individual client with early intervention and school age outpatient services, increased provision of outreach services and family days. Speech and language therapy services are provided in Clontarf,

Clondalkin and Waterford. In addition speech & language therapists are part of the multidisciplinary teams that provide outreach services to the north west and midlands.

2013 Developments

- Development of the video linked technology system to support and enhance service delivery in Clontarf:
- Provision of an additional outreach clinic by speech & language therapists and occupational therapists to Mayo services
- Implementation of the graphic symbol plan: a series of communication boards in augmentative and alternative communication developed and implemented across the department. The boards were designed with a number of key features to support language development.



Clinical
Research
Counselling
Educational
Assessment
Group work
Individual
Consultation
Psychology
Assessment
Support
Therapy
Intervention

2013 Activity...

389 Clients

109 New Referrals

2,302 Attendances

479 Interventions

Alternative and
Augmentative
Communication
Communication
COMAS Clinic
Feeding, Eating,
Drinking and
Swallowing
Outreach Clinics
Speech, Language,
Voice Clinics

2013 Activity...

818 Clients

229 New Referrals

7,233 Attendances

22,213

Interventions

Social Work

The overall mission of the CRC is to support and empower adults and children with physical disabilities to achieve their maximum potential as individuals and to integrate as far as possible in our society. Flowing from this, the focus of the social work department is to work in partnership with service users and their families and carers so that they can enjoy a quality of life that corresponds with the CRC goal.

A social work assessment considers the needs of the whole family and considers three interacting aspects, the capacity and coping strengths of the parents/carers the child/adult's individual needs and care 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.

Social work services are available in:

- Clontarf
- Clondalkin
- Waterford

Services are also provided on an outreach basis to other CRC centres as required.

2013 Developments

- Expansion of the summer camp for school age children which saw 61% more children attending the camp in 2013.
- The introduction of a designated child protection liaison person in the CRC.



Advocacy &
Referral

Entitlements and
Services

Home respite
Service for children

Holidays & Respite
breaks for Adults

Information
Mornings

Parenting
Programmes

Summer projects

2013 Activity...

648 Clients

192 New Referrals

4,783 Attendances

10,189

Interventions

CRC School Clontarf

The CRC School provides differentiated and individualised education to pupils with physical/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 2013, the school had an enrolment of 107 pupils. This represents a 10% increase over five years ago. 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 tracheotomies 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. The 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.

2013 Developments

- Thanks to the fundraising efforts of a group of Dublin Rotary Clubs, the Kitchen/Sensory Garden was designed, built and opened for use. This complements the existing Secret Garden. Pupils and staff have all enjoyed the garden spaces – planting, watching flowers, vegetables and herbs grow and just being outside in a beautiful space.
- Our senior pupils accessed the state certified courses as appropriate with a number completing their Junior Certificate Schools Programme and ECDL. The 2013 Junior Cert results were excellent and a cause of much celebration.



CRC School
Sport teams
Pre-school
Parental Support
Sensory Garden

CRC Scoil Mochua, Clondalkin

Like our sister school in Clontarf, CRC Scoil Mochua, Clondalkin caters for children with a wide range of physical and multiple disabilities. Each pupil enrolled has a diagnosis of a physical disability, often with significant medical conditions and possibly secondary learning difficulties. Our pupils receive a range of supports in the school through a multi disciplinary clinical team.

The school operates under and is funded by the department of Education & Skills. Our catchment area includes Dublin west - Tallaght, Clondalkin, Ballyfermot, Lucan, Leixlip, north Kildare and west Wicklow. In 2013 our enrolment was 59 pupils, an increase on previous years. We had an allocation of nine teaching posts, including the principal, 19 SNA's, two secretaries and other support staff. Bus escorts were employed by the Board of Management, reimbursed by the DES and free public transport was provided on Bus Éireann.

Our curriculum includes pre-school (age 3+) – Aistear Programme as recommended by the DES, the revised Primary School

curriculum, the NCCA curriculum for children with special needs (age 4-12), Post Primary includes the Junior Certificate where applicable. These programmes are supported by ICT and Assistive Technology throughout the school. We run swimming, horse riding and multi-sensory programmes in conjunction with our interdisciplinary colleagues. We also have a large multi-sensory garden developed specifically for the children of our school.

2013 Developments

- Parents and school staff members fundraise and work to provide summer camps and other school activities and we were delighted to join the CRC Clontarf summer camp this year.
- Work continued on the plans for the new school building which we hope will commence very soon



Pre school
Parental Support
Scoil Mochua
Summer camps



Appendices

1. **Research**
2. **CRC Board Members**
3. **Financials**
4. **Chairman's Report to the AGM**

Research

Research and outcome measurement is an important part of the work of the CRC. The following research was conducted in 2013:

Assistive Technology & Specialised Seating

- Voice & message banking for people with progressive communication disorders
- Assistive technology & seating in Motor Neuron Disease
- Seating and mobility solutions for people with Spina Bifida
- Matching persons with technology outcomes using the Irish Matching Person with Technology tool

Gait Laboratory

- O'Sullivan R, Kiernan D, Walsh M, O'Brien T. The Difficulty Identifying Intoeing Gait in Cerebral Palsy. Irish Medical Journal 2013;106.
- Malone A, Kiernan D, O'Brien T. Bilateral sleeve fractures of the patella in a 12-year-old boy with hereditary spastic paraparesis and crouch gait. BMJ case reports 2013.
- Elhassan Y, O'Sullivan R, Walsh M, T OB. Knee extensor disruption in mild diplegic cerebral palsy: a risk for adolescent athletes. BMJ case reports 2013; 2013.
- Elhassan Y, Mahon J, Kiernan D, T OB. A greenstick fracture of the patella: a unique fracture in CP crouch gait. BMJ case reports 2013;2013.
- Elhassan Y, Kiernan D, Lynch T, O'Brien T. Bilateral knee extensor disruption in severe crouch gait. BMJ case reports 2013;2013.

Conference Abstracts

- Mahon J, Fitzgerald D, Malone A, O'Brien T. Activity monitoring

in cerebral palsy prior to and following surgery; pilot study with preliminary data. Proceedings of the Ninth Annual Conference of the Rehabilitation and Therapy Research Society; 21 June 2013; Belfast, Northern Ireland 2013.

- Kiernan D, Walsh M, O'Sullivan R, O'Brien T, Simms CK. The influence of estimated body segment parameters on predicted joint kinetics during diplegic cerebral palsy gait. 22nd Annual Meeting of the European Society for Movement Analysis in Adults and Children (ESMAC); 5-7 September, 2013; Glasgow, Scotland 2013.
- Kiernan D, Walsh M, O'Sullivan R, Fitzgerald D, O'Brien T. Reliability of the Coda CX1 motion analyser for 3-dimensional gait analysis. 22nd Annual Meeting of the European Society for Movement Analysis in Adults and Children (ESMAC); 5-7 September, 2013; Glasgow, Scotland 2013.
- Kelly E, Walsh M, Kiernan D, O'Sullivan R, O'Brien T. Combined medial and lateral versus isolated medial hamstring lengthening surgery in a cerebral palsy population. European Paediatric Orthopaedic Society (EPOS) April 2013; Athens, Greece 2013.
- Elhassan Y, O'Sullivan R, Kiernan D, Walsh M, O'Brien T, editors. Characterisation of patellar tendon reflex in cerebral palsy children using motion analysis. 22nd Annual Meeting of the European Society for Movement Analysis in Adults and Children (ESMAC); 2013 5-7 September, 2013; Glasgow, Scotland.
- Kelly E, Walsh M, Kiernan D, O'Sullivan R, O'Brien T. Combined medial and lateral versus isolated medial hamstring lengthening surgery in a cerebral palsy

population. Shortlisted for 2014 Cappagh Orthopaedic Residents Prize, Cappagh National Orthopaedic Hospital, Dublin.

- Elhassan Y, O'Sullivan R, Kiernan D, Walsh M, O'Brien T, editors. Characterisation of patellar tendon reflex in cerebral palsy children using motion analysis. Shortlisted for 2014 Cappagh Orthopaedic Residents Prize, Cappagh National Orthopaedic Hospital, Dublin.

Physiotherapy

- A retrospective study on the changes in walking and weight bearing abilities of children with CP, levels 3 and 4. Mary Cant and Sinead Byrd
- 'A validity study on the Activpal Activity Monitor for Young People with CP' which was conducted as part of her Masters in Clinical Research in University of Limerick and presented by Deirdre O'Donoghue at the ICAMPAM conference in the USA

Social Work

- Geraldine Prunty, Head Social Worker, completed an MSc in Group Analytic Psychotherapy from UCD in 2012. During 2013, she worked on her clinical paper. This was completed in December and she has been accepted for registration as a group analyst by the Irish Group Analytic Society (IGAS).

Speech & Language Therapy

- Trish Morrison, Senior SLT was a named author on a article published in the Journal of Disability and Oral Health (2013) 'A feasibility study of the use of oral screens in reducing saliva loss in young people with physical and intellectual impairments

Board of Directors (previously named Board of Governors)



Kieran Timmins
Chairman



Emer Moriarty



Tom Fleming



Malcolm MacLachlan



Fiona Mahon



Carol Ann Casey
Vice Chair



Damien Daly



Sean Hickey



Chris McElhinney



Tom Quinn

The new Board of Directors of the Central Remedial Clinic has been in place since April 2014. The new Board is competency based. Each member has been identified and selected on the basis of their skills, expertise and experience drawn from relevant disciplines and different industry sectors by an independent body.

They are committed to continually examining the evolving needs of the Board versus its current skill set and will consider appointing new members as required.

Contact Details

Central Remedial Clinic
Vernon Avenue
Clontarf
Dublin 3
01 8542200
info@crc.ie

Charity number

CHY 4998

Company number

14880

Financials

Extracts from the INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF CENTRAL REMEDIAL CLINIC

(A company limited by guarantee)

Matters on which we are required to report by the Companies Acts 1963 to 2013.

We have obtained all the information and explanations which we consider necessary for

the purposes of our audit. In our opinion proper books of account have been kept by the Company.

The financial statements are in agreement with the books of account. In our opinion the information given in the Governors' 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 the provisions in the Companies Acts 1963 to 2013 which require us to report to you if, in our opinion, the disclosures of Governors' remuneration and transactions specified by law are not made.

Breffni Maguire

**For and on behalf of
Ernst & Young, Dublin**

Extracts from the Financials for the year ended 31 December 2013 Charity Number (CHY4998) and Company Registered Number (14880)

PROFIT AND LOSS ACCOUNT

	2013	2012
	€	€
Income		
Grant income	16,728,337	16,627,662
Donations/ fund-raising -		
Friends and Supporters of Central Remedial Clinic Ltd	700,000	400,000
Other income	328,962	504,890
Income from other activities	1,622,069	1,884,540
Total Income	19,379,368	19,417,092
Expenditure		
Staff costs	(15,046,911)	(15,170,457)
Exceptional cost - Chief Executive Retirement	(678,336)	-
Operating costs	(3,273,255)	(3,504,002)
Depreciation and amortisation	(1,527,733)	(1,429,988)
Capital grants amortised	541,288	558,220
Total expenditure	(19,984,947)	(19,546,227)
Net operating deficit for year	(605,5790)	(129,135)
Interest payable and similar charges	(9,204)	(4,741)
Net finance expense in relation To defined benefit pension plan	(105,000)	(3,000)
Loss on disposal of fixed assets	(2,062)	(10,158)
Net deficit for year	(721,845)	(147,034)

Financials

Extracts from the Financials for the year ended 31 December 2013 Charity Number (CHY4998) and Company Registered Number (14880)

BALANCE SHEET

	2013	2012
	€	€
Assets Employed		
Fixed Assets		
Intangible assets	1,771,429	-
Tangible assets	14,257,238	15,198,016
Total	16,028,667	15,198,016
Current Assets		
Grants receivable	1,636,697	1,746,626
Debtors and prepaid expenses	282,484	2,898,830
Stocks	63,743	90,775
Short-term investments	800	800
Cash and bank deposits	181,809	100,780
Total	2,165,533	4,837,811
Current Liabilities		
Creditors and accrued expenses	(1,782,861)	(1,862,842)
Bank overdraft	(380,961)	(841,474)
Total	(2,163,822)	(2,704,316)
Net Current Assets	1,711	2,133,495
Non-Current Liabilities		
Long term loan - Friends and Supporters of the Central Remedial Clinic Limited	(3,000,000)	(3,000,000)
Pension liability	(2,379,000)	(3,130,000)
Total	(5,379,000)	(6,130,000)
	10,651,378	11,201,511
Financed by		
Reserves	1,354,619	1,363,464
Capital grants	9,296,759	9,838,047
	10,651,378	11,201,511

CRC Chairman's Report

Annual General Meeting of the Central Remedial Clinic

Chairman's Report

6th October 2014

Confidence and trust are some of the greatest assets of any organisation but particularly for a charity and a 'not for profit' organisation. A great reputation hard fought over the years can be damaged over the space of a few short months as we at the CRC know only too well. In a few short months in 2013, the reputation and good name of the CRC, hard fought and won over the previous 62 years, quickly became, in the mind of the general public, synonymous with controversy over high executive pay, top-ups to pensions etc. As you know, these events led to the resignation of the previous board and CEO and the appointment of an Interim Administrator in December 2013. A new Board of Governors of the Central Remedial Clinic has been in place since April 2013.

The new Board of the CRC received Mr Cregan's report on Thursday 19 June and considered the report at its meeting of the following day. Since then the new Board have taken a number of actions to begin to re-establish the good name and reputation of the Central Remedial Clinic

Governance

As mentioned the new Board of governors of the Central Remedial Clinic has been in place since April 2014. The new Board is competency-based. Each individual member has been identified and selected on the basis of that individual member's skills, expertise and experience drawn from relevant disciplines and different industry sectors. We are committed to continually examining the evolving needs of the Board

versus its current skill set and will consider appointing new members as required. Board members will not receive any remuneration, other than out of pocket, documented and approved business related expenses

The Board has set up the following sub committees and working groups:

1. A remuneration committee
 2. An audit committee
 3. A working group on fundraising governance, structures and best practices
 4. A working group on governance
 5. Additional working groups (for example risk) will be set up in the near future.
- A new set of Articles of Association was produced by the governance working group and has been adopted at the EGM today.
 - We are also examining ways of letting our clients and staff get more involved in providing in put to the Board
 - Following an open and transparent recruitment process, using the Public Appointments Service, Ms Manahan has been appointed Chief Executive, with effect from 1 June. Ms Manahan has extensive experience in the health sector both in the UK and Ireland and was most recently Deputy Hospital Manager at Connolly Hospital. Ms Manahan has been employed on a salary of €86,761 which is the second point in the scale approved by the HSE. Other than normal documented and receipted travel expenses, there are no additional allowances.

Fund Raising, Friends and Supporters of the CRC and the Care Trust

In relation to Friends and Supporters (F&S) and the Care Trust, we have

agreed the following with Friends and Supporters of the CRC :

1. In terms of revenues from the Care Trust,
 - All revenues going forward, accruing to F&S from the Care Trust Limited, to be paid directly to the CRC, effective September 2014. The first lodgement has already occurred.
 - F&S will agree a plan, with the Board of the CRC, to transfer the remaining historical monies held by F&S to the CRC. We are looking at how this can be done without impacting on any long term investments, or incurring any penalties, due to changes in ownership of these funds

This Board is committed to full transparency and accountability so that our funding partners like the HSE and our donors can see how all monies are spent. To assist that, all such revenues from the Care Trust, and indeed all donations raised by the CRC themselves, will be put in a separate bank account and that those funds can only be accessed on foot of a business case, approved at Board level.

2. In terms of the shareholding in the Care Trust
 - Subject to a due diligence process satisfactory to the CRC, the CRC Board will enter into discussions with F&S on the transfer of the F&S 50% Shareholding in The Care Trust Limited to the CRC
 - In the meantime, F&S will nominate at least one member of the CRC, identified by the CRC Board, to the Board of Care Trust Limited
 - During this process, as an interim step, we have implemented a process by which funds for capital projects can only be drawn down on foot of an agreed and approved, business case, signed off by both Boards. An

CRC Chairman's Report (continued)

example of this is the recent funds provided to enhance the funds previously raised by the school for the recent renovation and enhancement of the children's playground in Clontarf.

CRC Medical Devices

CRC Medical Devices is a subsidiary of F&S and not of the CRC and therefore not directly related to this AGM. However, the future of CRC Medical Devices has a potential impact on the CRC and therefore I will give you a brief update on its status. I understand that F&S have appointed a new set of directors to allow it to regularise legalities surrounding the company, pay off outstanding invoices and wind the company down in an orderly fashion. I further understand that the new directors have made a lot of progress and are currently on plan to complete the wind down before end of this year. I understand that the new directors are hopeful that the wind-down will be completed with minimal impact the existing finances of the CRC.

Executive and senior administrative pay arrangements

I trust you will appreciate that there are several constraints to my going into this matter in any great detail at this time; however, I would like to make the following comments:

Former Chief Executive Officer

I have written to the former Chief Executive Officer about the report's finding and I am awaiting his response.

On other executive and senior administrative pay arrangements

1. Former Executives

The Board is in the process of reviewing the implementation of FEMPI (Croke Park and/or Haddington Road) on the full salary

of former executives and will be writing to any former executives for which there are any issues.

2. Current Executives

The new Board is determined that all salaries and appointments will be at levels consistent and agreed with the HSE. A small number of senior management historic pay levels are outside the approved HSE scales. Mr Cregan's report has recommended that these salaries be 'red circled' until 2015 to allow some limited time for the new Board and CEO to review management structures, job descriptions and executive pay arrangements. We feel this is appropriate as it gives us time to develop a new strategic plan for the CRC for 2015 and beyond. We already know that the current management structure has to change to reflect future strategy. As 2015 progresses a number of management positions come to the end of their current term and a further 2 retirements take place, a key focus for the New CEO will be the review of the senior management team and the key requirements for the future team.

Finances

As you can see from the audited financial statements, 2013 has been a difficult year for the finances of the CRC. A loss of €741,025 represents a significant deficit for a charity, particularly one with a break even mandate. However, the 2013 numbers include a number of material items relating to legacy issues the most significant of which relates to the termination costs of the former CEO. My colleague Chris, who chairs the Audit Committee will go into more detail on these.

During 2014, there has been some progress on cost containment and we are hopeful that we will be able to report an operational break-even by the end of financial year 2015.

This is planned to be done without impacting on the services we are committed to provide to our clients.

It is worth noting and repeating what the Interim Administrator reported:

- There are sound financial systems
- CRC delivered on its service arrangements obligations
- There are no apparent obstacles in place to the HSE and CRC entering into similar arrangements for the foreseeable future

It is also worth noting that despite the upheavals of 2013, the number of clients and interventions in 2013 are broadly in line with those of 2012, a testament to the professional approach of our staff. At this point of 2014, we are projected to be broadly in line with our activity for 2013.

From our early beginnings in 1951 to today, the CRC has grown to be one of the largest organisations in Ireland dedicated to the wellbeing and health of people with physical disabilities. The legacy issues we are discussing today were not of the making of the staff. 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.

Therein ends my report

Mr Kieran J Timmins
Chairman of the Board
of Governors. Central
Remedial Clinic

Central Remedial Clinic

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Charity number CHY 4998 Company number 14880