

2023 Annual Report



Who we are ...

Established in 1951, the Central Remedial Clinic (CRC) is a voluntary organisation and national charity working with children and adults with complex disabilities in Ireland.

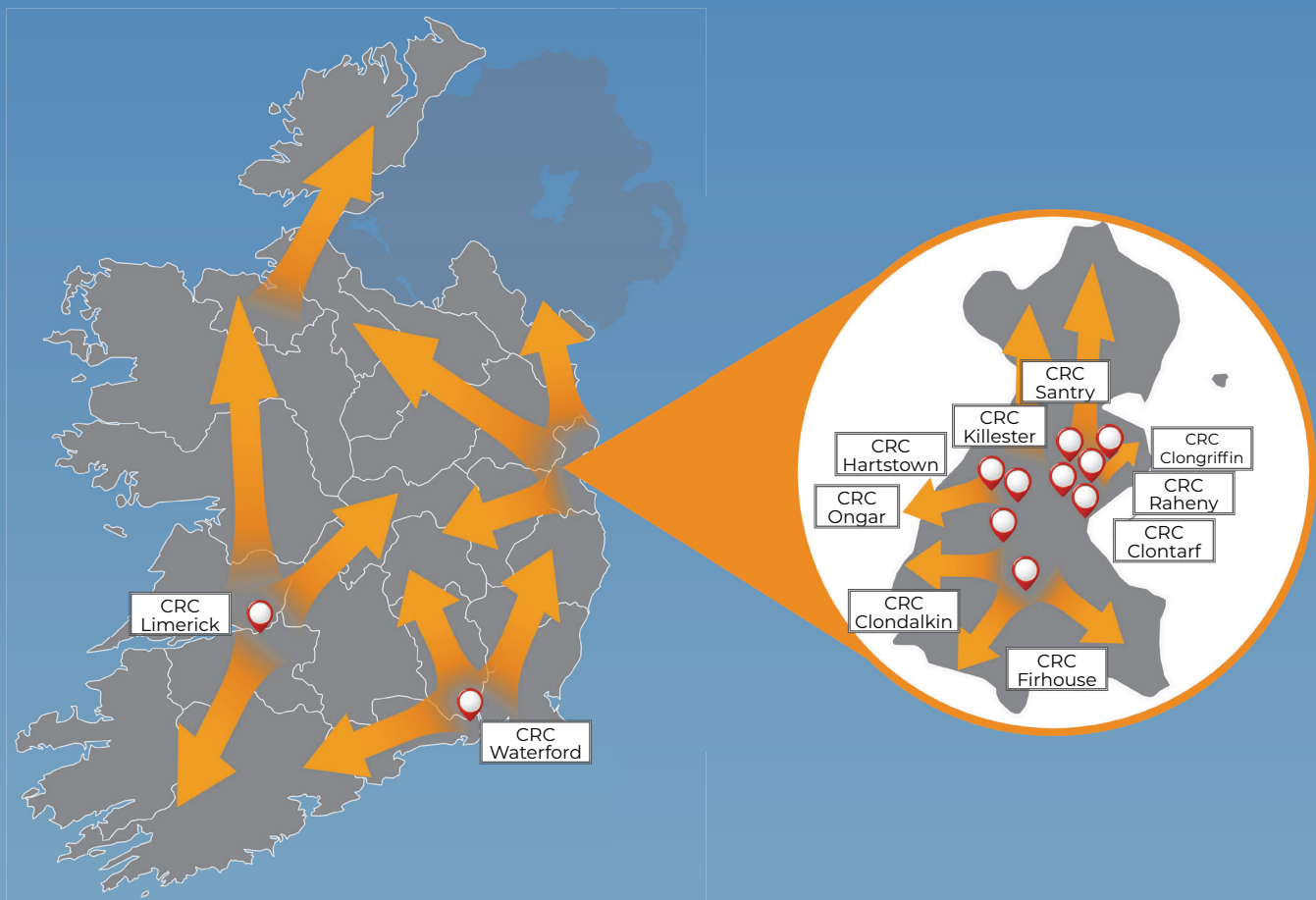
The CRC employs approximately 450 people and is funded through service arrangements with the HSE. We also rely on fundraising to augment our services and support our service users.

As a lead agency for five Children's Disability Network Teams (CDNTs) we provide regional, general disability services to over 3,000 children aged 0-18 across Balbriggan, Clontarf, Clondalkin, Swords and Waterford.

In addition to our CDNTs, our National Specialist Services provide specialist, interdisciplinary support to children from every county in Ireland where specific needs require a level of expertise which may not solely be met by these teams. Our specialist services also serve as an information resource for members of Children's Disability Network Teams and Primary Care services and provide education and training to support the achievement of required competencies.

Our Adult Services operate from a number of locations in Dublin. Adult services are built around individualised, and group supports as well as education and work preparation.

Our Strategic Plan 2022 – 2026 is built on four pillars of Excellence, Culture, Growth, and Partnerships. We continue to work towards our mission and values and seek to expand and integrate our disability services into high quality clinical, social and medical services for the benefit of children and adults with disabilities.



Contents

Who we are	1
Administration	3
Chairperson's Statement	4
Chief Executive Review	5
Directors' Report	6
Achievements and Performance	7
Structure and Governance	9
Sinéad's Story	12
Statement of Financial Activities	13

Administration

REGISTERED OFFICE ADDRESS	Penny Ansley Memorial Building, Vernon Avenue, Clontarf, Dublin 3, D03 R973
COMPANY REGISTRATION NUMBER	14880
CHARITY NUMBER	CHY4998
CHARITIES REGULATORY AUTHORITY NUMBER	20006938
PRINCIPAL BANKERS	AIB Bank, 53/54 Main Street, Finglas, Dublin 11
PRINCIPAL SOLICITORS	Mason Hayes & Curran, South Bank House, Barrow Street, Dublin 4
AUDITORS	Forvis Mazars,, Chartered Accountants and Statutory Audit Firm, Harcourt Centre, Block 3, Harcourt Road, Dublin 2
DIRECTORS	Mr Brian Power (Chairperson) Mr Sean McCormack Mr Tony Golden Ms Gillian Harford Mr David Mathews (appointed 27 February 2023) Ms Leon Quigley (appointed 27 January 2023) Ms Una Ryder Mr Edward Ward Ms Cathie Farrell
COMPANY SECRETARY	Pinsent Masons Corporate Services Ireland Limited Ms Thérèse Allen (resigned October 2023)



Chairperson Statement

Welcome to the 2023 Annual Report for the Central Remedial Clinic. This report is my fourth as Chairman and outlines what the CRC achieved and the challenges it faced during 2023.

The report highlights some new service developments and innovations that have been introduced to positively impact on the lives of the people who use our services. We were proud to win a Best Customer Experience award for our on-going work supporting adults with person-centered planning. Our Botulinum Toxin injection clinics were further developed in 2023, so that some children will no longer need to attend acute hospitals for this intervention. Our virtual Lunchtime Series was shortlisted at the 2023 Irish Healthcare Awards and allowed our specialist services staff to engage with and support 300 therapists nationally across Primary Care and Children's Disability Network Teams. This initiative complements existing education programmes delivered annually through CRC specialist services teams.

2023 saw the establishment of family forums for all five Children's Disability Network Teams (CDNTs) based in Dublin and Waterford.

The newly established family forums and the existing Adult Services Council help us to understand the needs and wishes of the people who use our services and assist us in planning for the future under our strategic pillars Excellence, Growth, Culture and Partnership.

Research remains an important component of our work. In 2023 we published 12 studies in international, peer-reviewed journals and presented work internationally at several relevant conferences. We work in partnership with universities and our research studies aim to have a positive impact on people with disabilities.

I am extremely grateful to the Senior Management Team for their hard work and commitment, and I would like, personally and on behalf of the board, to thank and acknowledge the hard work and dedication of Alison McCallion in the role of interim CEO and to welcome our new CEO - Deborah Jacob.

I fully recognise the efforts of our hard-working, dedicated staff across all our services. The CRC received significant funding from the HSE in 2023 and deployed these funds to deliver clinical and social care services to over 3,000 children and 290 adults. We look forward to working with our staff to increase the number of people we provide services to in 2024 through innovative and creative service pathways.

The Board, CEO and senior management team is fully focused on delivering on the objectives of our Strategic Plan 2022-2026 and look forward to the positive impact this will have on the children, adults, families, volunteers and supporters who place their trust in us and who inspire us to be the best that we can be.

Brian Power Chairperson

Post-Script - We would like to acknowledge the sudden, and very sad passing of our Chair, Mr Brian Power in September 2024. As reflected in his words above, Brian was a kind and generous man who believed deeply in the mission of the CRC. He was committed to making a positive difference to the world and demonstrated this daily in his interactions with all he encountered. His absence will be deeply felt throughout the CRC and beyond.



Chief Executive Review

I am pleased to present the 2023 Central Remedial Clinic annual report. This report highlights our achievements, challenges, and strategic initiatives over the course of the year as we progress the implementation of the CRC 2022-2026 Strategic Plan and deliver on our mission of working together to make a difference to the lives of people with disabilities, their families and carers.

Unwavering commitment to improving access and actively listening to our service users is at the heart of our mission. As public servants we are tasked with going above and beyond to ensure that every voice is heard and that services are developed in partnership with all stakeholders. Fostering open communication and creating inclusive environments breaks down barriers and enhances user experiences.

This year, our team has demonstrated exceptional dedication and hard work and has achieved a lot. I want to extend my gratitude to each member of our staff for their unwavering commitment and outstanding performance. Your efforts have been instrumental in driving the CRC's success.

While we celebrate these achievements, we recognise that there is still much to be done. Our journey towards continuous improvement and innovation is ongoing. We are committed to embracing new challenges and opportunities with the same passion and determination that has brought the CRC to where we are today. To assist in our service improvement journey, we plan to introduce Lean Healthcare to the CRC in 2024. Lean Healthcare focuses on working with staff and service users to identify what is important to them and to design our services to reflect these priorities while concurrently eliminating waste and optimising processes.

The recruitment and retention of healthcare and social care professionals are critical challenges faced globally and in the CRC. There is evidence that implementing Lean Healthcare can significantly improve the recruitment and retention of staff by creating a more efficient, supportive and satisfying work environment. Lean encourages a culture of collaboration and empowerment, and we are confident that CRC staff will fully embrace this opportunity. We look forward to the substantial benefits it will bring for our staff and the people who use our services.

I would like to extend my gratitude to the CRC Board for their support and guidance to the senior management team in 2023. The team and I look forward to working collaboratively with the board to deliver our strategic objectives in 2024.

On behalf of the Senior Management Team, I would like to thank every member of staff for their dedication to the CRC and to the people who use our services. Thank you for your incredible contributions. I look forward to continuing to work together to deliver on our shared vision in 2024.

Deborah Jacob
CEO

Directors Report

Disability Services in Ireland 2023

The transfer of specialist disability services from the Department of Health to the Department of Children, Equality, Disability, Integration and Youth (DCEDIY) in March 2023 marked a significant policy shift. This move aims to transition from a medical model to a holistic, rights-based approach, aligning with the UN Convention on the Rights of Persons with Disabilities (UNCRPD). This integration is expected to enhance policy development, service provision and investment in disability services.

The Progressing Disability Services (PDS) program aims to provide equitable and timely services for children with disabilities. The reconfiguration of services under the PDS model has faced obstacles, including recruitment and retention difficulties, which have delayed the provision of supports to many children. The Roadmap for Service Improvement 2023 – 2026 focuses on improving service accessibility and quality, despite challenges such as staffing shortages and long waiting lists.

The 2023 Budget allocated significant resources to disability services, including cost-of-living supports and increased disability payments. This funding aims to alleviate financial pressures on individuals with disabilities and their families.

The Disability Capacity Review to 2032 outlines the future needs for disability support services, emphasising the importance of planning and investment to meet the growing demand for disability services. Ireland's increasing cultural diversity and evolving family expectations are shaping more inclusive and responsive disability services. Surveys and policy frameworks are being developed to address these changes and to ensure that services meet the diverse needs of all families.

A global shortage of health and social care professionals has significantly impacted national ability to provide timely and effective disability services. High vacancy rates in Children's Disability Network Teams (CDNTs) and long waiting lists for assessments and services are ongoing challenges.

Assessment of Need (AON) delays

The AON process, mandated by the Disability Act 2005, continues to experience significant delays. The average wait time for an assessment is 19 months and the growing demand for assessments exacerbates these delays. While new policies and reforms aim to improve disability services, their implementation has been slow and fraught with challenges. The Disability (Miscellaneous Provisions) Bill 2023, which seeks to extend supports and services, highlights the ongoing need for legislative and policy improvements.

The Central Remedial Clinic (CRC) provides a range of services including Children's Network Disability Teams, National Specialist Services, and Adult Services, and has been somewhat impacted by the wider disability environment. Recruitment challenges and inherited waitlists for children's services have had an impact on the CRC's ability to deliver timely services. However, we are engaging in continuous improvement initiatives to negate these impacts wherever possible.

The landscape of disability services in Ireland in 2023 is characterised by significant policy shifts and increased funding aimed at improving service delivery. However, challenges such as staffing shortages, implementation delays and the impact of broader disability environment factors on service providers like the CRC highlight the need for continued investment and strategic planning. Addressing these issues will be crucial to ensuring that all individuals with disabilities receive the support and services they need to lead fulfilling lives.

Achievements and Performance

Adult Services

Our CRC Adult Services continued to deliver innovative and meaningful day services to approximately 296 adults in 2023. Working with adults, families and friends and local communities, we deliver our services in response to identified individual needs through individual person-centered plans. This planning supports adults to make informed choices about how they want to live their lives, now and in the future. Part of CRC's approach to person centered planning is to ensure adults are choosing activities meaningful to them, such as travel training, advocacy and employment.

In line with the HSE New Directions policy we have expanded our Dublin centres from four in 2016 to ten. Our services now operate closer to our adults' communities to foster increased participation and independence.

In 2023, 11 learners obtained major awards in social care, retail sales and horticulture. A total of 241 minor component awards were achieved. We partnered with 121 community organisations and six international agencies.

A National Safeguarding Event was hosted to support adults with information and awareness on safeguarding.

€168,367 obtained from Pobal to support our graduates find paid employment.

In 2023, Adult Services won an award for Best Customer Experience in Healthcare (Public Sector) for our ongoing work supporting adults with person centered planning.

Children's Services

Through our five Children's Disability Network Teams across three different CHOs, we work together with parents and families to make a positive difference to children with complex disabilities. We offer individual and group based interdisciplinary therapy and clinical interventions.

Number of Clients seen in 2023:

1,583

Attendances in 2023

13,134

Interventions in 2023

14,898

3,488 children across five CDNTs in Balbriggan, Clontarf, Swords, Clondalkin and Waterford.

Lead agency in CHO 3, 7, 9 with Family Forums established across all five teams.



National Specialist Services

We provide a range of specialist medical, therapeutic and assistive technology services to support local teams nationwide in supporting children and adults to achieve their maximum potential. Our National Specialist Services also have a significant role in the upskilling of therapists nationwide.

Introduction of Entonox procedures and trained therapist injectors to our Botulinum Toxin injection clinics as a component of our tone and spasticity management clinics. This removes the need for children and their families to attend acute hospitals for many of these procedures.

In-person education was provided to over 500 professionals in areas including Augmentative and Alternative Communication; Upper Limb Splinting in Cerebral Palsy; Management of infants and children with cerebral palsy; Clinical gait analysis; Feeding, Eating, Drinking and Swallowing; Brachial Plexus Palsy.

Our online Lunchtime Series was shortlisted for 'Meeting of the Year' at the Irish Healthcare Awards 2023. This series saw over 300 therapists register for online lunchtime talks giving insights into services our specialist clinics provide.

A multi-disciplinary Complex Feeding clinic and a national Avoidant/Restrictive Food Intake Disorder pathway (ARFID) was established.

The "Complete Person Project" was piloted in Adult Clinical Services and was presented at the European Academy of Childhood Disability meeting in Slovenia. This funded project provided a clinical service for clients aged 30 – 65 years old, who had congenital physical disabilities and healthcare needs they felt were not presently being met.

Research and Education

Our Research function thrives on building for the future health of clients, nationally and internationally. Our staff carry out research independently and in partnership with academic institutions.

12 CRC affiliated research papers published in international, peer reviewed journals in 2023.

In conjunction with academic partners, €330,000 in competitive, research funding was secured for research projects on participation in sports and activities, young adults transitioning to Adult Services and the mental health of young people with disabilities.

Our staff presented CRC research and work at international conferences, including the European Academy of Childhood Disability (EACD), European Society for Movement Analysis in Adults and Children (ESMAC) and the International Brachial Plexus Conference.

The 'Research Movement' staff-led research group was established to provide peer support to all staff interested in research.

Higher-level education fund committed €45,000 in 2023 for staff to pursue postgraduate degrees.



Finance

€28.7m State Funding.

Pobal grant of €168,367 for our Workability Programme, with an additional €995,065 pledged over the next five years, starting from 2024. This commitment will be noted in our 2024 annual report.

Via the REACH Fund, we received funding for three key projects:

- Coolock Local Centre €4,078
- CRC Employability Skills €35,260
- CRC Rehabilitative Training Centre Clontarf €4,175

Funding of €756,416 from The Care Trust to augment our service delivery to clients and service users.

Art Sale raised over €8,000 for our immersive room.

Four legacies kindly bequeathed accumulating to €118,121.



Support Services

Our support services encompass Quality, Safety & Risk, Finance, Fundraising, HR, Communications, IT, Capital Projects and Facilities, including Transport and Catering.

Environmental Impact & Sustainability

Mechanical upgrade in our Clontarf site which involved the removal of oil boilers, oil tanks and air handling units, and replacement of these items with sustainable energy alternatives, specifically air to water heat pumps and high efficiency air handling units with heat recovery.

In line with our Strategic Plan 2022-2026, we are working towards compliance with its environmental requirements. In 2023, we published our first Climate Action Roadmap, which communicates how we aim to meet the requirements of the Climate Action Mandate 2022 and reach our 2030 carbon and energy efficiency targets.

IT

Appointment of a new IT Manager and introduction of new IT vulnerability management system and upgrade of IT ticketing system.



Structure and Governance

Established in 1951, the CRC was incorporated in 1953 as a company limited by guarantee and not having a share capital. The CRC is a registered charity with the Charities Regulator, Charity Number 20006938, and is subject to the obligations and requirements of the Charities Act 2009. It is also registered with the Revenue Commissioners and has Charitable Status under Sections 207 and 208 of the Taxes Consolidation Act 1997, with a registered charity number of 4998.

The CRC is registered with the Companies Registration Office, company number 14880.

On an annual basis, the CRC must ensure that the following obligations are fulfilled within the deadline set by the HSE:

- Completion and return of the Annual Compliance Statement.
- Completion and return of the Annual Service Arrangements.

In addition, the CRC must submit:

- An annual return to the Charities Regulator along with a Declaration of Compliance in respect of the Charities Governance Code.
- An annual return to the Companies Registration Office along with financial statements.
- A copy of its annual report to the Revenue Commissioners.

Board Overview

The CRC is governed by a voluntary Board of Directors. The Board must have a minimum of three directors and a maximum of fifteen directors, as provided for in the CRC constitution. There are three members of the CRC.

The CRC Board members are voluntary and do not receive any remuneration in respect of their services to the company. They are entitled to avail of out-of-pocket expenses for Board business. No director expenses

were claimed in 2023.

There were no instances or arrangements during 2023 whereby a director was materially interested in the company's activities. There is a conflicts-of-interest policy in place which outlines the procedure and process to deal with and manage all potential and actual conflicts, as and when they arise. This policy is reviewed annually by the Board.

In addition, a Register of Directors' interests is maintained which identifies any interest that could give rise to a conflict of interest. Board members are required to declare their interests prior to the start of all committee and Board meetings, along with providing an annual declaration to the company secretary in this regard.

The Board of Directors, via Board meetings and seven Board sub-committee meetings, are responsible for the overall strategic direction, control and governance of the CRC and delegate day-to-day management of the CRC to the Senior Management Team.

Details of the separation of duties and responsibilities of the chairperson and the CEO are documented in the Governance Manual and Directors Handbook. We confirm that we comply with Section 225 of the Companies Act 2014.

The Board of Directors for 2023 along with attendance at Board and sub-committee meetings are summarised below.

Independent Co-optees

The Board's skills are enhanced through the recruitment of independent experts who sit on Board sub-committees alongside the Board members.

Members

At 31st December 2023, the company members were Mr Tom Quinn, Ms Ann Jackson and Ms Leah Goulding. Mr Tom Quinn is a former director of the CRC, Ms Ann Jackson is a former principal of the school at CRC Clontarf and Ms Leah Goulding is the granddaughter of Lady Valerie Goulding, co-founder of the CRC.



The CRC Board of Directors 2023



Independent co-optees in 2023 were:

Co-optee name	Board Committee	Date of Appointment/ Resignation
Ms Mary Connolly	Quality, Safety and Risk Committee	9 March 2020
Mr Darren Peavoy	Capital Projects and Infrastructure Committee	20 November 2018
Mr Enda O'Riordan	Remuneration and Nominations Committee	3 April 2019 - 10 March 2023
Mr Myles Daly	Governance Committee, Quality, Safety and Risk Committee	3 April 2019 + 7 October 2019
Ms. Deirdre O'Reilly	Audit Committee	22 November 2023
Ms. Lucy Tierney	Remuneration and Nominations Committee	28 May 2021
Mr. Paul Regan	Investment Committee	22nd November 2023

Mr Liam Cullen resigned as director and chairperson of the Fundraising Committee on 27 January 2023.
 Mr Joseph McGrath resigned as director and member of the Fundraising Committee on 27 January 2023.
 Dr Ian Callanan resigned as director and member of the Quality, Safety and Risk Committee and Research Advisory Committee on 22nd September 2023.



Committee Meeting Attendance Record – 1 January 2023 to 31 December 2023									
	Board Meetings	Audit	Investment	Quality, Safety & Risk	Remuneration & Nominations	Governance	Fundraising	Capital Projects & Infrastructure	Board Advisory Committee: Research
Brian Power <i>Chairperson</i>	8/8						2/3	4/4	
Sean McCormack	6/8	4/5	2/4					4/4	
Ian Callanan	4/8			3/4					3/4
David Courtney	8/8					3/4		4/4	
Liam Cullen	1/8								
Joseph McGrath	1/8				1/4				
Rose O'Donovan	7/8				4/4	3/4			
Edward Ward	8/8	4/5	4/4	4/4					
Una Ryder	7/8						3/3		
Tony Golden	6/8		4/4						
Gillian Harford	7/8				4/4				
John Florence	7/8	4/5	3/4						
Leon Quigley	5/8						3/3		
David Matthews	7/8			2/4					
Therese Allen <i>Co Secretary</i>									

Schedule of Board & Committee meetings held from 1 January 2023 to 31 December 2023										
Month	Board meetings/ Written Resolution of Board (WR)	AGM	Audit	Investment	Quality, Safety & Risk	Remuneration & Nominations	Governance	Fundraising	Capital Projects & Infrastructure	Board Advisory Committee: Research
January	✓					✓				
February			✓	✓						
March	✓				✓				✓	
April										✓
May	✓		✓				✓		✓	
June	✓	✓	✓		✓	✓		✓		✓
July	✓			✓			✓			
August					✓				✓	
September	✓		✓	✓		✓		✓		✓
October	✓						✓		✓	
November			✓	✓	✓	✓		✓	✓	
December	✓						✓			✓
Total	8	1	5	4	4	4	4	3	5	4



Sinéad Story



Sinéad & Méabh on the VELA chair

My name is Sinéad Waldron, I am 36 years old, and I live in Santry, Dublin. I have Mild/Moderate Spastic Diplegic Cerebral Palsy, which means that both my legs are affected. Cerebral Palsy affects my gait, balance and co-ordination. As a child I was treated by the multidisciplinary team at the CRC and attended the CRC pre-school in Clontarf before transitioning to mainstream school.

I continued to attend regular physiotherapy sessions and medical reviews in the CRC throughout my childhood and was discharged when I was 19 years old. After Secondary School, I went to university, qualified as a speech & language therapist and got married in 2019.

I recently participated in the 'Complete Person Pilot Programme' (CPPP) in the CRC in 2023. This programme, funded by a HSE Strengthening Disability Services grant, was run in conjunction with Spina Bifida and Hydrocephalus Ireland and provided information and support for adults who have physical disabilities around managing our conditions.

This year long pilot programme was run online with a series of weekly group sessions providing educational presentations on topics like exercise, nutrition, psychological wellbeing, advocacy and energy management for people with disabilities. I found these group sessions to be a great opportunity to learn more about my condition but also to connect with other adults who have physical disabilities. This peer support element of the CPPP group was hugely valuable to me and other members of the group. Following on from my participation in the CPPP group I was asked to speak at a Listening and Sharing webinar about my experience of growing up with a physical disability co-hosted by the CRC and RCSI for an international disability research group.

My experience with the CRC is a tale of two halves: The first half being my childhood experiences, the second half being my experiences with the CRC as part of the CPPP pilot programme. I am glad that I have reconnected with the CRC and for the support that I have received to manage my CP as an adult and a new parent.

Sinéad Waldron

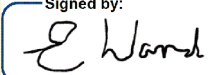
Central Remedial Clinic

Statement of Financial Activities

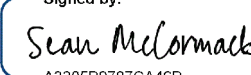
Incorporating the Income and Expenditure Account
For the year ended 31 December 2023

	Restricted Funds 2023 €	Unrestricted Funds 2023 €	Total 2023 €	Total 2022 €
INCOME FROM:				
Charitable activities	28,704,774	-	28,704,774	25,484,182
Other income	785,337	250,516	1,035,853	1,284,093
Other trading activities	-	756,416	756,416	742,405
Donations and legacies	37,778	158,203	195,981	345,549
Total	29,527,889	1,165,135	30,693,024	27,856,229
EXPENDITURE ON:				
Charitable activities	(27,254,706)	(947,671)	(28,202,377)	(28,194,793)
Raising funds	-	(303,457)	(303,457)	(302,930)
Total	(27,254,706)	(1,251,128)	(28,505,834)	(28,497,723)
(Loss)/ gain on investments	-	326,704	326,704	(683,957)
NET INCOME / (EXPENDITURE)	2,273,183	240,711	2,513,894	(1,325,451)
Transfer between funds	-	-	-	-
NET MOVEMENT IN FUNDS	2,273,183	240,711	2,513,894	(1,325,451)
RECONCILIATION OF FUNDS:				
TOTAL FUNDS BROUGHT FORWARD	17,761,590	10,513,736	28,275,326	29,600,777
TOTAL FUNDS CARRIED FORWARD	20,034,773	10,754,447	30,789,220	28,275,326

The financial statements are signed on behalf of the Board by

Signed by:

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Edward Ward
Director

Signed by:

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Sean McCormack
Director

Date: 13 September 2024

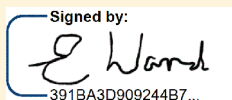
Central Remedial Clinic Balance Sheet

As at 31 December 2023

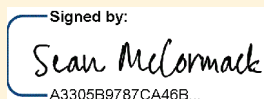
	2023 €	2022 €
FIXED ASSETS:		
Tangible fixed assets	12,473,511	12,440,371
Intangible assets	1,199,999	1,257,142
Investments	6,116,137	5,043,859
Total fixed assets	<u>19,789,647</u>	<u>18,741,372</u>
CURRENT ASSETS:		
Stocks	18,598	24,833
Debtors	1,015,864	394,719
Grants receivable	2,902,141	3,015,860
Cash and cash equivalents	10,689,499	10,350,905
Total current assets	<u>14,626,102</u>	<u>13,786,317</u>
CURRENT LIABILITIES:		
Creditors: Amounts falling due within one year	(3,626,529)	(4,252,363)
NET CURRENT ASSETS	10,999,573	9,533,954
TOTAL NET ASSETS	<u>30,789,220</u>	<u>28,275,326</u>
THE FUNDS OF THE COMPANY:		
Unrestricted funds	10,754,447	10,513,736
Restricted funds	20,034,773	17,761,590
TOTAL COMPANY FUNDS	<u>30,789,220</u>	<u>28,275,326</u>

The CEO and Interim CEO received remuneration of €104,026 in 2023 between both roles (€90,092 in 2022).

The financial statements are signed on behalf of the Board by

Signed by:

 391BA3D909244B7...

Edward Ward
Director

Signed by:

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Sean McCormack
Director

Date: 13 September 2024