



# MS North West Therapy Centre Sligo

Providing essential services to people with Multiple Sclerosis,  
related neurological conditions, and their families

## Multiple Sclerosis North West Therapy Centre

Annual Report 2015

# MS NORTH WEST THERAPY CENTRE

## ANNUAL REPORT & FINANCIAL STATEMENT 2015

### MISSION STATEMENT

The MS North West Therapy Centre exists to enrich the lives of people with Multiple Sclerosis and other neurological conditions by providing essential services and support to clients and their families.

### INTRODUCTION:

The Annual Report for 2015 comprises of the following sections:

The Directors' Report includes the activities and plans for the year ahead for MS Therapy Centre and its services, i.e. Woodhaven and Essential Seconds Charity Shop, and the outcomes of same. It sets out the Governance model of the organisation, including the Board and Management structure and areas of responsibility. It includes a summary of the Strategic Plan and its mid-term review, and its commitment to Quality Assurance through the PQASSO model.

The Financial Statements submitted are draft figures for 2015, which will be signed off by the Board of Directors at the AGM on 26<sup>th</sup> May 2016. They will be in SORP format.

Our dependence on fundraising activities in order to make up the shortfall is an ongoing challenge.

The Risks for the Organisation both financial and physical are set out in a realistic fashion. The Organisations policies and procedures are in place to address all such risks including a summary of the Board's approach to managing the organisations reserves.

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## DIRECTORS CODE OF CONDUCT

It is the responsibility of Board Members to:

1. Act within the governing document and the law – being aware of the contents of the organisation's governing document and the law as it applies to MS North West Therapy Centre Ltd. This is set out in the Memorandum and Articles of Association which is kept in the Manager's Office.
2. Act in the best interests of the MS North West Therapy Centre as a whole – considering what is best for the organisation and its beneficiaries.
3. Act independently in a personal capacity when making Board decisions, and not as the representative of any other group.
4. Manage conflicts of interest effectively by abiding with the MS North West Therapy Centre's declaration of interests policy which is kept in the Policy Folder in the Manager's Office
5. Respect confidentiality – understanding what confidentiality means in practice for MS North West Therapy Centre, its Board and the individuals involved with it.
6. Attend meetings and other appointments on time or give apologies. If three consecutive meetings are missed without apology, you may be asked to step down from the Board.
7. Prepare fully for board meetings – reading papers, querying anything you don't understand and thinking through issues in good time before meetings.
8. Actively engage in discussion, debate and voting in meetings – contributing positively, listening carefully, challenging sensitively and avoiding conflict.
9. Act jointly and accept a majority decision – making decisions collectively, standing by them and not acting individually unless specifically authorised to do so.
9. Work considerately and respectfully with all – respecting diversity, different roles and boundaries, and avoiding giving offence.
10. Work to protect the good name of the MS North West Therapy Centre at all times– avoiding bringing the organisation into disrepute.
11. Directors should not accept gifts and hospitality from stakeholders as set out in the Policy Folder which is kept in the Manager's Office.

Board members are expected to honour the content and spirit of this code. I understand that if I fail to abide by this code of conduct I may be asked to resign by the board.

## DIRECTORS REPORT:



## Services Overview

### Multiple Sclerosis North West Therapy Centre (MS Centre)

The MS North West Therapy Centre (MS Centre) was founded in 1993 by a group of individuals with Multiple Sclerosis. The reliance on fundraising for provision of essential services continues to prove a challenge for the Board of Directors and Fundraising Committee.

Over the years the service has grown in strength and in 2015 was attended by people from Sligo and 8 neighbouring counties from Longford to Donegal. The MS Centre provides essential physiotherapy and holistic complementary services (including hydrotherapy, reflexology, counselling, oxygen therapy, acupuncture, foot care clinic, social worker and peer support groups) to a database of approximately 300 people (155 actively attending Centre for treatment). Our clients predominantly present with MS and some other related neurological conditions. Clients attending the MS Centre also have access to the HSE Physical and Sensory

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Department Case Co-ordinator who will provide them with advice, support and access to other services available to them in the Community. In addition to the services provided at the Centre, a bus is operated 4 days per week to collect clients who live locally but who do not have transport, as well as clients from Ballina, Ballyshannon and other pick-up points in-between.

Please see statistics below in respect of 2015 and comparative figures to 2014.

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	Physio	Hydro	Falls Class	Pilates	Circuit Class	Holistic	Counsel	HBO	Social Worker	Chirop	New Clients	
<b>2015 total</b>	3213	171	130	215	503	889	278	1167	27	19	11	<b>6612</b>
<b>2014 total</b>	2968	180	80	269	375	959	73	1299		20	23	<b>6223</b>
<b>+/-</b>	<b>245</b>	<b>-9</b>	<b>50</b>	<b>-54</b>	<b>128</b>	<b>-70</b>	<b>205</b>	<b>-132</b>	<b>27</b>	<b>-1</b>	<b>-12</b>	<b>389</b>

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## WOODHAVEN



The MS Centre's accessible and supported holiday facility Woodhaven, located on the 1<sup>st</sup> Sea Road opened in late 2014 delivering holiday breaks from Tuesday to Friday. During 2015, Woodhaven was fortunate to secure funding via the Community Services Programme (CSP) for the provision of a Manager and front-line staff. In addition, Woodhaven has engaged with Sligo Social Services and the Sligo Centre for Independent Living for the provision of staffing through their established Community Employment (CE) projects. Due to the above collaboration for provision of staffing, Woodhaven provided 291 bed nights over 2015. In the absence of the state funding, Woodhaven continues to rely on the trade income from the MS Centre charity shop – Essential Seconds. Woodhaven has a choice of beautifully appointed single, twin/double and family bedrooms all ensuite, with a choice of profiling beds and overhead hoist if required. Personal assistance for those with mobility difficulties can be arranged. A limited range of mobility aids and appliances and personal call-bells can also be provided. In addition to a nominal charge for services at Woodhaven, the continued support of the Sligo community and surrounding counties will be fundamental to its success going forward into 2016.

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## ESSENTIAL SECONDS CHARITY SHOP



The MS Centre charity shop, Essential Seconds had a good trading income of €36,956 at the end of December 2015. On recommendation of the Company accountants, the MS Centre de-registered for the payment of VAT during 2015. Essential Seconds is staffed by one paid part-time Manager, Community Employment participants, volunteers and persons from TUS schemes operated by the Department of Social Protection. The purpose of the shop continues to provide:

- As a trading base to raise funds to supplement the services provided at Woodhaven.
- To create an organisational presence in Sligo town.
- To have an accessible location in town for people who want information about the services provided by the MS Centre and Woodhaven.

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## FUTURE PLANS & ACTIVITIES



Going forward into 2016, The MS Centre is committed to continually develop and improve the quality of its services, so that people with MS and other related conditions can live life, strengthened and supported by skilled staff, which ensures no person availing of the service has to face their condition alone. Services at Woodhaven will continue to provide accessible, supported holiday-type accommodation and short-term breaks for people with disabilities, their families and carers. Due to the appointment of a Manager for our service at Woodhaven in late 2015, the main focus of work for 2016 is to plan and implement a marketing strategy and plan for the promotion and development of its services.

The MS Centre is committed to providing optimum services to people with MS and other disabilities, their families and carers and have engaged in PQASSO – a highly recognised and reputable quality assurance system. PQASSO has been greatly welcomed with involvement and input from all key stakeholders including –Management, Board directors, staff from all departments, clients and volunteers who form the core PQASSO working team. The MS Centre has almost completed Quality Area Governance and Leadership and Management with the assistance and mentoring from the Disability Federation of Ireland (DFI). In addition, the MS Centre is delighted to have signed up to the Governance Code journey.

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## OBJECTIVES & GOALS



At the end of 2015, the MS Centre completed its mid-term review of its three year Strategic Plan. Following the mid-review of the Strategic plan, the main objectives for 2016 are as follows:

1. The MS Centre's main objective is to continue providing essential services and supports to people with MS and other related conditions, their families and carers, in a supportive and holistic environment, thus improving their quality of life.
2. The MS Centre continues to evaluate its services, which will ensure that all clients can become fully involved in its future planning and development.
3. The MS Centre is committed to forging networks with relevant local and national organisations with a view to collaboration and sharing of resources, as well as participating in research.
4. The Organisation will research and involve itself in alternative methods of funding to ensure the sustainability of services provision into the future.
5. The Organisation will endeavour to increase guest numbers in Woodhaven for 2016.

During the mid-term review of the strategic plan, discussion was held at Board Level and a review of the M&A, the aspiration of a Client Membership Model was not pursued. It was agreed that it would be detrimental to introduce a fee for service/membership as this would have the strong possibility of negating the generous fundraising ethos which exists at present, and result in less annual donations.



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## GOVERNANCE:



The AGM of the MS North West Therapy Centre Ltd., took place on 13<sup>th</sup> May 2015 and the following Officers were elected and Directors with special responsibility were appointed. Please see Draft Minutes attached.

### Election of Officers 2015

Chairperson: **Pat Dolan**

Vice Chairperson: **Tommie Horan**

Secretary: **Paula Lahiff**

Vice Secretary: **Paraic Colreavy**

Treasurer: **Columb McBride**

Vice Treasurer: **Geraldine Gordon**

### Directors with Special Responsibility 2015

Directors with special responsibility for Essential Seconds: Michael Barrett & Seamus Dolan

Director with special responsibility for Woodhaven: Mary Henry

Directors with special responsibility for 200 Club Draw: Bridie McLean and Geraldine Gordon

Directors with shared responsibility for fundraising committee: Tommy Horan and Paschal Morrison

Directors with special responsibility for Public Relations: Columb McBride and Rosaleen O'Grady

Director with special responsibility for Quality Assurance: Paula Lahiff

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Director with special responsibility for Health and Safety: Paraic Colreavy

## **Nominations to the Board**

These are carried out in accordance with Nomination to the Board of Directors Policy BoD-PO-02. Rosaleen O'Grady was nominated and elected to the Board at AGM 2015

## **Induction of New Directors:**

This was carried out in accordance with Inductions of New Directors Policy BoD-PO-01 and signed off by a Director and new Board Member when the Induction had been carried out.

## **Management Sub-Committee 2015**

A Management Sub-Committee can be called upon when necessary to deal with management matters as is necessary: The following Directors are members of the Management Sub-Committee. Pat Dolan, Paraic Colreavy, Columb McBride, Paula Lahiff, Tamara Gormley  
Decisions of the Management Sub-Committee are signed off by the Board at the next scheduled Board Meeting:

## **Board Meetings:**

The Board meets 6 times per year on the last Thursday of every second month in the Conference Room of Woodhaven, 1<sup>st</sup> Sea Road, Sligo.

## **Approval of Auditors:**

The Auditors Gilroy & Gannon have been approved for 2016.

## **Approval of Changes to Memorandum & Articles of Association**

Some minor updates to Memorandum & Articles of Association were approved.

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## Attendance at Board Meetings

Dates	GQ	CMcB	PC	TH	PL	MH	MB	BMcL	GG	SD	PD	PM	RO'G
11/02/15	✓	✓	✓	✓	✓	✓	A	✓	A	✓	A	A	
15/04/15	A	✓	A	✓	✓	✓	✓	✓	✓	✓	✓	A	
10/06/15	R	✓	✓	✓	✓	✓	✓	✓	A	A	✓	✓	✓
26/08/15		✓	✓	✓	✓	✓	A	✓	✓	✓	✓	✓	A
15/10/15		✓	✓	✓	✓	✓	✓	R	✓	✓	✓	✓	A
26/11/15		✓	✓	✓	✓	✓	✓		A	A	✓	A	✓

Key: ✓ Present, A Apology, R Resigned, N No attendance



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## FUNDRAISING COMMITTEE CODE OF CONDUCT

In line with the Statement of Guiding Principles for Fundraising (ICTR), all members of the Fundraising Committee undertake to:

- Work with colleagues, Board of Directors and Management and others to achieve fundraising objectives
- Conduct themselves at all times with complete integrity, honesty and trustfulness
- Respect the dignity of their position and ensure that their actions enhance the reputation of themselves and the MS Centre
- Adhere to all applicable laws and regulations
- Report any criminal offence of professional misconduct

### They shall:

- Not misuse their authority for personal gain
- Not exploit any relationship with a donor, prospect, volunteer or employee for personal benefit
- Not knowingly or recklessly disseminate false or misleading information in the course of their duties, nor permit their fellow fundraisers to do so
- Not represent conflicting or competing interests without consent of the parties concerned after full disclosure of the facts

### Confidentiality:

Members shall:

- Not disclose (except as may be required by statute or law) or make use of information given or obtained in confidence from their employers or clients, the donating public or any other source without prior express consent.
- Adhere to the principle that all information created by, or on behalf of, the MS Centre is the property of the MS Centre and shall not be transferred or utilised except on behalf of that organisation.

## FUNDING & FUNDRAISING



The MS Centre received €253K in Health Service Executive (HSE) core funding as agreed in the SLA for 2015. During 2015, the MS Centre Board of Directors submitted several proposals to the HSE for additional funding to address the running operating deficit for services at the MS Centre.

It has been an exceptionally busy year as regards fundraising which is crucial to the provision of our services. The MS centre continues to rely on fundraising to bridge the annual shortfall of approx. €100k. Over the course of 2015, several events have taken place such as the try-a-dive, the Longford cycle, walks, runs, sky dives, stars in their eyes, coffee mornings, bag packing, and the MS Centre club draw which has proved very successful. These are really just a snapshot of the various events that were held throughout the year. While we have had a great year for fundraising, there is a concern going forward regarding fundraising as a sustainable source of income. Akin to many voluntary organisations with small fundraising committees, the over-reliance on the efforts

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of fundraising remains a constant challenge and area of major concern for 2016.

During 2015, the MS Centre engaged in political lobbying to outline the funding pressures both at the MS Centre regarding its approximate 100K shortfall per annum and the lack of a service agreement with the HSE for the provision of respite service at Woodhaven. Despite numerous meetings and written proposals, the MS Centre was not successful with its efforts.



Stars in their eyes



Annual 5km Walk/Run



MS Try a Dive 2015



Sligo Fire Station Coffee Morning

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## Financial Statements

As of year ending 31 December 2015, total funds held in bank were €360,818 of which €188,825 is on Term Deposit and the balance is on current accounts. Woodhaven had €8,656 in capital costs included in the accounts for the period so that would reduce the operating loss to €44,335 for the year.

There was a surplus of income over expenditure for the year of €17,114

### Annual Accounts for the period 01/01/15-31/12/15

Statement of Financial	Total 2015	Total 2014
Activities (SOFA)	€	€
<b>INCOMING RESOURCES</b>		
<b>Incoming resources from generated funds</b>		
Donations & Fundraising	130,774	97,365
Grants	361,729	334,420
Government Schemes	22,168	60,298
Respite Facility	27,028	5,362
Essential Seconds Shop	80,292	74,827
Other Income	14,485	16,300
<b>Total incoming resources</b>	<b>636,476</b>	<b>588,572</b>
<b>Resources expended</b>		
MS Centre Services	490,578	450,997
Respite Facility Services	93,911	96,954
Fundraising Costs	12,838	11,828
Insurance	12,240	14,867
Governance Costs	9,795	20,206
<b>Total resources expended</b>	<b>619,362</b>	<b>594,852</b>
<b>Net incoming/(outgoing) resources</b>	<b>17,114</b>	<b>(6280)</b>

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## RESERVES POLICY

It is the Board's policy that reserves should provide the charity with adequate financial stability and the means for it to operate effectively for the foreseeable future.

### Priority Expenditure for 2016

**Working capital:** Reserves up to approximately 4 months (€186,000 on deposit) to cover all operational costs to include wages for services provided by the MS Centre.

**Capital Costs:** €10,000 has been projected as a contingency figure to cover unforeseen repairs, breakages, equipment maintenance at the MS Centre & Woodhaven.

**Developments:** A provision of €5000 has been made to facilitate the costs incurred with staff training, advertising, marketing promotional material regarding services provided by new service at Woodhaven.

**Other Contingencies:** Covered above under working capital

**Restricted funds:** There are no restricted funds in our reserves

## SUMMARY

The reserves are in place to provide matching funds for projects that require funding such as e.g. Woodhaven/MS Centre and any other such projects should they arise. They are also required for working capital purposes on a day to day basis and to provide bridging finance for programmes where grant aid is paid in arrears, as per banking requirements and good practice.

The Board proposes to maintain the charity's reserves at a level which is at least equivalent to three months operational expenditure. The Finance committee reviews the amount of reserves that are required on a quarterly basis to ensure that they are adequate to fulfil the charity's continuing obligations on an annual basis. This will be done in conjunction with the ratification of this and all other Policies & Procedures by the Company Directors.



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During 2015, the Organisation worked tirelessly to address the annual funding shortfall of approximately €110,000. Throughout the year, every effort was made to raise this figure through a number of initiatives:

- Trade income via Essential Seconds Charity shop
- Setting up of the 200 Club Draw
- Rental of the Conference Room in Woodhaven
- Exerting significant pressure on the Minister, Department of Health and the HSE
- Income from the provision of Woodhaven holiday/respice facility
- General Fundraising by our fundraising committee
- Fundraising events held by our wonderful friends and supporters of the MS Centre
- Grant applications

Going forward, the MS Centre will continue the above initiatives and research other options of funding for the Organisation. 2016 will present a bigger challenge due to absence of a number of large scale events that bridged our annual funding gap over the last number of years. The Board of Directors are very conscious and aware of the repercussions of the loss of funding and have committed to finding alternative sources of funding for the continuation of service provision by the MS Centre.

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## RISKS MANAGEMENT



**Compliance Risk:** The MS Centre have an accounting and financial policy in place for all its services to ensure all payroll and internal accounting processes is managed effectively. All monies from public sources (fundraising) are recorded in an open and transparent manner. Persons who wish to fund-raise on our behalf to adhere to strict policies and procedures as set out in the MS Centre Fundraising Guidelines document.

**External Risk:** Due to research undertaken (Services Evaluation), Woodhaven will meet an identified significant unmet need for the provision of services in the area of disability. The MS Centre will carry out annual service reviews to ensure the service is viable, is responding to identified and remains relevant.

**Financial Risk:** The MS Centre has a reserves policy in place with unrestricted funding which can be used to supplement its services where needed. The MS Centre strives to be financially prudent and has at least 3 months operational costs in reserves.

**Governance:** The MS Centre Board of Directors meet on a bi-monthly basis with each director with specified special responsibilities (please see area on Governance). The MS

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Centre is progressing well in the implementation of a Quality Management System that covers twelve quality areas including Governance, Planning, Leadership and Management, User Centred Service, Managing People, Learning and Development, Managing Money, Managing Resources, Communications and Promotion, Working with Others and Monitoring and Evaluation. The MS Centre has also adopted the Governance Code for Community and Voluntary Organisations. In addition, the MS Centre is now fully registered with the Charities Regulatory Authority (CRA).

**Operational:** The MS Centre Board of Directors will ensure Management and staff appointed to work at all its services will be appropriately inducted and trained to ensure optimum standards are upheld at all times. A system of performance appraisal will be in place for management and staff. A forum will be made available for clients and guests to give feedback regarding their service experience. All company policies and procedures to be reviewed annually and disseminated to relevant stakeholders.

**Reputation/Risk:** The MS Centre ensures to deal with all grievances and complaints in a speedy and professional manner. The MS Centre will invoke the relevant policies and procedures to process all complaints e.g. Safeguarding Vulnerable Adults Policy, Trust in Care, Complaints policy and grievance procedures for staff as per employee handbook. A client/guest service evaluation is carried out on an annual basis to gather information regarding the future planning and improvement of service delivery. The MS Centre strives to manage and foster a positive reputation, with the implementation of PQASSO quality assurance system to provide optimum services to people with MS and other related neurological conditions.

**Strategic Risk:** The MS Centre has a working Strategic Plan in place for 2014 - 2016 which has been drafted by a nominated Board sub-committee and approved by the Board of Directors. The Strategic Plan outlines objectives for all its services using SMART objectives throughout.