



# Western Care Association ANNUAL REPORT 2022







Kevin Power and his dad Martin, who were chosen jointly as the Grand Marshalls for the St. Patrick Day Parade in 2022 for his own community in Kiltimagh.



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# Mission Statement

Western Care Association exists to empower people with a wide range of learning and associated disabilities in Mayo to live full and satisfied lives as equal citizens. We achieve this through the provision of a comprehensive range of innovative services and supports.

We are a voluntary organisation, made up of parents/family members, service users, staff, supporters and volunteers, and, in keeping with our pioneering traditions, we believe in:

- Supporting service users in making choices
- Community based services
- Partnership with families and service users
- The essential value of the voluntary organisation
- The vital input of volunteers and friends
- The unique contribution of all our staff
- Partnership, unity of purpose and mutual respect in the achievement of our aims
- The principal of accountability
- Service through partnership and co-ordination with local and national organisations
- The pursuit of equality of access and full service for all
- Continually learning to improve the quality of the way we do things

## Vision

To enable the people we support to live full, rewarding and happy lives.

## Values

- Fairness
- Integrity
- Transparency
- Honesty
- Inclusiveness
- Respectfulness





# Chairperson's Report

On behalf of the Board of Western Care Association, I am pleased to present our Annual Report for 2022, my first as Chairperson.

At the outset, I would like to acknowledge the support of staff and families during recent changes at managerial level and as we move towards better models of care.

2022 was a difficult year for our organisation, we faced the continuing challenges presented by Covid-19 and the increasing level of demand on our services coupled with rising costs and inflation. The tight labour market and longstanding section 39 pay parity issue made it difficult to recruit, develop and retain staff. We continue to engage with the government on this pressing matter. The ageing profile of the people we support added a cumulative financial pressure upon our ability to deliver a balanced budget.

However, despite the challenges, we succeeded in delivering a wide range of services and support, providing day, residential and home support. In September, we established a number of new hubs in the county to cater for young adults and school leavers. The board has made an application to the Dept of Justice under its IIP programme. This application is progressing and we are optimistic that it will be granted later this year. Fundraising is also a crucial activity for the association as it provides much needed funds to help deliver services. The board would like to thank our fundraising team and everyone who raised money for us during the year. We will be developing a fundraising plan later this year to increase fundraising opportunities for the association.

We have continued to progress the VTC project (day services) which will go to tender in 2023. A number of residential properties require improvement and we will be commencing a retrofitting programme later this year. We have also identified a number of residential sites for development under our new model of support and care which we are progressing and these will greatly improve our accommodation profile.

We are all proud of Western Care and the services we provide to the people of Mayo. Western Care has a long tradition of supporting people with disabilities and or autism with our dedicated, hardworking and committed staff. We may not always get everything right, but we strive to achieve best outcomes for the people we support and their families, in accordance with their will and preference within the resources available to us.

The board is currently undertaking a board review and we will implement any changes that are identified to better support and govern the association. We are also establishing a facilities sub-committee to help progress and deliver our extensive property plans. The organisation is engaged in a service improvement programme with the HSE to review delivery of services. The process began in February and will identify any areas that need improvement and implement any changes required.

During the last year we said farewell to Marilyn McNicholas and I want to thank her for her work on the board. I would also like to thank my fellow directors for all the help and assistance given to me and the board throughout the year.

Dr Aoife O'Donohue has joined us on secondment from the HSE, and is fulfilling the role of CEO. Aoife has a long and dedicated career in the disability sector. We are fortunate to have her at this time and we are working with her to enhance and progress services for the association.

In conclusion I would like to thank the staff of Western Care for their dedication and commitment to the association and to the people we support. On behalf of the board, I also wish to express our condolences to families and friends of staff and people we supported who have passed away during the year, may they rest in peace.

Iarla Duffy  
**Chairperson**





# Chief Executive Officer's Report

Since joining Western Care, I have met with the most motivated, committed and hardworking team of dedicated staff. In extraordinary times, you need extraordinary people. In Western Care, we are lucky to have so many of these people working to support people to live their lives.

In 2022, Western Care faced some challenging times which we responded to in a person-centred and proactive manner. I have absolute belief that we have not, and will not, shy away from being brave, and we have and will continue to put the people we support and their families at the heart of all we do. 2022 was a year of challenge and change but it was also a year of resilience, innovation, and humanity. We have learned a lot and my hope is that we will use what we learned to make things better in the years to come.

I cannot express how exceptionally proud I am of my colleagues who strive daily to provide high quality support to the people we deliver services to right across Mayo. Every role in our organisation has played a part in getting us through the past year and continues to play a part in supporting people to live a life of their choosing. I would like to acknowledge and thank each and every one of them for their courage and resilience during 2022 and for their monumental work in keeping everyone as safe as possible. It is this that epitomises what makes Western Care such a special place

Western Care has seen the development of new models of services and supports right across Mayo for both adults and children in 2022. We have begun a quality improvement journey in partnership with the HSE in the form of "A Quality Improvement Framework". This has seen the development of steering committees with all key stakeholders represented and an external chairperson appointed. We have established 6 different work streams including:

- Governance, Leadership and Management
- Human Resources
- Quality and Models of Supports
- Safety and safeguarding
- Finance
- Communication, consultation and co design

As an organisation, Western Care is committed to providing the most appropriate care in the most appropriate setting. The care and support of the adults and children we support is under constant review so that we can adapt to their changing needs. Western Care is now beginning to roll out new models of support to meet the needs of the people we support. This includes transitioning a number of people who receive one-to-one support to new bespoke, designated services.

I would like to acknowledge the people we support, their parents, carers and families for their ongoing cooperation and understanding, particularly during these difficult times. Special thanks go out to the Board of Directors, Senior Management Team colleagues, Senior Operational team and Area teams and my colleagues right across the organisation, for their huge contributions to our efforts in 2022. This was a truly unprecedented and exceptional year and the support, commitment, and dedication you have shown to the people we support and this organisation is truly inspirational, and is very much appreciated.

I would like to acknowledge the support of the HSE; both nationally and locally, the Chief Officer Breda Crehan Roache; Head of Disability, Services John Fitzmaurice; General Manager, Alma Joyce, Disability Managers Laura Rochford and Mary O'Donnell and Head of Finance, Liam Fogarty and the many others who supported us during the year. We are indebted to our supporters, State Agencies and the Government, volunteers, local businesses and communities and the people of Mayo who have supported us throughout the last fifty-six years in so many ways. I would like to remember staff both serving and retired and people we support who passed away this year. May they rest in peace. I have no doubt that 2023 will continue to challenge us all on many fronts but I can assure you that we will work tirelessly to meet that challenge head on.

Dr Aoife O'Donohue  
**Interim CEO**



# Strategic Plan 2022 to 2026



**Objective 1: We will be true to our original purpose and history and promote the values of fairness, honesty, respect, inclusiveness, integrity and transpare**

## **Actions**

1. Remind ourselves daily of our vision and values and live them. Go back to basics and focus on the people we support.
2. Develop ways in which people we support can be heard and listened to.
3. Actively work to improve connections within the Organisation.
4. Develop and implement a plan for improving communication.
5. Actively work to improve connections outside the Organisation.
6. Recognise, acknowledge, and celebrate.
7. Challenge external constraints on organisational autonomy, which can limit our capacity to operate in line with our mission and values and to function as an independent organisation / company.

**Objective 2: We will define who we are and what we do, and we will do that well.**

## **Actions**

1. Carry out an organisation-wide review of the profile of people that we support and identify the needs of people we support now and into the future.
2. Critically review the existing suite and models of service, including funding, governance and staffing, in line with people's current and changing needs, to deliver sustainable services.
3. Carry out a review of the effectiveness and adequacy of transportation, in supporting service delivery.
4. Develop a plan for the future based on the reviews of the models of service incorporating transport and facilities.
5. Look at best practice and explore innovative models of services.
6. Explore funding opportunities to enable us to adequately fund and develop services.

**Objective 3: We will commit to delivering a quality service across all service areas.**

## **Actions**

1. Implement an organisation-wide quality framework (incorporating quality, safety, rights and compliance).
2. Consult with people that we support, families and staff as part of this framework.
3. Further develop reporting and communication systems to ensure best practice and openness.
4. Implement a lean and effective documentation / information system.

**Objective 4: We will ensure that Western Care is a desirable place to work.**

## **Actions**

1. Seek to obtain pay parity with HSE rates of pay for staff.
2. Critically review the suite of Human Resource processes (including recruitment, retention, and staff support).
3. Develop ways in which staff can be heard and listened to.
4. Support staff to access and partake in training and development opportunities.
5. Implement a management development programme across the Organisation.

# Governance

It is essential that organisations such as Western Care Association do everything in their power to maintain the trust of the adults and children who use our services, our dedicated staff, families and a multitude of external stakeholders. In order to reassure the public, the Board has agreed to undertake the following:

- To meet the requirements of the Charity Regulator's Code of Governance.
- To ensure compliance with the requirements of the HSE Service Agreement and with all governance requirements included in this document.
- Compliance with the Charities Institute of Ireland Fundraising Codes of Best Practice.
- Comply with Guidelines for Charitable Organisations Fundraising from the Public.
- Register on the Register of Lobbying which is maintained by the Standards in Public Office Commission
- File our beneficial ownership on the Central Register which is maintained by the Register of Companies.
- Comply with the Approved Housing Bodies Regulatory Authority (AHBRA)

## Board of Directors

- Iarla Duffy (Chairperson)
- Michael Prendergast, (Vice Chairperson)
- Michael Leyden (Company Secretary)
- Frances Burke
- Paddy Geraghty
- Kieran McGloin
- Angela Campbell
- Hugh Farrell
- Alan McCarron
- Marilyn McNicholas (resigned June 2022)



*Frances Burke, Iarla Duffy, Paddy Geraghty, Angela Campbell, Michael Leyden (Back row)  
Alan McCarron, Kieran McGloin, Michael Prendergast, Hugh Farrell (Front row)  
Marilyn McNicholas absent from photo.*



## Sub Committees of the Board of Directors

There are four committees of the Board of Directors. Each Committee has a Terms of Reference. Membership reflects the different experience and skills of Board members. Membership may also include non-board members, but the Chairperson must be a member of the Board of Directors. Committees are advisory by nature and a record is kept of all Committee meetings and decisions. Each Committee is accountable and reports to the Board of Directors.

### Western Care Association Committees

<b>Finance &amp; Audit:</b>	Michael Leyden, Alan McCarron & Paddy Geraghty
<b>HR, Remuneration &amp; Nominations:</b>	Iarla Duffy, Angela Campbell, Hugh Farrell & Clodagh Geraghty (External)
<b>Quality, Safety &amp; Risk:</b>	Kieran McGloin, Hugh Farrell & Philip McKiernan (External)
<b>Governance &amp; Compliance:</b>	Frances Burke, Michael Prendergast & Marilyn McNicholas

## Board Attendance

The Board of Directors met 17 times in 2022 as follows:

Board member	17-Jan	21-Feb	21-Mar	25-Apr	16-May	20-Jun	18-Jul	31-Aug	06-Sep	20-Sep	03-Oct	17-Oct	03-Nov	14-Nov	16-Nov	21-Nov	16-Dec
France Burke	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Angela Campbell	✓	✓	x	✓	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Iarla Duffy	✓	✓	x	✓	✓	✓	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Hugh Farrell	✓	✓	✓	x	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	✓	✓
Paddy Geraghty	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Michael Leyden	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Alan McCarron	✓	x	✓	✓	✓	✓	x	x	✓	✓	✓	✓	✓	✓	✓	✓	x
Kieran McGloin	✓	✓	✓	x	✓	✓	✓	✓	✓	✓	x	✓	✓	✓	✓	✓	✓
Marilyn McNicholas	x	x	x	x	x	Resigned 20th June 2022											
Michael Prendergas	✓	✓	x	✓	✓	✓	x	✓	✓	✓	x	✓	✓	✓	✓	✓	✓







# Service Development and Innovation

As 2021 came to a close, we remained optimistic that as an organisation we had witnessed, lived through and survived the worst of COVID-19, and while we entered 2022 under the cloud of COVID-19, brighter rays were on the horizon. The year saw the welcome return of face-to-face engagements and presented the adults and children supported by Western Care with opportunities for innovation and development.

Some of the innovations which are highlighted in further detail in this report include:

- 'The Art Centre' Adult's Day Service opened in Bohola in August as part of our response to meet the needs of school leavers.
- Advocates developed a fresh annual plan, important surveys were undertaken and one of the 2022 highlights was the play in Linenhall Arts Centre, which encouraged people to have their voices heard.
- In October, Western Care Association participated in the 'Transitioning to Adult Day Services in Mayo' school leaver fair which resulted in important feedback from young people, their families and the many staff who led and supported this important milestone.
- On securing HSE strengthening disability funding, an opportunity presented to commence a one-year pilot communication project through the Speech and Language Therapy department to strengthen fundamental communication supports for the people we support. It provided targeted staff development to embed stability and focus on what constitutes strengthened communication. An evaluation of the project demonstrated its critical value and the need to embrace its success into the future.

As we neared the end of 2022, we welcomed initial development of the Children's Community Connections programme in partnership with our colleagues from the Health Service Executive and Enable Ireland.

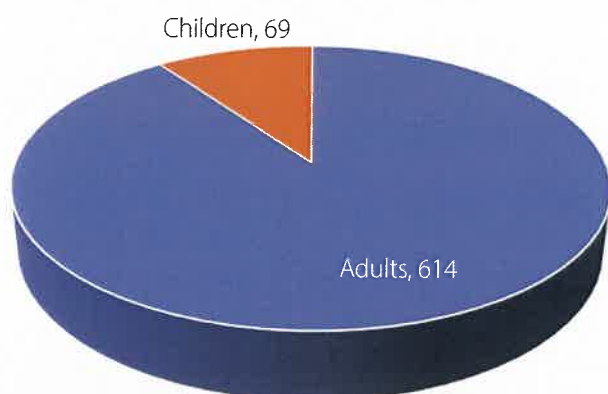
The exceptional dedication and motivation of Western Care Association staff, the people we support, families and communities across Mayo was clear to see in these new developments during 2022. We would like to thank everyone involved and in particular our partners and the HSE for their support in achieving our many accomplishments.

***"Innovation comes from people who take joy in their work",***

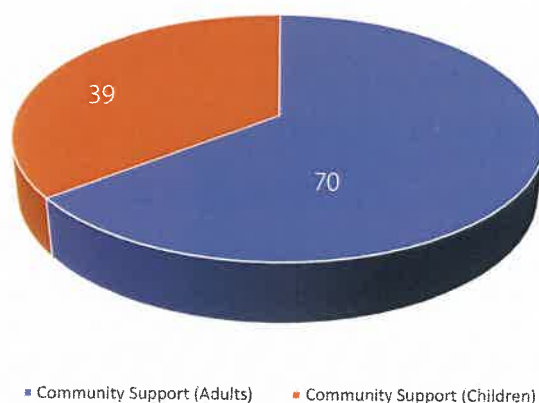
W. Edward Deming



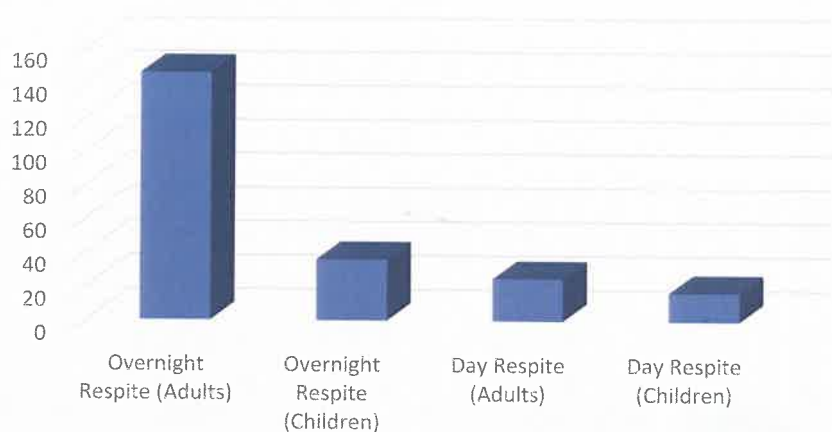
Total Number on Database  
683



Number of People availing of Community Supports



Number of Adults and Children availing of respite supports





## Community Hub

"The Art Centre" Adult's Day Service opened in Bohola in August 2022. We are delighted to have found a wonderful base in the O'Dwyer's Old School House on an interim basis while we await the redevelopment of the VTC building. The people who attend the service have been busy engaging with the local community and working on art projects as well as baking, music, getting out and about and meeting new people.

## Advocacy

Advocates returned to face-to-face workshops during 2022 starting off the year by agreeing a new annual plan. Advocates worked on putting together an important survey to ask people who access services at Western Care Association how they felt about being called a 'Service User'. Following the survey, advocates advised the Senior Management Team to consider replacing the term with 'people we support'. The change in language has since been implemented.



*Advocates borrowing iPads so that they could get familiar with them. Instruction given on the day.*

During October, Mayo Self Advocacy Group put on a play at the Linenhall Arts Centre about why advocacy is so important. It aimed to encourage people to speak up on matters that are important to them. The members of Mayo Self Advocacy group are elected as representatives by their peers from Western Care services across Co Mayo.





## School Leaver Fair Day

Western Care Association took part in the first 'Transitioning to Adult Day Services in Mayo' school leaver fair in October. The event at Breaffy House Hotel was the first of its kind in Mayo and showcased New Directions ID as well as mainstream services and education providers in the county.

The working group for the event consisted of representatives from Western Care Association, The Irish Wheelchair Association, National Learning Network, Praxis, Quest Services, and the HSE CHO2 Day Services team.

Western Care had seven tables at the fair on October 26th, with representatives from our New Directions Day service sites across the entire county.

The feedback from families was really positive and for some the event was their first experience of planning for the transition from secondary school. They reflected on the amount of information available, the knowledgeable staff in the room and their hope for the future.

## Social Farming

Martin Burke and Jack Doherty from Scannan Training Centre, have recently been enjoying their Social Farming placements, on the Gordon's farm, outside Ballina. Martin and Jack loved getting involved with farm life and all the different jobs.

## Communication Project

**WHAT?** This one-year pilot project was proposed by the Speech & Language Therapy department to strengthen the communication supports in Western Care Association. It provided targeted staff development by location to ensure a solid foundation of staff skill and knowledge in good communication support.

**WHY?** Good communication support is central to all other support we provide to people and to ensuring we are inclusive, rights-based and person-centred. Lack of training for staff, organisational buy-in and low SLT staffing level were some of the main barriers to providing good communication support, and therefore to providing good support. This can result in reduced autonomy and quality of life. The overall aim of the project was to remove the barriers and set up systems around 'Total (Inclusive) Communication' for sustainable long-lasting impact for the people we support.

**HOW/WHO?** The pilot began in February 2022 and consisted of:

- 'targeted' communication supports including staff training and coaching in Total Communication across 2 day-services (Behy Road and Ballyhaunis) and associated residential services;
- 'individual' communication supports for 7 individuals, including Communication Passports and coaching staff to learn from implementing these supports to cascade to other people supported;
- a report detailing the participant feedback, learnings and a framework for future rollout will be completed and shared in early 2023.







# Transport

2022 saw substantial investment in Western Care Association's fleet of vehicles. The association has a dedicated team of 15 drivers and 5 relief staff who cover 15 separate routes across Mayo. Drivers clock up an average of 10,000km per week amounting to over 1,000 pick-ups and drop offs. They also play a significant role as ambassadors for the organisation.

We received funding from the HSE to purchase two 9-seater vehicles for residential and respite homes in Kiltimagh and Westport to replace vehicles from 2006 and 2011. The HSE also provided funding for three new vehicles for day services. We successfully applied for funding through CLAR to purchase a bus for the Transport Department and one for our Ballina respite home.



*Team of Western Care drivers with Interim CEO Aoife O'Donohue.*

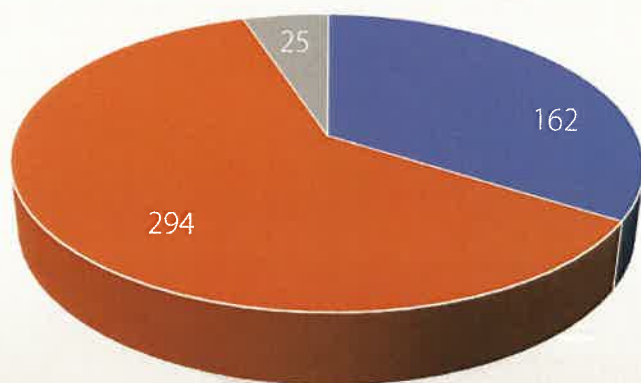


# Quality & Compliance

## 2022 Overview of Regulatory Activity

Throughout 2022, we had 21 HIQA inspections across our residential and respite services. Table A on the next page sets out an overview of the areas of compliance and those where improvement is required. Overall, inspections undertaken found good levels of compliance and reported positive examples of staff working to provide effective support and positive experiences for adults and children supported. 2022 provided additional guidance and best practice documentation which accompanied on our on-going journey of meeting the objectives of our strategic objectives and service improvement.

Number of People supported in Day and Residential services



■ Residential ■ Day (New Directions) ■ Rehabilitative Training





**Table A Overview of 2022 Regulatory Activity**

Inspection	Date of Inspection	REG 3 Statement of Purpose	REG 4 Written Policies and Procedures	REG 5: Application for registration or renewal of registration	REG 14 Person in Charge	REG 15 Staffing	REG 16 Training and Staff Development	REG 19 Directory of Residents	REG 21 Records	REG 22 Insurance	REG 23 Governance and Management	REG 24 Admissions and Contract for the Provision of Services	REG 30 Volunteers	REG 31 Notification of Incidents	REG 32 Notification of Periods when Person in Charge is Absent	REG 33 Notifications of Procedures and Arrangements for Periods when Person in Charge is Absent
1	10/01/2022	Compliant	Compliant				Substantially compliant		Compliant	Compliant	Substantially compliant					
2	17/02/2022	Compliant	Compliant		Compliant	Compliant	Compliant				Compliant			Compliant		
3	15/03/2022															
4	04/04/2022															
5	21/04/2022	Compliant		Compliant	Compliant	Compliant	Compliant	Compliant		Compliant	Compliant			Compliant		
6	09/05/2022					Compliant	Substantially Compliant				Compliant			Compliant		
7	26/05/2022															
8	08/06/2022															
9	06/07/2022					Not Compliant	Compliant				Not Compliant					
10	12/07/2022															
11	28/07/2022															
12	29/07/2022	Compliant	Substantially compliant	Compliant	Compliant	Compliant	Compliant	Compliant			Compliant			Compliant		
13	10/08/2022															
14	30/09/2022	Compliant			Compliant	Compliant	Compliant	Compliant			Substantially Compliant				Compliant	Compliant
15	08/11/2022	Compliant				Compliant	Compliant				Compliant			Compliant		
16	10/11/22 & 30/11/22		Compliant		Compliant			Compliant	Compliant		Compliant	Compliant	Compliant	Compliant	Compliant	Compliant
17	22/11/22 & 06/12/22					Not Compliant 15(1), 15(5)	Not Compliant 16(1)(a), 16(1)(b)				Not Compliant 23(3)(a)			Not Compliant 31(3)(a)		
17	22/11/22 & 06/12/22					Substantially Compliant 15(4)					Substantially Compliant 23(3)(a), 23(3)(b)					
17	22/11/22 & 06/12/22															
18	29/11/2022															
19	29/11/2022	Substantially Compliant				Compliant	Substantially Compliant				Substantially Compliant			Compliant		
20	01/12/2022				Compliant	Compliant	Compliant				Compliant					
21	19/12/2022	Substantially Compliant 03(1)				Substantially Compliant 15(4), 15(5)	Not Compliant 16(1)(a)				Not Compliant 23(3)(a), 23(3)(b)			Not Compliant 31(3)(a)		
21	19/12/2022										Substantially Compliant 23(3)(b)					

REG 34 Complaints Procedure	REG 5 Individual Assessment and Personal Plan	REG 6 Healthcare	REG 7 Positive Behaviour Support	REG 8 Protection	REG 9 Residents' Rights	REG 10 Communication	REG 11 Visits	REG 12 Personal Possessions	REG 13 General Welfare and Development	REG 17 Premises	REG 18 Food and Nutrition	REG 20 Information for Residents	REG 25 Temporary Absence, Transition and Discharge of Patients	REG 26 Risk Management Procedures	REG 27 Protection against Infection	REG 28 Fire Precautions	REG 29 Medicines and Pharmaceutical Services
Compliant		Compliant	Compliant							Substantially compliant	Compliant	Substantially compliant		Compliant	Compliant	Substantially compliant	
	Compliant	Substantially compliant	Substantially compliant	Compliant	Compliant									Compliant	Substantially compliant	Compliant	
															Not Compliant		
															Substantially Compliant		
Compliant	Compliant	Compliant	Compliant	Compliant		Compliant				Compliant		Compliant		Compliant		Compliant	Compliant
Compliant		Compliant	Compliant	Compliant					Compliant	Compliant				Compliant	Substantially compliant	Compliant	
															Compliant		
															Substantially compliant		
		Substantially Compliant	Compliant	Compliant					Substantially Compliant	Not Compliant				Substantially Compliant		Substantially compliant	
															Substantially compliant		
															Substantially compliant		
	Compliant	Compliant	Compliant			Compliant				Substantially Compliant		Compliant		Compliant		Compliant	
															Substantially compliant		
							Compliant		Compliant	Not compliant	Compliant						Compliant
Compliant		Compliant	Compliant	Compliant	Compliant					Compliant				Compliant		Compliant	
	Compliant	Compliant	Compliant	Compliant					Compliant	Compliant	Compliant	Compliant		Substantially Compliant			
			Not Compliant 07(1), 07(3)(a), 07(3)(c)	Not Compliant 08(2)		Not Compliant 10(3)			Not Compliant 13(2)(a), 14 & 15	Not Compliant 17(1)(b), 17(1)(c)				Not Compliant 24(2)	Not Compliant		
			Substantially Compliant 07(4)	Substantially Compliant 08(3)		Substantially Compliant 10(3)(a)											
			Not Compliant 07(3)(a)														
															Not Compliant		
Compliant	Compliant		Compliant	Compliant	Compliant					Substantially Compliant		Compliant				Substantially compliant	
Compliant		Compliant	Compliant	Compliant	Compliant				Compliant	Compliant		Compliant			Compliant	Compliant	
			Not Compliant 07(1), 07(3)(a), 07(3)(b), 07(3)(c)	Not Compliant 08(2), 08(3)	Substantially Compliant 09(2)(a)									Not Compliant 14(2)			



## Records Management

Significant progress was made on converting paper files to digital during 2022. A scanning unit was secured which means that records are no longer placed in a hard copy archival unit and are instead filed electronically. This has resulted in heightened security for sensitive and confidential information. It allows team members to quickly find and share documents on demand, improving communication within the organisation. It's also environmentally friendly, eliminating the need for large volumes of paper to be stored.

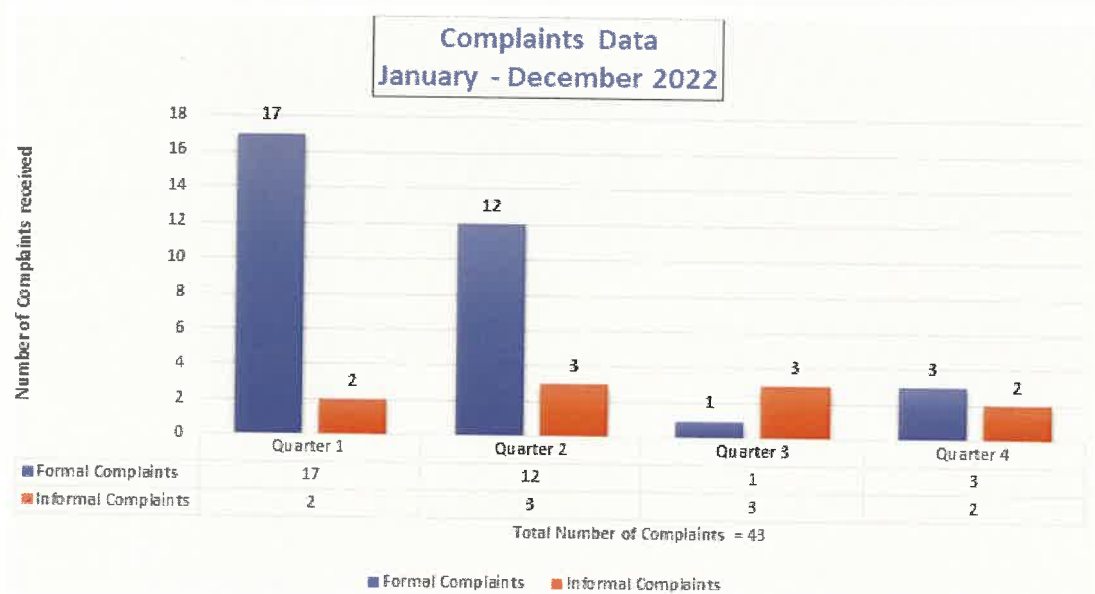
## Freedom of Information Request Statistics

Western Care Association	Live Cases B/F from Dec 2022	Recd. from 1 <sup>st</sup> January 2022 – 31 <sup>st</sup> Dec 2022	Personal	Non-Personal	Mixed
January - June 2022		5	3	2	0
July - December 2022	1	0	0	0	0
<b>TOTALS</b>	<b>1</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>0</b>

## Complaints

Western Care Association is committed to providing a quality service for persons we support and their families. Complaints are regarded as an important source of information for improving services. Complaints data is analysed on a bi-annual basis and is reviewed by Western Care Association's Board of Directors and Senior Management Team. Also, under the Service Arrangement with the HSE, we are required to submit statistical information on complaints to them on a quarterly basis. This information includes the number of complaints received, the categories under which complaints were made, and whether they were upheld.

In total, 43 complaints were received by the Association in 2022. Of these complaints, 10 were resolved informally with 33 being dealt with formally. The nature of the complaints received fell under the categories of Access, Dignity and respect, Improving health, Safe and Effective Care, Communication and Information.







# Human Resources

The Human Resources Department is involved in all areas relating to the employee employer relationship, including recruitment and retention, terms and conditions of employment. HR Department staff engage with managers and staff across the organisation to provide support and guidance in relation to employment legislation and managing the employment relationship, including terms and conditions of employment.

The following is an overview of the work in the Human Resources Department:

- The day to day operations take up a significant amount of time, this includes engaging with employees and managers to ensure employees are provided with appropriate contracts of employment, that their terms and conditions of employment are applied as per organisation policy. There is a significant body of work involved and it spans across recruitment, garda vetting, application of employment legislation, employee wellbeing, pensions and supporting those reaching retirement.
- A critical part of the HR function is the area of recruitment and retention, 2022 was an extremely challenging year in relation to recruitment and securing staff.
- The issue of pay parity continues to be a significant challenge across the Section 39 Organisations. WCA was impacted by strike action in September 2022 and it is anticipated that this will spill over into 2023. We continued to fight for pay parity for staff working in the organisation, and those in Section 39 organisations. We continue to advocate for pay parity for all employees in WCA at both local and national forums.
- We continue to engage with SIPTU and Forsa Trade Unions on change projects.
- The transition of staff from autism/children's services to the HSE Progressing Children's Disability Service was worked on throughout 2021 with the transfer date finalised for 10th January 2022. WCA will continue to employ the staff but they will be managed by the Children's Disability Network Teams.

Community Employment Scheme: The Association employs participants on the CES which is funded by the Department of Social Protection. Participants work in front lines services, IT and administration roles. The Association has an excellent record of providing further employment opportunities for those participants who commence employment on the CE Scheme.

Employment Category	WTE
Administration & Management	54.04
Health & Social Professionals	212.42
General Support	467.94
<b>Overall Total WTE</b>	<b>734.40</b>

# Employment Statistics 2022

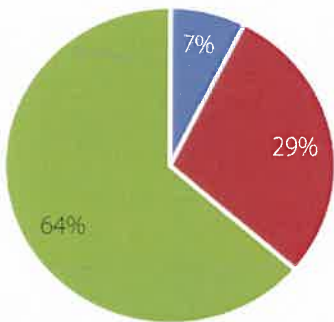
Staff Headcount at 31st December, 2022 is 1009  
With respect to staff paid over €65,000 p.a. the following salary ranges applies in Western Care Association:

SALARY RANGE	NUMBER OF STAFF
€95,000 - €104,000	4
€85,000 - €94,999	1
€75,000 - €84,999	7
€65,000 - €74,999	8

The Association does not pay any bonus or top up payments to the Chief Executive Officer.

**Pension Scheme:** The Association operates a defined contribution pension scheme which has been approved by the Department of Health. The employer contribution is 7% and each employee contributes 5% of their salary towards their pension. Employees also have access to pay additional voluntary contributions if they so wish within the limits applied.

Staffing Whole Time Equivalent by Employment Category



■ Administration & Management ■ Health & Social Professionals ■ General Support





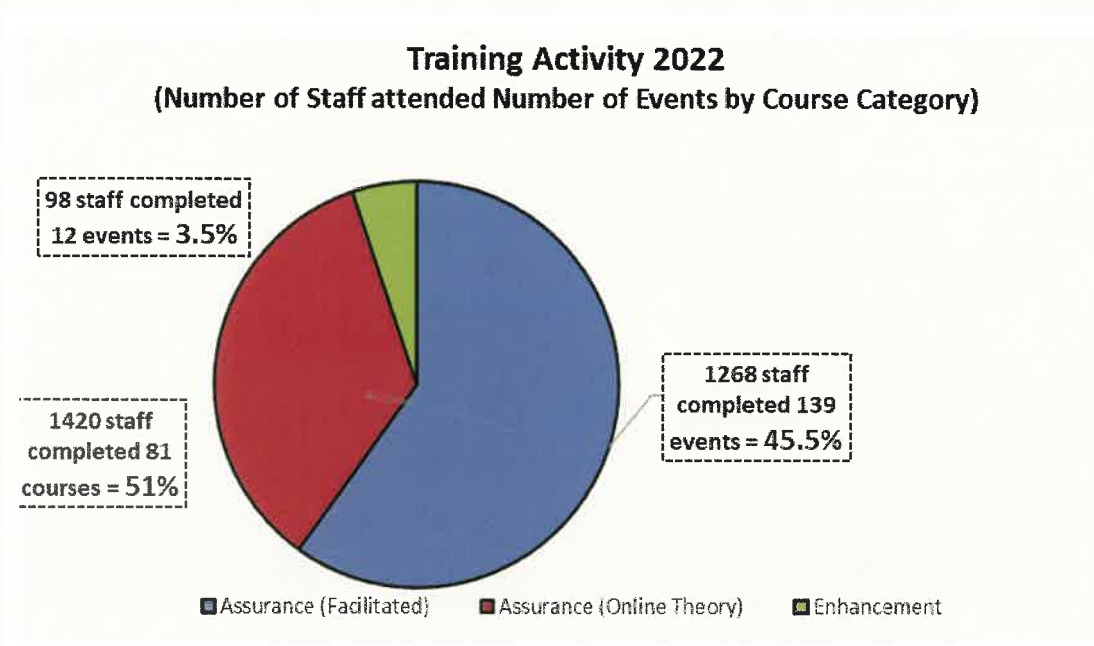
## Training and Development

The Training and Development Department is responsible for the organisation and delivery of staff training in Western Care Association.

### Staff Training

2022 marked a return to training delivery in person, with a huge demand from staff to attend these events. Training was offered to staff however, we were still operating at reduced capacity on many events for a significant portion of the year, in line with Covid-19 national guidance. Maintaining delivery of a training programme for staff was a key priority for the organisation. We were aided in doing this by the blended learning approach which had been adopted by the organisation in 2020.

The Graph represents all training opportunities which were availed of by staff in 2022, both in person and online modules



Name	Courses	Staff
Assurance (Facilitated)	139	1268
Assurance (Online Theory)	81	1420
Enhancement	12	98
<b>Total</b>	<b>232</b>	<b>2786</b>



## Enhancement Level Training

Enhancement level training refers to events which go beyond the basic assurance type of programme and are focused on more advanced skills, methods and approaches and new ways of enhancing the lives and capacities of others.

Although opportunity to attend events of this nature remained greatly reduced in 2022, peoples' capacity to participate has increased as there are now many events available via an e-learning programme; webinar or virtual facilitation that previously would not have been.

With the travel requirements usually associated with events of this nature no longer existing, people can link into events at a place that is convenient to them in a way that previously would not have been feasible.

In 2022 we were able to continue to support attendance at events that were identified as a priority for organisation:

- Autism events
- Management Development
- Coaching and Support
- Understanding Investigative Framework
- Dementia Awareness Training
- Train Trainers programme in LAMH
- Train Trainers programme in Dysphagia

## Staff Development Programme

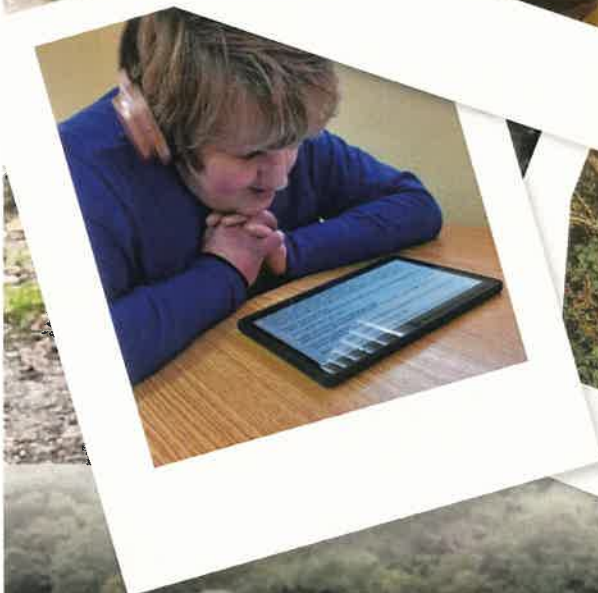
In 2022 an initiative was continued whereby staff who wished to pursue further educational opportunities that enhances their current role, were invited to apply for organisational support to do so.

All staff were invited to apply via an agreed process of application. 24 staff availed of this support during 2022.





# 2022 Snapshot





# Financial Summary

## Financial Results

The surplus for the financial year after providing for depreciation amounted to €1,313,242 (2021 - €765,177).

At the end of the financial year, the company has assets of €20,385,769 (2021 - €19,411,846) and liabilities of €11,150,149 (2021 - €11,494,633). The net assets of the company have increased by €1,318,407.

The continuing impact of the COVID-19 pandemic and the conflict in Ukraine have resulted in significant economic disruption. The demands of the funding received by the Association are increasing and the continued support of the Association's main funders will be critical.

The HSE provided inflationary funding of €1.57m for 2022 which positively impacted the financial results however this funding has been designated as once off in nature even though the organisation continues to suffer from significant inflationary pressure.

Western Care Association is reliant on funding from a number of sources, primarily the Health Service Executive (97%) but also contributions from the people we support, community employment schemes and other fundraising initiatives and donations. Income from the Health Service Executive and other public bodies is restricted for the purpose as set out by those bodies. Such purposes are within the overall aims of the organisation



## Extract from the Directors Report and Financial Statements for Year Ended 31st December 2022

### Income and Expenditure account for year ended 31st December 2022

	2022	2021
	€	€
Income	47,541,074	44,250,975
Expenditure	(46,227,832)	(43,485,798)
Surplus/ (deficit) for the financial year	<u>1,313,242</u>	<u>765,177</u>

The company's income and expenses all relate to continuing operations.

### Statement of Comprehensive Income for the year ended 31st December, 2022

	2022	2021
	€	€
Surplus/(deficit) after taxation	1,313,242	765,177
Revaluation reserve unrealised movement on revaluation of property		(4,127)
Remeasurement of defined benefit scheme Assets and liabilities	89,000	(96,000)
Total comprehensive income relating to the year	<u>1,402,242</u>	<u>857,050</u>

### Statement of Financial Position as at 31st December 2022

	2022	2021
	€	€
<b>Non-Current Assets</b>		
Property, plant and equipment	13,906,900	14,099,002
Debtors	<u>4,653,272</u>	<u>3,682,028</u>
Cash and cash equivalents	<u>1,825,597</u>	<u>1,630,816</u>
	<u>6,478,869</u>	<u>5,312,844</u>
Creditors: Amounts falling due within one year	<u>(7,446,699)</u>	<u>(7,232,138)</u>
<b>Net Current Liabilities</b>	<u>(967,830)</u>	<u>(1,919,294)</u>
<b>Total Assets less Current Liabilities</b>	12,939,070	12,179,708
<b>Provision for liabilities</b>	(455,000)	(814,000)



	<b>2022</b>	<b>2021</b>
	€	€
Capital Grants	(3,248,450)	(3,448,495)
Net Assets	9,235,620	7,917,213
Reserves		
Revaluation reserve	7,322,190	7,322,190
Capital reserves and funds	351,562	435,397
Income Statement	1,561,868	159,626
Members Funds	9,235,620	7,917,213

### Statement of Changes in Equity as at 31st December 2022

	Retained Deficit	Revaluation reserve	Capital Conversion Reserve	Total
	€	€	€	€
As at 1 January 2021	(701,551)	7,326,317	481,292	7,106,058
Surplus for the financial year	765,177	-	-	765,177
Other gains and losses	96,000	(4,127)	-	91,873
Total comprehensive income	861,177	(4,127)	-	857,050
Other movements in members funds	-	-	(45,895)	(45,895)
<b>As at 31st December 2021</b>	<b>159,626</b>	<b>7,322,190</b>	<b>435,397</b>	<b>7,917,213</b>
Surplus for the financial year	1,313,242	-	-	1,313,242
Other gains and losses	89,000	-	-	89,000
Total comprehensive income	1,402,242	-	-	1,402,242
Other movements in members funds	-	-	(83,835)	(83,835)
As at 31st December 2022	1,561,868	7,322,190	351,562	9,235,620

Approved by the Board on 24th April, 2023 and signed on its behalf by:

Iarla Duffy  
Director

Michael Leyden  
Director

The full Annual Financial Statement is available on the Western Care Association website [www.westerncare.com](http://www.westerncare.com)

## Fundraising

2022 kicked off with the Western Care Candlelight Ball which was held virtually for the second year in a row. It was the 22nd year of the Valentine's weekend event. This year there was a virtual night of entertainment featuring some of Ireland's top artists and local talent including Mary Kennedy, Stuart Moyles, Padraig O'Hora, Jimmy Buckley, Pamela Gilmartin, Pat Shortt, Tony Christie and Cathal Gavin.

Funds raised on the night supported 28 different projects across the county including the purchase of a virtual reality headset. The headset gives people supported in the VTC Castlebar the opportunity to try out different sensory experiences like flying in a plane, travelling around the world as well as participating in exercise and games. Abbeytown Hub Crossmolina also purchased a new tablet computer which is used by the people supported at the service to listen to audio books and use various apps.

In May the Hughes family, Westport House opened its gates to support Western Care Association. This included access to rides and attractions in the Pirate Adventure Park free of charge to encourage people to dig deep for Western Care.

A series of fundraising walks took place during 2022 including the annual charity walk on Clare Island. Funding from the Great Western Walk was used for conversions of a sensory room in Spencer Street, Castlebar. Transition Year students from St Gerald's College helped with the project.

A large number of cheque presentations took place during 2022 including for the Golf AM AM event organised by brothers Mark, James and Paddy Durcan to raise funds for Cois Locha residential Services.





We would like to say a huge thank you to our amazing teams of volunteers, committees, families, friends, sponsors and corporate supporters who helped to raise €224,606.60 for Western Care Association during 2022. The funding is vital to Western Care and provides assistive technology like iPads, garden furniture, sensory gardens and art & drama for the people we support as well as making improvements to some of our buildings.

## Would you like to become a member of Western Care Association?

By becoming a member of Western Care, you could make a real difference to the lives of people in Mayo with an intellectual disability and/or autism. You will be helping us to provide the best possible services for the people we support.

**For more information,  
please contact**

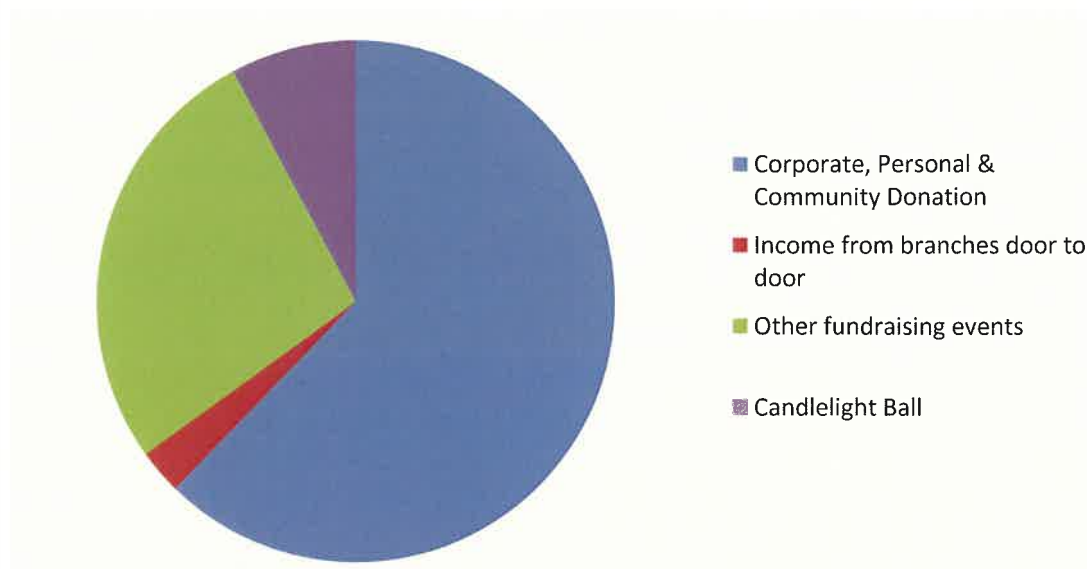
**(094) 9025133**

**[info@westerncare.com](mailto:info@westerncare.com)**



## Fundraising Income 2022

	Euro
Corporate, Personal & Community Donation	139,722.94
Income from branches door to door	6,223.32
Other fundraising events	60,779.15
Candlelight Ball	17,879.19
<b>Total</b>	<b>224,604.60</b>



## Golf Am.Am took place in Castlebar Golf Club

The Durcan brothers Mark, James & Paddy organised a Golf Am. Am. to raise funds for Lower Lakelands Respite Home. This event was a huge success and enjoyed by many.

## The Great Western Walk

Group of participants commencing the Great Western Walk pictured on page 24.

Also pictured on page 25 is Michelle holding bags she is making as an ongoing fundraising project towards the Community Sensory Garden which will be in the Tom Ruane Park in Ballina

### Front Cover:

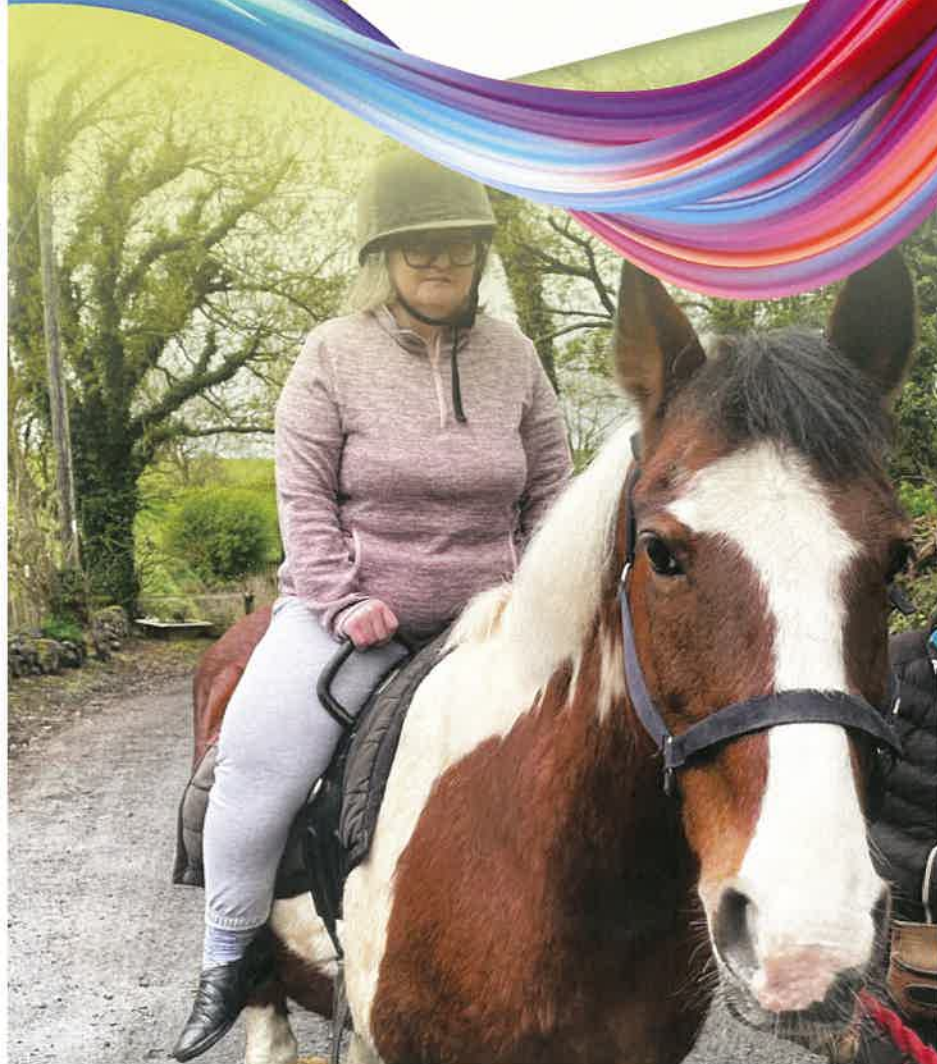
Top Half: A collage of art work by Mary Gilroy, Colm Mortimore, Siobhan Leneghan and Gary Durcan.  
Bottom Half: Artwork by Henry Sheeran

### Back Cover:

Art work by Olivia Mahoney











**Western Care Association**

John Moore Road, Castlebar, Co Mayo

**T:** 094 9025133 | **E:** [info@westerncare.com](mailto:info@westerncare.com) | **W:** [www.westerncare.com](http://www.westerncare.com)



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