Contents

Vision, Mission and Strategic Objectives 4
Letter from the Chairperson 5
Report of the CEO 7
Healthcare Programmes 9
Bereavement Education and Resource Centre 13
Advocacy and Communications 17
Forum on End-of-Life in Ireland 19
Fundraising 21
Financial Activities 24
Corporate Information and Governance 27
Staff 30
Notes 32
Vision
Our vision is that no one should face death or bereavement without the care and support they need.

Mission
Our mission is to achieve dignity, comfort and choice for all people facing the end-of-life. We do this by addressing, with our partners and the public, critical matters relating to dying, death and bereavement in Ireland.

Strategic Objectives
• To advocate for quality services for care at end-of-life for all, including bereavement care.
• To continue, through partnership, to build capacity to meet the end-of-life and bereavement care needs of patients and their families in all care settings, irrespective of age or diagnosis.
• To develop innovative responses to specific end-of-life care challenges in the areas of service equity, patient choice and the physical environment.
• To inform, educate and empower about key issues at end-of-life, including bereavement.
• To further strengthen our independence and operational efficiency through our fundraising programme, underpinned by effective governance and internal development.
As I reflect on 2014, I am also reflecting on the legacy left by Dr. Mary Redmond who founded The Irish Hospice Foundation (IHF) in 1986 as a charity to promote and develop hospice services throughout Ireland. Mary died in 2015 and we are deeply saddened by her death. Her vision continues to be the inspiration for the IHF’s mission to strive for the best care at end-of-life for all. Our approach is holistic and includes not only all aspects of care in relation to dying, death and bereavement but extends to areas such as education, community level activity and justice.

In 2014, we continued our pioneering work initiating and running impactful programmes across a spectrum to ensure that people of all ages, with any illness and in all care settings have comfort and dignity at the end of their lives. Our mission extends to their families and loved ones, so that they too have the support they need.

Charities have come through a deep recession and a very difficult period after events in 2013. We receive no core funding from the State for the services we provide so our fundraising efforts are vital to our operations. In 2014, 78% of the funds we raised were donated by the public. The remaining 22% came from grants from Atlantic Philanthropies (10%), fees generated through education and training (7%), deposit interest (1%) and a number of small grants. Unfortunately our fundraising income declined by 11% in 2014. We, however, made the decision not to cut the services we fund but instead used our reserves, as necessary, to meet our programme needs. We appointed a new head of fundraising in May 2014 and have concentrated our efforts on finding new ways to fundraise and maximise efficiency. Signs of progress towards economic recovery also emerged in 2014 and hopefully support for the sector is being restored.

The IHF is governed by an independent and voluntary Board of Directors with a range of skills and expertise that complement the needs of the IHF. I wish to extend my thanks to Cynthia Clampett and Antoin Murphy, who resigned during the year, for their years of dedication and service to the IHF. I would also like to welcome Tony Condon and Jim Rhatigan to the Board and I look forward to working with them in the future.

As a Board we are proud of our governance arrangements. Public trust in our work is essential and we welcome the establishment of the Charities Regulatory Authority. We believe the Authority will ensure accountability of charitable organisations to donors, beneficiaries and the public and we are committed to working with them to ensure full compliance. In line with our core value of being transparent,
the accounts of the IHF are audited and available on our website (www.hospicefoundation.ie). We continue to be open with our accounts and always answer questions on how we conduct our business.

The IHF’s work is carried out by a highly committed and dedicated staff of 41 people each of whom works towards creating and delivering a range of innovative programmes to support those who provide services at end-of-life and also to those who are approaching their end-of-life. We are also supported by a range of volunteers and gratefully accept their support and assistance at all times. To each volunteer, I extend my thanks.

We are more committed than ever to maintaining and expanding our services and to progressing our mission. We cannot do this work without our donors and we thank them sincerely. We will continue to honour their commitment to us by developing and maintaining quality programmes to support those who are facing their final journey and those who care for them and mourn their loss.

Jean McKiernan
Chairperson of the Board of Directors
The Irish Hospice Foundation

Where our money comes from

- **51%** Donations and Legacies
- **27%** Other Fundraising Income
- **10%** Grants from Atlantic Philanthropies
- **7%** Training and Education Programmes
- **4%** Other Grants
- **1%** Deposit Interest
It continues to be the mission of The Irish Hospice Foundation to ensure that everyone can expect the very best care at end-of-life. That underpins everything we do. In working to fulfil this vision, we had many highlights in 2014.

We have always striven to innovate in areas where there are gaps in traditional health care. In 2014, we delivered 1,500 hours of care to seriously ill people with non-cancer conditions in the last weeks of life all over Ireland under our Nurses for Night Care programme. Without this service, people with non-malignant illness would not be able to stay at home to die – a simple but profound desire of many. Demand for this service increases every year.

We saw hospital spaces transformed under our Hospice Friendly Hospitals’ Design & Dignity Grant Scheme. We trained more than 3,000 people in providing bereavement support. We continued to fund Children’s Outreach Nursing, an important service which means seriously ill children can be cared for at home.

Our ambitious programme to improve end-of-life care for people with dementia who are living at home, in hospital or in residential nursing homes, started to roll out. This is in line with our mission to ensure that everyone, regardless of diagnosis or place of death, receive an exemplar standard of care embodied by what we call the ‘hospice approach’.

We continued to try influence and shape national policy through a rigorous advocacy programme and effective media communications. We welcomed the publication of the Oireachtais Committee on Health and Children report into its end-of-life hearings with 37 recommendations. We saw our documentary ‘Way To Go – Death and the Irish’ broadcast on RTE One TV.

Our Think Ahead programme – an initiative of the Forum on End-of-Life – continued to strengthen and we were delighted to have an Taoiseach, Enda Kenny, launch phase two of this very important project which encourages people to ‘Think Ahead’ and plan for end-of-life. It is only by asking ourselves ‘what is it I want for myself and my family at end-of-life?’ that we can strengthen the national ‘call to arms’ for better end-of-life care and support.

Our work in bereavement is one of the jewels in our crown. Inspired by the work of Thérèse Brady, we continue to train 4,500 every year in bereavement, communications and reflective end-of-life care.
Our fundraising team is working very hard to maintain and increase income. We continue to organise the two biggest fundraising events for the hospice movement in Ireland, Sunflower Days in June and Ireland’s Biggest Coffee Morning in September. We had a very successful ‘Never Forgotten’ Appeal at Christmas and we reached out to friends and supporters in New York. 2014 also saw our inaugural Irish Hospice Foundation Race Day in Leopardstown and plans agreed for a 2016 ‘Way To Go’ campaign. Work progressed on a major new book in aid of The Irish Hospice Foundation, and in April 2015 sons+fathers was launched. Sincere thanks to Claire Ronan and all of the special events committee, Nora Casey for her support of our work, and to Kathy Gilfillan, Anne-Marie Taylor and Miriam Donohoe for their work to produce beautiful books for The Irish Hospice Foundation.

The Irish Hospice Foundation is tremendously fortunate to have an excellent Chairperson, Jean Mc Kiernan and Board of Directors, each of whom gives their time voluntarily. They do everything good boards should do – consistently inspire, challenge, support, oversee and champion the work of the staff and the organisation. As CEO, I wish to thank them for their tremendous support of myself and the management team in our work.

I also wish to thank the management team and all the staff of the organisation – everyone works hard to create the type of organisation which can stay true to its vision and deliver programmes and services which truly make a difference.

**Sharon Foley**
Chief Executive Officer
The Irish Hospice Foundation
Palliative Care for All

As part of our Changing Minds programme, we continued to focus on the palliative care needs of those with dementia. Dementia palliative care seminars were held in both Limerick and Drogheda with over 250 delegates attending. A grant programme focusing on dementia was introduced with awards made to St. James’s Hospital, Milford Care Centre’s Compassionate Communities Project, North West Hospice and St. Vincent’s Hospital, Athy, all of which are using quality improvement methods to introduce palliative care for people with dementia in their respective settings. In conjunction with University College Cork, we also began to develop guidance documents on the assessment of pain, medication management, nutrition and hydration and ethical decision-making, all in relation to patients with dementia.

Our Journey of Change programme which promotes better end-of-life care for people in residential care settings was developed and is designed to reach over 350 locations throughout Ireland over the coming years.

Following a joint research study with the Neurological Association of Ireland, the report on the palliative care needs of those with advancing neurological diseases was launched. As part of the launch, a round table event took place bringing together the key stakeholders who have responsibility for progressing palliative care in this area.
Primary Palliative Care

Over 120 delegates attended our Primary Palliative Care Conference in Dublin in May which was opened by the former Minister of State for Primary Care, Alex White TD. The theme of the conference was ‘Living and Dying Well in the Community - The Future of Primary Palliative Care in Ireland’.

Our out-of-hours palliative care handover form was successfully piloted in SouthDoc in Cork. This form was developed to support GPs by providing key information on the palliative care needs of their patients and assisting in the continuity of care outside traditional working hours. An independent evaluation has recommended the national implementation of the form.
Hospice Homecare for Children

We continued to advocate for the implementation of the national policy on children’s palliative care not least through our active representation on the National Development Committee for Children’s Palliative Care.

We continued funding for Ireland’s only paediatric palliative care consultant along with four children’s outreach nurses across the country. Our three year funding arrangement for the fifth nurse, who is based in Drogheda, came to an end during 2014 and we are happy to report that the post has been taken over by the HSE.

An independent evaluation of the national children’s palliative care programme, cofunded by the Irish Hospice Foundation and the Department of Health, was commissioned and the final report is expected during 2015.

Nurses for Night Care

Our Nurses for Night Care service supports patients with life-limiting illnesses, other than cancer, to die at home. The demand for the programme increased by 22% over 2013, with over 400 patients receiving the service and almost 1,500 nights of nursing care delivered. A six monthly review and reporting mechanism was established so that key stakeholders can be kept informed of the access to, and demand for the service. We are grateful to the Irish Cancer Society, our partner on this programme, which provides this service to people with cancer.

Hospice Friendly Hospitals Programme

The Hospice Friendly Hospitals Programme continued to bring about positive change in the approach taken to dying, death and bereavement in hospitals and has become embedded into the operational levels of hospital management with five hospitals having staff with designated responsibility for end-of-life care.

Forty hospitals are now participating in the acute hospital network which held three national events during the year. We also ran a number of network events for the maternity and Leinster community hospitals.
The publication of two evaluation reports demonstrated the key achievements of the programme and these reports informed the content of the advocacy paper, published in November, which outlined the case for continued investment in the area. The publication of the report ‘A Good Death - A Reflection on Ombudsman Complaints about End-of-Life Care in Irish Hospitals’ also supported the need for the Hospice Friendly Hospital approach.

The National End-of-Life Care Audit and Review System, developed by the programme, was adapted for use in residential care settings.

The Design and Dignity Grant Scheme, operated in partnership with the HSE, funds ‘exemplar’ projects in public hospitals and aims to transform the way hospital spaces are designed for people at end-of-life and their families. The first round of eleven projects including family rooms, mortuaries and bereavement suites was completed during 2014 and the second round of grants was awarded in December to an additional twelve projects.

Our updated ‘Design and Dignity Guidelines for Physical Environments of Hospitals’ were adopted by the HSE for all new and refurbishment building projects.
We continued to build on our education and training programmes during the year in the areas of bereavement and loss as well as providing financial support for education and professional development.

End-of-life care education and training

Our bereavement education programmes continued to be popular with 800 new subscriptions to our e-learning module ‘Living with Loss’ and a further 600 people attending one of our face-to-face training courses which ranged from one day workshops to postgraduate MSc programmes run in conjunction with the Royal College of Surgeons in Ireland.

By the end of 2014, over 3,000 staff from residential care settings across the country had attended the day-long workshop ‘What Matters to Me’. The training forms a part of the Changing Minds programme and is focused on improving end-of-life care by enhancing staff communication skills. To supplement our half-day workshop on dealing with bad news, we developed a short animation on the principles of good communication at difficult times.

In January, our new complicated grief programme, which supports bereaved
people needing professional help with grief, was officially launched by American bereavement expert, Professor Kathy Shear. The programme aims to build capacity to ensure that people presenting with complicated grief have access to effective treatment in Ireland. A small clinical practice was also set up and the newly appointed Thérèse Brady scholar, Ms. Anne Dodd, will undertake a PhD on the attitudes, knowledge and skills of Irish practitioners in the diagnosis and treatment of complicated grief.

Irish Childhood Bereavement Network
The Irish Childhood Bereavement Network, supported by the Irish Hospice Foundation and Tusla, the Child and Family Agency, held its first national conference in October, at which a new framework, developed to guide and advise adults, volunteers and professionals about childhood bereavement, was launched.
Resources and information services

In March, we launched an innovative resource pack aimed at helping managers and workers to support colleagues affected by bereavement. The resource pack has been a collaborative project between employers, unions and representative bodies and is made up of six easy to use information sheets which can be downloaded free of charge from www.griefatwork.ie.

In November we held our third ‘Living with Loss’ bereavement information event with guest speaker Michael Harding, Irish short story writer, playwright and novelist. Over 250 members of the public and 21 bereavement support services attended the event which was kindly sponsored by Fanagan’s Funeral Directors.

Fifty thousand bereavement leaflets were distributed during the year and the Thérèse Brady Library service continued to act as the only specialist bereavement and end-of-life care library collection in the country.

Grants

During 2014, we granted over €31,000 to individuals and organisations seeking to increase their knowledge and skill in hospice, palliative and bereavement care. We were also delighted this year to set up and award the first ever Dr. Anne Merriman International Scholarship to Martha Rabwoni who works in Hospice Africa Uganda and who will complete a BSc in palliative care.

We also continued to support the All Ireland Institute for Hospice and Palliative Care through our 2014 contribution of €200,000.
Broadcaster Lottie Ryan and Mark Saunders, Brand Director of Bewleys at the launch of Ireland’s Biggest Coffee Morning 2014
We continued to engage at a high level with both the media and policy makers to raise awareness of our work and maintain continued support.

Advocacy
In July, the report from the 2013 hearings on end-of-life issues by the Joint Committee on Health and Children was published. We made a number of contributions during the hearings and a key recommendation of the report was the development of a National Strategy on Palliative Care, End-of-Life and Bereavement, encompassing both health and other areas of public policy. Devising such a strategy has been a cornerstone of our advocacy and of the work of the Forum on End-of-Life in Ireland and we will continue to engage with Department of Health and other government departments to progress this issue.

We also supported the launch of a new report by the Office of the Ombudsman entitled ‘A Good Death’ which highlighted how end-of-life care in Ireland could be improved.

We were successful in our campaign to end the six month renewal requirement for emergency medical cards for people who are approaching the end-of-life.

Communications
We received extensive coverage in print, broadcast and online media during the year for our work programmes and fundraising campaigns, including the two biggest fundraisers for the Irish hospice movement - Sunflower Days in June and Ireland’s Biggest Coffee Morning in September. Our Christmas ‘Never Forgotten’ appeal was also highly successful with national radio coverage and a strong social media campaign.

Media secured during the year included opinion pieces in the Irish Times, the Irish Independent and the Sunday Times, interviews on Morning Ireland, The Sean O’Rourke Show and The Matt Cooper Show and widespread coverage throughout regional print and broadcast media.

The Irish Hospice Foundation and RTE documentary ‘Way To Go – Death and the Irish’, featuring first hand experiences of people speaking openly and honestly about going through the last months of their lives, was broadcast in July. Also in July, we published our third Perspectives Paper entitled ‘Enabling more people to die at home’.

During the year we implemented social media guidelines and developed a social media strategy resulting in a significant increase in activity.
Bereavement – Education and Training

Mary Kennedy of RTE and helper at the launch of Sunflower Days 2014
The Forum on End-of-Life in Ireland was created to explore and, where possible, to address a broad range of issues of importance to Irish people in relation to end-of-life. Think Ahead is an initiative of the Forum and is a tool which urges people to ‘Think, Talk, Tell’ and record and review their personal preferences for future medical, financial and personal care.

Planning work started on our Forum 2015 event, the theme of which will be ‘Dying to talk? Conversations about end-of-life in Ireland’.

We held a popular briefing session on proposed legislation on Advance Healthcare Directives for over 50 members of the Oireachtas. The session was facilitated by Mrs. Justice Catherine McGuinness, Ms. Patricia Rickard-Clarke, and Dr. Brendan O’Shea.

We distributed more than 30,000 Think Ahead forms nationwide and held over 80 presentations and briefings on Think Ahead with civil society groups, legal and financial organisations, religious communities and medical professionals. This included a day-long event hosted by the Taoiseach, Enda Kenny, in his constituency in December. The Taoiseach also launched the second phase of the ‘Think Ahead’ initiative which includes a plan to allow people to record, store and retrieve their end-of-life wishes and care preferences, including their medical records, online.
Members of the National Council of the Forum on End-of-Life in Ireland

Mrs. Justice Catherine McGuinness, Chairperson

Dr. Brian Farrell, Dublin City Coroner, Barrister-at-Law

Ms. Sharon Foley, CEO, Irish Hospice Foundation

Ms. Ita Mangan, Barrister

Ms. Úna Marren, former Deputy Director of Nursing, Mater Misericordiae Hospital

Mr. Gus Nichols, Funeral Director, Director of Fanagans Funeral Directors.

Mr. Diarmuid O’Coimín, End-of-Life Coordinator, Mater Misericordiae Hospital

Ms. Sheilagh Reaper-Reynolds, General Manager Palliative Care, HSE

Ms. Patricia Rickard-Clarke, Solicitor, former Law Reform Commissioner

Prof. David Smith, Associate Professor of Health Care Ethics, Royal College of Surgeons Ireland

Mr. Senan Turnbull, former Director of Services, Community, Recreation and Amenities with Fingal Council

Dr. Max Watson, Consultant in Palliative Medicine at Northern Ireland Hospice
We receive no core funding from the State and while any grants received for specific purposes are greatly valued, we are primarily dependent on voluntary donations to continue our programmes.

**Individual Giving**

We were delighted that our new direct mail campaign, ‘Never Forgotten’ was so successful, both in print and online, after the income decline in 2013. Our Book of Remembrance, containing messages to loved ones written by the donors, will remain on display in our Thérèse Brady Library. Door-to-door fundraising continued to generate funds for our programmes as well as promote understanding of our work. However this income stream is becoming more difficult to maintain as donors are becoming less inclined to sign up to regular giving. Our annual raffle also performed well with a significant increase in income compared to 2013.

**Annual Events**

Kingspan, once again, sponsored our annual cycle challenge with 47 cyclists completing 550km over five days, cycling from San Sebastian to Barcelona in Spain in July.
We continued to coordinate and invest in the two national fundraising events for the Irish hospice movement. Hospice Sunflower Days in June was supported by RTE’s Mary Kennedy and the 22nd year of Ireland’s Biggest Coffee Morning was held in September and supported once again by Bewleys.

We held a very successful Race Day lunch in February at Leopardstown Race Course, a Golf Day in September at the Royal Dublin Golf Club and a number of Dine Out events throughout the year. We would like to thank all the members of our Special Events Committee for their hard work on these events during 2014. We were also one of three recipient charities of proceeds from the Lord Mayor’s Ball and as always, we were delighted to receive donations from a range of community events throughout Ireland.

Retail

Our magical Reindeer Food was sold through our partners MACE and Lloyds Pharmacy in the months running up to Christmas.

Our new book, ‘The Gathering – Reflections on Ireland’, launched late in 2013, was fully distributed during 2014 and raised €175,000 for our ‘Design and Dignity’ grant scheme.
Partnerships

A range of organisations supported our work during the year including Atlantic Philanthropies, Arthur Cox, Baxi Potterton Myson, GSK, Lloyds Pharmacy, Londis, MACE, Superdrug and Ulster Bank.

For the fourth and final year, Early Childhood Ireland ran their ‘National Pyjama Day’ in early childhood care and education services around the country. We are delighted to report that they have raised a total of €977,000 for the Hospice Homecare for Children Programme.

We would like to offer our sincere thanks to all our donors, event participants, sponsors, committee members and other supporters.
The following summary accounts have been extracted from the statutory financial statements of The Irish Hospice Foundation Limited for the year ended 31 December 2014.

The statutory financial statements, on which the auditors, JPAS Ltd Chartered Accountants and Registered Auditors, expressed an unqualified opinion, have been filed with the Companies Registration Office following the Annual General Meeting on 31st May 2015 where they were approved by the Members and signed on their behalf by Jean McKiernan, Chairperson and Cormac Kissane, Chair of the Finance and Audit Committee.

The detailed auditors report and financial statements are available to download from www.hospicefoundation.ie or can be obtained from our office at Morrison Chambers, 32 Nassau Street, Dublin 2.

We are currently compliant with all provisions of the Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations in Ireland.

In accordance with the Code, our Finance and Audit Committee takes delegated responsibility on behalf of the Board to provide an oversight of the financial and resource management of the organisation, ensuring that there is:

- robust monitoring of the finances of the IHF;
- a strong framework for accountability and for examining and reviewing all systems and methods of control, both financial and otherwise, including risk analysis and risk management;
- compliance with all aspects of the law, relevant regulations and good practice.

We also subscribe to the Irish Charities Tax Research ‘Statement of Guiding Principles for Fundraising’ and we prepare our financial statements in accordance with the ‘Statement of Recommended Practice for Financial Reporting by Charities’ (SORP) as issued by the Charity Commissioners for England and Wales in March 2005.

Our available reserves at the end of 2014 were €2,047,461. The organisation has an agreed policy to monitor the adequacy of reserves via the Finance and Audit Committee.

The additional funds currently held, together with all fundraising initiatives over the coming years, are expected to be disbursed on the following programmes: Changing Minds, Paediatric Palliative Care, Nurses for Nightcare, Hospice Friendly Hospitals, Primary Palliative Care, and Palliative Care for All.

In accordance with SORP recommendations, the number of higher paid employees is disclosed as follows:

<table>
<thead>
<tr>
<th>Salary Range</th>
<th>2014</th>
<th>2013</th>
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</thead>
<tbody>
<tr>
<td>€110,000 to €120,000</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>€80,000 to €90,000</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>€70,000 to €80,000</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4</strong></td>
<td><strong>6</strong></td>
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Cormac Kissane
Chair
Finance and Audit Committee
Statement of Financial Activities
for the year ended 31st December 2014

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2014</th>
<th>2014</th>
<th>2013</th>
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<tr>
<td></td>
<td>€</td>
<td>€</td>
<td>€</td>
<td>€</td>
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<tr>
<td>Unrestricted Funds</td>
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<td></td>
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<tr>
<td>Restricted Funds</td>
<td></td>
<td></td>
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<tr>
<td>Total Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Incoming Resources</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Voluntary Income</td>
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<tr>
<td>Donations</td>
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<td>155,230</td>
<td>2,233,313</td>
<td>2,158,926</td>
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<td>Legacies</td>
<td>24,793</td>
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<td>24,793</td>
<td>420,921</td>
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<td></td>
<td>2,102,876</td>
<td>155,230</td>
<td>2,258,106</td>
<td>2,579,847</td>
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<tr>
<td>Activities for Generating Funds</td>
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<td></td>
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<td></td>
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<tr>
<td>Other Fundraising Income</td>
<td>254,172</td>
<td>915,507</td>
<td>1,169,679</td>
<td>1,281,471</td>
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<tr>
<td>Training and Education Programmes</td>
<td>293,693</td>
<td>-</td>
<td>293,693</td>
<td>226,685</td>
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<td></td>
<td>547,865</td>
<td>915,507</td>
<td>1,463,372</td>
<td>1,508,156</td>
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<td>Investment Income</td>
<td>38,013</td>
<td>-</td>
<td>38,013</td>
<td>74,693</td>
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<td></td>
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<tr>
<td>Total Incoming Resources</td>
<td>2,688,754</td>
<td>1,694,726</td>
<td>4,383,480</td>
<td>4,757,066</td>
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<tr>
<td>Resources Expended</td>
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<tr>
<td>Cost of Generating Funds</td>
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<tr>
<td>Fundraising Cost</td>
<td>(768,947)</td>
<td>(325,278)</td>
<td>(1,094,225)</td>
<td>(1,440,871)</td>
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<td>Charitable Activities</td>
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<tr>
<td>Grant Aid</td>
<td>(1,322,079)</td>
<td>(1,787,656)</td>
<td>(3,109,735)</td>
<td>(3,095,270)</td>
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<td>National Bereavement Centre</td>
<td>(706,890)</td>
<td>(8,130)</td>
<td>(715,020)</td>
<td>(874,595)</td>
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<td>Governance Costs</td>
<td>(104,228)</td>
<td>-</td>
<td>(104,228)</td>
<td>(117,819)</td>
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<tr>
<td>Total Resources Expended</td>
<td>(2,902,144)</td>
<td>(2,121,064)</td>
<td>(5,023,208)</td>
<td>(5,528,555)</td>
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<td>Net Outgoing Resources</td>
<td>(213,390)</td>
<td>(426,338)</td>
<td>(639,728)</td>
<td>(771,489)</td>
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</table>

There are no recognised gains or losses other than the incomings/outgoings for the above two financial years.
## Balance Sheet
for the year ended 31st December 2014

<table>
<thead>
<tr>
<th></th>
<th>€</th>
<th>€</th>
<th>€</th>
<th>€</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible Assets</td>
<td>106,751</td>
<td>142,150</td>
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<tr>
<td><strong>Current Assets</strong></td>
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<tr>
<td>Debtors</td>
<td>488,940</td>
<td>279,642</td>
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<tr>
<td>Cash at bank and in hand</td>
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<td>3,139,850</td>
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<td></td>
<td>3,083,624</td>
<td>3,419,492</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Creditors:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts falling due within one year</td>
<td>(547,743)</td>
<td>(619,461)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Deferred Income</strong></td>
<td>(595,171)</td>
<td>(254,992)</td>
<td></td>
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</tr>
<tr>
<td><strong>Net Current Assets</strong></td>
<td>1,940,710</td>
<td>2,545,039</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>2,047,461</td>
<td>2,687,189</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reserves and Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted Funds</td>
<td>891,132</td>
<td>1,317,470</td>
<td></td>
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</tr>
<tr>
<td>Unrestricted Funds</td>
<td>1,156,329</td>
<td>1,369,719</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>2,047,461</td>
<td>2,687,189</td>
<td></td>
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</tbody>
</table>
Board of Directors

We are governed by a Board of voluntary non-executive Directors, none of whom receive payment of any kind for their services. The Board of Directors met six times during the year.

Ms. Jean McKiernan *(Chairperson)*

Mr. Cormac Kissane

Ms. Cynthia Clampett *(Resigned 28th October 2014)*

Professor Antoin Murphy *(Resigned 11th April 2014)*

Mr. Tony Condon *(Appointed 8th April 2014)*

Ms. Margaret Nelson

Mr. Denis Doherty

Mr. Michael O’Reilly

Professor Muiris X. FitzGerald

Dr. Liam O’Siorain

Ms. Mary Harney

Mr. Jim Rhatigan *(Appointed 28th October 2014)*

Ms. Vivienne Jupp

In 2014 there were four sub-committees of the Board: the Policy and Services Advisory Committee (chaired by Professor Muiris X. FitzGerald) which met three times, the Finance and Audit Committee (chaired by Mr. Cormac Kissane) which met six times, the Strategy and Innovation Committee (chaired by Ms. Vivienne Jupp) which met five times and the Nominations Committee (chaired by Mr. Cormac Kissane) which did not meet during the year.
## Board Attendance

<table>
<thead>
<tr>
<th>Name</th>
<th>11th Feb</th>
<th>8th Apr</th>
<th>10th Jun</th>
<th>16th Sep</th>
<th>28th Oct</th>
<th>9th Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms. Jean McKiernan</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Ms. Cynthia Clampett</td>
<td>✔️</td>
<td>X</td>
<td>✔️</td>
<td>X</td>
<td>X</td>
<td>N/A</td>
</tr>
<tr>
<td>Mr. Tony Condon</td>
<td>N/A</td>
<td>X</td>
<td>✔️</td>
<td>X</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Mr. Denis Doherty</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Professor Muiris X. FitzGerald</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>X</td>
<td>✔️</td>
</tr>
<tr>
<td>Ms. Mary Harney</td>
<td>✔️</td>
<td>✔️</td>
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<td>X</td>
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<td>✔️</td>
</tr>
<tr>
<td>Ms. Vivienne Jupp</td>
<td>✔️</td>
<td>✔️</td>
<td>X</td>
<td>X</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Mr. Cormac Kissane</td>
<td>X</td>
<td>✔️</td>
<td>X</td>
<td>X</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Professor Antoin Murphy</td>
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<td>✔️</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Ms. Margaret Nelson</td>
<td>X</td>
<td>✔️</td>
<td>X</td>
<td>X</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Mr. Michael O’Reilly</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>X</td>
<td>✔️</td>
</tr>
<tr>
<td>Dr. Liam O’Siorain</td>
<td>X</td>
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<td>✔️</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Mr. Jim Rhatigan</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>✔️</td>
<td>✔️</td>
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</table>
Other Corporate Information

<table>
<thead>
<tr>
<th><strong>Chief Executive</strong></th>
<th><strong>Company Secretary</strong></th>
<th><strong>Company Number</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms Sharon Foley</td>
<td>Mr Andy Caffrey</td>
<td>114617</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Auditors</strong></th>
<th><strong>Bankers</strong></th>
<th><strong>Solicitors</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>JPAS Ltd.</td>
<td>Allied Irish Bank plc</td>
<td>Eugene F. Collins</td>
</tr>
<tr>
<td>Ardeen House</td>
<td>Bank of Ireland</td>
<td>Temple Chambers</td>
</tr>
<tr>
<td>10/11 Marine Terrace</td>
<td>Ulster Bank</td>
<td>3 Burlington Road</td>
</tr>
<tr>
<td>Dun Laoghaire, Co. Dublin</td>
<td></td>
<td>Dublin 4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Charity Number</strong></th>
<th><strong>Registered Office</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>CHY 6830</td>
<td>Morrison Chambers</td>
</tr>
<tr>
<td>Registered Charity Number 20013554</td>
<td>32 Nassau Street, Dublin 2, D02 YE06</td>
</tr>
</tbody>
</table>
Staff

Bereavement and Education
Orla Keegan, Head of Education, Research and Bereavement Services
Claire Banks, Administrator
Susan Delaney, Bereavement Services Manager
Maura Dunne, Administrator
Nicola Jordan, Coordinator, Irish Childhood Bereavement Network
Breffni McGuinness, Training and Development Officer
Hilary Maher, Education into Practice Advisor
Iris Murray, Administrator
Bryan Nolan, Communications and Development Coordinator
Laura Rooney Ferris, Information and Library Manager

Fundraising
Paul McCarthy, Director of Development
Anna Dearden, Senior Development Executive
Ellie Madden, Events Fundraiser
Clare Martin, Individual Giving Manager
Helen McVeigh, Corporate and Events Manager
Anna Sadlier, Fundraising Executive
Mary Tupper, Individual Giving Executive
Amy Vaughan, Corporate and Events Executive
Healthcare Programmes
Marie Lynch, Head of Healthcare Programmes
Carmel Collins, Development Officer, Dementia
Jackie Crinion, Development and Liaison Officer
Anna de Siún, National Development Coordinator, Residential Care
Emer Meighan, Development Support Officer
Mary Lovegrove, Regional Coordinator, Residential Care and Design & Dignity Project Manager
Deirdre Shanagher, Development Officer
Aoife O’Neill, Development Coordinator, Community Hospitals
Grace O’Sullivan, National Development Coordinator, Acute Hospitals

Advocacy and Communications
Miriam Donohoe, Head of Advocacy and Communications
Mary Ellen Breen, Communications Officer
Angela Edghill, Advocacy Coordinator
Sarah Murphy, Research and Development Officer, Forum on End-of-Life and Think Ahead
Aine McCambridge, Development Officer, Think Ahead

Finance, Administration and Other
Andy Caffrey, Head of Finance and Corporate Support Services
Mary Cleary, Executive Assistant and Front of House Administrator
Cecelia McGarry, Nurse Education Programme Coordinator, Our Lady’s Children’s Hospital Crumlin
Mariane Picard, Receptionist and Office Administrator
John Weafer, Policy Support