



Annual Report & Financial Statements 2017



Foreword - A Message from the Chair

A brain injury can challenge every aspect of a person's life and the lives of their families. As far back as 2007, the Department of Health and Children responded to a Parliamentary Question to the then TD Michael D. Higgins about services for people with brain injury that commenced with the rather alarming statement that "It is acknowledged that the current provision for persons with Acquired Brain Injury is inadequate".

Notwithstanding the Department's acknowledgement, not much has changed. The 2011 Neuro-Rehabilitation Strategy has not been resourced and there have been no changes for people with brain injury and neurological conditions. Referrals to Headway have increased by 56% since the strategy's publication. This is a matter of grave concern. Headway continues to implore Government / HSE to not only recognise that services to people and families after brain injury are inadequate but also urgently calls on them to deliver on its aspirations for early intervention after brain injury. Every day delayed in rehabilitation for people living with the impact of their injury is time wasted in helping them to deal with the consequences of their brain injury and is a potentially increased cost to the State. While Headway continues to build relationships with all constituents in the sector to attempt to ease the journey for people from acute settings to community living, we must advocate about the urgency of the situation.

Despite the ongoing challenges in the sector, the Headway teams around the country

continue to offer excellent, state of the art, person-centred treatment and care to clients after one of the most significant life events they will ever experience. Our desire is to ensure that everyone who sustains a brain injury in Ireland has timely access to appropriate advice and treatment, both for themselves and their families, throughout their recovery.



There are positive developments. Headway have joined Beaumont Hospital to embark on a two-year project headed by Professor Anthony Staines of DCU to establish Irish epidemiology statistics for traumatic brain injury which will serve to provide irrefutable evidence that the picture for brain injury services and supports are brutally deficient. We have also established collaborations with the RCSI and Beaumont to develop services and research for patients post-stroke.

I want to thank Kieran Loughran, CEO and all the excellent Headway staff for their dedication and commitment to our clients and their families as they struggle with brain injury. A brain injury can be a devastating and confusing time for patients and their families and the Headway team provide great support, comfort, assistance, reassurance and treatment during this time.

Dr. Niall Pender, Principal Clinical Neuropsychologist, Beaumont Hospital and Chair of the Board, Headway

Message from the CEO

Every day at Headway, we live our mission to bring positive change in the lives of those affected by an acquired brain injury. I'm proud to report that we have been once again awarded the highest level accreditation from CARF International (www.carf.org) in 2017.

The CARF survey took the opportunity to highlight many positives in relation to our services, not least how we were "providing exceptional service and doing the most with the least." The remarks gave me pause for thought. The fact that it is internationally acknowledged that we can achieve excellence with so little is a credit to our staff, but it also highlights our lack of funding to reach more people. We are however determined to redouble efforts to secure additional funding for our services.

On a more positive note, thanks to the JP Mc Manus Foundation, Headway has finally moved in to our brand new and completely renovated rehabilitation centre in the centre of Limerick. Clients and their families can now look forward to an excellent and customised resource in the heart of the city. We are turning our attention to

Cork for the coming year and hope to be able to purchase a site and combine our services in one location.

I would like to acknowledge and express thanks to the Board for their continuous support, guidance and challenge. I would also like to thank all the Headway staff. They continually amaze me with their dedication, creativity and commitment. A heartfelt thank you also to the volunteers and donors who understand the increasing challenges we face. To our clients and their families : you are the reason we exist and we are proud to serve you. We will continually listen to your concerns, advice and requests and seek to address them, where possible.

Kieran Loughran, CEO



Headway - Our Commitment to Quality

We are committed to improving the quality of our service delivery and practices as an organisation. Improving quality is everybody's business at Headway. This is evident from the various improvement initiatives undertaken by frontline teams to larger commitments at organisation level.

2017 saw Headway's CARF International accreditation renewed for a further 3 years – the maximum awarded by the quality standards organisation. Accreditation by CARF is the official recognition that Headway is guided by internationally recognised service standards and best practices. It demonstrates that we are committed to reducing risk, addressing health and safety concerns, respecting cultural and individual preferences and providing the best possible quality of service.

We seek to increase the positive outcomes for clients of our services and continue to initiate the new approaches in our work that can further

support our mission and core values. Our comprehensive outcomes system measures the impact of our work on our clients abilities, their level of participation, their adjustment following injury and their overall satisfaction with life.

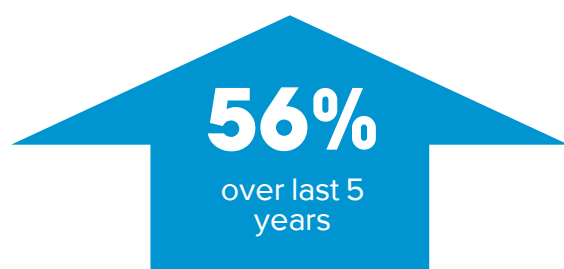
Every year we conduct a survey of all our clients, service users, funders, family members and other people with an interest in Headway. We use a system called USPEQ which allows us to compare how we are doing with other similar organisations. Our 2017 survey shows high levels of satisfaction with Headway. Our highest performing areas rank very well in comparison to the benchmarks for medical rehabilitation programmes. It is very gratifying to know that our service users are very satisfied with Headway and we will continue to strive to achieve more for our clients in the future.

2017 at a Glance

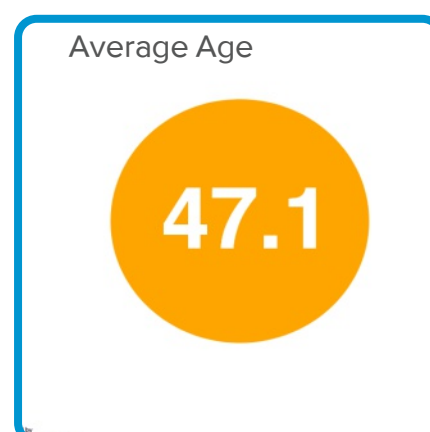
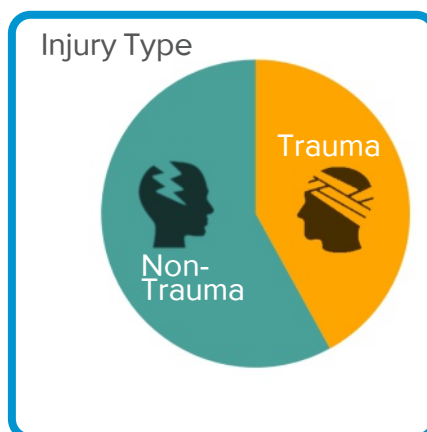
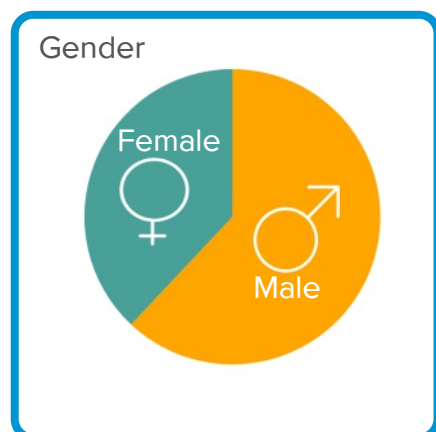
Activity in 2017



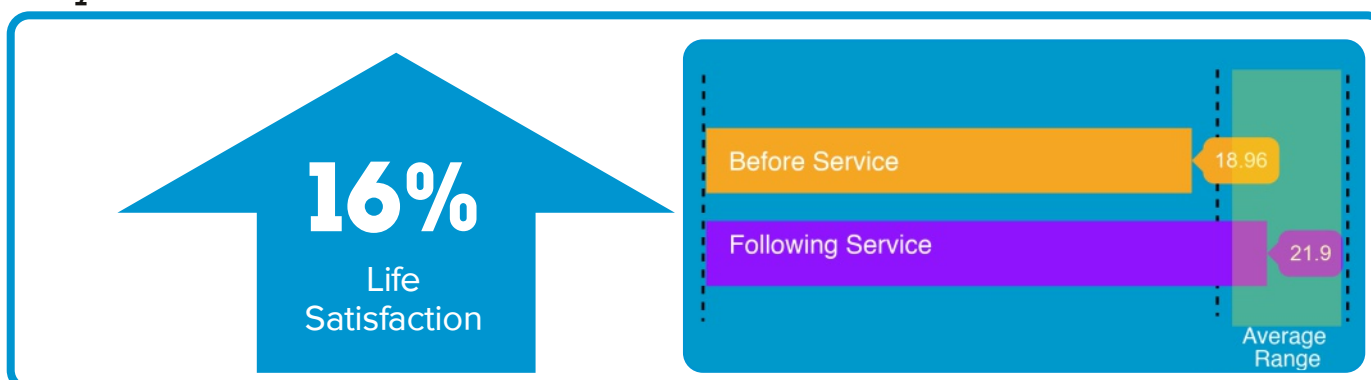
Overall Demand (Referrals)



Our Clients



Key Outcomes



99%

of survey respondents would recommend Headway to a friend or family member

Our Services in 2017

A brain injury happens in an instant but can change lives for ever. With the right rehabilitation, survivors of brain injury can improve their abilities, learn to adjust to a new situation and achieve a fulfilling life.

At Headway we bring people with a brain injury together in our centres across the country to take part in group and individual sessions with a creative and rehabilitative approach. We support our clients to work towards their own goals with the aim of reaching their potential in activities of day to day life and in participating in their local community.

We provide a range of cognitive, social, educational, creative and rehabilitative activities in a supportive environment. Clients can be involved in anything from support groups, social groups, jobs clubs, rehabilitative sports, training programmes and creative arts programmes.

"Coming to the Headway group is brilliant. You're with people you feel at home with. When you mention your brain injury, they know exactly what you're talking about"

- Chris, Co Limerick



Work Related Programmes

The number one goal for many people after their brain injury is to get back to work. It is often a journey that requires a lot of time, effort and the right support.

Headway's vocational services provided nearly 12,000 hours of rehabilitation in 2017, specifically to help people return to work. These vocational services comprise specialist individual supports from vocational rehabilitation workers (Cork, Dublin, Limerick), two funded vocational training programmes in Limerick and Cork and a jobs club in Dublin.

Each of our vocational programmes is designed to provide insight and increase self-awareness, identify interests and explore practical career options and goals post injury. We help develop skills such as personal development e.g. self

awareness and confidence building, computer skills and work specific skills such as CV preparation and interview skills.

Our team also works with employers to assist with reasonable accommodations and providing supports for people returning to the workplace after brain injury. Our work is ongoing until the client and the employer feel confident enough to manage without further support from us.



Success on the Headway vocational programmes is measured by tracking the number of progression and transition plans completed, successful employment placements and the number of major and minor certifications achieved in the training programmes.

In 2017, the teams started adopting a new tool to track someone's readiness to return to work (the Readiness for Return to Work Scale). Early indicators from this measure show that the vocational programmes are successful in helping people prepare for their return to work.

11,856

hours of Vocational Services provided

56

QQI certifications achieved

'I genuinely thought when I got out of hospital I'd be back doing exactly the same role within a couple of months. I'm so happy I didn't and that I got good advice. In the end, it took me two years to get back.'

- Ronan, Co. Dublin

Skills Training Programmes

Brain injury, whether mild, moderate or severe, causes significant changes to everyday life. The ability to care for oneself and others, engage in productive activities, and participate in personal and social roles can be dramatically altered.

Following injury, people often need to learn new knowledge and skills, or to learn new ways to use previously acquired skills. In the Headway Rehabilitative Training programmes, skill areas focus on the individual's ability to compensate for changes following injury as well as educational and vocational goals.

Modules can include:

- Cognitive rehabilitation
- Activities of Daily living
- Personal Effectiveness
- Literacy & Numeracy
- Communications
- Computers
- Cookery
- Horticulture/Woodwork
- Arts & Crafts

Our targeted programme modules help people living with brain injury gain insight into the effects of their injury and develop ways to deal with them. Social and recreational opportunities are also available as part of the programme including attending concerts, going to the cinema and the use of local sports facilities.

Our trainees work towards QQI (Quality and Qualifications Ireland) certification on some of the modules. All our Headway centres have the QQI Quality Assurance Mark which guarantees our quality assurance policies and procedures. This ensures that the award is nationally and internationally recognised and that clients can pursue further learning opportunities.

In 2017, the Headway rehabilitative training programmes delivered over 27,000 hours of service hours from our centres based in Dublin (Finglas, Clondalkin), Cork and Limerick.

27,502

Hours of Training Services provided

49

QQI certifications achieved



Long Term Rehabilitation

Our Day services which are for more severely injured clients aim to maximise a person's ability to live as independently as possible. Headway's interventions here focus on facilitating an individual's ability to access community resources and to participate in meaningful activity (both purposeful and functional). A major aim of this programme is to reduce social isolation which has been identified as a major consequence of brain injury. The Aims of the Programmes are to:

- Improve quality of life and enable participants to live life to their fullest potential
- Promote the development of new skills that increase a person's ability to function at home or in the community
- Consolidate existing skills to enable participants to capitalise on their abilities
- Increase self esteem
- Promote self awareness

Long Term Rehabilitation Day programmes are available in our centres in Dublin (Blackhall Green, Sandymount), Cork (Ballincollig, Cobh, Mallow) and Limerick.

28,253

Hours of Day
Services provided

208

Unique
individuals



Creative Arts at Headway

While the creative arts have always been an important part of Headway's service model, 2017 saw significant expansion into this most fascinating and growing area of ABI rehabilitation.

Creative arts serve multiple purposes in rehabilitation and address the complex needs of ABI clients including the development of cognitive skills, motor skills, independence, meaning and purpose, expression, creativity, relationship development, confidence building to name but a few.

We continued to roll out our art and drama programmes across the service as well as supporting our Dublin choir. To complement this we have introduced individual music therapy. This new therapy has proved massively beneficial for clients and it is something that Headway are committed to pursuing, funding permitting.

Gardening has also expanded and with our new urban garden in Dublin the Men's shed have been particularly active.

All these creative programmes are made possible with the support of donors, lottery grants and the passion, commitment and creativity of our innovative rehabilitation team members who continuously go above and beyond to expand and enhance the client experience within a rehabilitation framework.





Psychology and Family Support

An acquired brain injury arrives suddenly and unexpectedly. It can impact a person's thinking skills as well as their emotional well-being and mental health. For many, the problems associated with it become a permanent part of their lives. The changes in relationships, roles and responsibilities can affect their wellbeing.

Headway psychological services provide a range of supports to meet the needs of both individuals and their family members. Using cognitive rehabilitation, Headway help clients to learn about the effect of their injury on their skills and abilities, and to support them to learn strategies and skills to overcome, compensate for, and/or adapt to these effects.

We also provide support to family members and carers through education, support and individual counselling to address grief and loss, adjustment to change, self-esteem, conflict and relationship issues that may arise. 2017 saw the introduction of a new therapeutic model into our repertoire. A new evidence base is emerging to demonstrate that this is a very effective model to apply to ABI clients where self-criticism can be high and compassion for self can be low. Dr Fiona Ashworth from the UK travelled to Headway to train psychology staff in Compassion Focused Therapy. This training added a new dimension to the psychology staffs' work and we are fully expecting this to prove fruitful in terms of outcomes in 2018.

Unfortunately, we are still without a psychology

service in Limerick. We are deeply conscious that our vulnerable clients are disconnected from that level of support and are making every effort to recruit for the position. We are hopeful that we can deliver this in 2018.

4,438

Hours of
intervention provided

742

Individual
Clients

'I would like to thank Headway for all they have done for my husband. Without it I do not know what life would be like for him'

Community Based Rehabilitation

Some people can find it hard to identify interests and goals to pursue after brain injury due to changes in ability or perspective. Typically Headway will work a client in their own community, which could include either a Nursing Home or a Community Hospital. We will provide them with an individually designed programme to meet their need, to offer them the opportunity to become as independent as possible in the community. In line with HSE New Directions, Headway teams are going into the community more. Our specialist rehabilitation service in Cork focuses on activities of daily living, orientation in the community, stimulation and /or accessing activities.

In Dublin, 2017 saw an increased investment with a new team member assigned in Dublin to focus on community reintegration. The team offer a wide range of activities whether this is just getting out and about outside the home or

Community Based Programmes make it easier to...

- take part in social, leisure, recreational and vocational activities in the community
- become more independent in daily living
- increase ability to live or work independently in the community following acquired brain injury

for activities that require a greater level of independence such as taking up further training, volunteering or employment.



4,968

Hours of
intervention provided

194

Individual
Clients

Public Awareness, Information and Support

Our team of information and support staff provides information on all aspects of acquired brain injury including symptoms, rehabilitation and practical problems. This free service provides a much-needed listening ear for callers nationwide. The Headway helpline answers enquiries from anyone affected by brain injury, including survivors, their families and professionals.

To support our helpline, we launched our newly revamped mobile friendly website in 2017 with an instant chat service that can reach people who may not wish to or cannot communicate by phone.

We produced and launched our Brain Injury informative booklets covering many of the practical issues associated with a brain injury. This newly available tool is designed to help survivors, their families and carers to understand and cope with the effects of brain injury. The booklets received a commendation at the Irish Healthcare Awards.

2017 saw our I See Beyond campaign draw to a close. This Hidden disability awareness campaign which we rolled out with our partners Epilepsy Ireland thanks to the support of the Department of Justice and Equality was an innovative and cost effective way of reaching out to the various target publics nationwide to promote positive attitudes in the area of hidden disabilities like ABI. For more information go to www.iseebeyond.ie

Policy and Research

During 2017, Headway were active participants in the national campaign for services and funding coordinated by the Neurological Alliance of Ireland. The campaign has focused on engaging with the Minister for Health and other politicians to try to improve services for people with neurological conditions including stroke and brain injury. We are hopeful that the extra attention garnered by the campaign can result in an injection of some much needed new resources in the community.

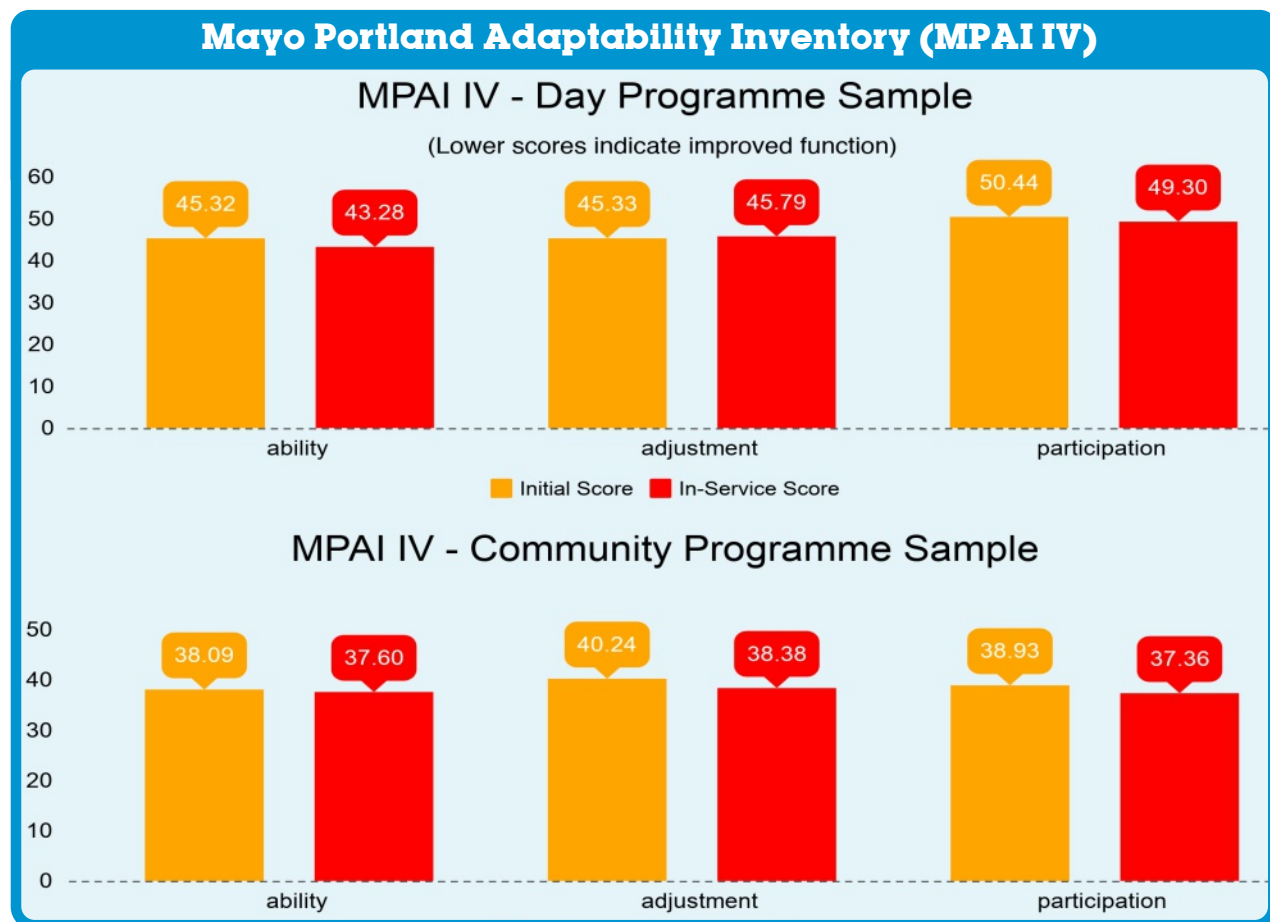
Headway has joined Acquired Brain Injury Ireland, Beaumont Hospital, the National Rehabilitation Hospital and others in an exciting new piece of research spearheaded by Prof. Anthony Staines of DCU. The aim of the research is to establish statistics for the incidence of traumatic brain injury in Ireland for the first time and shed light on this area of hidden disability.



Key Outcome Measures

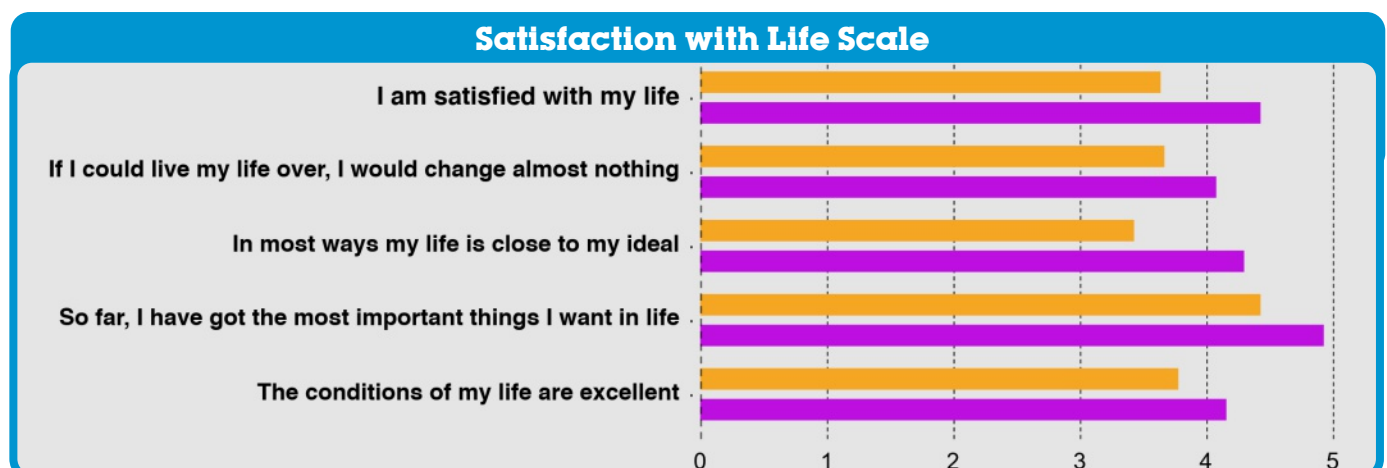
The Mayo Portland Adaptability Inventory

The Mayo Portland Adaptability Inventory (MPAI IV) Measures levels of disability following brain injury in three areas: Ability, Adjustment and Participation. Higher scores indicate a higher level of disability. Scores were taken from two samples, one group of day programme clients, one group of community programme clients. We aim for the day programme clients to show either improvement (lower) or maintenance (similar) scores. We aim for the community programme clients to show improvement (lower scores).



The Satisfaction with Life Scale

The Satisfaction with Life Scale measures overall satisfaction through answers to five questions asked before and after service. Orange scores represent initial scores, the purple bars represent scores on completion. Overall satisfaction improved by 16%.

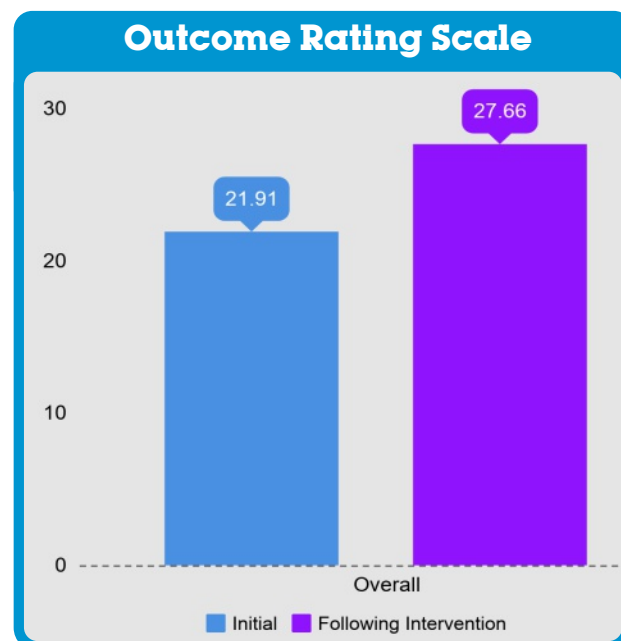


The Outcome Rating Scale

The Outcome Rating Scale (ORS) measures the clients views on their own progress in psychology services. Scores are taken before and after intervention and compared. Results show an overall improvement following the completion of the intervention.

'The staff in Headway are so caring and kind and take such great care and time with my mam I know she would be lost without them and so would we'

-Family member survey respondent



Survey Results

Results from the USPEQ® and family members stakeholder survey show continued high levels of satisfaction with the service. Results from 2016 are displayed for comparison.

Satisfaction with Headway Services (Survey Results)

Survey Responses

Service Access: 'The amount of time I waited to access Headway Services was reasonable'



Satisfaction with Service: 'I would recommend Headway to a friend or family member'



Satisfaction with Service: 'If I had other choices we would still come to Headway'



Satisfaction with Service: 'The Services my family member received meets my expectations'



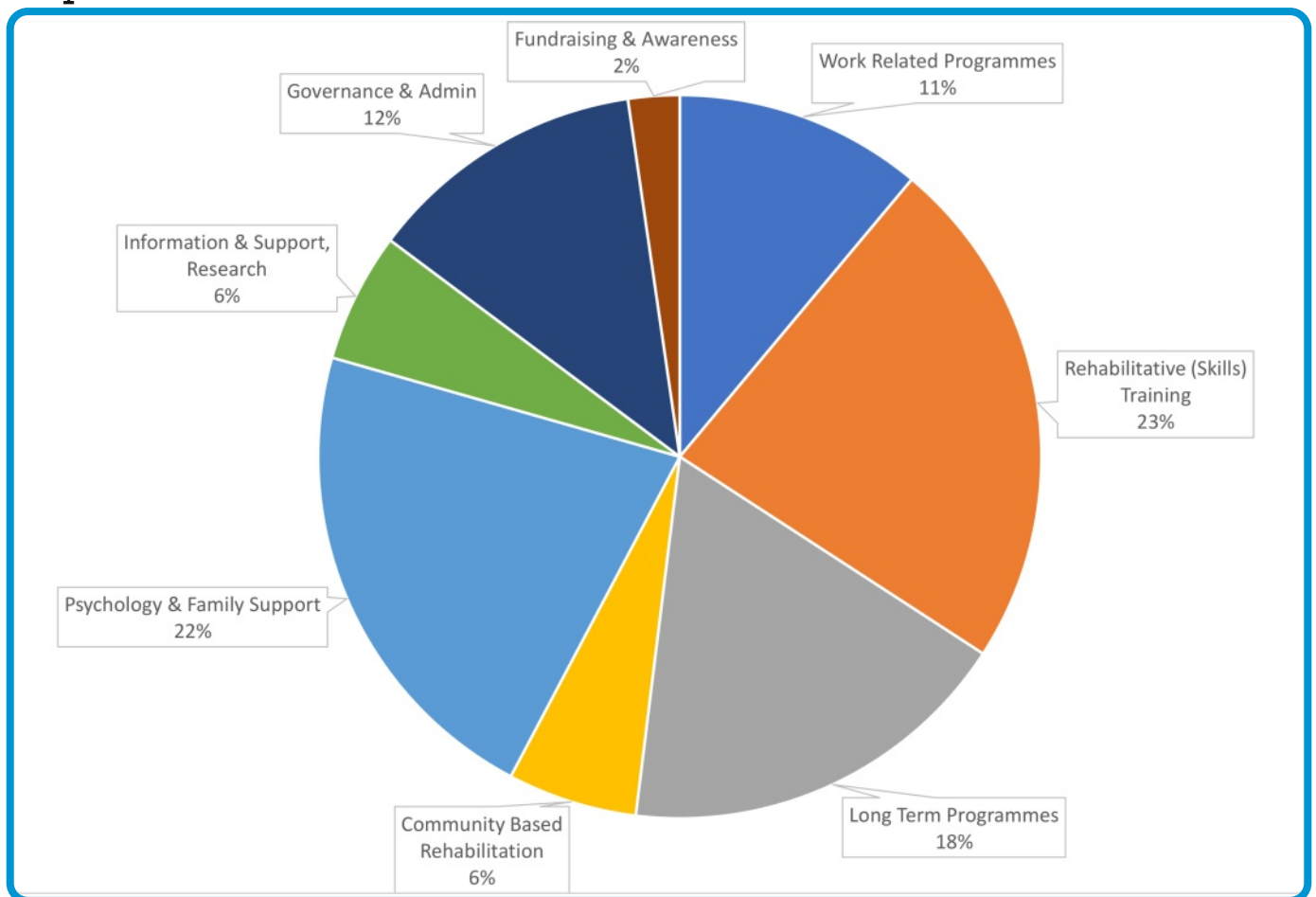
Investing in our Clients

Headway receives funding from the HSE under section 39 of the Health Act 2004. In 2017 we received funding of €3.06m from the HSE under several Service Arrangements. Services include day services, a psychology and social work service, community integration programmes, supported employment, family support and rehabilitation training programmes as well as information and support. We also received funding from grants, other government sources, lottery funding and fundraising activities making up the total income of €3,567,986. All funds are invested for clients to:

1. To provide services in line with best practice with an emphasis on quality improvement
2. To support an empower clients to maximise their independence by developing meaningful, personal, social, rehabilitation and vocational goals
3. To enhance services provided to existing clients and to develop and expand services to reach new clients
4. To communicate effectively to enhance awareness of brain injury and support services development

Headway continues to maximise the value for our clients despite the limited funds available and aspire every year to increase our income to ensure better services for people who survive brain injury.

Expenditure Breakdown



Financial Statements

Headway (Ireland) Company Limited by Guarantee Statement of Comprehensive Income

For the financial year ended 31 December 2017

	2017	2016
	€	€
Income	3,567,986	3,550,169
Gross Income	3,567,986	3,550,169
Administrative expenses	(3,508,567)	(3,502,366)
Operating surplus	59,419	47,803
Interest receivable and similar income	60	640
Interest payable and similar charges	(3,839)	(5,230)
Surplus before tax	55,640	43,213
Surplus for the financial year	55,640	43,213

Statement of Financial Position

As at 31 December 2017

	2017	2016
€	€	€
Fixed assets		
Tangible assets	1,831,469	1,479,937
	<u>1,831,469</u>	<u>1,479,937</u>
Current assets		
Debtors: amounts falling due within one year	155,084	136,270
Cash at bank and in hand	535,692	775,141
	<u>690,776</u>	<u>911,411</u>
Creditors: amounts falling due within one year	(471,061)	(505,072)
Net current assets	219,715	406,339
Total assets less current liabilities	2,051,184	1,886,276
Creditors: amounts falling due after more than one year	(1,171,625)	(1,063,697)
Net assets	879,559	822,579
Capital and reserves		
Other reserves	166,848	165,508
Income account	712,711	657,071
Members' funds	879,559	822,579

Shannonree Maher

Two years ago on the 10th of February 2016 my life changed forever, I was 17 years old when I suffered a stroke. The reason for this stroke is unknown. It has left me with cognitive difficulties, it has left me with weakness down my left arm and my left leg. I also suffer severe nerve pain all down my left arm, left leg and the left side of my head.

It's hard because at 17 your life is just starting, I was in my final year of school and I was so excited to be going to college the following year, but that never happened. My life had ended in my eyes, I was no longer normal like my friends and I could no longer do as much as they could. For two years I was in denial, I just wouldn't accept what happened nor would I accept that I am now a 'New Ree' a 'Different Ree'. Depression, anxiety and isolation consumed me, I pushed everyone away because I didn't want to deal with myself or deal with friends and family that knew the 'old me' and I just didn't want to accept that this happened to me.

When I started Headway at the age of 18 I thought that being around people who have brain injuries like me would make me worse, but I needed it. I was young and didn't realize that having a stroke would leave me with a Brain

Injury, that it would affect me for the rest of my life, Headway's Brain injury management classes has helped me understand brain injuries more, the effect it can have on my daily life and how to manage it. Looking back I am so grateful I found Headway, it's a place I feel comfortable. For me Headway was the light during dark times in my life.

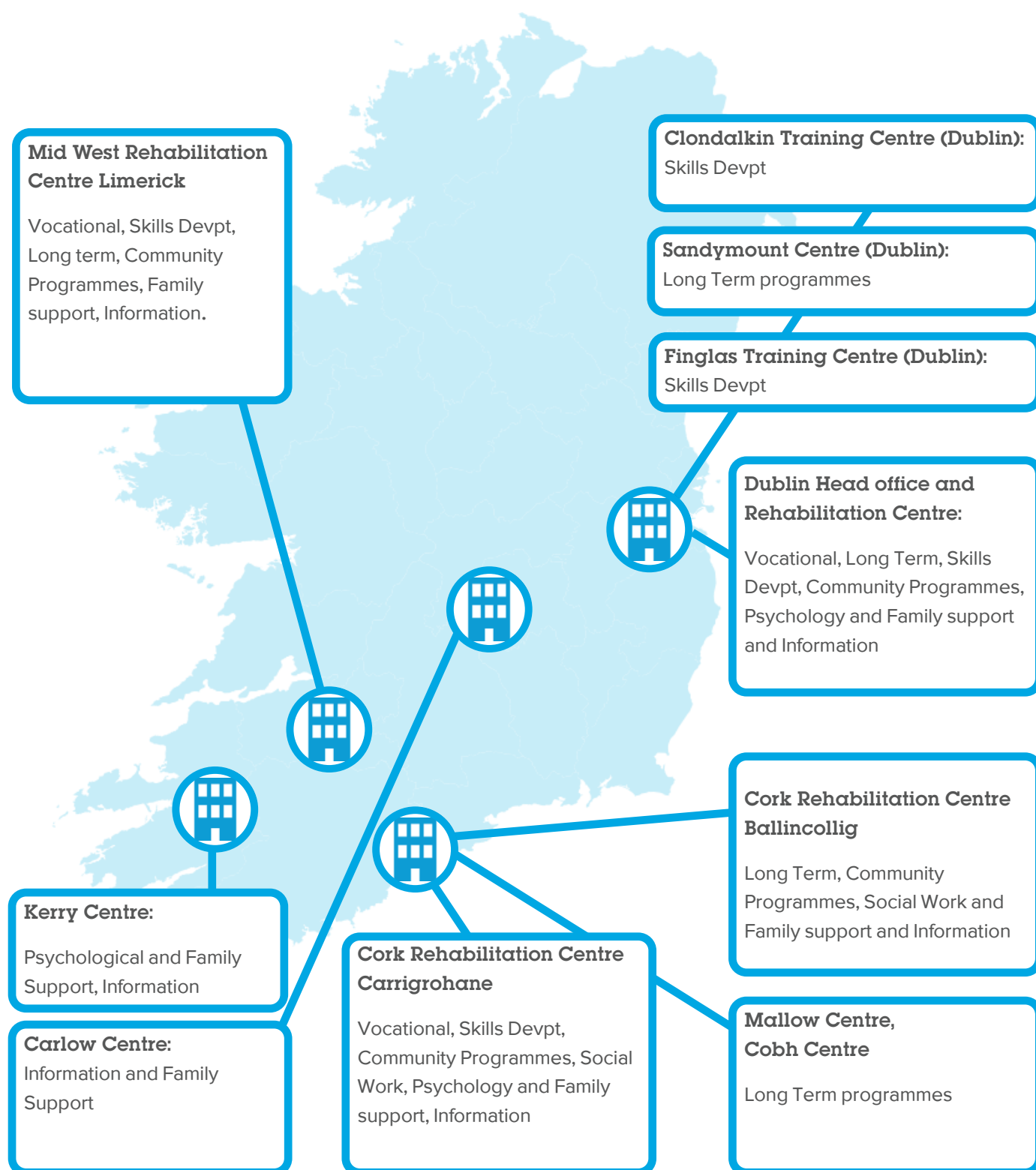
Now I am nearly 20 years old and I know I would never have recovered as well as I have if I hadn't found Headway. I am forever thanking my mother for bringing the leaflet home. I am now completing a Vocational Programme which is the best option for me and once I have completed it I will hopefully go on to further education. I'd hate to think where I'd be if a place like Headway didn't exist, without Headway helping me through recovery, guiding me, I wouldn't have accepted what happened to me, I would still think my life was over.

You can read more about Shannonree's experience at her blog "Young Strokes Happen" at youngstrokes happen.blogspot.ie



Headway Centres in Ireland

Headway, Brain Injury Services & Support provides community-based rehabilitation services for adults living with Acquired Brain Injury. Our flexible and person centred services are crafted to respond to individuals' needs. We provide the high standards of rehabilitative support and continuum of care that is consistent, flexible, adaptable and open.





Seirbhís Sláinte
a Níos Fearr
a Forbairt

Building a
Better Health
Service



EUROPEAN UNION
Investing in your future
European Social Fund



cetb
Bord Oideachais agus
Oiliúna Chorcaí
Cork Education and
Training Board



Bord Oideachais & Oiliúna
LIMERICK & CLARE
Education & Training Board



An Ghníomhaireacht um
Leanaí agus an Teaghlach
Child and Family Agency



pobal

government supporting communities



ciste na
gcuntas díomhaoin
**the dormant
accounts fund**

HEADWAY

Brain Injury Services & Support



The Board of Directors:

Niall Pender (Chairman)
David Holden
David Brabazon
Patricia Cotter
Omar Hassanein
Malachy Murphy

Company Secretary:

Fiona Murphy

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Allied Irish Bank
Georges Street
Dun Laoghaire
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Grant Thornton Ireland
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Charity No:

CHY 7417

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Headway is accredited by CARF
International for Adult Home and
Community and Vocational Programmes
in the Brain Injury speciality