I’m forever grateful… thanking you so much for all you do… it is really fantastic.

Headway helped me to deal with some of my memory problems. Headway helped me to control my anger, I now have skills to help me to cope. I have learnt how to speak out for myself in Self Advocacy classes.

The Headway staff were always there building up my confidence.

It’s great to mix with people who are the same as myself.

The Headway training centre helped me to attend a driving school for people with disabilities and now I’m a successful driver.

Headway has made me stronger in every way.

Headway helped me to control my anger. I now have skills to help me to cope.

I am forever grateful… thanking you so much for all you do… it is really fantastic.

Annual Report 2012
Ireland’s prospects of emerging from its continuing economic malaise remain uncertain, affected by both our own domestic efforts but also by the fortunes of other countries within the eurozone and farther afield. Insofar as we can influence our own future, it will be the efforts of individuals, their stoicism and determination in the face of hardship, and their willingness to support the weakest and most vulnerable in society that will see us through.

There are many examples of such individual heroism to be found in the voluntary and ‘not for profit’ sectors. In common with public sector workers, to whose pay scales they have generally been linked, the staff in Ireland’s NGOs have seen their already modest earnings shrink and face the continuing uncertainty resulting from funding cuts and the fall off in returns from fundraising. Despite these difficulties, there is no evidence of any fall in morale or deterioration in the services to the various client groups served by the sector.

This is certainly true of Headway, where we have witnessed an impressive commitment by staff to maintain and even expand services with reduced resources and little prospect of any enhanced personal reward.

During 2012, substantial work was done on the development of a revised strategy for Headway that will guide the organisation for the next three years. This was a collaborative process involving every member of the staff, board members and external expertise where necessary. All aspects of the service were forensically examined and their effectiveness and relevance assessed. The core guiding principle of this process was client need: any service or activity that failed the test of being demonstrably client centred was subjected to fundamental review and change.

In support of the strategy development process, an independent survey of existing and past client satisfaction levels was undertaken. The results were very gratifying, with more than 90% of those surveyed expressing very positive views of Headway and its staff.

At the time of writing, we are about to complete the purchase of a fine new premises that will house our small administrative function and allow us to provide significant improvement to a range of Dublin-based client services. Significantly, it will also result in meaningful savings in our property overhead, and will facilitate additional services. I want to thank all those involved in making this possible.

My sincere thanks to my fellow board members and to everyone who continues to support the essential work of Headway. The collapse in Ireland’s financial fortunes has not been accompanied by any fall in the numbers afflicted by strokes or many other traumas that can result in a life changing brain injury. Headway brings hope to them and to their families, providing essential support and interventions to enable and enhance quality of life. It is a cause worthy of all of our best efforts and they are needed now more than ever before.

David Holden
Chairman

Headway’s mission is to bring positive change in the lives of those affected by an acquired brain injury
I am so proud to be involved with Headway.

Daily we are living with the “push” and “pull” of managing with less despite greater need.

However, despite the growing phenomenon that is brain injury it is still a Cinderella service in Ireland, working from a very low funding base. The recent survey by the Neurological Association of Ireland highlights the problems facing people with neurological conditions.

The biggest issue that I have in relation to the plethora of statutory policy documents and strategies that are regurgitated every few years is the focus, almost exclusively, on the acute stage of brain injury despite people having a life to live after discharge from Hospital.

There are still many gaps to fill.

The acquired nature of brain injury at any point in a person’s life journey usually overturns all the norms of a person’s family life, family, education, work and social opportunities.

The drive is on to provide services as close as possible to a person’s home in the community, to move away from centre based group settings to lower density community based services and to individualized training and support.

Headway fully subscribes to this, however, Headway works with people who have been part of a community and then lost to it by virtue of their brain injury. People who have suffered a traumatic injury can find it extremely difficult to re-engage with their community.

Post brain injury engagement with family, let alone community, can be difficult.

Notwithstanding the mutual ambition to serve people as close to home or in their community our clients tell us the most important aspect for many is the peer support of some centre based engagement and training to allow for adjustment, understanding and planning to identify new needs and supports to engage with community again.

Since beginning in Headway in 2006 I have never seen an adequate and simple description of brain injury that encapsulates the potential range and consequences associated.

The potential difficulties cannot be overstated or overemphasized.

Our job is to facilitate and enable rehabilitation and re-engagement with community in as far as is possible.

Headway developed a strategic plan in 2012 to cover the years 2013 -2016. This was an inclusive process that engaged with all stakeholders (internal and external) and was informed by a comprehensive client survey. Our strategic plan commits us to keeping abreast of best practice and the latest developments and research in community re-integration and re-engagement.

Whilst everyone is aware of the current and future economic situation the only potential constraint to Headway delivering on the strategy is further funding cuts.

Every voluntary organization is different but each is treated the same from a HSE perspective.

When the HSE impose funding cuts they use a blunt instrument by way of percentage cuts across the sector and there is little regard to the size of the organisation, infrastructure, level of funding, waiting lists, value for money, outcomes or work in the community.

We enjoy excellent working relationships with the different parts of the HSE, as there is no national corporate relationship, however, in the absence of new development funding changed mindsets, in relation to collaboration, new thinking and new initiatives need to prevail to deliver on the aspirations of the Neuro-Rehabilitation Strategy.

Highlights for the year include,

- Completion of strategic plan
- Progress on accreditation
- The commencement of the National Advisory Group’s (of service users) engagement with the Board
- Continued commitment of staff to maintain service levels

The lowlight for the year was the failure to complete the purchase of a premises before year end.

I work with wonderful people, have a committed Board, generous volunteers and ambassadors – but we all get our daily inspiration from our clients. I would like to thank all associated with Headway.

Kieran Loughran
Chief Executive

Comparative figures between 2011 & 2012

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unique individuals</td>
<td>1004</td>
<td>908</td>
</tr>
<tr>
<td>attending Headway</td>
<td></td>
<td></td>
</tr>
<tr>
<td>services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New cases created</td>
<td>335</td>
<td>301</td>
</tr>
<tr>
<td>Needs Assessments</td>
<td>228</td>
<td>218</td>
</tr>
<tr>
<td>completed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Open cases at year</td>
<td>695</td>
<td>588</td>
</tr>
<tr>
<td>end</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Helpline contacts</td>
<td>1096</td>
<td>1071</td>
</tr>
<tr>
<td>Average age of people</td>
<td>48</td>
<td>45</td>
</tr>
</tbody>
</table>
REVIEW OF OPERATIONS

Psychology Dublin
Suvi Dockree

The service
2012 was another busy year for the Psychological services Dublin. In addition to our standard workload involving clinical, supervision and research aspects, the department actively engaged in service development and improvement through Headway’s Strategic Plan process. Our specific goals involved effective management of the ever-increasing waiting lists, improved communication between rehabilitation teams and an increased emphasis on evidence based practice. In addition, we were kept busy with the CARF accreditation process.

Sonya Gallagher acted as the deputy Service Manager during my maternity leave. She undertook the challenging task of managing an understaffed department with yet-increasing demand, and did a great job with that. Looking towards 2013, the department will see another change in management as after 8 years I am leaving Headway to take on a position with the National Rehabilitation Hospital. Headway is a unique combination of professional expertise and a genuine aspiration to bring positive change to its clients and it has been a privilege to be part of this ethos. To quote the words of my recently discharged client: “You are the only service that really made a difference”. I would like to take this opportunity to wish Headway staff, clients and external stakeholders all the best in the future.

Information and Support
Richard Stables

The service
Last year, the service handled 1096 requests, a rise of two percent on the previous year. Carers and family members accounted for the largest proportion of contacts, at 39%, followed by professionals at 33% and people with brain injury at 28%.

2012 was a busy year for outreach activity. The team provided over 24 talks and presentations, facilitated 9 support group meetings, and staffed 9 information stands and clinics throughout the year. Making Headway magazine appeared twice during the year and monthly electronic bulletins were circulated to online subscribers.

Members of the team represented Headway in the National Rehabilitation Hospital Interagency Forum, the Neurological Alliance of Ireland, the Disability Federation of Ireland, Helpelines Ireland and other groups. We also participated in projects such as the development of a manifesto for neurorehabilitation services and involvement in the HSE consultations with voluntary sector service providers in the South East as well as National Brain Awareness Week and Carers Week initiatives.

Online, the Headway presence continues to strengthen with the aid of social media which is enabling access to new audiences. Website traffic for 2012 showed a 33% increase in visits over 2011.

Rehabilitation Services Dublin
Deana Conaty

The service
Headway Day Rehabilitation Service (DRS) Headway’s DRS Service offers a therapeutic service that focuses on addressing a client’s cognitive, social and creative needs. The programme aims to minimize individual difficulties and build on existing strengths so that the client can enjoy increased confidence and an improvement in their quality of life. It provides a range of rehabilitative activities such as community and independent living skills, advocacy, personal development, educational classes, creative therapies (art, drama and music), cognitive rehabilitation, brain injury education, social and recreational activities, health promotion supports and an aphasia support group. In 2012, the clients began exploring more options for their inclusion in mainstream community programmes and activities, an initiative that will continue to be built upon in 2013. By the end of 2012 there were 90 clients engaged with the service, a 30 per cent increase since 2007.

Headway Rehabilitative Training Service (RT)
Headway’s Rehabilitative Training Service offers a programme with an aim of increasing the client’s functional independence in the community and improving their overall quality of life. Clients are offered the opportunity to pursue FETAC qualifications in modules that aim to promote general learning and to enhance cognitive rehabilitation. Upon transition from the programme, ideally the client will have increased their potential to engage in employment, volunteering, education and other opportunities, so they are able to fulfil a meaningful social role in their community. In 2012, the team focused on improving the transition process from RT to the community, an initiative which will continue in 2013. A total of 44 clients accessed this service in 2012.

Headway Community Reintegration Service
Headway’s Community Reintegration Service provides a one-to-one individualized programme that facilitates the client to reside effectively in and/or actively participate in their local community by accessing and engaging in activities they consider meaningful. The service is continually evolving and expanding to meet the varied needs of the clients who access Headway’s services. The “Connections Club” is run twice a month by this service and has been a huge success, providing a drop-in service for those looking to increase their social network and increase their knowledge about a variety topics. Nearly 70 clients attended this service in 2012.
The service
Along with our usual range of services, specialist rehabilitation was funded by a range of means and offered on a one to one basis to a number of clients. This service aims to stimulate individual clients in areas that interest them and to support them to maximise their independence. Furthermore, with HSE support, we commenced a satellite day rehabilitation service in Cobh. We also increased the provision of day rehabilitation services in Ballincollig by an extra day per week.

FAS have supported Headway and we commenced the Local Training Initiative in Cork towards the end of 2012. This programme provides the opportunity for clients to achieve FETAC certification in a number of components, which may facilitate their progression towards a major award. Headway sees this programme as a progression route from the HSE funded rehabilitation training programme and a stepping stone towards vocational training programme.

Taking client centeredness to a higher level, Headways Cork clients and their families are being offered the opportunity to be more involved in how they would like to see services developing. Using funding from Genio, we provided Advocacy training to clients who have had an acquired brain injury with a view to increasing their participation in planning and decision making both locally in Cork at service level and at organizational level. In a second project with support from the Disability Federation Ireland, we opted to look at how to improve communication between carers and Headway staff and how best to support carers in their role.

Headways Training programmes have successfully completed the FETAC programme validation process and we are now a validated training provider.

The service
The challenges in the past year have been how to meet the needs of our clients and to be able to protect and develop services in a climate of diminishing resources. Innovations here have included; using trained volunteers, identifying common needs across clients and running specific groups to meet their needs, integrating Psychology graduates into our team and incorporating their skills to provide high quality professional Psychology services.

Inter-agency work and pro-active communication strategies ensure that we are an integral part of the communities where our clients live, work and relax. By sharing information, resources and training with other voluntary and statutory agencies, we create awareness of brain injury, avoid duplication of services and provide a more cohesive service to those who need it most.

In the Munster region, services are spread over Cork, Kerry and Limerick. Presently we are examining provision of services in Kerry with our HSE and Acquired Brain Injury

Rehabilitation Services and Community Integration – Limerick
Liz Owens
Regional Manager South

Psychology Services – Cork/Kerry/Limerick
Barbara Mensenkampff
Senior Clinical Psychologist

Ireland colleagues, with a view to establishing a new terms of reference for services provision and agreeing a common entry criteria for accessing brain injury services. The ultimate aim of this is to ensure optimal communication between the service providers and to make the care pathway for clients more user-friendly and transparent.

The service
Rehabilitative Training Programme is funded by the HSE and aims to equip clients with social and personal skills so that they can live as independently as possible. This programme also aims to empower clients, enabling them to gain insight into the effects of their particular injury so as to develop appropriate strategies to compensate for any deficits they may have. This programme delivers some FETAC certification at Level 3.

Day Rehabilitative Service is funded by the HSE to maximise existing skills and enable clients to maintain and improve the level of each individual’s independence.

Vocational Training Programme is a 2 year programme funded by Solas and offers FETAC certification from level 3 to 5. The vocational training programme is designed to equip clients with the personal and practical skills to move into education/employment and to empower clients to develop personal effectiveness and self advocacy skills with regard to work matters.

Rehabilitation Services – Limerick
Louise Carey

Community Integration Limerick was officially launched in Limerick in August 2012, with the aim to support clients with community access, educational and employment activities. Community Integration service also runs a number of groups throughout the year.

All clients actively participate in advocacy.
My name is Patricia Cotter, Pat to all that know me. I have been married to John for the past 42 years. I met him when I was sixteen and we got married when I was nineteen. We have five children, James, Emily, Patricia, Elizabeth and Christine. We have eight grandchildren, five boys and three girls varying in ages from 21 years of age to four months old. When the children got older I decided to go back to work as a carer in a nursing home which I did for 10 years. Then I moved on to become a home help for those who wanted to spend their last years in their own homes. Then, in 2009 John had a stroke in our local Bank here in Cobh. We got him to the hospital within 45 minutes so he got the injection which stops more brain damage. But two days later he had a large bleed on the brain which left us with little hope of survival from it, but they did not know John and his will to live. He spent 4 months in Cork University Hospital and 4 months in the National Rehabilitation Centre in Dun Laoghaire.

Those eight months seemed like the hardest time of my life. The day to day was difficult for all the family as we were so busy, from trips to physiotherapy and speech therapy in CUH to trips up and down the road to Dublin.

We heard about Headway while in Dun Laoghaire. When John came home I applied for a place for him and after being assessed, he was accepted. He started with 2 days a week in Day Services in Ballincollig. This was the first time in a long time that normality was back in our home. John had been in the navy for 23 years and was then a coach driver up until the day of the stroke, so company was very important to him. So when he began Headway, the new friendships gave him back some individual independence. To date he has 3 days in Ballincollig and one day in the newly set up Headway in Cobh, his hometown.

This much activity outside the home for John means, that I have time to myself, for housework, rest and lunch with friends. This, in turn means that our children, have never had to really support me in Johns care and therefore they have been able to keep the same great care-free relationship with their father they always had.

To us Headway is a life line to a normal life. John’s staff in Headway have given me so much help and support. The family carers group meet once a month in Wilton. The first day, I went I knew that this was more for me than for John, as the counsellor actually asked me how I was and how I felt. I have made so many friends that I can call upon for advice, medical questions, rant or chat.

As of today our lives have changed but not for the worst as with the help of Headway, we continue to look forward to many events, friendships and adventures that they have helped create and support us in going for.

Both John and I would like to THANK Headway for their massive amount of support and help throughout the last 4 years.
## Financial Statements

### Revenue Income and Expenditure Account

For year ended 31 December 2012

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td>3,376,159</td>
<td>3,457,569</td>
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<tr>
<td>Administrative Expenses</td>
<td>3,364,788</td>
<td>3,470,003</td>
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<tr>
<td><strong>Operating Surplus/(Deficit)</strong></td>
<td>11,371</td>
<td>(12,434)</td>
</tr>
<tr>
<td>Interest Receivable</td>
<td>26,613</td>
<td>36,238</td>
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<tr>
<td><strong>Surplus/(Deficit) on ordinary</strong> activities before taxation</td>
<td>37,984</td>
<td>23,804</td>
</tr>
<tr>
<td>Tax on (deficit)/surplus on ordinary activities</td>
<td>—</td>
<td>—</td>
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<tr>
<td><strong>Surplus/(Deficit) for the financial year</strong></td>
<td>37,984</td>
<td>23,804</td>
</tr>
<tr>
<td>Balance brought forward</td>
<td>563,060</td>
<td>539,256</td>
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<tr>
<td>Balance carried forward</td>
<td>601,044</td>
<td>563,060</td>
</tr>
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</table>

### Balance Sheet

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible Assets</td>
<td>223,186</td>
<td>236,293</td>
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<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
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<tr>
<td>Debtors</td>
<td>272,688</td>
<td>115,795</td>
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<tr>
<td>Cash at bank and in hand</td>
<td>1,262,579</td>
<td>1,459,245</td>
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<tr>
<td></td>
<td>1,535,267</td>
<td>1,575,040</td>
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<tr>
<td><strong>Creditors: Amounts falling due within one year</strong></td>
<td>666,477</td>
<td>777,945</td>
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<tr>
<td><strong>Net Current Assets</strong></td>
<td>868,790</td>
<td>797,095</td>
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<tr>
<td><strong>Total Assets Less Current Liabilities</strong></td>
<td>1,091,976</td>
<td>1,033,388</td>
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<td>Grants</td>
<td>371,972</td>
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<td></td>
<td>720,004</td>
<td>648,784</td>
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<tr>
<td><strong>Reserves</strong></td>
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<tr>
<td>Other Reserves</td>
<td>118,960</td>
<td>85,724</td>
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<tr>
<td>Income and expenditure account</td>
<td>601,044</td>
<td>563,060</td>
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<tr>
<td><strong>Members’ Funds</strong></td>
<td>720,004</td>
<td>648,784</td>
</tr>
</tbody>
</table>
The Board of Directors:
David Holden – Chairperson
Frank Ahern
John Mills
Allison Bingham
David Brabazon
Professor Ian Robertson
Grant Hourigan
Seamus Mulconry
Martin Naughton

Company Secretary:
Kieran Loughran

Solicitors:
Sheridan Quinn Solicitors
29 Upper Mount Street
Dublin 2

Bankers:
Allied Irish Bank
Georges Street
Dun Laoghaire
Co. Dublin

Auditors
Grant Thornton
Chartered Accountants & Registered Auditors
24-26 City Quay
Dublin 2

Registered in Ireland No:
198247

Charity No:
CHY 7417

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Manor Street
Dublin 7
www.headway.ie

Tel: 01 810 2066
Fax: 01 810 2070
Web: www.headway.ie