



# Slánú Stroke Rehab

## Annual Report 2020

### Slánú Vision

Anyone in Ireland who has had a stroke is empowered to recover as much as they can and return to doing what they want to do in their daily lives.

### Slánú Mission Statement

To enable recovery from stroke in an environment where stroke survivors and their families learn the most effective methods to recover so that they can regain independence and return to their daily activities in a meaningful way.

### Board of Directors 2020

Denis Doolan Chair  
Aidan Forde Secretary  
Paul Keating  
Iseult Conlan  
Irene Hartigan

Company Registration Number	592682
Registered Charity Number	20157043
CHY Number	22109
Registered Office	Cappagh, Kilgobnet, Co. Kerry V93 V8KH
Bankers	Bank of Ireland, New Street, Killarney V93 FH90
Solicitors	Timothy O'Leary & Co Solicitors, Muckross Road, Killarney
Accountants	Thomas Dineen & Co. Ltd, O'Donnells Business Park, Mounthawk, Tralee V92 DWV9

## Chair's Statement

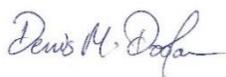
Although Covid-19 brought tremendous changes to almost every aspect of daily life during 2020, it did not change the fact that stroke survivors in Ireland need high quality rehabilitation services after acute care to be able to achieve the best possible quality of life. Despite the challenges posed by the global pandemic, Slánú Stroke Rehab continued to meet this need throughout the year.

In many ways, by necessity, it became a year of innovation. Similar to other organisations, Slánú quickly pivoted to provide a telerehab service using the latest in digital technology. This led to a redesign of Slánú's services to take full advantage of technology in a way that maintained high client satisfaction.

Transformation of Slánú Stroke Rehab's offerings will enable greater scale in years to come. In order to support this growth, Slánú also took steps to add healthcare and not-for-profit expertise to the Board during 2020.

There is much to be done to reach the point where stroke survivors in Ireland go on to recover as fully as possible. I would like to sincerely thank Slánú Stroke Rehab's staff, Board, funders and supporters for their work towards this goal throughout the year.

Lastly, I want to acknowledge our clients. They showed great resilience during 2020, striving to complete their rehabilitation in very trying circumstances. Their efforts are inspiring and provide the foundation for the Board's commitment to continuous improvement and expansion of Slánú Stroke Rehab's services in the years ahead.



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Denis Doolan  
Chair

## Introduction

This Annual Report highlights the various key developments, both clinical and organisational, within Slánú Stroke Rehab during 2020. The most significant development was, in fact, a direct consequence of the Covid-19 global pandemic - a rethink of the Slánú service, resulting in a redesign to focus on exploiting the specific benefits of telerehab and the development of the Slánú Constraint Induced Movement Therapy (CIMT) rehab offering.

## 2020: Slánú and Covid-19

Slánú Stroke Rehab succeeded in responding rapidly to the Covid-19 pandemic by maintaining a high-quality service wholly via telerehab. This involved remote rehabilitation appointments using Zoom or Skype, in order to ensure that Slánú clients had uninterrupted continuation of our specialist upper limb service. The service continued throughout 2020 in line with government public health guidance relating to people at high or very high risk from the virus (the majority of our clients or potential clients or family members).

The change to telerehab represents a fundamental change from the way that Slánú therapy was previously provided, which was in-person in a client's home or in a gym/pool. It also changed how Slánú plans to scale and grow into a national service. In January and February 2020 the successful pilot of a Slánú 3-week intensive programme<sup>1</sup> (modelled on the innovative Queen Square neuro rehab programme <https://bit.ly/3nrgNpt>) was intended to open the way for the rollout of the service's flagship programme during 2020.

However, following the lockdown announcement, the Slánú therapy team invited clients to continue to engage and train virtually. With Slánú's confident practical support and encouragement to use technology, clients and their families learned how to safely and effectively engage and continue training. Only 2 clients found it too challenging to continue.

During the year, we were able to enhance our virtual interaction with our clients by taking advantage of all technology functionalities and even to carry out a group programme where four clients logged on together. Each followed their own personalised programme, while availing of the group dynamic and peer support during such intensive training.

Slánú revised its marketing message to target new referrals via our clinician network. This led to new *virtual* clients from Dublin, Westmeath, Kerry and Cork.

As the pandemic continued and in response to a range of enquiries about our service, two key clinical decisions were made:

- Bring forward a programme (called Constraint Induced Movement Therapy) aimed at a specific cohort of stroke survivors and
- Reconfigure overall Slánú service portfolio to incorporate telerehab into all programmes

Covid-19 also provided the opportunity for Slánú therapists to connect with and follow international experts via webinars, individual Zoom meetings etc, something that would never have been possible otherwise. This allowed us to accelerate our overall learning, specifically in key areas such as the use of new technologies for therapy and improved clinical and organisational effectiveness.

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<sup>1</sup> A highly intensive programme (90 hours over 3 weeks) for a small group of four people with daily, individualised therapy delivered by Slánú therapists. Current neuroscience and rehabilitation research has shown that guided, repetitive task-specific training is the essential 'ingredient' for effective improvements/recovery following stroke. This programme will be offered to relevant clients in the future when group programmes can resume.

## Strategic Development

In addition to the innovative clinical response to Covid-19, Slánú Stroke Rehab made considerable progress in relation to corporate governance, strategic planning, organisational development, funding and marketing:

### **Corporate Governance**

New members joined the Slánú Board to extend the expertise relevant to the operations of a social business providing a clinical service. Work continued on maintaining the highest standards of corporate governance as a registered company and registered charity, based on fairness, accountability, responsibility and transparency. Progress was made to ensure compliance with the Charities Regulator Governance Code during 2021.

### **Strategic Planning**

The Slánú Stroke Rehab Strategic Plan 2021-2023 was drafted with the following objectives:

1. Grow a client-centred, high impact rehabilitation service for stroke survivors
2. Create a rehabilitation community among our clients and partners
3. Show effective leadership by growing an innovative organisation
4. Drive the debate on stroke rehabilitation in Ireland
5. Establish and strengthen a sustainable social enterprise model

### **Organisational Development**

Growth of the service beyond Kerry, initiated in 2019, continued into 2020 despite the pandemic. Further work was carried out to establish and develop Slánú as a social business through upskilling, marketing and profile enhancement in the not-for-profit space.

### **Funding**

Networking continued throughout 2020 with initial approaches made to potential contacts within the HSE and private health insurers. Our objective is to partner with them to facilitate funding of the service while ensuring equitable access to the stroke survivors who could benefit from our specialist input.

### **Messaging and collaboration**

Work continued during 2020 to extend our profile outside of Kerry by:

- developing the website
- producing a showcase video as part of the Social Enterprise Incubator programme
- networking with clinicians nationwide by hosting a virtual clinical *community of practice*
- promoting our CIMT programme widely in Ireland
- continuing ongoing close collaboration with other agencies working with stroke survivors (e.g. ABI Ireland, IWA, Headway, Irish Heart Foundation, stroke support groups)

Slánú also received a number of enquiries from clinicians who are interested in what we are doing and were interested in knowing about any future hiring plans. This is very important as the calibre of the Slánú coach/therapist is core to the success of our highly specialised range of services.

## 2020 - key points

- Q1 Successful pilot of 3-week (90 hour) intensive programme  
Slánú participated in the Social Enterprise Incubator course  
Covid-19: Telerehab commenced
- Q2 Telerehab ramped up and streamlined during continued Covid restrictions  
Slánú supported HSE Post Stroke Group with their transition to telerehab  
Social Entrepreneurs Ireland Ideas Academy
- Q3 Social Enterprise Incubator Showcase  
Rehabilitation premises made available to Slánú by corporate donor (short term)  
Group telerehab successfully carried out
- Q4 Slánú set up a stroke rehabilitation Community of Practice  
New board member appointed and 2<sup>nd</sup> potential member approached  
First Social Enterprise Aspiring Mark accreditation meeting  
Draft Slánú Stroke Rehab Strategic Plan 2021-2023

## Ongoing development work since Slánú was established

- Evolution into a social business
- Progression from local service to nationwide
- Research on best evidence-based recovery prediction and interventions
- Development of upper limb stroke rehab knowledge base
- Networking with external agencies (Ireland and international)
- Service development and redesign
- Capacity building / upskilling
- Additional activities/therapies researched and assessed
- Trial of new adjuncts and technology
- Meetings with potential funders
- Enhanced profile among clinicians in all parts of Ireland

## Slánú services

Slánú is committed to providing a stroke rehabilitation service that works by blending neuroscience and adult learning with excellence in customer service. Stroke is a brain-based problem that requires a brain-based, holistic approach that incorporates elements such as:

- 1:1 neurological occupational therapy
- 1:1 neurological exercise therapy
- 1:1 joint therapy and coaching
- Tailored, goal-directed programmes
- Stroke rehabilitation advice and information
- Advocacy
- Motivational support
- Family education and facilitation

## Staffing

As of 31<sup>st</sup> December 2020 Slánú Stroke Rehab employed two rehabilitation therapists working directly with clients on a part time basis (32 hours/week). Both therapists are experienced clinicians with a special interest in neurological rehabilitation. They are affiliated and registered with their relevant/statutory bodies and are garda vetted. In addition, a part-time rehabilitation assistant contracted through a local homecare agency worked during January and February. Development of staff policies and procedures was initiated during 2020 in preparation for future Slánú employees.

## Governance

Slánú Stroke Rehab is a registered Company Limited by Guarantee and a registered charity. In 2020 the Slánú board comprised 5 directors with backgrounds in healthcare, business, ICT and customer care. All directors are voluntary; they receive no remuneration, expenses, allowances or payment of any kind.

The board has overall responsibility to ensure that the governance of the organisation is in line with best practice and that operational functions meet all requirements under current legislation, charitable and company law.

## Funding

Slánú was primarily funded by an individual donor in 2020, with additional monies raised through donations and fundraising events (severely curtailed due to the pandemic). Slánú aims to guarantee ongoing sustainability and scale its reach and capability through securing income from:

- Client payments: We will request payment for services according to an individual client's means, making it clear that true service costs are subsidised by other forms of income. We will strive to ensure that, in so far as possible while remaining financially sustainable, clients are not refused services if unable to pay
- Health insurance: We will seek to be included as an allowable payment by health insurers providing cover in Ireland
- Grants: We will identify and apply for Government, foundation, social enterprise and other grant funds based on our impact
- Philanthropy/Sponsorship: We will secure funds from philanthropists and companies interested in improving stroke rehabilitation in Ireland

## Financials

See full accounts attached. Summary below:

### Slanú Stroke Rehab CLG

(A COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL)

#### INCOME & EXPENDITURE ACCOUNT FOR THE PERIOD ENDED 31 DECEMBER 2020

Continuing operations			
		14 Months December <u>2020</u>	12 Months October <u>2019</u>
	Notes	€	€
<b>Income</b>	<b>3</b>	9,865	7,680
Administrative expenses		<u>(66,942)</u>	<u>(55,155)</u>
<b>(Loss) for the period</b>		(57,077)	(47,475)
Accumulated (loss) brought forward		<u>(147,765)</u>	<u>(100,290)</u>
Accumulated (loss) carried forward		<u><u>(204,842)</u></u>	<u><u>(147,765)</u></u>