



Saint John of God Hospital and
Saint Joseph's Shankill

ANNUAL REPORT 2015



Hospitality • Compassion • Justice • Respect • Excellence



GINESA SUITE 10 YEAR ANNIVERSARY



welcome

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Bank:

Bank of Ireland
College Green,
Dublin 2

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Porter Morris & Company
10 Clare Street,
Dublin 2

Charity Number:

CHY 18282

Registered Company Number:

430743

Our Mission



Saint John of God Hospital

Since its foundation in 1882, the mission of Saint John of God Hospital is to bring healing, care and wholeness to people who have mental illness and/or psychological and emotional problems.

Assessment, treatment, rehabilitation and care are provided in accordance with the highest professional standards and always in keeping with the ethos and caring traditions as modelled for us by Saint John of God.

Saint Joseph's Shankill

Saint Joseph's Shankill is committed to providing holistic and palliative care principally to persons living with later to end stage dementia in accordance with the ethos and values of Saint John of God Hospitaller Ministries.

Saint Joseph's Shankill's commitment extends to the provision of day care and respite services to those in the community suffering from early to middle stage dementia.

Message from the Chief Executive



I am delighted to present the 2015 Annual Report for Saint John of God Hospital and Saint Joseph's Shankill.

There have been many achievements over the year including the opening of the Kildare County Stress Clinic in Naas, Co Kildare and the South East Stress Clinic in Kilkenny City. We had the official launch of the Consumer & Carer Council in the Hospital in May and entered a memorandum of understanding with SAGE Support and Advocacy Service for Saint Joseph's Shankill. We have featured the Ginesa Adolescent Service in this year's annual report to mark the 10th Anniversary of the Ginesa Adolescent Service and to celebrate this wonderful service and what has been achieved over those ten years.

We have been very fortunate to be able to host a temporary exhibition of artist Aoife Price's work "SPARKS" which depicts the journey of someone through mental health difficulties very well and has been an inspiring uplifting addition to the hospital environment. We thank Aoife for this wonderful gift.

Staying with the hospital environment, the replacement of the windows project, which has been a massive undertaking, was managed extremely well by the Technical Services Team with the co-operation of all suites throughout the building. The Elvira Garden was transformed into a recreational space for patients with an outdoor gym. We appointed Aramark

as our Energy Service Company (ESCO) for the energy saving project which the Sustainable Energy Authority of Ireland has marked out as an Exemplar Project. This will ensure that the hospital improves its carbon footprint and helps ensure a greener environment.

In Saint Joseph's Shankill the tender process was completed and the contract awarded for the refurbishment of the building from two main nursing units to six new lodges and the foundations of the new sitting rooms were laid in April. Work continued throughout 2015 on the building. Residents, families, staff and volunteers were extremely patient despite having construction works going on around them.

From a governance perspective the Board continued to oversee the running of both the hospital and Saint Joseph's Shankill and the two Board Sub-committees on Finance under the chairmanship of Mr Bill Cunningham and Clinical Governance, Quality & Safety under the chairmanship of Professor Michael Rigby assist this oversight tremendously. A turnaround plan for Saint Joseph's Shankill commenced in 2015 and is on-going. The Board commissioned PricewaterhouseCoopers to assist the hospital in developing a 3-year business plan and articulation of future models of care. The results of this exercise will be a significant focus of our efforts in 2016.

Both services had their annual inspection by the respective regulators i.e. HIQA in Saint Joseph's Shankill and the Inspector of Mental Health Services in the hospital. The inspection reports were heartening



and affirming of the care and treatment that we are providing in both locations.

We continue to develop our links with the community and progress the conversations on dementia and mental health in the public domain. We hosted conferences with the College of Psychiatrists of Ireland in January on Psychiatry of Old Age, held a very successful conference on Human Sexuality in Everyday Clinical Practice in March as well as having colleagues present at various national and international conferences.

The Minding the Mind public lecture series run by the hospital ran as usual in Dublin and in Kildare for the first time. Saint Joseph's Shankill held their second year of public lectures on dementia. Clinical colleagues from the hospital continue to increase our presence in the media with TV, radio, on-line and print coverage on topical issues. They are wonderful ambassadors for the hospital and we thank them for their efforts.

Mental Health First Aid Ireland had its first full year of operation and went from strength to strength under the leadership and direction of Dolores Keating and Donal Scanlan. This is a superb initiative and will contribute significantly to our communities across the country. Mental Health First Aid is one of the ways that we give back to society as well as our Wrens Nest facility which continues to provide meals on a daily basis to those less fortunate in our locality.

We treasure the ethos and tradition of our founder Saint John of God and strive to be true to the values of Hospitality, Compassion, Excellence, Justice and Respect. We could

not do any of his work without the tireless efforts and commitment of all our colleagues throughout the hospital and Saint Joseph's Shankill. The values of our founder are very much in evidence on a daily basis and we must nurture and protect this precious gift which has been passed on to us by the Hospitaller Brothers of Saint John of God and which is supported by our Board of Directors who constantly encourage and advise us. Finally, I thank sincerely all the staff in the hospital and Saint Joseph's Shankill, along with my colleagues on the Management Team, for their hard work and dedication to those who avail of our services.

I would also like to acknowledge the significant contribution made by Brid O'Meara during her time as Director of Service in Saint Joseph's Shankill. Brid has moved on to pastures new and will be greatly missed by everyone. We wish her every success.

Emma Balmaine
CHIEF EXECUTIVE



Board of Directors



William Cunningham
Chairman of the Board



Dr Bernadette Mangan



Br Gregory (Patrick) McCrory OH



Br Laurence (Michael) Kearns OH



Br Ronan (John) Lennon OH



Br Stanislaus (Michael John) Neild OH



John Pepper



Mary Collins



Prof Michael Rigby



Thomas McConalogue

Management Team



Emma Balmaine
Chief Executive



Dr Richard Blennerhassett
Clinical Director



Adrian Doherty
HR & Operations
Manager



Joe Kelly
Head of Operations
& Quality



Aidan MacMahon
Accountant



Brid O'Meara
Director of Service,
Saint Joseph's
Shankill



Lesley Vard
Director of Nursing



Orlaith Donoghue
Head of
Occupational
Therapy



Br Hugh Gillan OH
Head of Pastoral
Care



Dermot Hickey
Head of Social Work



Dolores Keating
Head of Pharmacy



Zita Radmall
Head of Psychology

Report from The Clinical Director



The year was very successful in respect of the further development of clinical services, a busy schedule of conferences and events alongside an increasing media profile. It was wonderful to host the visit of Br Jesus Prior General of the Saint John of God Order and Br Rudolf in June when they participated in the Leadership Conference.

Turning to outpatient services, 2015 was a very successful year for the Dublin County Stress Clinic with an increased level of referrals. Dr Alan Murtagh assumed the role as clinical lead in 2015 and alongside Dr Maria Romanos has provided a very responsive service to general practitioners.

Saint John of God Hospital opened two satellite clinics, the Kildare County Stress Clinic in March 2015 with Dr Alan Murtagh and Dr Brid Tobin, Senior Clinical Psychologist attending on a weekly basis. The South East Stress Clinic opened in Kilkenny in August with Dr Richard Blennerhassett providing two clinics a month. The initiative has been warmly welcomed by local general practitioners and the hospital attended the South East Annual GP Study Day at the Lyrath Estate in October 2015.

The addition of a psychological service is planned for 2016.

The Department of Psychology had a high profile during the year. There was a 30% increase from 2014 in the number of referrals to the Cognitive Behaviour Therapy pillar of the Outpatient Psychological Services. The demand for psychology was such that, by the year end, the waiting list had increased to 60 with a waiting time of two months. Further staff recruitment will be essential in 2016 to ensure that the hospital is providing a responsive service in this area. The staff in the psychology service greatly enhanced the profile of the hospital through writing and participation in media events in 2015. Dr Keith Gaynor was to the fore with regular appearances on the Tubridy show on 2FM, a memorable appearance on RTE's Prime Time and frequent newspaper articles. Congratulations to him on his book "Protecting Mental Health" which has received very favourable reviews and is full of insights that may be usefully applied in all our lives. Mr Fergal Rooney, with his expertise in the area of healthy relationships and sexuality, has also been much in demand for specialist opinions on matters of relationships and sexuality.

On the inpatient side Dialectical Behaviour Therapy (DBT) a skills based group commenced on a pilot outpatient basis in October 2015. Dr Cian Denihan and Ms Eugenie O'Sullivan developed and delivered the eight week group therapy programme. Initial review of the programme indicated a very positive response in terms of group experiences and the perceived utility of the therapeutic intervention delivered.

The Addiction Service attained a high level of media presence through Dr Colin O'Gara's work, provided care for over 300 hospital admissions and received positive patient feedback in respect of the quality of the service.

Dr Stephen McWilliams and his team took over the care of hospital patients on St Peter's Suite alongside continuing to care for patients on St Paul's Suite. The team continued its strong record of bed occupancy, bearing in mind that it cares for a complex and challenging case load.

Changes in the configuration of the Later Life Suites saw an increase in beds on Carrig Fergus to 28 with Carrig Dubh being reduced to 12. Since the change, Carrig Fergus has had a very high occupancy yet still Later Life has a waiting list for admission, suggesting that there is further potential to develop this service.

Dr Terence Larkin maintained the profile of the Eating Disorder Service at the Hospital with a number of media appearances.

2015 also marked the 10th Anniversary of the Adolescent Unit, Ginesa Suite, an event which was celebrated at the end of the year with a number of events including the burial of a time capsule. Congratulations to Dr David McNamara and the team for their outstanding achievement in establishing a nationally recognised Child & Adolescent Service of the highest standard.

The Occupational Therapy Department continued the delivery of a number of very successful programmes; WRAP® (the Wellness Recovery Action Plan), Outpatient Support and Mindfulness. In collaboration with colleagues from St Patrick's Mental Health Services, the department organised Sensory Modulation Training and this will be fully rolled out in 2016. On the inpatient side Mr Peter Connolly's Zentangle workshop has received a very positive response from attendees. The innovative nature of the approach was a focus of a feature in the Irish Times.

Mr Dermot Hickey and his colleagues in the Social Work Department have continued to enhance liaison with families of patients and easing colleagues through the complexities of the safeguarding policy as well as participating in WRAP® and Mental Health First Aid.

The Pharmacy Department, noting the range of achievements during the year with multiple awards going to Ms Caroline Hynes, Ms Aoife Carolan, Ms Audrey Purcell, indicated the amazing work being done in this department. Ms Dolores Keating delivered several important lectures, as well as contributing to a number of conferences, alongside fostering the education and training link with the Royal College of Surgeons in Ireland. She has also continued to advocate for the development of a National Medicines Information Service based at the hospital which hopefully will be realised in the near future.

Finally I would like to acknowledge the hard work and dedication of all the staff in the Service during the past year which was very testing at times and I trust that the spirit of Saint John of God will continue to guide us during the coming year.

Dr Richard Blennerhassett
CLINICAL DIRECTOR



ABOVE: International MHFA Summit September 2015

Report from The Director of Nursing, Saint Joseph's Shankill



In 2015, the staff of Saint Joseph's Shankill continued to introduce the household 'Butterfly Model of Care' which is person centred, ensuring that each resident is treated as an individual and that their wellbeing is more important than doing tasks.

We also continued to work towards compliance with HIQA standards and regulation. A lot of hard work and effort was put into this and we were rewarded in October when an unannounced HIQA inspection took place.

The HIQA report that followed states that overall there was evidence of continued progress in many areas by the provider in implementing the required improvements from previous inspections. In particular good progress had been made in improving the Centre's premises in order to meet the needs of residents in terms of privacy and dignity.

The centre had completed the self-assessment tool on dementia care earlier in the year and had assessed the compliance level of the centre as substantially compliant with the exception of the premises. The

inspector found that while this inspection was not a full thematic (dementia) inspection she was in agreement with this assessment.

2015 also saw the staff of Saint Joseph's Shankill commence on their journey of 'Building Excellence in End-of-Life Care'. We engaged the Irish Hospice Foundation to deliver a programme titled 'Strengthening Excellence in End-of-Life Care' which involves an entire continuous quality improvement process, facilitated on-site by the Irish Hospice Foundation regional development coordinator.

Occupancy in 2015 remained high with 13 discharges and 12 admissions. The building renovations commenced in March and over the summer months three new sitting rooms were added to the centre. The work continued with a completion date set for the end of April 2016.

Activities

The Saint Joseph Activity Team had a very busy year. Its first trip was to Knock, Co Mayo and in June they visited Dun Laoghaire Library. The residents enjoyed the tour and view of the pier also. Some residents remembered going fishing with their father and others told stories about going for a Teddy's ice cream with their mum or grandparents. What happy memories...

In July they had their own ice cream party in Saint Joseph's Shankill with music from the big brass band. There was sunshine, singing, dancing, 99s and wafers, all enjoyed by residents, family, friends and staff. These were just some of the events which, along with a visit from the Forest Chamber Choir from America, the annual trip to Dublin Zoo and Christmas events both in Saint Joseph's and the community, made for a very busy year.

Public Lecture Series

Saint Joseph's Shankill also successfully held its

second Public Lecture Series in October 2015. This year we welcomed Dr Ruth Loane, Consultant Psychiatrist, Saint John of God Hospital, on the first evening followed by Helen Leavy, Training and Development Manager, Home Instead Senior Care on the second evening. Both nights were very well attended and the feedback was very encouraging. On the third and final evening we had a different format. In collaboration with Ms Eilis Hession, Manager of Services for Older People Dun Laoghaire LHO and Lead of Living Well with Dementia Stillorgan/Blackrock we provided a forum for the public to meet and present their questions to a wide range of disciplines. On the evening the following areas were represented; Speech and Language Therapy, Elder Abuse, Public Health Nurse, General Practitioner and Psychiatry of Old Age. We hope that in 2016 we will be able to facilitate more of these evenings in Saint Joseph's Shankill as we strive to become a centre providing excellence in dementia care in a homelike environment where people's feelings matter most.

Datix

Datix, an electronic system for recording adverse incidents and currently used in Saint John of God Hospital, was introduced in Saint Joseph's in 2015. Training sessions for all staff were conducted during May and a successful pilot of the new system began in three areas. On July 1st 2015, the system went live across the service. A review was conducted in October by the steering group and the main recommendations from that review will be implemented in early 2016 as part of the training plan. A review comparing all incidents recorded in Saint Joseph's in 2014 and 2015 saw an increase of 30% in incidents reported. Overall the views from staff are that it is much more user friendly in comparison to the previous paper system.

Fundraising

Siobhan Grant, Fundraising Manager joined the team at Saint Joseph's at the end of April 2015. Over the course of the next eight months, there was a flurry of activity and profile-building within the community of Shankill and neighbouring areas for Saint Joseph's. The annual Day Care Cake Sale, took place in June and was followed in August with the Saint Joseph's Golf Classic and raised over €20,000, thanks to the long established support that Br Laurence Kearns OH has built up over the last 20 years for this event.

In November the Christmas Campaign named 'Don't Forget' was launched. The target was €20,000 and included the following activity: Community Donations Appeal, Singing for Saint Joseph's Concert at Crinken Church, Christmas Tree sales at Saint Joseph's Shankill and Saint John of God Hospital, Kick-Off Christmas Lunch at Cafe 31, Cabinteely



and Medtronic corporate donation. The total raised in the six week timeframe was €33,000 and we are very grateful to all the donors and sponsors who generously supported this campaign.

A successful grant application was made to Pobal and resulted in funding being granted for the Saint Joseph's Caring for Carers Programme. We also received a grant from the Irish Hospice Foundation in relation to the End-of-Life tool kit. Other achievements during the year were the establishment of a monthly e-zine, creating and managing social media channels, redevelopment plan for the website and a new name and brand being approved. A new fundraising volunteer team was developed to enhance and resource all the activity.

Goals for 2016

Following completion of the building renovations, Saint Joseph's Shankill will comprise of six lodges, all named after local areas: Kilcrouney Lodge,

Glendalough Lodge, Avoca Lodge, Carrigeen Lodge, Rathmichael Lodge and Delgany Lodge. When the lodges are ready, residents will be matched to a lodge which will cater for people living at a certain stage in their dementia e.g. early or late stage. Each lodge will cater for between eight and 13 people.

We hope that this change will further enhance the way people living in Saint Joseph's Shankill are cared for as we strive to achieve excellence in dementia care.

And finally, we would like to thank Brid O'Meara who, during her four years as Director of Service, steered Saint Joseph's Shankill through many challenges and great change. We wish her every success in her future endeavors.

Norma Sheehan
DIRECTOR OF NURSING
& PERSON-IN-CHARGE



Adolescent Unit, Ginesa Suite



Ginesa Suite

Ginesa was a little girl who lived in Granada, Spain at the same time as Saint John of God was devoting his life to God by helping the poorest of the poor in his adopted city of Granada. Ginesa was an orphan and was all alone in life until she met Saint John of God. He knew he could help Ginesa and give her a better life so he found a family to care for her and adopt her as one of their own. Cherished and raised by her new family, Ginesa grew up knowing just how lucky she was to have a second chance in life and she made a pledge to herself and Saint John of God to devote herself to caring for children and young people. Ginesa's legacy of caring for children still lives on today and this devotion to helping young people is palpable when you enter the Adolescent Unit at Saint John of God Hospital.

There has always been recognition of the need for special care of young people with mental health issues at Saint John of God Hospital. Saint Anne's ward provided inpatient services for young people until the end of the 1990s. The temporary closure of this adolescent unit lasted some six years until May 2005 when Dr David McNamara was appointed as the new Consultant Child & Adolescent Psychiatrist at the hospital. Dr McNamara's remit as clinical lead for the adolescent inpatient unit was to build a rich and well-resourced team for the young people in need of an inpatient care. He gained his invaluable experience in child and adolescent psychiatry in London at the Maudsley Hospital. Dr McNamara wanted to bring his vision of providing gold standard, evidence-based, new science to Ireland at the adolescent unit at Saint

John of God Hospital. He wanted a fresh start, a new inspired and experienced team and the opportunity to provide the best general adolescent psychiatric service in the country. With this fresh start brought a newly named unit, The Ginesa Suite and its team welcomed their first young person in August 2005.

Since then the influences on mental health in Ireland have changed dramatically. Increased educational pressure, excessive alcohol and drugs consumption, affluence and privileged backgrounds, social media, peer pressure and poor parental or family supports are all areas that impact a young person's mental wellbeing today. In response to this, adolescent psychiatric care practices have adapted and changed since Ginesa Suite first opened its doors in 2005.

In Ireland today there are approximately 100 inpatient adolescent beds for young people with mental health illnesses. Dr McNamara and his team feel that this is a sufficient number but that there should be more specialised care units, for example, in the forensic field of care. There is a definite need for shorter outpatient waiting lists especially as the repercussions of a long wait can be catastrophic.

The Ginesa team care for young people with general psychiatric illnesses and they do that extremely well. The Ginesa team strive to provide a specialist and professional service at all times while creating an environment where each young person feels welcomed, valued and safe.



The philosophy that guides the Ginesa team is to provide assessment and therapeutic care in partnership with the young person and their families/ guardians. By respecting the dignity and rights of each young person, while working jointly with them and their families, the team provides a holistic and multidisciplinary approach to every aspect of care. Crises can be a common occurrence not only in an inpatient setting but in adolescence in general. The Ginesa team has mastered the use of Therapeutic Crisis Intervention (TCI) where staff can help young people learn developmentally appropriate and constructive ways to deal with frustration, hurt, rejection, anger and pain.

Risk management has been developed over the years through the daily team meetings where the young people's recovery is discussed and their care and activities are planned for the day. Each team member's opinions are valued and recognised in the young peoples' recovery plans. This multidisciplinary approach combines the skills and expertise of many disciplines led by Dr McNamara and includes senior

and junior non-consultant hospital doctors, a senior clinical psychologist, senior occupational therapist, clinical nurse specialist and social worker who all work together to aid the young person's recovery. The nursing team, many of whom have worked in Ginesa since the beginning, is led by Clinical Nurse Managers Paul Hawkins and Priscilla Bennett, who also manage the day-to-day running of the unit.

Other disciplines that play a critical role on the team include the dietician, most especially with the recovery of those young people experiencing issues around food and eating disorders. The speech and language therapist, art therapist and music teacher inspire emotional creativity in their artistic sessions. The resident teacher juggles all the educational needs so the young people can continue their education even though they are away from home and their own school. The teacher is ably supported in the classroom by teaching assistants. A wellbeing therapist, on the other hand, looks after peoples' physical health by putting them through their paces in the gym and other sporting activities. The yoga teacher makes sure of everyone's flexibility in weekly yoga sessions while the team administrator keeps track of everyone and everything on Ginesa Suite. The accommodation and catering teams have played very important roles over the years in the day-to-day welcome and hospitality that the young people in Ginesa receive. And let's not forget the new four legged members to the team – rabbits Norman and Daphne and Jasper the dog who play a more important role than could have ever been imagined. Truly a team effort is the key to success and recovery.





Ginesa Suite



The school room, garden, dining room, activities room, bedrooms and the suite itself are made as 'non-clinical' as possible and plans for 2016 are to make even more improvements. The young people can enjoy cycling, cookery, art, basketball, music, gardening, games, drama and much more on-site at the hospital and all as part of their recovery treatment.



Cillian is one of approximately 70 young people who stayed in Ginesa this year. He first came to Ginesa in 2014 as a 16-year old young man in need of help. His idea of what Ginesa would be like was a typical one. "I thought everyone would be wearing hospital gowns and walking around with drips and that there would be loads of beds all lined up in a row", he

explained. "In reality, it is totally not like that at all; it is the complete opposite". Cillian described how he was delighted to meet other young people who understood him and with whom he could have 'real' conversations and connect in a real way.

Cillian's recovery hasn't been a smooth one and he has been admitted to Ginesa Suite three times over the last two years. The last time though he knew 'the penny had dropped'. "The staff are brilliant in Ginesa, they are strict though and Dr McNamara is the toughest but he is straight up with you. I know that this time since I have left, I have done things differently. I was afraid before of getting better, of growing up and taking responsibility. Dr McNamara and the team told me, without holding back, where my life was leading if I didn't play an

active part in getting better. Today I feel positive and I am doing things that I never thought I would." Cillian remembers Dr McNamara coming into the unit at the weekends, "he wears a biker jacket and jeans, he's cool," says Cillian "cool, calm and collected!" When asked what advice Cillian would give to other young people who may need the Ginesa team's help he replied, "use the time wisely and fight to recover as soon as they can".

2015 brought the tenth anniversary of the opening of Ginesa Suite and the staff and young people celebrated in style! Festivities were held on December 2nd 2015 with a number of activities that marked this very special occasion. A visit from "Jungle Dave" and his reptile friends ensured laughter was heard amongst the screeches of delight and fear! A wide and varied selection of music was performed by the resident young people. Staff regaled the assembled group with stories of the past decade's accomplishments. It was all washed down with copious cups of tea, delicious cakes and even a chocolate fountain, which made the afternoon of reminiscing even sweeter still! This special occasion was marked by the planting of a "Paulownia Tomentosa" tree and the young people and staff buried a time capsule that will be unearthed in 2025. Who will be around then?

It was a proud day for all the staff, past and present and one that enabled everyone to applaud the successes of the last ten years and celebrate helping and improving so many young peoples' lives. Since the opening of Ginesa Suite in 2005, it could never have imagined that ten years later so much would have been achieved - a classroom with fulltime teachers, day trips and outings, pets and pool tables, complementary therapies playing active roles in recovery and an evolutionary therapeutic programme perfected to benefit all the young people. So in the future anything seems possible.

Over the next ten years, the dream of the team is to have a purpose built unit for the young people, to continue to deliver this gold standard care and lead the way in adolescent psychiatry in Ireland. A huge thank you to all staff past and present who have played important roles and are forever part of the Ginesa family.



ABOVE: The "Balloon Wall"



ABOVE: Planting the Paulownia Tomentosa Tree



ABOVE: The 10th Anniversary display



ABOVE: Ginesa Suite Team





On the Front Line

Peter Connolly



I've worked on the Wellness & Recovery programme as a senior occupational therapist for close to ten years. It's a varied position with lots of potential for on-going development. Each occupational therapist works on a multi-disciplinary team and has their own area of speciality.

As occupational therapists we look at the day-to-day impact of stress, anxiety and depression on a person's daily life and explore ways to regain, restore or improve their functioning and ability to cope. Our work involves facilitating individual and group-based interventions such as mindfulness, exercise, creative therapies and lifestyle balance. The aim is to enable people to access their own resources, learn skills and reflect on what's working and what may need to change in their life as a means of staying well.

I have a meeting with a new patient this morning who is still settling into hospital. Our discussion involves coming to terms with being in hospital and their challenges of accepting this, exploring their typical week and what had become difficult for them prior to the admission and important things they would like to be able to do.

Having completed my notes, I prepare for a group

later this morning on self-care and burnout. It's a group that runs on a 4-week cycle as part of the health and wellbeing series. Burnout is one of my areas of interest as it is a challenge that we all face in terms of how we live such busy lives yet meet our own need for rest and renewal in the process. It is an interactive and lively session with lots of discussion and experiences being shared within the group.

Just before lunch we have a meeting of WRAP® (Wellness Recovery Action Plan) facilitators to update and plan for the next eight-week group and to get feedback from the peer support group. WRAP® focuses on education, building hope and taking responsibility as a means of strengthening a person's recovery.

In the first appointment of the afternoon the most important issue for the client is improving their sleep. We explore ways of increasing their sleep drive through activity during the day, developing a pre-sleep routine and using particular breathing and yoga practices to settle the body and mind. We also facilitate a relaxation for sleep group twice per week.

My next appointment is a discharge planning session looking at ways to support the person through the initial transition to life at home. We explore the natural anxieties of discharge and the practicalities of their routine, structure and a referral to a discharge support group facilitated by one of my occupational therapy colleagues.

The last session of the day is facilitating a mindfulness group. It's a very grounding experience to pause, check in with myself and enter into a contemplative space prior to going home. In these sessions we introduce mindfulness practices and discuss how mindfulness can assist people in developing different relationships with themselves and their stress, their thoughts and emotions to understand and ultimately reduce their suffering.



Clinical Governance, Quality & Safety

Saint John Of God Hospital and Saint Joseph's Shankill

During 2015 the Clinical Governance Quality & Safety Executive Committee (CGQSEC) oversaw and reviewed the following:

- Assisted Admissions arrangements with Kalbay Ltd
- Laboratory services (Hospital)
- Reduction of seclusion and physical restraint (Hospital)
- Presentation of audits from the clinical audit committee
- Fire training and fire drills
- Renovations in both hospital and Saint Joseph's
- Anti-ligature programme of works (Hospital)
- Lighting upgrades (Hospital)
- HSE Policy on Safeguarding Vulnerable Adults
- Flu vaccination programme in hospital and Saint Joseph's
- Risk register for Hospital and Saint Joseph's
- Reports from Patient Satisfaction & Complaints Committee Hospital and Saint Joseph's
- Absconson concerns Saint Joseph's
- Butterfly Model of Care
- Development plan - building works (Saint Joseph's)
- Noro Virus alert and Noro Virus outbreak (Saint Joseph's)
- EHO Inspection Reports Action Plans (Hospital and Saint Joseph's)
- STORM (Skills Training on Risk Management) Training (Hospital)
- Adverse Incident Reports Hospital and Saint Joseph's
- Violence & Aggression (behaviours that challenge)
- Medication errors
- Care Plans (Hospital and Saint Joseph's)
- Panic buttons (Hospital)
- Official launch of Consumer & Carer Council (Hospital)
- Mental Health Commission Judgement Support Framework
- Dangerous Goods and Substance Audit (DGSA) Report (Hospital and Saint Joseph's)
- HSE Summary List of Serious Reportable Events
- Policy on children visiting
- Medication Safety reports
- Preparation for MHC Inspection
- Grease traps Saint Joseph's
- HIQA Self-assessment Dementia Standards
- Revamp of Saint Joseph's Resident & Public Participation Committee

- Re-establishment of MHIS Steering Group, Project Group and User Group
- Bed review (Hospital)
- Revised visiting hours (Hospital)
- Waste Management Policy (Saint Joseph's)
- End-of-life Care (Saint Joseph's)
- HIQA Portlaoise Report
- Local Incident Management Team – serious incident reviews – open cases
- Policy on e-cigarettes (Hospital)
- Collateral from families (Hospital)
- Revamp of Clinical Audit & Clinical Effectiveness Committee (Saint Joseph's)
- Working group on Observation Policy (Saint Joseph's)
- Clinical Emergency Policy Review (Saint Joseph's)
- Healthlink (Hospital)
- Code of Practice on Healthcare Records
- Review of Major Incident Plan
- Trend analysis from Patient Satisfaction Questionnaires (Hospital)
- Department of Health & Children communication re adoption of National Clinical Guidelines
- Infection control training
- Patient Security Survey Report
- Saint Joseph's Residents & Family Survey – actions on activities, food and suggestions
- Self-Harm Report – June to August 2015 (Hospital)
- QNIC Peer Review Report on Ginesa Adolescent Service
- On-going reviews of emergency evacuation plan for Saint Joseph's to cover phases of the building works
- Report of unannounced inspection by Hospitaller Ministries Programme Quality & Safety Team on 31.8.2015
- Controls in place in hospital and Saint Joseph's to comply with National Guideline on Control of Legionellosis
- ECTAS interim report on ECT Service (Hospital)
- Review of the policy on Prevention and Management of Violence and Aggression (Hospital)

New initiatives in 2015 included:

- DATIX Adverse Incident Reporting electronic system introduced to Saint Joseph's Centre.
- Appointment of the Dynamic Risk Implementation Group under the chairmanship of Niall Delaney, CNM3.
- Approval for the introduction of the Manchester Patient Safety Framework.
- Approval for the introduction of combined Multidisciplinary/Nursing Care Plans (hospital)
- Introduction of Quality & Safety Walk Rounds (as recommended in the HIQA Portlaoise report).
- New viewing panels in consultation office doors in hospital
- Essential Effective Training for Serious Incident Reviews with Maria Dineen
- Seomra Eolais Patient Information Service in the hospital
- SAGE Advocacy service in Saint Joseph's
- Introduction of spill kits (hospital and Saint Joseph's)



Link with Board Clinical Governance Quality & Safety Sub-Committee:

Three members of the CGQSEC i.e. the Chief Executive, Clinical Director and Person in Charge of Saint Joseph's Shankill attend the Board CGQS Subcommittee meetings. This Sub-committee of the Board under the chairmanship of Professor Michael Rigby provides oversight and assurance for the Board in terms of the clinical governance, quality and safety aspects relevant to both the hospital and Saint Joseph's. This Sub-committee also provides support and guidance to the Executive Committee throughout the year.

The Board set out a series of Key Performance Indicators (KPIs) for 2015 and scheduled dates for receipt and presentation of these reports throughout the year.

The KPIs were reported as follows:

- Complaints, Compliments & Feedback - Hospital and Saint Joseph's (six monthly) - January
- Medication Safety - Hospital - January
- Discharge Documentation – Hospital - March
- Pressure Ulcers & Wounds – Saint Joseph's - March
- Reduction of Seclusion & Physical Restraint - Hospital - May
- Violence & Aggression - Hospital & Saint Joseph's - May
- Complaints, Compliments & Feedback - Hospital and Saint Joseph's (six monthly) - July
- Care Plans - Hospital and Saint Joseph's - July
- Suicide Strategy including environmental actions – Hospital - September
- Falls - Hospital and Saint Joseph's - September
- Baseline Assessments - Hospital and Saint Joseph's - November
- Re-admissions – Hospital – November

More stakeholders are now taking an active part in the various processes, which are related to audit, training, review of policies, procedures and guidelines, regulatory compliance and continuous quality improvement initiatives. Regular meetings with reports from across all areas ensure that items which require actions to address issues are flagged and if necessary escalated either to relevant management team members or the Board. The aim for the coming year will be to give more direct focus to the various Sub-committees in line with board assurance requirements and regulatory obligations.

The system for clinical governance, quality and safety in the hospital and Saint Joseph's continues to develop and has broadened its reach across both services.



Financial Review 2015



Saint John of God Hospital Limited comprises the operations of Saint Joseph's Shankill and Saint John of God Hospital, Stillorgan. The company adopted the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and Charity SORP (FRS 102) for the first time in 2015. The deficit for 2015 was €1.16M, prior year results are restated to €81k deficit.

Saint Joseph's Shankill

Gross income was €4.6M primarily from fees for long term residential care funded by the Nursing Home Support Scheme (NHSS also known as the Fair Deal Scheme). Residential revenues contracted due to building works from October – December 2015 during which time 4 beds were unavailable. Financial support of €622k granted in 2014 by St John of God Hospital Ministeries did not recur in 2015, this is reflected in the reduction in 'Other' income category.

Payroll represents 86% of total costs. During 2015 efficiencies of €185k were achieved reducing the total to €4.5M. Clinical posts providing direct care cost €3.2M or 71% of total pay. €0.98M or 22% of payroll is directed to non-clinical services supporting patient care e.g. catering, accommodation and maintenance with €0.3M or 7% covering administration.

Non-pay constituting 14% of total costs increased €2k to €0.742M. 38% of non-pay, €0.281M, relates to direct patient care consumables. Administration category includes insurances, training, legal and IT, this makes up 37% or €0.276M of the total.

The remaining 25% is the establishment expense category, €0.184M, covering energy, property and maintenance costs.

Saint John of God Hospital

Inpatient earnings of €26.7M at 93% share of the total €28.7 remains the primary income source. Outpatient services contribute €0.9M / 3%. The remaining €1.1M / 4% arises from other sources e.g. rentals and catering receipts.

Gross revenues have increased 3% or €0.8M on prior year due to 3% price based inpatient revenue growth and a 27% growth in outpatient volumes. Outpatient income remains in the patient self-pay category with Private Health Insurers offering limited mental health outpatient benefits.

Payroll costs, driving 75% of total cost base were €22M. Direct clinical care posts include Nursing, Medical and Allied Healthcare Professions and amount to €16.8M or 77% of total pay. Pay for necessary support services e.g. catering, accommodation, building and grounds services was €3.2M, a 14% share. Administrative payroll at €2M was 9% of total pay.

Non-Pay increased €0.85M to €7.2M accounting for 25% of gross expenditure. Establishment expenses were €3.1M or 43% of total. It includes the costs of operating, maintaining and improving the hospital's physical infrastructure e.g. energy, maintenance and refurbishment costs. Direct patient care costs of €1.8M constitutes 25% and covers

clinical, pharmacy and catering supplies. €2.3M or 32% classified as administration costs covers staff education and training, insurances, IT, legal and other professional fees. Also included are bad debts with charges of €0.51M contributing largely to the year on year increase. The €0.54M increase in establishment expenses reflects significant expenditure on energy, patient safety and building refurbishment projects during 2015.

Summary

Notwithstanding a material deficit, the hospital service provided the necessary liquidity support to Saint Joseph's during the year. In both services significant infrastructural investment was committed to ensuring the experience for inpatient and residents remained safe and of high quality.

In the longer run the reimbursement rates for psychiatric services received from private health insurers require a significant upward adjustment to reflect market conditions and support the long term sustainability of the Hospital service.

On completion of all refurbishments Saint Joseph's Shankill is expected to revert to near full capacity in 2016. The reimbursement rates available under the NHSS do not reflect the necessary costs of running a HIQA compliant service where 100% of the residents are at various stages of dementia. Thus while the deficit will moderate somewhat, Saint Joseph's Shankill is expected to continue to require significant financial support.



Income & Expenditure Accounts

Year Ended 31 December 2015

| | Hospital | St Josephs | Total |
|---------------------|------------|------------|------------|
| Income | 28,727,898 | 4,623,051 | 33,350,949 |
| Expenditure | | | |
| Remuneration | 22,041,665 | 4,502,889 | 26,544,554 |
| Non Pay Overheads | 7,228,934 | 742,933 | 7,971,867 |
| Gross Expenditure | 29,270,599 | 5,245,822 | 34,516,421 |
| - Deficit / Surplus | -542,701 | -622,771 | -1,165,472 |

Year Ended 31 December 2014

| | Hospital | St Josephs | Total |
|---------------------|------------|------------|------------|
| Income | 27,932,520 | 5,304,498 | 33,237,018 |
| Expenditure | | | |
| Remuneration | 21,506,802 | 4,687,861 | 26,194,663 |
| Non Pay Overheads | 6,382,527 | 740,768 | 7,123,295 |
| Gross Expenditure | 27,889,329 | 5,428,629 | 33,317,958 |
| - Deficit / Surplus | 43,191 | -124,131 | -80,940 |

Balance Sheet at year end

| | 2015 | 2014 |
|---|-----------|-----------|
| Fixed Assets | | |
| Financial Assets | 0 | 0 |
| Current Assets | | |
| Debtors, Prepayments & WIP | 6,578,999 | 7,648,392 |
| | 6,578,999 | 7,648,392 |
| Creditors- Amounts falling due within one year | | |
| Creditors and accruals | 4,198,081 | 4,709,031 |
| Bank Overdraft | 967,964 | 360,935 |
| | 5,166,045 | 5,069,966 |
| Net Current Assets | 1,412,954 | 2,578,426 |
| Total assets less current liabilities | 1,412,954 | 2,578,426 |
| Capital and reserves | | |
| Reserves | 1,412,954 | 2,578,426 |

Analysis

Income Analysis 2015

| | Hospital | St Josephs | Total |
|-------------------------------|-------------------|------------------|-------------------|
| Inpatient/Residential Service | 26,745,354 | 4,185,286 | 30,930,640 |
| Outpatient/Day Services | 891,796 | 339,335 | 1,231,131 |
| Other | 1,090,748 | 98,430 | 1,189,178 |
| | <u>28,727,898</u> | <u>4,623,051</u> | <u>33,350,949</u> |

Income Analysis 2014

| | Hospital | St Josephs | Total |
|-------------------------------|-------------------|------------------|-------------------|
| Inpatient/Residential Service | 25,997,040 | 4,315,603 | 30,312,643 |
| Outpatient/Day Services | 701,169 | 325,036 | 1,026,205 |
| Other | 1,234,310 | 663,859 | 1,898,169 |
| | <u>27,932,520</u> | <u>5,304,498</u> | <u>33,237,018</u> |

Pay Analysis 2015

| | Hospital | St Josephs | Total |
|--------------------|-------------------|------------------|-------------------|
| Pay Category | | | |
| Nursing | 10,190,716 | 3,170,342 | 13,361,058 |
| Medical | 3,622,024 | 0 | 3,622,024 |
| Allied Professions | 3,042,662 | 35,919 | 3,078,580 |
| Support Services | 3,185,359 | 969,969 | 4,155,328 |
| Admin | 2,000,905 | 326,659 | 2,327,564 |
| | <u>22,041,665</u> | <u>4,502,889</u> | <u>26,544,554</u> |

Pay Analysis 2014

| | Hospital | St Josephs | Total |
|--------------------|-------------------|------------------|-------------------|
| Pay Category | | | |
| Nursing | 10,261,807 | 3,232,633 | 13,494,440 |
| Medical | 3,342,549 | 0 | 3,342,549 |
| Allied Professions | 2,895,374 | 62,515 | 2,957,889 |
| Support Services | 3,158,593 | 1,002,673 | 4,161,266 |
| Admin | 1,848,479 | 390,039 | 2,238,519 |
| | <u>21,506,802</u> | <u>4,687,861</u> | <u>26,194,663</u> |

Non-Pay Analysis 2015

| | Hospital | St Josephs | Total |
|-------------------------|------------------|----------------|------------------|
| Administration | 2,314,604 | 276,860 | 2,591,464 |
| Consumables Relating To | 1,779,595 | 281,853 | 2,061,448 |
| Establishment | 3,134,735 | 184,220 | 3,318,955 |
| | <u>7,228,934</u> | <u>742,933</u> | <u>7,971,867</u> |

Non-Pay Analysis 2014

| | Hospital | St Josephs | Total |
|-------------------------|------------------|----------------|------------------|
| Administration | 1,994,093 | 247,265 | 2,241,359 |
| Consumables Relating To | 1,794,094 | 304,500 | 2,098,594 |
| Establishment | 2,594,340 | 189,003 | 2,783,343 |
| | <u>6,382,527</u> | <u>740,768</u> | <u>7,123,295</u> |

Positive comments

“ I just wanted to say thank you to everyone who was involved in my Mam's care. She is doing really well now and I know it's as a result of the excellent care she was given at St John of God Hospital

“ I suppose anyone would feel fearful about a psychiatric hospital but I felt safe and cared for. The doctors, nurses, physio, occupational therapist and social workers were extraordinary

“ I wish to express my deep gratitude to the night staff for their ability to be truly helpful and their availability to “calm me” in a very friendly but professional manner

“ Just a note to thank you all for the love, care and attention you all gave to my sister while she was with you. She is at home now and doing well

“ Thank you for bringing our Dad back to us for a little while longer and making that time more peaceful for him

“ Thanks for the endless patience, kind and compassionate words, all the advice, chats, check-ins and for helping me get back on my feet, believe in myself and smile and laugh out loud again

“ I admire every one of you. You've been kind, compassionate and you treat all the patients with respect whilst maintaining their dignity

“ There just aren't enough words in the English language to let me fully express my thanks to all the nursing staff I encountered during my time here. Suffice it to say they are heartfelt, deep and wide... you made a darker time in my life easier to take

“ I leave here today hopeful that my life will be transformed for the better. My experience here has been both enlightening and fulfilling and I feel ready to take on the challenges ahead

“ I was in a very dark place having doubts and thinking the worst. However since the very first moment in here, I knew I was in very good hands. Thank you very much for your care and professionalism

“ My dad has been attending your day centre twice a week and he is so content and thriving. We are so impressed and uplifted by the service and the kind caring nature of staff.

“ When we handed our mother over to your care we had no idea how well she would be looked after by all of you. Your kindness in all the small things of everyday life made an enormous difference to her sense of being loved and safe. Gratitude, admiration and the utmost respect for the dedication and kindness with which you look after those in your care will be etched in our hearts.

“We are so impressed and uplifted by the service...”







Saint John of God Hospital and
Saint Joseph's Shankill

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