

St. Patrick's  
University Hospital

# Annual Report & Financial Statements 2008



**Mental Health Matters**

*St. Patrick's University Hospital is Ireland's largest independent, not-for-profit, mental health service provider and aspires to provide the highest quality of mental health care, to promote mental health and to advocate for the rights of those who experience mental illness.*



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# St. Patrick's University Hospital - An Overview

St. Patrick's University Hospital was founded over 250 years ago by Jonathan Swift, Dean of St. Patrick's Cathedral and one of Ireland's best known authors. Recognising that sufferers of mental illness needed a dedicated mental health service to provide care, treatment and a voice, Dean Swift willed his entire estate to found St. Patrick's, the first hospital established in Ireland to provide specifically for the treatment of mental illness.

Today, St. Patrick's University Hospital is Ireland's largest independent, not-for-profit, mental health service provider and aspires to provide the highest quality of mental health care, to promote mental health and to advocate for the rights of those who experience mental illness.

At St. Patrick's and its sister hospital St. Edmundsbury, multi-disciplinary teams of psychiatrists, nurses, psychologists, social workers, occupational therapists, cognitive behaviour therapists, addiction counsellors, pharmacists and other



mental health care professionals provide in-patient, day care and out-patient services through speciality programmes.

The hospitals have a combined capacity of 288 beds (238 at St. Patrick's University Hospital in James's Street and 50 at St. Edmundsbury Hospital in Lucan) and admit over 2,500 patients annually, which represents circa 11% of the total requiring in-patient treatment in Ireland.

St. Patrick's University Hospital is also the University teaching hospital for Trinity College, Dublin and is actively engaged in research into the causes, treatment and prevention of mental illnesses.

An extensive range of psychotherapies is provided for individuals and within groups, including Cognitive Behaviour Psychotherapy, Psychoanalytic Psychotherapy and Systemic Psychotherapy. The Hospital pharmacy provides a progressive clinical pharmacy service.

# Report of the Chairman of the Board of Governors

On behalf of the Board of Governors, I am pleased to present the Annual Report of St. Patrick's University Hospital, Dublin.

In February 2008, the Hospital launched its strategic plan - Mental Health Matters - setting out the organisation's plans and aspirations for the next five years.

***Through the Mental Health Matters strategy, St. Patrick's set itself six key targets:***

- People experiencing mental health problems will receive the expert treatment and support which they need from St. Patrick's Hospital.
- St. Patrick's will be recognised as the leading service provider in the area of specialist mental health treatment in Ireland.
- Society will have a better understanding of mental illness and there will be less stigma attached to mental illness.
- Those suffering from mental illness and their carers will play an active role in the structures and services being developed to support them.
- There will be sufficient mental health services established to support and treat those suffering from mental illness.
- There will be adequate mental health prevention initiatives.



Significant strides have been made in meeting these targets. The Board deeply appreciates the commitment of the staff, management and volunteers of the Hospital. Their commitment and dedication is crucial to the success of the strategy and to the ability of the organisation to provide the highest quality of mental health care, to promote mental health and to advocate for the rights of those who suffer from mental illness.

St. Patrick's University Hospital is committed to attaining the highest standards of corporate governance. I wish to thank the Board of Governors, The Hon. Hubert Beaumont, Mr. Marcus Beresford, The Very Rev. Dean Dermot Dunne, Mr Ronan Keane, The Very Rev. Robert MacCarthy, Mr. Angus McDonnell, Mr. John Mulcahy, Mr. Justice John L. Murray, The Most Rev. John R.W. Neill, Mrs. Caroline Preston, Dr. Myriam Walsh and Professor Marcus Webb for their ongoing work and commitment for and on behalf of those who suffer from mental illness.

**Mr. William Cotter**  
*Chairman*



# Report of the Chief Executive Officer

St. Patrick's University Hospital aspires to provide the highest quality of mental health care, to promote mental health and to advocate for the rights of those who suffer from mental illness.

2008 has been a very significant year for the organisation.

A new strategic plan - Mental Health Matters - was launched and significant developments have occurred as part of this strategy. Grounded on the principles of Government mental health policy, as outlined in "Vision for Change", the strategy focuses the organisation on four key activities:

- Service Delivery
- Advocacy
- Developing Service User Participation
- Research and Training

## Service Delivery

Service Delivery is St. Patrick's University Hospital's primary function. The organisation is committed to the provision of the highest quality mental health care and to meeting all of the Mental Health Commission standards and regulations. During 2008, the organisation not only enhanced its existing services but developed a number of new services including five community mental health centres (Dean Clinics), a Wellness and Recovery Service, a new Adolescent Service and a number of technology-based support services including an Information & Support telephone service and a web-based service.

The organisation now provides a range of in-patient, day service and community-based services offering seamless mental health care to those suffering from mental health difficulties. Over the next four years, the organisation is committed to developing another five Dean Clinics and to enhancing its existing services.



## Advocacy

St. Patrick's University Hospital is committed to promoting mental health and to advocating for the rights of those who experience mental illness. The independence, national accessibility and commitment to service user participation places the organisation in a unique position to monitor, evaluate, highlight and respond to the many challenges facing those who suffer from mental illness. The organisation has developed an advocacy action plan which is focused on the key targets of the Mental Health Matters strategy.

During 2008, strategic partnerships were formed with health insurers and other independent mental health service providers and constructive relationships have been established with the key statutory agencies, the Department of Health and Children, Health Services Executive and the Mental Health Commission.

***During 2008, a number of advocacy initiatives were piloted including:***

- A public awareness/anti-stigma campaign run during Mental Health Awareness Week
- Responding to relevant Mental Health issues in the media
- The development of a number of position papers on mental health services in Ireland

St. Patrick's is committed to advocating for a society in which the rights of those suffering from mental illness are acknowledged.

## Service User Participation

St. Patrick's University Hospital is focused on the inclusion of those who suffer from mental illness as full and equal partners in the planning, management and evaluation of mental health services and in the treatments they receive.

A very active Consumer Council functions within the Hospital and represents the users of St. Patrick's University Hospital services.

The Council has participated actively in a number of the new strategic developments. During 2008, an administrator was appointed to facilitate the work of the Council and a service user nominee was appointed to attend selected meetings of the Board of Governors.

The Council has begun to develop a project on stigma and the Irish Advocacy Network has become active within the Hospital.

## Research and Training

St. Patrick's University Hospital is committed to Research and Training. The Hospital participates fully in the Dublin University Psychiatric Rotational Training Programme and the large number of training posts provided through this scheme.

Through its close academic and clinical links with a number of third level institutions, St. Patrick's also participates in the undergraduate education and training of a number of mental health care disciplines, most notably medicine, nursing and clinical psychology.

A new Memorandum of Understanding with Trinity College, Dublin consolidates St. Patrick's involvement in high quality research and training. A number of externally-funded research projects are currently underway within the service and these are outlined in the report of the Research Department.

Under the new Memorandum of Understanding, the Trading/Business name of the Hospital has been amended to St. Patrick's University Hospital. This will strengthen the relationship between Trinity College Dublin and the Hospital. It reflects the scope and complexity of the clinical research activity currently being carried out at the Hospital and affirms an affiliation that signifies excellent state-of-the-art patient care.

The organisation is committed to integrating outcome-focused research into all of its clinical activities and work on this commenced during 2008.

## Clinical Governance & Quality

The Clinical Governance Committee of the Hospital, which is made up of senior clinical personnel, has restructured the clinical governance mechanisms throughout the service. The Hospital has finalised its quality framework, which is based largely on the Quality Framework published by the Mental Health Commission. The Hospital conducts internal audits on an ongoing basis to ensure continuous quality improvement.

The high quality of patient care at St. Patrick's is made possible because of the commitment and dedication of staff, volunteers and the Board of Governors of the Hospital. This wholehearted commitment is vital in driving the expansion and development of our services to achieve our objective of a seamless mental health care system that provides complementary community and in-patient treatments.

St. Patrick's wants to see a society where all citizens are given the opportunity to live mentally healthy lives. Because of our independence, national availability, distinct range of services and commitment to consultation, we are uniquely placed to respond to the changing landscape of mental illness within Ireland.

Much has been achieved in 2008 and the organisation is committed to building on those achievements to ensure those suffering from mental illness receive the supports they require.

**Paul Gilligan**

*Chief Executive Officer*



# Report of the Medical Director

When our founder established St. Patrick's Hospital, he determined with characteristic irony that it should "prove no nation needed it so much". In fact, Swift was the first to combine compassion for those with mental suffering with a unique sense of patriotic zeal. We understand that if our service is to continue it must remain nationally relevant as well as clinically excellent. We are still striving to fulfil that vision.

St. Patrick's is a not-for-profit independent health provider. In this Annual Report, we highlight some of the developments of recent years. We focus particularly on progress since the writing of our Hospital Strategy, Mental Health Matters. Our goal is to develop a national network of mental health services, while we continue to enhance our existing activity. The Mental Health Commission standards and their Quality Framework form a practical basis for all our initiatives.



We are determined to deliver care in accordance with best international practice using evidence-based methods. Thus clinical care has been integrated around multi-disciplinary teams with a unified vision, a common ward and a shared community clinic. These have been called Dean Clinics in deference to our founder. With these resources, our teams aim to develop expertise, delivering clinical assessments and treatments which are holistic and patient-centred.

Our Hospital has recently enhanced its relationship with Trinity College, Dublin and so henceforth is recognised as St. Patrick's University Hospital. Together with St. Edmundsbury Hospital and the Dean Clinics, we continue to be the largest provider of mental health professional education in Ireland. This fact helps to increase the skills of our staff, to enhance the quality of the work we do and to diminish stigma, which remains the largest obstacle to the provision of proper care for the mentally ill.

We hope to progress the Hospital through this and many other developments over the coming years. Obviously these are exceptionally challenging times for Ireland as a whole and mental health care in particular. None of these developments and none of the work done in St. Patrick's would be possible without the vocation of our extraordinarily dedicated and talented staff. I want to thank each of them for the good work they do. St. Patrick's started with one man's vision; we believe his vision will continue with a renewed focus which is modern and relevant to today's Ireland.

**Professor James V. Lucey**

*Medical Director*





## Service Developments

During this year, clinical services were strengthened by the addition of clinicians and therapists and a new position of Director of Clinical Services was formed. The standards set out by the Mental Health Commission, in particular those in the Quality Framework document, form a practical basis for all our services.

A key part of our strategy has been our move to the community. Historically, St. Patrick's was a major provider of community psychiatry in Dublin city centre and Dublin west. Now we aim to provide a national network of multi-disciplinary services based in centres which we will establish and manage and which we have named Dean Clinics.

The first of these community mental health centres, The Dean Clinic at the Capel Building in Dublin, was opened in Spring 2008. To date, four Dean Clinics have been established in Dublin, and the first Dean Clinic outside Dublin, in Cork, commenced in March 2009. The Assessment Service in the Dean Clinics is now the first point of access for new referrals to all our services. To improve the efficiency and quality of assessment and admission procedures, all referrals to our services are channelled through a central referral process.

As well as initial assessment, the Dean Clinics provide multi-disciplinary treatment, individual and group psychotherapies and clinical reviews helping to deliver more timely interventions and better outcomes in the community.

The Wellness & Recovery Centre comprises a recovery-focused, group-based service and a general adult day-patient service.



These are facilitated by a number of health disciplines including Occupational Therapy, Clinical Psychology, Nursing, Social Work, and Cognitive Behaviour Therapy. The service has two clinical streams, Treatment without Admission and Recovery after Admission.

St. Patrick's continues to enhance its existing services in keeping with the standards of the Quality Framework and the Mental Health Commission. Clinical care requiring admission is being integrated around multi-disciplinary teams with a unified vision, a common ward and a shared Dean Clinic. These teams will enhance expertise and deliver clinical treatments using a holistic patient-centred approach.

The alcohol and chemical dependence team has a new consultant appointment and a multi-disciplinary team providing assessment and treatment of alcohol and chemical dependence at the Dean Clinic at Capel Street and an upgraded in-patient facility, the Temple Centre.

The Anxiety Disorders Programme has also been expanded to provide services in the Dean Clinic at Capel Street.



Specialised anxiety disorder assessments are available in this clinic along with individual cognitive behavioural psychotherapy and group therapies for Generalised Anxiety Disorder, Phobic, Panic and Obsessive-compulsive disorders. These Dean services are integrated with an enhanced in-patient facility where there is a strong emphasis on psychotherapeutic approaches, especially cognitive behavioural therapy.

A specialised team has assumed clinical responsibility for all patients in the Special Care Unit of Dean Swift Ward, thus providing an expert service to those suffering from acute psychosis. This unit is a state-of-the-art facility where the acutely ill can start their treatment in safe and secure surroundings. The team is also strengthened by the addition of a new Clinical Nurse specialist position.

The new Dean Clinic in the Grange Medical Centre in Donaghmede in Dublin provides an integrated service with the adult in-patient general psychiatry facilities at St. Patrick's.

Psychiatry of Old Age at St. Patrick's is provided through a dedicated programme which provides a broad range of interventions to in-patients over the age of 65. The service has been augmented by the addition of a clinical nurse specialist in old age psychiatry who will engage in an admission screening process to assess specific patient care needs and treatment plans prior to admission.

The Eating Disorders Programme at St. Patrick's is the largest such facility in Ireland. St. Patrick's is proud to have developed a new nursing post in the area - the Advanced Nurse Practitioner. This is one of the first such posts in Ireland and it provides the Eating Disorder Programme with increased expertise in the assessment and treatment of people with eating disorders. The Advanced Nurse Practitioner provides an assessment service into which general practitioners can refer patients with suspected eating disorders. The Dean Clinics will allow further development of assessment and family therapy services for eating disorders in 2009.

St. Patrick's is addressing the service gap which exists in adolescent mental health, especially in the 16 to 18 years age group. A consultant in adolescent psychiatry and a clinical nurse manager have been appointed and out-patient adolescent mental health services commenced in May 2009 through the Dean Clinic at Lucan.

A separate and distinct modern adolescent in-patient facility, meeting best National and International standards, will be provided within the St. Patrick's Hospital campus. This is scheduled for completion in the second half of 2009. This year, we renewed our long-established relationship with Trinity College Medical School and thereby acquired University Hospital status.

Under our new trading name, St. Patrick's University Hospital, we are determined to be even more relevant to community psychiatry throughout the country. Our research team has had another successful year with many funded research projects continuing and papers in numerous international publications.

We are the leading providers of mental health professional training in Ireland with programmes for post-graduate nurses, doctors and a full range of allied professionals. For example, this year St. Patrick's University Hospital is providing the clinical educational component of a Masters in Adolescent Mental Health (provided by Trinity College Dublin) facilitated through the Adolescent Service and Young Adult Programme.

St. Edmundsbury Hospital in Lucan is a key part of St. Patrick's Mental Health Care. Its general adult psychiatry service is focused on mood and anxiety disorders and St. Edmundsbury is justly recognised as a leading provider of multi-disciplinary eclectic psychiatry. In 2008, the day care services at St. Edmundsbury were enhanced and a new Dean Clinic in Lucan was opened. In keeping with our strategy, major developments are planned for this service.

At St. Patrick's, we are determined to incorporate the best modern technology into our service development. During 2008, we completed preparation to enable the expansion of our in-house clinical laboratory, including standard biochemistry and haematology, in 2009. This will provide clear clinical advantages, including faster availability of results, improved communication with clinical staff and the potential for research applications as well as significant financial benefits. We have introduced a nurse-led Support and Information line so as to respond more professionally to mental health enquiries from our patients and from the public at large.

During 2008, we commenced a pilot programme using Mobile Phone (SMS) Text Messaging. This is an adjunctive service and incorporates support texts and service reminders to enrolled service users. Along with developments on our website, the next phase will focus on On-Line (Internet) Communication and will provide further innovative ways of enhancing clinical care.

# Clinical Governance Report

Clinical Governance is the framework through which St. Patrick's University Hospital is accountable for continuously improving the quality and safety of its services. Clinical Governance aims to create an environment of clinical excellence. It forms a patient-centred approach to care that is accountable in providing a safe, high quality service in an open and questioning environment.

## ***The Clinical Governance Committee exists to:***

- Provide oversight of the clinical governance function of the organisation
- Make and implement decisions regarding clinical governance and practices within the organisation
- Agree quality standards and how these standards are implemented in practice
- Construct and operate clinical quality monitoring systems within the organisation
- Ensure regulatory compliance and to monitor this compliance
- Make senior clinicians responsible for ensuring that systems for Clinical Governance are in place and for monitoring their clinical effectiveness
- Report to the Board of Governors on the quality of clinical treatment and care
- Provide an annual report on clinical governance to the Board

## ***A comprehensive programme of quality improvement activities ensures that:***

- Regular clinical audits are carried out with standardisation of clinical terms/definitions - the results of these audits are reported to the Clinical Governance Committee
- The hospital participates in benchmarking exercises with similar organisations and compares its activities with national statistics
- The hospital engages in effective monitoring of clinical treatment and care using quality clinical record-keeping systems
- The hospital has implemented appropriate safeguards to govern access to and storage of confidential information
- Processes for assuring the quality of clinical care are in place and integrated with the quality programme for the organisation as a whole.



### Clear policies aimed at managing safety and risk include:

- Clear policies for the management of risk, including incident reporting and complaints management
- Reviews of adverse events by the Clinical Governance Committee and, where necessary, a comprehensive analysis of incidents (Root Cause Analysis) is completed and reported to the Board
- A comprehensive process of dealing with and responding to complaints

Robust structures have been developed over a number of years to strengthen the Clinical Governance activities of St. Patrick's University Hospital. The Clinical Governance Committee is facilitated in carrying out its clinical governance role through the establishment of a number of clinical committees throughout the Hospital. These are standing committees, such as the Resuscitation Committee, the Drugs & Therapeutics Committee and the Clinical Council.



## Approved Centre Status

During 2008, inspections of both St. Patrick's and St. Edmundsbury Hospitals were carried out by the Mental Health Commission, the independent statutory body for mental health care. Both Hospitals have retained their 'Approved Centre Status'.

## Risk Management

During 2008, the methods by which clinical incidents are recorded, reported and reviewed were updated. The new incident review process ensures that all incidents are formally reviewed and, where necessary, more intensive investigations are carried out, i.e. root cause analyses or focused reviews. The process provides invaluable information in respect of the clinical performance of the entire service.

Root Cause Analysis enables critical examination of adverse events occurring within the service. There were seven Root Cause Analyses carried out during 2008. In addition, the Clinical Governance Committee fully reviewed and amended the process.

The Committee also identified the need to carry out focused reviews on a number of incidents. The focused review process allows relevant clinicians to examine all of the factors contributing to a particular incident and also allows clinicians to examine their own practices with a view to improving them, if necessary. Fourteen focused reviews were carried out in 2008.

In tandem with a formal review of all incidents, the Clinical Governance Committee also commissions and reviews regular clinical audits. During 2008, various practices such as care planning, the frequency with which patients are assessed and re-assessed, compliance with the provisions of the Code of Practice on E.C.T., the performance of the emergency pager system, the frequency and regularity of multi-disciplinary team meetings, the continuity of nursing care and the administration of medication were examined by clinical audit.

**Tom Maher**

*Director of Services*

# Research Report

St. Patrick's University Hospital is committed to enhancing its Research Department to enable focused research on the medical and social factors contributing to mental illness, building on its unique relationship with Trinity College Dublin, and further developing its international reputation as one of the primary service-based research institutions.



- The Department supported three clinical research posts and an academic administrator based in St Patrick's Hospital and three basic science researchers based in Trinity College Dublin.
- Provided research support for projects led by other consultant principal investigators in St. Patrick's.
- Developed new research programmes with other academics based in Trinity College Institute of Neuroscience and/or provided facilities for researchers supervised by Prof Harald Hampel, Prof Shane O'Mara, Dr Tom O'Connor and Dr Andrew Harkin.

## Developments in 2008

- An academic post-graduate Department of Psychiatry in St. Patrick's Hospital has now been established. In 2008, this was supported by an agreed budget of €450,000.
- A broadband link between TCD and the Department has been established and is supported by TCD.
- A new Memorandum of Agreement between the Hospital and Trinity College Dublin under which the Hospital's name has been changed to St. Patrick's University Hospital.

- Provided short-term research placements for three TCD students doing MSc or BSc degrees in Neuroscience.
- Is hosting the co-ordinator for the Diploma course in Cognitive Behavioural Therapy under the supervision of Dr Brian Fitzmaurice.

**Professor Declan McLoughlin**  
PhD MRCPi MRCPsych

**Table 1: Current Research Funding**

### TCD/ST PATRICK'S HOSPITAL, IRELAND

Health Research Board Translational Research Award  
Declan McLoughlin, Michael Dunn, Harald Hampel, Shane O'Mara

**Title:** The EFFECT-Dep Study: enhancing the effectiveness of electroconvulsive therapy in severe depression and understanding its molecular mechanism of action

**Duration:** 5 years, Oct 2007 - Sept 2012

**Value:** €1,600,000

### INSTITUTE OF PSYCHIATRY, LONDON, UK

Alzheimer's Research Trust Project Grant  
Declan McLoughlin, Christopher Miller

**Title:** Fe65:Fe65L2 double knock-out mice and APP processing

**Duration:** 3 years, Feb 2007 - Jan 2010

**Value:** £215,662£

### ALZHEIMER'S SOCIETY PROJECT GRANT

Declan McLoughlin, Christopher Miller, John Stephenson

**Title:** In vivo analysis of the Fe65L2 protein in health and Alzheimer's disease

**Duration:** 3 years, Sept 2006 – Aug 2009

**Value:** £198,000

### WELLCOME TRUST PROGRAMME GRANT

Christopher Miller, Declan McLoughlin

**Title:** The X11 adaptor proteins and Alzheimer's disease

**Duration:** 5 years, 2006-2011

**Value:** £833,643

## Fundraising Report

St. Patrick's primarily funds its activities through the fees it receives for its services. To continue delivering its programmes to the necessary standards and to respond to the changing needs of mental health service users, the Hospital must develop a broader range of funding sources including drawing on the substantial goodwill and public support existing for the work of the Hospital and the alleviation of mental illness.

A new Fundraising Department has been established through the Association of Friends of St. Patrick's and a fundraising strategy is being implemented. Ambitious targets are set, representing a significant increase on fundraising from previous years.

The Department seeks to develop a strong, positive and unique identity through which to gain public interest, generate awareness and establish our charitable status. Longstanding events run by the Association of Friends in 2008 included the Hermitage Golf Classic and the Hennessy Gold Cup which both proved very successful. Sincere thanks are due to the committees of these events and their respective chairpersons, Mary Griffin and Philip Myerscough.



Two new events developed in 2008 were the Christmas Raffle and the 'Presents of Mind' Christmas appeal. This appeal is based on the Christmas Giving Tree theme. The tree was dedicated to everyone in Ireland suffering with Mental Illness and by kind permission of Iarnrod Eireann was sited within the concourse of Heuston Station. This project significantly increased awareness of St. Patrick's and of mental illness and will be poised to generate income in 2009.

During 2009, the Department will concentrate on developing event-based fundraising. New events will be introduced to achieve the fundraising targets.

The fundraising website is being developed in conjunction with work on the Hospital website and policy and procedural guidelines based on the new charities legislation have been developed.

**Gerry O'Beirne**  
*Director, Business Development  
& Advocacy*



*RTE presenters Blathnaid Ní Chofaigh and Ryan Tubridy lent their support to our 'Presents of Mind' Christmas Tree Appeal at Heuston Station*



# Programmes and Services

St. Patrick's provides a number of programmes and services delivering therapeutic treatment and care to patients. In addition, the social work, occupational therapy, clinical psychology and cognitive behavioural therapy departments provide individual and group psychotherapeutic interventions.

## Eating Disorder Programme

The Eating Disorder Programme caters for people with both anorexia and bulimia, and consists of an in-patient and day care aspect. It focuses on weight modification, relaxation techniques, self-assertiveness, body image work and dietetics. The programme addresses emotional and psychological problems associated with eating disorders and works closely with voluntary organisations such as Bodywhys. It is staffed with a multi-disciplinary team including an Advanced Nurse Practitioner and Clinical Nurse Specialist (CNS).

## Depression Management Programme

This is a three week Programme designed for in-patients and day patients who have been diagnosed with depression. It aims to educate on the causes, varieties and treatments of depression. The programme also aids coping skills with goal-setting and stress management advice. A CNS with Cognitive Therapy training coordinates this programme.

## Bipolar Programme

The mission of the bipolar education programme is to provide psycho-education, peer support and facilitate insight for those living with bipolar affective disorder and therefore promote well-being and reduce the risk of relapse. A CNS with Cognitive Therapy training coordinates this programme.

## Young Adult Programme

The Young Adult Programme caters for those aged 18-24 yrs and treats depression, anxiety, panic disorder, general emotional difficulties or schizophrenia. The emphasis is on group work, collaborative effort and insight generation. While attending the Young Adult Programme, patients can also attend the alcohol, depression or bipolar disorder programmes or participate in any of the therapeutic activities within the hospital that they may require. A CNS coordinates this programme.

## Alcohol Programme

The Alcohol Treatment Programme at St. Patrick's works closely with Alcoholics Anonymous and the adult children of alcoholics (ACOA). Its programme includes didactic lectures, anti-tension training, individual counselling, motivation groups and reality therapy. It provides a closely monitored after-care programme for 18 months and engages families in the therapeutic process.

## Dual Diagnosis Programme

This programme caters for people with alcohol dependence and mood or anxiety disorders. The co-occurrence of alcohol and other drug dependence in people with depression, bipolar and anxiety disorders is quite common and while many such dual conditions were previously managed through the alcohol programme, more recent experience indicates that patients who have been treated for alcohol dependence without significant mental health input, have not had their mental health problems attended to. This programme addresses both aspects of treatment and care.

## Anxiety Disorder Programme

The Anxiety Disorder programme was established in April 2005 and caters for people suffering from a wide range of anxiety disorders. It is delivered by a multi-disciplinary team catering for both male and female patients, offering clients a combination of psychiatry, pharmacology, occupational therapy, psychology, cognitive therapy and family therapy to assist them manage the disorder.



## Wellness & Recovery Centre (WRC)

The Wellness & Recovery Centre was established in November 2008, on the campus of St. Patrick's Hospital. The Centre provides access to all of the above clinical programmes and services on a day patient basis, which are covered by all the main health insurers. In addition to the treatment-focused programmes, the WRC offers a 10-day recovery programme to support service users experiencing difficulties reintegrating into both their families and their communities, following a period of ill health or hospitalisation. The programme equips service users with the skills and wellness tools required to manage their own mental health and improve their quality of life, in spite of mental health obstacles. Each service produces its own Wellness & Recovery Action Plan as part of the programme.

## Psychiatry of Later Life - The Evergreen Programme

This programme consists of a unit specialising in the mental health care of the elderly. It focuses mainly on depression and dementia in later life. The programme goals are to facilitate/restore independence in occupational performance, and to facilitate patients' understanding and management of their illness. Groups have a strong focus on planning for functional independence following discharge and linking to necessary services and outside supports. Components of the programme include: Understanding and Managing Depression & Anxiety in Later Life, Retirement Issues and Goal Planning, Leisure Exploration, Falls Prevention Education and Healthy Movement, Task-based groups, Advanced Relaxation Techniques, Memory Skills (mental aerobics) and Memory compensatory strategies, ADL advice.

## Psychosis Recovery

The Psychosis Recovery Programme is a relatively new edition to the services and programmes of St. Patrick's Hospital. It is a three week programme delivered by a multi-disciplinary team which caters for both in-patients and day patients. It is recovery orientated and aims to provide psycho-education around psychosis, recovery strategies and specialist CBT skills to help participants cope with the distressing symptoms of psychosis. Patients receive ongoing assessment and review while on the programme and it is possible to access 1:1 CBT delivered by a clinical psychologist experienced in this area.

## Occupational Therapy

Occupational therapists work within multi-disciplinary teams. The Department also facilitates a number of therapeutic groups across all programmes. In addition, the Department provides general activities including art, crafts, pottery and IT skills.

## Memory Clinic

This service is in development and will provide day-patient assessment of patients with memory difficulties and allows for comprehensive investigation and initiation of treatment, where appropriate. It has inputs from neuropsychology, psychiatry, nursing and other mental health disciplines when necessary. A team-based approach to assessment is known to improve diagnostic accuracy. MRI scanning is usually conducted, as is blood testing, ensuring an accurate picture of physical health also. A treatment plan is developed for each patient and techniques to enhance memory performance are discussed with the patient and families, where appropriate.

## Mood and Anxiety Programme (St. Edmundsbury)

This programme is facilitated in St. Edmundsbury Hospital and consists of workshops on Anxiety, Depression and Bipolar Affective Disorder, a relationship group, induction group, discharge planning group, CBT lecture series, task assessment group, lifestyle issues, exercise group and stress management.

## Mindfulness-based Stress Reduction

This course of treatment can be offered in conjunction with the Anxiety Disorders programme. It focuses on Introducing Mindfulness, its origins, key concepts and principles of practice. Techniques that are taught and practised in group sessions include "raisin exercise", mindfulness of breath, 3-minute breathing space, 'coping' breathing space, mindfulness of sounds and thought, and mindful movement.

## Clinical Psychology

In addition to clinical psychologists working within multi-disciplinary teams, the Clinical Psychology Department offers a number of psychotherapeutic interventions such as constructivist, psychoanalytical and cognitive psychotherapy.

## Social Work / Family Therapy

This is a highly specialised service provided by extensively-trained family therapists where the family interactions and dynamics are explored with a view to enabling the family to unravel difficulties that have presented as a family member becomes ill.

## Cognitive Behavioural Therapy

This programme takes referrals directly from General Practitioners in addition to referrals from hospital-based and external psychiatrists. CBT is used to treat many disorders such as anxiety, mood disorder, phobic disorder and obsessive compulsive disorder. Sessions are generally one-to-one, hour-long therapy sessions. More recently, a CBT group has been established for the management of Obsessive Compulsive Disorder.



## The Adolescent Service

In line with the five year strategic plan, Mental Health Matters, St. Patrick's will establish a community-based and an in-patient mental health service for adolescents between 14 and 18 years of age. The in-patient unit will focus on adolescents with general psychiatric disorders as well as adolescents with eating disorders. A suitable location at St. Patrick's has been identified and plans have been prepared for a 14-bed purpose-designed unit. In accordance with national and international best practice and the regulations and Code of Practice of the Mental Health Commission, the in-patient unit will be an entirely separate unit from adult units. The community-based adolescent service is based at the Dean Clinic at Lucan.

## The Dean Clinics

The Dean Clinics offer a unique independent sector service to the general population. The service has been designed towards the mental health needs of the community in a multi-disciplinary setting, ensuring that the holistic needs of each client are met.

### *The Dean Clinics provide three levels of care:*

- A general adult community multi-disciplinary assessment and treatment service within the Dean Clinics.
- Access to the Wellness & Recovery Centre and specialist treatment programmes within the day care services at St. Patrick's Hospital.
- Access to in-patient care in St. Patrick's Hospital.  
Referral Telephone Number: 01-2493535.

## Support & Information Line

This new telephone support service (a part of the Wellness and Recovery Centre) is available to our service users, the general public and referring health professionals. For service users, it provides easily accessible professional advice, guidance and support in maintenance of their mental health or in managing a crisis in their mental health from the comfort of their own home. For the public in general, it offers information on how to access mental health services nationally and at St. Patrick's University Hospital and supports improved public understanding of mental health and illness. For health care professionals, the service provides a useful information resource and a guide to referral services in St. Patrick's and St. Edmundsbury and in the Dean Clinics. The service is staffed by experienced mental health nurses Monday to Friday with an answering and call-back facility outside hours. The number of the Support & Information line is (01) 2493333.

## Clinical Resources

St. Patrick's employs in excess of 330 clinicians (consultant psychiatrists, ward-based nursing staff, Advanced Nurse Practitioners, Clinical Nurse Specialists, Social Workers, Family Therapists, Cognitive Therapists, Clinical Psychologists, Occupational Therapists, Counsellors) to deliver a wide range of mental health services. These clinicians are employed as part of multi-disciplinary teams to facilitate an holistic approach to the treatment and care of those in psychological or emotional distress.

St. Patrick's caters, on average, for approximately 2,750 in-patient admissions per year along with 3,000 out-patient appointments. With the development of the Dean Clinics (Community Mental Health Centres), St. Patrick's will provide community mental health care to a wider range of people in more accessible locations. The multi-disciplinary approach to mental health care delivery will be continued in these clinics.

Even for the most acutely mentally ill individuals, the duration of in-patient care is relatively short - the focus of care and treatment is to return the individual to an active social, personal and work life.

# Publications 2008

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# Financial Report

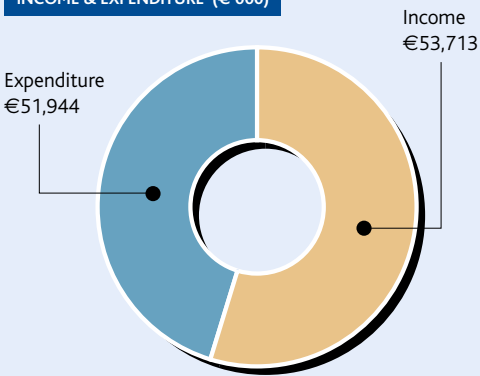
The Board of Governors is committed to providing high quality facilities and care for service users. In February 2008, the Hospital launched its strategic plan, Mental Health Matters for the period to 2013. This exciting and challenging strategy commits the Hospital to maintaining and developing a range of quality services and to bringing stability and improvement to the Hospital's financial position. The financial results for the year show that the Hospital recorded an operating surplus of €1.7 million, compared to an operating deficit of €1.1 million in 2007.



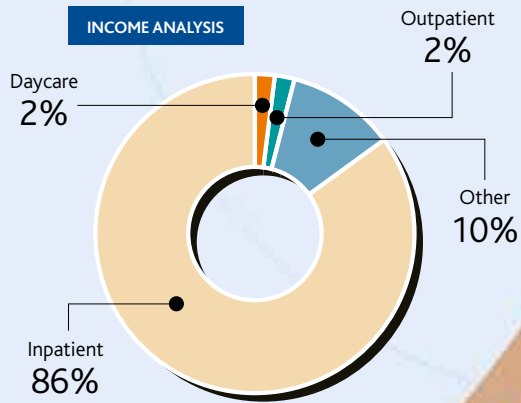
St. Patrick's is committed to the introduction and maintenance of best practice in authorisation and control procedures fundamental to the continued financial reputation and well-being of the organisation. Significant Board and Management time and attention is given to determining the issues that need to be addressed to ensure that St. Patrick's governance procedures are sound and reflect the present and future needs of the organisation.

**Nial Smith**  
Director of Finance

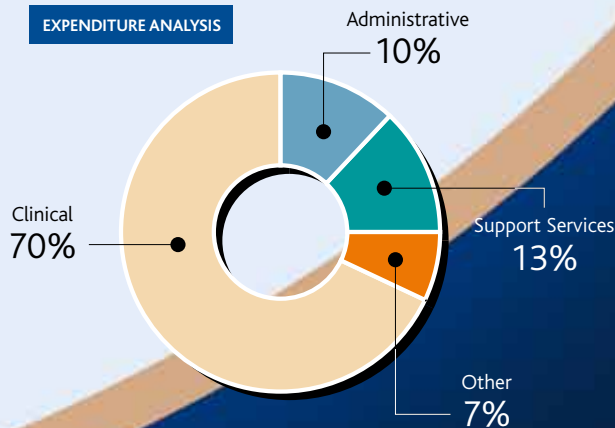
## INCOME & EXPENDITURE (€'000)



## INCOME ANALYSIS



## EXPENDITURE ANALYSIS



# Income and Expenditure Account

for the year ended 31 December 2008

|   | 2008<br>€'000  | 2007<br>€'000  |
|---|----------------|----------------|
| <b>Income - continuing operations</b>     |                |                |
| Maintenance and treatment fees            | 52,989         | 46,130         |
| Other income                              | 724            | 628            |
|   | <hr/> 53,713   | <hr/> 46,758   |
| <b>Expenditure</b>                        |                |                |
| Salaries and wages                        | (39,967)       | (36,866)       |
| Establishment and administration expenses | (7,473)        | (7,017)        |
| Other operating costs                     | (3,202)        | (2,690)        |
| Depreciation                              | (1,302)        | (1,326)        |
|   | <hr/> (51,944) | <hr/> (47,899) |
| <b>Operating surplus/(deficit)</b>        |                |                |
| - continuing activities                   | 1,769          | (1,141)        |
| Interest payable and similar charges      | (397)          | (292)          |
| Pension finance income, net               | 203            | 821            |
|   | <hr/> 1,575    | <hr/> (612)    |
| <b>Surplus/(deficit) for the year</b>     |                |                |

## Statement of Total recognised Gains & Losses

for the year ended 31 December 2008

|  | 2008<br>€'000   | 2007<br>€'000 |
|--|-----------------|---------------|
| Surplus/(deficit) for the year                                 | 1,575           | (612)         |
| Difference between expected and actual return on scheme assets | (30,815)        | (9,260)       |
| Experience gains and losses on scheme liabilities              | 6,859           | (6,465)       |
| Effect of changes in actuarial assumptions                     | 623             | 19,254        |
| <b>Total recognised gains and losses for the year</b>          | <b>(21,758)</b> | <b>2,917</b>  |

## Note of Historical Cost Surplus & Deficit

for the year ended 31 December 2008

|   | 2008<br>€'000 | 2007<br>€'000 |
|---|---------------|---------------|
| Reported surplus/(deficit) for the year   | 1,575         | (612)         |
| Difference between historical cost depreciation charge on Hospital buildings and the depreciation calculated on the revalued amount | 378           | 378           |
| <b>Historical cost surplus/(deficit) for the year</b>   | <b>1,953</b>  | <b>(234)</b>  |

# Balance Sheet

at 31 December 2008

|  | 2008<br>€'000  | 2007<br>€'000 |
|--|----------------|---------------|
| <b>Fixed assets</b>  | 23,814         | 24,123        |
| <b>Financial assets</b>  | 86             | 86            |
| <b>Current assets</b>  |                |               |
| Stocks   | 113            | 105           |
| Debtors  | 18,042         | 13,016        |
| Cash at bank and on hand                                       | 13             | 8             |
|  | <u>18,168</u>  | <u>13,129</u> |
| <b>Creditors:</b> amounts falling due within one year          | (19,422)       | (8,071)       |
| <b>Net current (liabilities)/assets</b>                        | (1,254)        | 5,058         |
| <b>Total assets less current liabilities</b>                   | <u>22,646</u>  | <u>29,267</u> |
| <b>Creditors:</b> amounts falling due after more than one year | -              | (4,942)       |
| <b>Net assets excluding pension liability</b>                  | 22,646         | 24,325        |
| Net pension liability  | (30,411)       | (10,332)      |
| <b>Net (liabilities)/assets</b>                                | <u>(7,765)</u> | <u>13,993</u> |
| <b>Capital and special funds</b>                               |                |               |
| Capital account  | <u>(7,765)</u> | <u>13,993</u> |

# SUPPORT THE WORK OF ST. PATRICK'S UNIVERSITY HOSPITAL

*The future of mental health can be your legacy.*

Dean Jonathan Swift left his personal wealth to establish St. Patrick's University Hospital and set in place a standard of generosity which enabled thousands of people with mental health illnesses to access treatment and care over the years.

Legacies remain an important source of funds for us. They provide essential income that enables us to make long-term plans and ensure that we can continue to provide the highest quality of mental health care.

We are asking you to continue this tradition of giving by considering supporting St. Patrick's University Hospital through a gift in your Will.

**For more information on how you can help in this way and secure the future of services for people with mental health illnesses, please contact our Fundraising Team on 01 249 3335.**

St. Patrick's University Hospital is Ireland's largest independent, not-for-profit, mental health service provider.





## Mental Health Matters



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St. Edmundsbury Hospital  
Lucan  
Co. Dublin  
Tel: 01 6218200

[www.stpatrickshosp.ie](http://www.stpatrickshosp.ie)

