

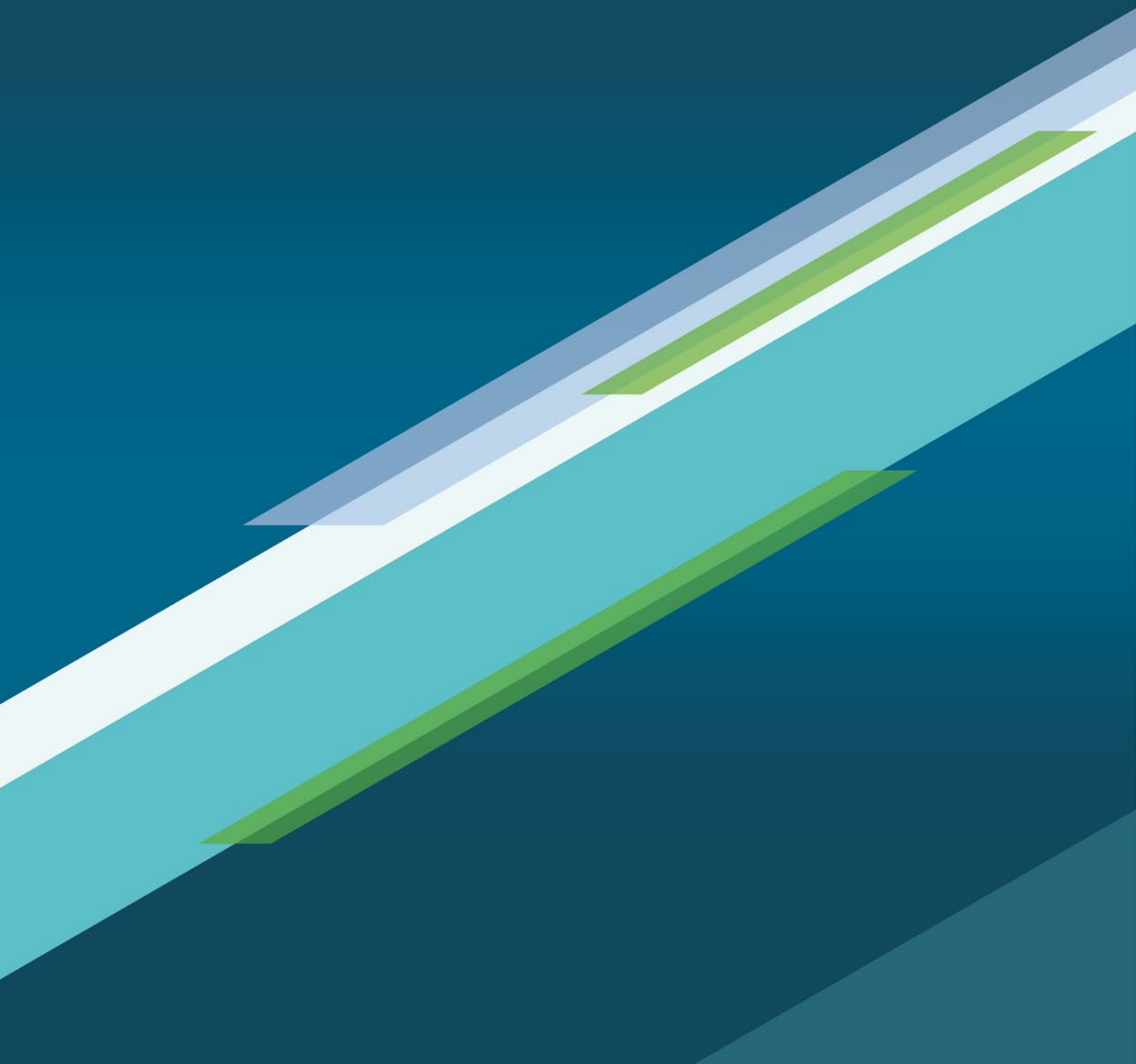
# St Patrick's Mental Health Services



Annual Report and  
Financial Statements

**2020**

**In 2020, during a year where the organisation faced extraordinary challenges, St Patrick's Mental Health Services' commitment to its core objectives - to provide the highest quality mental healthcare; to promote mental health; and to advocate for the rights of those experiencing mental health difficulties - never faltered. In fact, our services continued to grow and develop.**



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# Report of the Chairman of Board of Governors



**Our commitment to delivering a quality and efficient service, now and into the future, has continued, in spite of the COVID-19 pandemic. The necessary steps were taken to protect both our staff and our service users and St Patrick's Mental Health Services continued to provide quality and holistic care throughout 2020, whether on a face-to-face or virtual basis.**

## Transparency and trust

The autonomy afforded by our unique governance structure has always been a major asset of St Patrick's Mental Health Services (SPMHS). Governed by a charitable trust set out by a Charter established in 1746, we receive no Government funding, instead operating as an independent not-for-profit entity.

As a result, we continue to invest our financial resources, as well as our staff commitment and clinical expertise, in ensuring those experiencing mental health difficulties are educated and empowered to live fulfilling lives.

## Achieving high standards of governance

SPMHS is independently governed by a voluntary Board of Governors, comprised of 12 non-executive, voluntary members who receive no remuneration for their services. The Board is charged with the responsibility of administering the charitable trust on a not-for-profit basis. The Board, its five sub-committees and management invest considerable time into ensuring that we maintain our high standards of corporate governance.

In accordance with the charter, the Board met 10 times in 2020, with all meetings taking place virtually in line with public health guidelines. The day-to-day management of the organisation is delegated to our outstanding executive management team, led by the Chief Executive; although the Board has the final decision on policy matters.

In 2020 we implemented an updated set of Bye Laws, in accordance with new regulations from the Charity Regulator. This will see a further improvement in the transparency and trust associated with our governance.



Each month, the Board appoints one of its members as 'visiting governor'. This appointee visits a specific area or service and reports to the Board at the next meeting. Two members of the Board attend a Service User Consultative Forum every quarter and report back to the Board on the issues discussed.

**The people who shape our organisation**

As always it would be remiss of me not to highlight the invaluable role played by the Board of Governors of SPMHS in 2020, including Mrs Caroline Preston, Mrs Bernadette Godley, Dr John Hillery, Mrs Caroline Gill, Prof Joyce O'Connor, Mrs Audrey Cunningham, Mr Geoff Scully, Mr Michael Moriarty, the Very

Reverend William Wright Morton, the Most Reverend Doctor Richard Clarke, the Most Reverend Doctor Michael Jackson and Tom Godfrey.

I would like to take this opportunity to express my gratitude to all our staff and volunteers, whose dedication, ingenuity and flexibility ensured that our services never stopped, and that their quality and efficiency were maintained.

The CEO of the Mental Health Commission recognised the hard work of SPMHS in its 2020 inspections:

*"I want to congratulate all the management and staff at the service (SPMHS) for this result. The approved centres have been highly compliant for a number of years and this reflects the dedicated nature of all those who work there"*

It is through this dedication and flexibility from the Board, senior management and all staff and volunteers, that SPMHS achieved full compliance in all three of its approved centres in 2020.

**Danny Kitchen,**  
Chairman, Board of Governors,  
St Patrick's Mental Health Services

# Chief Executive Foreword



**At the beginning of 2020, nobody could have foreseen the challenges that lay ahead. For many people, 2020 was a year marked by loss, illness and isolation, and a year where our mental health and wellbeing came to the fore more than ever.**

With the onset of the COVID-19 pandemic in March 2020, staff of St Patrick's Mental Health Services (SPMHS) showed their agility and commitment to work in an unprecedented way that would allow us to meet the challenges of the pandemic.

As a result of this commitment, our core objectives - to provide the highest quality mental healthcare; to promote mental health; and to advocate for the rights of those experiencing mental health difficulties - never faltered, and in fact, our service continued to grow and develop.

Having seen what other countries were experiencing in late February and early March 2020, at SPMHS, we quickly realised that things were going to change dramatically and quickly, so we acted pre-emptively and decisively as we prepared for the arrival of the virus in Ireland.

The pandemic necessitated some fundamental alterations to our service offerings, and indeed, an immediate and total reimagining of our service delivery.

As the pandemic escalated, GPs' schedules were increasingly busy with COVID-19 demands, and people were less likely to engage with their GPs for non Covid-related illnesses, thus impacting people's ability to access other services, such as mental healthcare. SPMHS was cognisant of the fact that people with mental health difficulties may have been feeling especially vulnerable with regard to the virus at this time, and so we swiftly introduced a new Homecare service, with support from the insurers to provide cover for this new service.

Overnight, the use of mediated interventions and technology-mediated therapy sessions across all of our services became standard practice. We also promoted remote working among all staff, where appropriate, and converted St Patrick's, Lucan (SPL) into a COVID-19 isolation mental health treatment centre.

The new Homecare service, which was developed as part of our initial response to COVID-19, has now become a core part of our service delivery. We are one of the only mental health services globally running a service of this type and quality, offering a comprehensive multidisciplinary mental health intervention for people with serious mental difficulties that is wholly online.

Demand for this service has been such that two additional Homecare adolescent service places were introduced at the end of 2020, effectively increasing the combined physical and Homecare clinical numbers from 14 to 16.

Our historic strategic investment in digital technologies, including our eSwift electronic health record, meant we were quickly able to pivot and offer a full multidisciplinary service online. Within weeks, most appointments were conducted remotely, with over 10,000 video-enabled telehealth sessions taking place in 2020, as well as over 5,000 sessions conducted by phone.

While COVID-19 may have dominated the year, it did not negatively impact our strategic goals or long-term vision for SPMHS. Significant progress continued to be made on implementation of each of the components of the *Changing Minds. Changing Lives.* strategy during 2020, with just some minor alterations.

In 2020, we completed a study on future capital development options, which deferred the implementation of strategic capital development plans such as the building of additional beds in the Willow Grove Adolescent Unit and the development of the new Access Centre. A decision on these capital development options will be made in 2022.

Financial restraints were taken into consideration, and as a result, the establishment of the new Research Institute was delayed. In consideration of developments in the ICT health sector, the conceptualisation of the Centre for Innovative eMental Health Technologies was changed, while the development plans for the enhancement of the SPL inpatient clinical model were reviewed. Significant progress was made on considering a revised Campus Development Plan, with a decision on this due to be made in 2021. Financial restraints also meant that the amount of financial commitment to philanthropic projects remained the same.

Overall, 2020 was a busy year for the service. Clinical activity for the Willow Grove Adolescent Unit service was 98% for 2020; the highest annual activity level achieved since the service was established.

Adult inpatient clinical activity remained robust, with an occupancy rate of 92.4% achieved for 2020. Clinical activity in the adolescent Dean Clinic service decreased by 9% due to the impact of COVID-19 in March, April and May.

Despite the changes to our service as a result of the pandemic, our three approved centres achieved full compliance ratings in the Mental Health Commission (MHC) Inspections in 2020, with the MHC commending SPMHS for its provision of services in the last year:

*“2020 was a difficult year for every mental health facility and SPMHS continued to provide as many services as possible to its residents, despite the onset of COVID-19.”*

*Chief Inspector,  
Mental Health Commission*

We are extremely grateful for the commitment of our staff, along with the partnership of our service users and supporters, which resulted in this excellent achievement of full compliance in 2020.

As part of our human rights-based approach, we contracted Patient Knows Best (PKB) as a vendor partner to deploy a Service User Portal over the next three years.

This innovative move facilitates enhanced service user empowerment as service users can access their own record, giving them ownership and autonomy over their health and wellbeing information.

Standardised care pathways have been introduced across all care as an integral part of the eSwift system, and evaluative measures continue to be an integral part of all programmes.

In 2020, extended and updated outcome measures were introduced for the SAGE Older Adult Psychology Skills Group, Schema Therapy Programme and the Compassion-Focused Therapy for Eating Disorders programme. And as always, we worked closely with health insurers, the Health Service Executive (HSE), as well as our charitable partners.

Our advocacy and awareness-raising events and activities, tenets of our service that we view as crucial, continued, albeit in a virtual fashion, with as powerful an impact as ever.

I would like to acknowledge the continued trust of our service users and the dedication of the Board, staff members and volunteers of SPMHS who went above and beyond over the course of a difficult year to ensure that we could continue to provide the high-quality and holistic care that we are recognised for.

**Paul Gilligan,**  
Chief Executive Officer,  
St Patrick’s Mental Health Services

# Service Delivery

**St Patrick's Mental Health Services is Ireland's largest independent, not-for-profit mental health service provider, with staff members working in a wide variety of roles to provide care and treatment to those requiring our services.**

St Patrick's Mental Health Services (SPMHS) provides high-quality expert care and treatment through its three approved centres; St Patrick's University Hospital, St Patrick's, Lucan (SPL) and Willow Grove Adolescent Unit, as well as providing day programmes, and outpatient treatment through our nationwide Dean Clinics.

In 2020, like many organisations across the world, SPMHS faced one of its biggest challenges. With the onset of the COVID-19 pandemic, the organisation had to adapt the delivery of its services as quickly as possible in order to maintain continuity of care and treatment, while also ensuring the safety of all service users and staff.



*SPMHS nurses at St Patrick's, Lucan (St Edmundsbury)*

From the outset of the pandemic, SPMHS immediately recognised the right of service users to receive the highest quality mental healthcare possible. An episode of acute mental healthcare is a complex, integrated range of biological, psychological, social and occupational interventions aimed at keeping an individual functioning as part of their family, community and workforce.

It starts at assessment prior to admission and, according to the Mental Health Commission and the Health Research Board, ends only after final discharge.

In response to COVID-19, SPMHS implemented a suite of measures including the development of a tailored Homecare service, offering the highest quality assessment and treatment via telecommunications for those requiring vital inpatient care. During a care episode, the milieu of treatment and care changes depending on the needs of the individual.



Through the development of the Homecare service, SPMHS endeavoured to replicate, as closely as feasible, the experience that a person would have if they were physically in hospital. As part of the Homecare service, the multidisciplinary treating team remains clinically responsible for the safety and care of an individual. The individual also remains the clinical responsibility of the hospital.

Among other measures introduced was the designation of the SPL campus specifically for any service users displaying symptoms of, or testing positive for, COVID-19 so that they could receive necessary mental healthcare and treatment, while also complying with isolation guidelines. The organisation also introduced an on-site rapid testing and results system so that all potential inpatients could be screened prior to admission to ensure the safety of all inpatients and staff alike.



The very small number of COVID-19 infections our inpatients experienced is testament to the excellent work of our frontline staff.

SPMHS is committed to embedding digital technology across all facets of its services, with significant investment made in terms of time and resources over the past few years. It was because of this commitment that staff were able to transition smoothly and efficiently to a virtual model and new modalities of care, such as the Homecare service, while technology-mediated interventions were implemented across all areas of care and treatment.

We introduced extended therapeutic leave, which allowed inpatients to complete the remainder of their inpatient treatment at home for up to a maximum of 13 days. An early and rapid deployment of our Service User Portal was also instigated in order to empower patients with access to their online personal health records during this especially challenging time. The embedding of our eSwift electronic health record across our services in recent years ensured that these changes in practice were feasible.



The Homecare service was recognised for its excellence in the Irish Healthcare Awards in 2020, where it won 'Mental Health Initiative of the Year'.

In 2020, SPMHS continued working closely with a number of HSE Community Healthcare Organisations (CHOs), delivering services such as mental health assessment, outpatient treatment of children and adolescents and provision of inpatient care to adults. These successful arrangements serve to address gaps in nationwide mental health services and were of particular importance as the pandemic progressed.

Despite the notable changes to the delivery of care necessitated by the COVID-19 pandemic, we continued to invest significant time and resources to the long-term vision for our service, and continued to progress many of the objectives outlined in our 2018-2022 *Changing Minds. Changing Lives.* strategy throughout 2020. We believe that this strategy will help us to develop an optimal and sustainable model of care that is appropriate for the needs of our service users in an ever-changing society.

Ronan Devins,  
Head of IT at SPMHS,  
working remotely



# Clinical Activity

Despite the disruptions as a result of COVID-19, SPMHS once again saw a year-on-year increase in demand for our services.

## Inpatient activity

SPMHS comprises three separate approved centres, including St Patrick's University Hospital (SPUH) with 241 inpatient beds; St Patrick's, Lucan (SPL) with 52 inpatient beds; and Willow Grove Adolescent Unit, with 14 inpatient beds.

In 2020, there were a total of 3,182 inpatient admissions across the organisation's three campuses; compared with 2,954 for 2019.

Of these 3,182 inpatient admissions, 686 were for Homecare admissions; 2,432 inpatient admissions; and 64 admissions were a mix of both inpatient and Homecare.

*St Patrick's, Lucan (SPL); St Patrick's University Hospital (SPUH); and Willow Grove Adolescent Unit (WGAU) % of admissions*

	SPL	SPUH	WGAU	Total
Female	410 (64.0%)	1,547 (63.6%)	85 (79.4%)	2,042 (64.2%)
Male	231 (36.0%)	887 (36.4%)	22 (20.6%)	1,140 (35.8%)
Total	641 (100%)	2,434 (100%)	107 (100%)	3,182 (100%)

These numbers represent core activity within SPMHS during 2020; of the care and treatment provided to over 3,000 admissions provided by approximately 400 clinicians. They also represent the wide range of excellent multidisciplinary teams and programmes through which care is provided. These activity statistics also include the inpatient services that we have provided via several agreements with the HSE.

Service agreements were signed and renewed between the HSE and SPMHS in 2020 including HSE CHO5 (counties Wexford, Waterford, Laois, Kilkenny and Tipperary) and CHO7 (Dublin South West and Kildare).

Through these agreements, we provide seamless inpatient care for service users of theirs that require our services.

## Day care services

There was a decrease in the number of people attending our day care services during a significant part of 2020. The first day programme was delivered remotely on 20 March, 2020, and all day programmes continued to be run in this way throughout 2020. The percentage of attendees on these programmes is 69% compared to the same period last year. Our day care services continue to be delivered on a wholly remote basis into 2021.

SPMHS day programmes	Attendances 2020
ACT	1675
Access to Recovery	1710
Addictions Programmes	1485
Anxiety Programme	1229
Bipolar Programme	322
Compassion Focused Therapy	616
CFT Eating Disorders	302
Coping with COVID-19	40
Depression Programme	1148
Eating Disorders Programme	1387
Formulation Groups	226
Healthy Self Esteem	17
Living Through Distress	973
Living Through Psychosis	112
Mindfulness	252
Pathways to Wellness	986
Psychology Skills for Adolescents	190
Psychology Skills for Older Adults (SAGE)	128
Radical Openness	851
Recovery Programme	1428
Schema Therapy	93
Transition to Recovery	68
Trauma Group Therapy	364
Adolescent CBT	71
<b>Total</b>	<b>15,930</b>



*The Dean Clinic at St Patrick's University Hospital*

### **Community care activity - Dean Clinics**

A total of 15,730 appointments took place through our network of Dean Clinics in 2020, representing a 3.7% increase on 2019. This figure represents community provision of care and treatment to thousands of people for a variety of mental health difficulties such as anxiety, depression, trauma, eating disorders, addictions, dementia and other psychological issues. Clinical activity in our Dean Clinics include multidisciplinary assessments, psychology, cognitive behavioural therapy (CBT), social work and occupational therapy sessions.

All Dean Clinic appointments from March 2020 were delivered via technological-mediated interventions. The impact of COVID-19 was evident by the reduction of referrals between March and May 2020, consistent with the national situation, as people were less likely to engage with their GPs about non Covid-related health concerns; this led to an overall reduction in referrals of 7% in 2020.

Despite the reduction in referrals, there were 195 first-time admissions from the Dean Clinics; an increase of 12% in comparison to 2019. Of note, the average 'did not attend' rate of 5.5% is significantly less than the national average, and a positive reflection on the value placed on the Dean Clinic service.

## Rights-based care and treatment

SPMHS continued to admit service users under the Mental Health Act 2001. SPMHS uses this Act, and its associated regulations, to create the essential legislative foundation to provide care and treatment to those experiencing mental health difficulties. These regulations ensure that individuals experiencing a mental health difficulty can access healthcare in a way that is equitable and protects their human rights.

In 2020, service users were treated under the Mental Health Act on 99 occasions. This represented 4% of all admissions to SPMHS, and is made up of a combination of service users admitted under the Mental Health Act; those transferred to SPMHS already under the protection of the Mental Health Act; and those admitted voluntarily who subsequently went on to be treated under the Act.

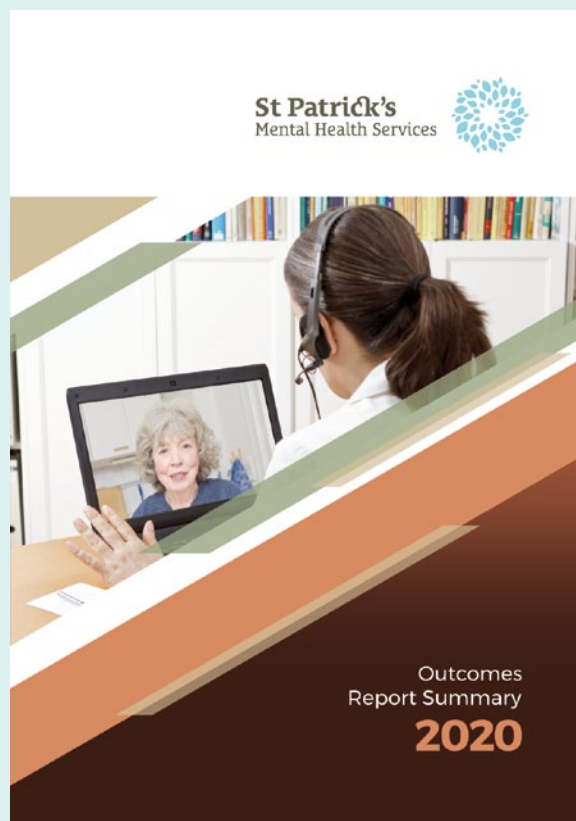
In 2020, 93 independent Mental Health Tribunals were facilitated in SPMHS. On 106 occasions in 2020, inpatient service users that requested a premature discharge were supported through the 'Discharge Against Medical Advice Process'. This represented a slight increase on 2019. In addition to this, service users that request a premature discharge are often supported through an agreed discharge plan.

## Clinical governance: Quality and excellence

Since the establishment of the Mental Health Commission, SPMHS has maintained an exemplary record in consistently achieving the highest quality standards in mental healthcare. In 2020, the Mental Health Commission Annual Report for 2019 recognised the three approved centres of SPMHS as the top three approved centres in compliance with regulations from 2017-2019 inclusive. In 2020, staff working in SPMHS maintained their commitment to quality by achieving 100% compliance with all applicable rules, codes and regulations in each approved centre.

## Outcomes measures

In 2020, SPMHS continued to assess and monitor the efficacy of our services through the measurement of specific outcomes. SPMHS is one of the first mental health organisations to collate, analyse and synthesise this information relating to an organisation's outcomes on an annual basis.



The 2020 Outcomes Report presents outcomes relating to clinical care, clinical governance processes, clinical programmes and service user satisfaction rates. Despite the challenges posed by the COVID-19 pandemic, SPMHS has succeeded in collating the outcome measures so that we can produce and publish the 10th *Outcomes Report*. The report is central to the organisation's promotion of excellence in mental healthcare.

By measuring and publishing outcomes of the services we provide, we strive to understand what we do well and what we need to continue to improve. Wherever possible, validated tools are utilised throughout this report and the choice of clinical outcome measures used is constantly under review. This ensures we are attaining the best possible standards of service delivery.

# Key Service Delivery Developments

## Digital and telehealth service developments

Use of telehealth across SPMHS' suite of services increased significantly in 2020 as a result of COVID-19 restrictions. The majority of Dean Clinic, day services and extended therapeutic leave appointments have been delivered remotely since March 2020, as well as remote delivery of the Homecare service.



Over 10,000 video-enabled telehealth sessions took place, in addition to over 5,000 sessions conducted by phone. This compares with approximately 35 CBT sessions delivered online in 2019.

This transformation was made possible through leveraging previous investments in technology in recent years to enable and empower a secure digital mobile workforce. These investments include the eSwift Electronic Health Record, as well as internet network services, secure encrypted laptops, Microsoft Office and Teams licenses, as well as secure multi-factor authentication.

Additionally, during 2020 a new Digital Health Adoption Lead role was recruited to engage and support end-user adoption of systems and promote the use of standardised data quality processes to ensure the integrity of data used for Informatics.

## Prompt assessment of needs

SPMHS' prompt assessment of needs (PAON) is an innovative free-of-charge service that allows for prompt engagement with service users (including risk-assessment), and ensures the most appropriate care pathway can be quickly identified. It is a telecommunications-based assessment for service users referred by their GP. An experienced registered nurse carries out the PAON, and based on their assessment, will create a care plan with the service user that can include referral to the SPMHS Dean Clinics, day services, services outside of SPMHS or for inpatient assessment.

There were 995 adult PAONs delivered in 2020, which represented a 19.5% decrease from 2019. This was the result of reduced referrals for PAON assessment, consistent with the national situation, as people were less likely to engage with their GPs about non Covid-related health concerns.

Much of the reduction in PAONs occurred in the first three months of significant COVID-19 national public health restrictions. Between March to May 2020, there was a 53.6% reduction in the number of PAON assessments, but this rebounded in the remaining months of 2020.

## Pharmacy Department

Clinical pharmacists are integrated into 11 of SPMHS' multidisciplinary teams and they provide regular group interventions as part of the Psychosis Recovery, Bipolar, WRAP and Evergreen Programmes. In 2020 pharmacists began providing sessions in the new Pillars of Wellness Programme and continued to be part of the successful Walk in My Shoes Transition Year programme.




A major challenge of 2020 was to ensure ongoing seamless supply of medication and to maintain the patient safety and quality processes of medication management within SPMHS, despite the shifting and uncertain landscape of the COVID-19 pandemic. With the changes to medication supply needs, pharmacy staff refocused on providing medication to service users on Homecare service admissions, and two pharmaceutical technicians began training to be checker technicians, which will increase the skillset and job satisfaction of technicians and release more clinical time for pharmacists.

## Psychology-based recovery programmes

SPMHS offers a total of 14 psychology-based recovery programmes, all of which are in significant demand. These programmes have been adapted to meet the specific needs and challenges of the pandemic. For example, our older adult team developed an online group specifically to support older adults to cope with the impact of COVID-19 on their lives.

Our Group Radical Openness programme team runs two groups in parallel, while also working to continue their research programme to establish their protocol and complete a pilot study that they are submitting for publication. Development of our innovative Formulation Programme has also continued, and we now have two formulation programmes; one for young adults and another for service users with a history of addiction. Our Trauma Programme has also flourished since its 2019 introduction, and is meeting the needs of our service users of all ages with a history of complex trauma. The adolescent psychology team have also worked hard to meet the needs of the young people in Willow Grove Adolescent Unit by redesigning their inpatient groups to adapt to both inpatient and Homecare package needs.

The new partnership with the UCD Doctoral Programme in Clinical Psychology has been a major development and we have sponsored two trainees who have begun to establish a research programme for both formulation groups and the Trauma Programme. Due to the recognition of our inpatient and day patient work, a number of psychologists in clinical training have already begun requesting specialist placements with us for 2022 in areas such as group radical openness, trauma, compassion-focused therapy and psychosis.



A selection of art on display in St Patrick's University Hospital during 2020

## Occupational therapy

Occupational therapy is a critical component of our service offering. From March 2020, all members of the Occupational Therapy Department were either working remotely or hybrid working, providing primarily telehealth interventions with service users. The department continues to provide group and/or individual interventions to approximately 35% of all hospital admissions, including both inpatient and service users on a Homecare package. The Occupational Therapy Department also refers service users for outpatient treatment from the Dean Clinics and Associate Dean Clinics.

We have occupational therapists providing input for nationwide Dean Clinic service users.

In 2020, our Monday to Friday general activities timetable was reworked to allow service users to access morning lectures, anti-tension and other activities on a virtual basis where possible. This has since been expanded to include some weekend activities, and there are plans to further strengthen the timetable of activities available to service users. All virtual groups have a moderator and are available to all service users, both inpatient and those on Homecare.

The creative activity rooms such as pottery, arts and crafts and other on-site groups continue to be open for service users to access with appropriate physical distancing in place. COVID-19 restrictions mean we also have external facilitators providing groups/activities remotely such as mindful yoga and yoga nidra.

## Information Centre

In 2020 the Information Centre continued to provide access to relevant diagnostic and support information to service users and staff on-site, with strict physical distancing and infection control protocols in place. All relevant information is also available digitally and via post.

The Information Centre manager moderates all morning lectures and lectures delivered by the dietitian, Occupational Therapy Department, Social Work Department and pharmacy. This service provides consistency for those attending remotely and provides technical back-up to those delivering the lectures.

## Support and Information Service

SPMHS operates a confidential support and information telephone and email service, staffed by experienced mental health nurses from 9am-5pm, Monday to Friday, with an answering and call-back facility outside of these hours.

There is also an online support and information form that can be filled out on our website. The number of contacts received by our Support and Information Services in 2020 was 11,155, which represented a decrease on 2019 activity.

## Advocacy for service users

The Independent Youth Advocacy Service (IAS) continued to deliver group and individual advocacy sessions in Willow Grove Adolescent Unit in 2020.

The service was delivered through technological-mediated interventions due to the COVID-19 pandemic. The group sessions were partially structured and themed-based. Themes discussed were assertiveness, resilience, self-advocacy and the UN Convention on the Rights of the Child.

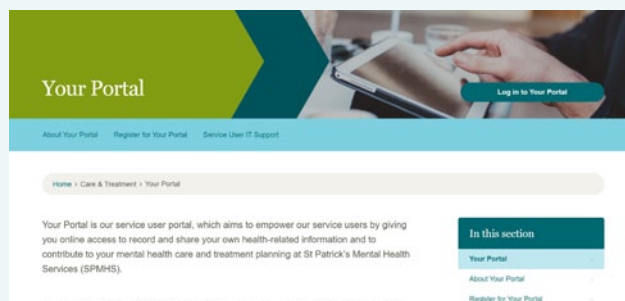
A total of 130 young people attended the advocacy group sessions in 2020. There were no requests for individual advocacy sessions.

Themes discussed by young people were living arrangements, unit policies and food choices.

All the themes raised by the young people were successfully resolved.

## Your Portal: Service user portal

In keeping with SPMHS' rights-based approach to service user care and treatment, we have committed to opening access of our Electronic Health Record to our service users in a phased manner.



SPMHS is committed to service users' right to access their own information, which is in line with the European Union's Convention of Rights of Disabled Persons 2006 and is enshrined in the Irish Data Protection Act 2018, as well as EU GDPR.

The onset of the COVID-19 pandemic led us to rapidly deploy Your Portal for widespread use among our service users. Through this portal, our service users have access to mental health information that can empower their participation and autonomy in their recovery journey.

Phase 1 of Your Portal was implemented and went Live on 29 June, 2020, and by 31 December, 2020, 1,311 service users had expressed interest to register and received registration invitations by email. A total of 180 SPMHS care team staff were confirmed as registered to use Your Portal by December 2020.

## Service User IT Support Service (SUITS)

In tandem with the rapid deployment of our Homecare and remote programmes, SPMHS also implemented a Service User IT Support (SUITS) service, which has greatly improved the ability of all service users to connect to programmes.

Established in mid-March 2020, SUITS provides on-site and remote support for service users requiring IT support to access inpatient care, outpatient care, Homecare, extended therapeutic leave and group programmes, as well as support in using Your Portal. This includes technical support for service users' registrations, usage queries and feedback and the resolution of portal issues. On average, 30 daily requests were received by SUITS, which excludes prearranged follow-up SUITS support appointments.



## Data protection

All Data Subject Access Requests (SARs) in 2020 were processed by the Data Protection Office in compliance with our obligations under the Data Protection Act 2018, which gives further effect to the GDPR and internal SPMHS data protection policies. While we noticed an increase in Subject Access Requests (SARs) in 2018 and 2019 with the introduction of GDPR, the number of requests has now stabilised, and requests during 2020 were 3.5% down on the previous year.

In 2020, work continued to ensure that SPMHS meets its obligations under the GDPR and Data Protection Act 2018 through continuous review of our Data Protection Policy, the completion of Data Privacy Impact Assessments for 'Your Portal' and reviews of health research applications.

Cybersecurity is a priority for SPMHS, and in 2020 we ran a successful data breach simulation to test our organisational incident response plan in the event of a breach that would potentially compromise the sensitive information of our service users.

## GP electronic referrals

The national Healthlink system provides an electronic messaging service that allows the secure transmission of clinical service user information between hospitals, healthcare agencies, clinical centres and GPs.

SPMHS has been utilising this service since 2017. While the volume of electronic referrals from GPs via the national Healthlink system dropped slightly in the early months of lockdown, by year end they were up 34% in 2020 compared with 2019.

## Centre for Innovative eMental Health Technologies

As part of the *Changing Minds. Changing Lives.* strategy, SPMHS has committed to the development of a Centre for Innovative eMental Health Technologies. The Centre will develop cutting-edge eMental health technology-based interventions and supports for a range of mental health difficulties. It will also pursue new discoveries and ground-breaking methodologies in a key and rapidly developing area of mental health treatment.

In 2020, SPMHS continued its partnership with the Ireland Funds to sponsor the Mental Health Category prize in the Ireland Funds Business Plan Competition; an annual competition to nurture creativity and hone entrepreneurial skills amongst Irish-based early-stage technology entrepreneurs. SPMHS provided a €3,000 prize for a business plan with a mental health focus, which was won by KeepAppy. KeepAppy is an app used to manage mood and stress levels on a day-to-day basis, empowering users of the app with the tools needed to control and manage their mental health and wellbeing. SPMHS is now exploring a partnership with KeepAppy centred on the use of the app or on a potential research collaboration.

## Innovation Corridor

In September 2020, the Smart D8 District Programme Collaboration Agreement was signed between The Digital Hub and Dublin City Council. The Smart D8 project aims to utilise digital technologies and smart planning strategies to improve the lives and wellbeing of citizens in Dublin 8, and to advance the development of an 'Innovation Corridor' of institutions and enterprises focused on healthcare and wellbeing in the area. SPMHS signed the Steering Committee Partner Deed of Adherence and our Director of Digital Health, Transformation and Partnerships, Orla Gogarty, sits on the Smart D8 Steering Committee.

## Human resources

SPMHS delivers care and services to our service users through our more than 800-strong staff who work across a range of disciplines, both clinical and non-clinical. Our commitment to creating and maintaining a working environment within which all staff are empowered and encouraged to reach the fullest extent of their potential ensures we are always able to deliver the highest standards of care to our service users.

Human resources works in partnership with the wider SPMHS organisation to provide leadership, support and guidance in the development and implementation of the policies, procedures and practices required to assist SPMHS in the achievement of our clinical and commercial objectives. This work exemplifies the vision and mission of our human resources management strategy.

Part of meeting these objectives is our being able to respond to recruitment challenges in a timely manner and in maintaining and developing our existing skills base. To this end, the Human Resources Department continued to lead and support the organisation in meeting recruitment challenges across all departments and disciplines against the backdrop of an increasingly competitive labour market. Overall staff turnover for 2020 stood at 4.8%, which represented a marginal increase on the figure for 2019 (4.5%).

A defining feature of 2020 was the way in which the organisation managed the challenges presented by COVID-19 relating to work practices and staff safety. Staff were quick to embrace remote working and to deploy the means to facilitate this. Remote working was initially put in place as a response to the pandemic but has since become formalised into our organisational policy and is being firmly embedded in SPMHS.

The organisation engaged external occupational health expertise to assist with the management of staff who might have been exposed to, or displayed symptoms of, COVID-19. This process remains in place and sits alongside the protective, educational and advisory aspects of the management of COVID-19 in the organisation. The combination of remote working and occupational health monitoring meant that the organisation was extremely successful in keeping incidents of COVID-19 to a minimum throughout the pandemic.

# Advocacy

**SPMHS remains committed to advocating for human rights-based approaches to mental healthcare. On a national level, we advocate for a society in which the rights of those experiencing mental health difficulties are protected and the stigma attached to mental health difficulties is eradicated.**

Despite the disruption to our normal calendar of events and everyday work due to the COVID-19 pandemic, significant progress was made in 2020 on the implementation of the objectives of our 2019-2022 Advocacy Strategy.

The strategy seeks to enhance and further develop our ongoing advocacy work to date and aims to be responsive to emerging issues over its course, including service user consultation and participation. The objectives of the strategy are fundamentally aligned with European and international child and adult mental health advocacy goals, and reflect an overarching vision of a society where all people are given the opportunity to live mentally healthy lives.

Through our Advocacy Committee, we take part in all relevant consultations by Oireachtas Committees, Government departments and other national bodies.

Our goals also include raising awareness of, and promoting, positive mental health. Over the years, SPMHS has developed a broad range of projects and initiatives designed to engage, support and educate schools, mental healthcare professionals and members of the public about mental health, wellbeing, stigma and human rights. All of these were adapted from March 2020 so that they could be delivered on a wholly virtual basis.

Mental health was a major focus of wider media coverage of the pandemic last year, and our Communications Department's strong links with regional and national media meant that experts from SPMHS were regularly called upon to contribute to articles, as well as to radio and television panels. Our communication and advocacy work has also leveraged the positive power of social media, which continues to extend our outreach as the organisation develops and grows.

## Advocating for human rights

During 2020, SPMHS contributed to a total of 20 consultations of various forms, which was the highest number of submissions made in any one year to date. These included submissions to the Department of Justice and Equality, the Department of Children and Youth Affairs, the Department of Children, Disability, Equality, Integration and Youth, the Law Reform Commission, SOLAS and the Health Information and Quality Authority.



SPMHS also took part in consultation events held by the Women's Health Taskforce, Mental Health Reform and the Children's Rights Alliance. One international submission was made to a consultation by the WHO Department of Mental Health and Substance Misuse and partners. An impact review of 12 months of participation in consultations from July 2018 to June 2019 was completed, which will be used as a baseline for continued evaluation of the impact of SPMHS' advocacy submissions.

SPMHS also continued to forge new organisational links via our advocacy endeavours both in Ireland and internationally. Following our submission to the WHO consultation, SPMHS was invited to take part in an international webinar series organised by Lancet Psychiatry and international mental health advocacy organisations. The Medical Director subsequently presented at a webinar in June 2020, with the theme of innovations in continuity of mental health and psychosocial support during the pandemic.



In 2020, SPMHS became a member of the Global Mental Health Action Network, an international advocacy coalition with projects working toward joint targets based on the WHO Comprehensive Mental Health Action Plan 2013-2030 and the UN Sustainable Development Goals.

Numerous events related to mental health, disability and/or advocacy activities were attended over 2020, primarily virtually, to represent SPMHS and to build on the network of mental health partnerships established. These included an online meeting hosted by the MEP Alliance for Mental Health and European mental health advocacy agencies in July and a high-level seminar on mental health, human rights and recovery, hosted by Mental Health Europe in October.

Our philanthropic efforts remain a core priority for us and during 2020 we supported the Peter McVerry Trust, Exchange House and National Parents Council.

## Undertaking critical awareness-raising work

As part of our ongoing efforts to raise awareness of mental health, SPMHS would typically have a strong presence at a number of national events and showcases. With these mostly cancelled or moved online during 2020, we still sought to contribute in a meaningful and impactful way.

SPMHS clinicians and staff contributed to seven podcasts in 2020, including a podcast series by SeeChange in support of their Green Ribbon campaign and RTE's *You Ok?* podcast on supporting older people through COVID-19. Partner campaigns by Mental Health Reform, SeeChange, First Fortnight and the Children's Rights Alliance were further supported via submissions and attendance and participation at events.

SPMHS continued to utilise all forms of media to raise awareness of mental health difficulties throughout 2020, with many media outlets also seeking SPMHS clinicians and experts for comments on various mental health segments. A total of 15 press releases (national and targeted) were issued in 2020, resulting in coverage across print, broadcast and online media. A number of our clinicians and staff contributed opinion editorials to national newspapers and were also interviewed on radio, podcasts and television on several occasions.

The organisation's websites and social media channels were also used actively throughout 2020 to share responses to the COVID-19 pandemic, including visiting restrictions or updates to services, news and updates on events, campaigns and advocacy initiatives; and a diverse range of information and supports, including blogs, podcasts and videos, relating to varied and topical mental health issues. The number of users of the SPMHS website rose by 8.9% compared to 2019, while the average session duration on the Walk in My Shoes (WIMS) website grew by 23%, indicating strong engagement and interest in these topics.

The organisation operates a number of digital mailing lists; the SPMHS general public and GP lists, the WIMS' general, primary school and secondary school lists. These saw significant activity during 2020, ending the year with close to 10,000 subscribers. Some 39 digital newsletters or email updates were issued through the mailing lists, with the lists performing very strongly against email campaign standards for the healthcare sector.

# STIGMA DOESN'T SAVE I DO

Life without  
mental health stigma  
means we all get to live it.  
It's time for change.



*Louise O'Leary, Advocacy Manager SPMHS; Jude McCarthy, SUAS member; Paul Gilligan CEO SPMHS; and Aimee Carton founder of KeepyAppy participating in the No Stigma campaign webinar.*

## Promoting health literacy

In consultation with SPMHS' Advocacy and Editorial Committees, an SPMHS Style Guide was developed for staff throughout 2020, with a planned launch for early in 2021. The Style Guide was developed to support SPMHS staff in producing public-facing content that is health literacy friendly. Work to progress the Health Literacy Audit project continued, and a Health Literacy eLearning module for staff is in development.

## #NoStigma campaign

The #NoStigma campaign was launched in July 2020, with the aim of reframing mental health stigma and discrimination by imagining what a life without stigma in the home, workplace or community would look like. The campaign included an online campaign event - "Life without Mental Health Stigma: A conversation" - which was opened by the Minister for Mental Health, Mary Butler TD, and was attended by over 100 people.

Service user participation in the campaign was a key component of its development and content, and SUAN and SUAS members contributed to related blogs, media activity and took part in the online campaign event.

A dedicated campaign section of the SPMHS website was created under the [www.nostigma.ie](http://www.nostigma.ie) domain, with interactive functions for people to share the campaign messages and their own thoughts on the campaign themes. The '#NoStigma campaign website' pages received 5,769 pageviews since their launch on 26 July and the campaign received widespread nationwide coverage on print and radio.

## Annual Stigma and Attitudes to Mental Health Survey

In 2020, SPMHS once again commissioned Amárach Research to undertake its Annual Stigma and Attitudes to Mental Health Survey, which aims to highlight public awareness of, and attitudes towards, mental health issues. The 2020 survey included questions about the impact of the pandemic on mental health, along with existing questions contained in earlier surveys to allow for year-on-year comparison.

Findings from the 2020 survey revealed that 27% of Irish people are reporting that for the first time either they themselves or a loved one are experiencing mental health difficulties. The nationwide survey, which surveyed a nationally representative sample of 800 adults online during the month of June 2020, also found that:

- 18% of respondents said they, or a family member, have sought help for a mental health difficulty during the pandemic.
- 45% of respondents were concerned about theirs or a family member's mental health due to the COVID-19 pandemic.
- 72% of people believe that Irish society's response to mental health issues over the coming months will be important.
- Thinking about the year ahead from a societal perspective, mental health is among the top three concerns of those surveyed.

While the results from the 2020 Survey have shown that attitudes towards mental health are improving year-on-year, they have also highlighted the impact that the pandemic is having on mental health, and these results are a key component in informing our advocacy and awareness-raising endeavours as we continue to navigate the mental health effects of the pandemic.

The full survey results are available online at [www.stpatricks.ie/campaigns/stigmasurvey](http://www.stpatricks.ie/campaigns/stigmasurvey)

## Women's Mental Health Network

2020 was the third year of the Women's Mental Health Network, a joint initiative developed by SPMHS and the National Women's Council of Ireland. The network aims to provide a forum for information-sharing and networking and to advance interdisciplinary and multi-agency collaboration on women's mental health issues.



Two online events took place in 2020 and four newsletters were circulated over the year, with membership growing to 296 members; an increase of 18% from year end 2019. A press release for the first event highlighted gendered impacts of COVID-19 and implications for women's mental health. The Advocacy Manager took part in media interviews on this issue and an episode of the *Irish Times Women's Podcast*, alongside the NWC's Women's Health Coordinator.

The Advocacy Manager and the Chair of SUAS were also invited to present to a meeting of the Women's Health Taskforce in December on the topic of women's mental health.

## Walk in My Shoes campaign 2020

Walk in My Shoes (WIMS), the flagship awareness-raising and education campaign of SPMHS, saw a huge change to its annual calendar as a result of COVID-19, but since March, all events and activities have been successfully adapted to digital platforms. The genesis of our WIMS campaign was when one of our teenage service users said that he wished that someone could walk in his shoes to understand his mental health journey, and since its inception in 2012, WIMS has continued to go from strength to strength.

### WIMS and NPC Survey

WIMS and the National Parents' Council (NPC) designed a parent questionnaire to explore the impact of the coronavirus pandemic on children, and to understand how WIMS can best support parents throughout the pandemic. The National Parents Council issued the survey link to its network of approximately 9,000 parents during June 2020. Almost 1,500 parents of primary school children completed the survey, which found that 70% of parents were concerned about the impact of the pandemic on their child's mental health.

The findings of the survey were reported in news bulletins across a number of national and regional radio stations and covered in print and online articles.

### Frame of Mind

Since its founding in 2014, the Frame of Mind short-film competition has aimed to improve mental health awareness and to reduce stigma associated with mental health difficulties through filmmaking. Short films of between two and three minutes in length, promoting a positive mental health message, are submitted to either the 'Secondary School' or 'General' categories. A total of 38 entries were received in 2020/2021, with first place prizes awarded to Loreto Crumlin in the Secondary Schools Category for their film *Rise Up* and Fergus O' Keane in the General Category for his film *Stereo Self-Talk*.

## #MindYourSelfie

The #MindYourSelfie campaign marked its fifth year in 2020. This social media-based campaign aims to promote and teach positive mental health among children and young people through the sharing of free resources. Amid growing concerns of the COVID-19 pandemic and the effect of the 24/7 news cycle taking a toll on our mental health, the main objective for the 2020 #MindYourSelfie Day on 13 March was to promote positive mental health by asking the public to share their wellbeing tips during a time when anxiety is running especially high. The campaign broke its own records for online engagement, with the campaign hashtag achieving over six million impressions; up 34% on 2019.

### WIMS webinars

A new series of WIMS webinars was launched in 2020. Given the restrictions imposed due to COVID-19, WIMS wanted to provide tangible opportunities for the public, school staff and students to engage with the campaign. Two webinars were held; one aimed at teachers and the other at parents. Both were extremely well-attended and feedback was overwhelmingly positive. There were also four webinars held as part of the WIMS Live initiative.

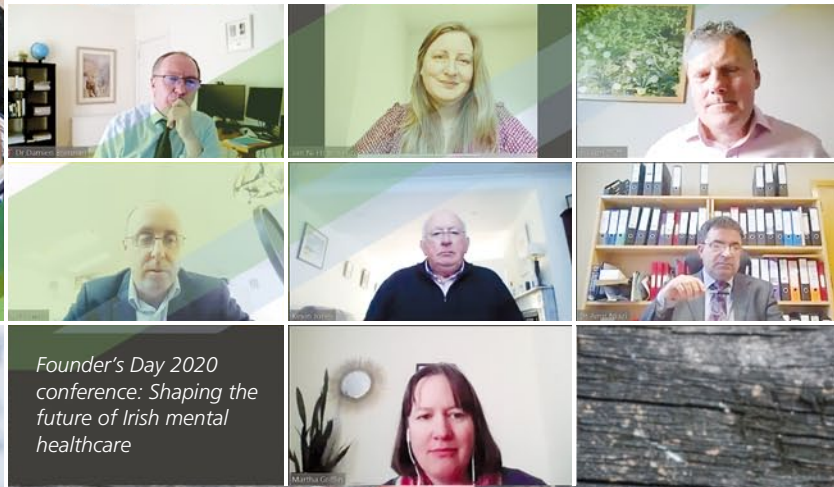
### WIMS Q&A Series

A new WIMS Q&A series was published on the WIMS website in 2020. Various guests signed up to contribute to the new series. The conversations aimed to explore positive mental health and help us all move through the COVID-19 outbreak together through special discussions with wellbeing ambassadors. Contributors included Jack Kavanagh (resilience and performance coach and speaker), Keith Walsh (broadcaster) and Blathnaid Treacy (WIMS ambassador and broadcaster).

### School Portal

The WIMS website includes Ireland's first School Portal for mental health promotion. The secure, private online platform enables school staff to highlight and share their activities to promote positive mental health. It also promotes collaboration and cooperation as schools can see what other schools are doing in relation to wellbeing and mental health promotion. The School Portal log-in page received 3,171 pageviews in 2020, while the upload function page gained 531 views. A total of 2,205 events (such as views or downloads of resources) took place within the portal.

Frame of Mind Winner in the General category Fergus Keane and his team, alongside guest judge and actress Jordanne Jones



Founder's Day 2020 conference: Shaping the future of Irish mental healthcare



Ashik Prasad, TY Programme Selfie Competition winner



Avoca chose WIMS as their Christmas charity partner





### Mission Possible School Achievement Awards

The Mission Possible School Achievement Awards celebrate and acknowledge the work schools do to promote positive mental health and encourage teachers and students to implement wellbeing initiatives in their schools. Teachers entering the competition share evidence of their school's initiatives with WIMS, such as photos, posters, books and website links. All participating schools are recognised with a certificate of participation.

A total of 42 entries were received from primary and secondary schools in 2020. Due to the pandemic restrictions, a video announcing the winners was released in place of an award ceremony. The video included messages from the judges including CEO, Paul Gilligan; Director of Communications and Advocacy, Tamara Nolan; guest judge, John Doran, and the WIMS Campaign Manager, Amanda McArdle.

### WIMS Transition Year Programme



The WIMS Transition Year (TY) Programme provides mental health education for TY students through week-long placements facilitated by SPMHS staff and clinicians. Due to the COVID-19

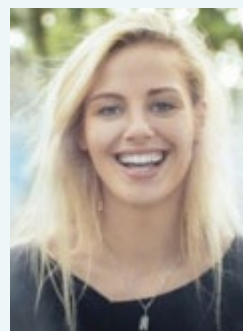
pandemic, a virtual TY Programme was developed and participation was increased from 20 students per week to 25 students per week. Three weeks of the 2019/2020 TY Programme and two weeks of the 2020/2021 programme took place in 2020. Three took place on-site in SPUH before the COVID-19 pandemic and two took place online. In place of a graduation ceremony, WIMS released a film to all participating students, their schools and their families to mark the occasion. Feedback from online participants was hugely positive.

### Partnership with Avoca

In September 2020, Avoca chose WIMS as their Christmas charity partner. Avoca created a bespoke candle and paperchains, with all proceeds from sales donated to WIMS.

To celebrate the launch of the partnership, on World Mental Health Day (10 October), Avoca hosted a virtual yoga session which was shared across WIMS social media channels.

### New ambassador



In October 2020, as part of the WIMS Live initiative, we announced Dublin GAA all-star, Nicole Owens, as the new WIMS ambassador.

Nicole is passionate about raising awareness and educating young people about mental health and wellbeing. She is

an advocate for those living with mental health difficulties, having experienced mental health difficulties in her own life.

### WIMS Live

A new initiative was launched in 2020 in place of our annual pop-up radio station. WIMS Live ran between 5-10 October for a week-long programme of online events, activities and resources to mark World Mental Health Day on 10 October.



The WIMS Live programme included five live events (including a WIMS Live launch and a Mental Health in the Movies quiz), school sessions (including reading corners with well-known authors and a live yoga session broadcast from a secondary school in Dublin) and Instagram takeovers and celebrity presenters including Blathnaid Treacy, Maia Dunphy and Shay Byrne. The new initiative was a huge success. During the week, there were over 5,000 views of the programme content on the SPMHS YouTube channel, a total of 4,429 engagements and 782 link clicks across our social media platforms during the week, and almost two million impressions of the #WIMSLive hashtag.

## Other key activities

### Founder's Day Annual Conference

Our annual Founder's Day conference recognises the legacy of SPMHS' founder, Jonathan Swift, and promotes the SPMHS brand of excellence in mental healthcare. In November 2020, an online conference took place, focusing on the theme of shaping the future of Irish mental healthcare, in the context of the recently published national mental health policy, new government formation and COVID-19. Some 13 speakers took part in the event, which included an opening address from the Minister for Mental Health, Mary Butler TD, and keynote speaker, Former UN Special Rapporteur on the Right to Health, Dainius Puras. All 500 tickets available were sold-out prior to the event, and attendance on the day was over 200 for the full event.

### First Fortnight

SPMHS once again partnered with the mental health arts festival First Fortnight in 2020, hosting a total of three events between 7 to 16 January to strengthen awareness of mental health difficulties and reduce stigma. Each of the events was open to members of the public, service users and staff.

Events included a screening of the film *Irene's Ghost* on 7 January; *How Aria?*, a collaborative project culminating in a performance of an original operatic composition on 12 January; and *Cistin*, an evening of music and spoken word on 16 January.

*Stephen James Smith performing at How Aria, First Fortnight*

### Self-Harm Awareness Conference 2020

The fifth Self-Harm Awareness Conference 2020, in collaboration with Pieta House, took place prior to the imposition of public health restrictions on 28 February. Welcoming over 130 attendees, the conference and its communications strategy spotlighted mental health needs within the Traveller community. The conference aims to destigmatise self-harm and embed understanding about self-harm among health professionals, school staff, parents and carers. The conference also explored the individual perspective of living with and treating self-harming behaviours, with award-winning author David Rudden discussing his personal experience of self-harm and journey to recovery on the day.



*Elaine Austin, CEO, Pieta; Dave Rudden, children's author; and Paul Gilligan, CEO, SPMHS at the Self-Harm Awareness Conference 2020*





*Sophie and Aaron Healy  
having fun at their at-home  
Recovery Picnic*

## GP Information Programme

The GP Programme played an even more important role in 2020, running throughout the year to raise awareness of mental health among GPs; to inform GPs about changes to services in light of the pandemic; to educate GPs on managing mental health presentations in their surgeries; and to encourage GPs to attend or engage with SPMHS virtual events and online resources such as the GP Portal, an online CPD portal designed specifically for GPs with mental health information videos featuring clinicians from SPMHS.

There was a significant increase in traffic to the GP and referrals section of the website, with 15% more pageviews of that section in comparison to 2019. A total of eight postal mailouts were sent to a network of 4,440 GPs to promote SPMHS services and developments, while four quarterly eNewsletters were published, which featured blogs from SPMHS clinicians and promotion of upcoming events. Two new CPD-accredited films featuring SPMHS clinicians were produced for the GP portal.

## Recovery Picnic

In place of the annual Recovery Festival, SPMHS hosted an online Recovery Picnic on 29 August for staff and service users to mark the organisation's annual celebration of recovery. A dedicated Recovery Picnic event page was created on the SPMHS website and hosted a series of wellbeing workshops presented by SPMHS staff; WIMS activities for young people; and specially designed family activities across different formats, including video and audio. Almost 900 people logged on for the event.



In December, a digital Christmas campaign, #12DaysofKindmas, was launched to inspire kindness, compassion and hope as a way to collectively mind our mental health at the end of a difficult year. Each day, from 8 to 19 December, a daily initiative was shared on the website and social media and a number of videos for the campaign were published to YouTube; achieving close to 1,000 views during the campaign.

# Research and Education

**St Patrick's Mental Health Services prides itself on its reputation as a national and international leader in clinical research and education.**

We believe our research endeavours help us to continue delivering the highest quality mental health services in the most effective way possible. Working closely with Trinity College Dublin's School of Psychiatry, we have been involved in a number of long-running and fruitful research projects.

Our five-year strategy *Changing Minds. Changing Lives.* committed to the establishment of the Mental Health Research Institute. The Institute remains in development, with progress made during 2020; although due to financial constraints its commencement has been delayed. For now, we continue to engage in research that we believe has the potential to help people live mentally healthy lives.

## Groundbreaking mental health research

Three studies, the Kite-Dep trial; the Karma-Dep 2 trial; and the Impact of Eating Disorders on Biological Ageing are continuing. SPMHS commenced 10 new multidisciplinary research projects across the organisation in 2020 including the following:

- Descriptive correlational study to analyse association between yearly variability in solar insolation and age of onset in bipolar disorder
- Effects of COVID-19 on the mental health of nursing home staff in Ireland (this survey is currently open)
- A systematic review of the antiviral properties of psychotropic agents
- Historic research entitled Chloral to Convulsions: 50 years of treatment outcomes at St Patrick's University Hospital 1900 - 1950.

Over 20 peer-reviewed papers were published in international journals (including four nursing journals) in the last 12 months and 14 studies were approved by the Research Ethics Committee.

Professor Joyce O'Connor, a member of the SPMHS Board of Governors, was appointed chair of our Research Ethics Committee in June 2020, and the committee's terms of reference have since been updated to reflect the changing nature of clinical research and collaboration.

## Staff education and development

As a teaching hospital aligned with Trinity College Dublin, SPMHS invest heavily in staff education and ongoing professional development. The HR Department design, co-ordinate and ensure delivery of in-house staff and management training programmes. The HR Department also supports ongoing CPD, nurse training and external training programmes across all clinical and non-clinical disciplines. This investment by SPMHS in staff education and development is critical to the overall delivery of the mission of the organisation, and an integral part of our working environment, where staff are supported, empowered and encouraged to reach their full potential.

## Education and training

SPMHS' Training Office, which coordinates the organisational training and educational programmes provided to external organisations, was further consolidated in 2020. SPMHS, in conjunction with several universities including Trinity College Dublin, Royal College of Surgeons of Ireland and University of Limerick, continues to provide training to a wide range of mental health professionals, including nursing, psychology, psychiatry, social work and occupational therapy and through postgraduate training in CBT.

These partnerships continue to grow in line with the demand for professional internship and placements as part of undergraduate degree completion requirements. The COVID-19 pandemic and accompanying restrictions meant that some training programmes were negatively impacted, while others took place successfully online.

# Service user engagement

**SPMHS recognises that service user insight, expertise and opinions are critical to shaping the development of our services into the future. Meaningful engagement is a core priority for SPMHS, and we strive to ensure the service user's perspective is integrated in a meaningful way as the organisation grows and expands.**

Each of the 17 different projects outlined in our 2018-2022 strategic plan *Changing Minds. Changing Lives.* involves and prioritises service user engagement. The strategic service user participation goals continued to be achieved in 2020. Specific goals set for 2020 included the consolidation of service user structures and consolidation of the new SUAS improvements.

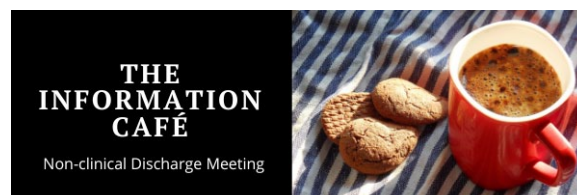
## **Service User and Supporters Council (SUAS)**

Established by SPMHS in 2005, The Service User and Supporters Council (SUAS) facilitates extensive service user participation and membership of SUAS comprises volunteer former service users of SPMHS. The overall purpose and aim of SUAS is to enhance the experience of SPMHS services users and their families, ensuring that they have a positive experience in all aspects of their care and treatment.

Despite the challenges presented by the COVID-19 pandemic, members of SUAS continued their contributions to the group by adapting to online forums and meetings throughout 2020. Membership of SUAS increased to nine, and 12 meetings were held; Minister of State in the Department of Health with responsibility for Mental Health and Older People, Mary Butler TD, attended the November meeting.

SUAS members continued to take part in staff interview panels during 2020. They also delivered eight morning lectures and one Weekly Academic Meeting (WAM). These lectures provide current service users with information about SUAS, the role and function they fulfil, opportunities to join SUAS and how to get involved via SUAN (Service User Advisory Network).

Throughout 2020, blogs written by SUAS members were added to the organisation's website, while members of SUAS and SUAN were interviewed in national media for the launch of the No Stigma advocacy campaign, and one member was interviewed as part of the WIMS Live initiative.



## **Service User Advisory Network (SUAN)**

The Service User Advisory Network (SUAN) gives current and former service users the opportunity to provide input and get involved in the strategic development of the organisation. The objective of SUAN is to build on the work being done by SUAS, by engaging with network members through consultations and seeking their views and opinions, which are representative of those who have engaged with SPMHS' services.

The network, which was originally established in 2018, continued to expand during 2020. A total of 20 new members joined SUAN during 2020, bringing the total membership to 126.

SPMHS, through SUAN, engaged with service users on the use of technology and the use of telehealth to inform SPMHS' delivery of essential services throughout the pandemic.

## Project participation

Members of SUAS and SUAN continued to provide valuable input and feedback on key SPMHS initiatives throughout 2020, and were especially helpful in advising on pandemic-related changes to our service.

Our new Information Café for inpatient service users who are soon to be discharged was launched in February 2020 and 14 sessions were held throughout the year. A panel of six SUAS and SUAN members was formed to co-facilitate sessions, with a minimum of two members of the panel in attendance at each session. Average attendance at each session was three inpatient service users. The development of the new Information Café was recognised in the Mental Health Commission inspection report for 2020, noting its use of technology-mediated interventions to reduce pre-discharge anxiety for service users.

Prior to the launch of SPMHS' service user portal, Your Portal, in 2020, a Service User Portal Design Group was established in April, comprising SPMHS service users and staff working in information technology in SPMHS, to obtain first-hand feedback and suggestions on the implementation of the new portal. The Design Group included seven SUAS and SUAN members and served as a focus group and advisory resource to the SPMHS Digital Health Group to ensure the portal delivered a user-friendly resource, providing relevant information to service users. The team met twice monthly from April until August and once per month from September to November.

During 2020, SUAS members developed a proposal for a new online peer-to-peer support service, 'Here 4 You' to be launched in January 2021. Six members of SUAS and SUAN formed a Steering Group to develop the project and 10 members of SUAS and SUAN undertook peer facilitation training in December.

## Service user experience surveys

A new survey format was introduced on 1 January, 2020, which replaced our previous service user satisfaction surveys. These were adapted in May to incorporate questions to gather feedback on accessing services remotely. The new format led to a significant increase in the number of survey responses received.

Service users of the Dean Clinic network completed 273 surveys; a 96.4% increase on 2019, while 232 users of our day services responded to the survey; a 134% increase on 2019. Inpatient service users, including Homecare digital-only versions, completed 219 surveys; the same as the number received in 2019.

## Consultative forums

Two service user consultative forums were held in 2020. The forum in June sought feedback on remote services and was attended by 26 former service users. The topic of the forum in September was the proposed new online peer-to-peer support service and was attended by three SUAN members.

## Service User Engagement Guide

A Service User Engagement Guide was developed in 2020 to provide staff with detailed information about the various mechanisms in place that can be used to increase the opportunities for engagement with service user groups, and the guide was launched at the Weekly Academic Meeting on 2 September.



This Guide was developed to increase visibility and awareness of service user engagement structures within SPMHS and to encourage staff to utilise these structures when developing or reviewing services, policies or changes to practices that impact service users.

# Income and expenditure account and other comprehensive income

for the year ended 31 December 2020

Extract from Financial Statements

	<b>2020</b>	2019
	<b>€'000</b>	€'000
<b>Income - continuing operations</b>		
Maintenance and treatment fees	<b>75,013</b>	71,684
Other income	<b>335</b>	571
	<b>75,348</b>	72,255
<b>Expenditure</b>		
Salaries and wages	<b>(53,181)</b>	(55,470)
Establishment and administration expenses	<b>(12,267)</b>	(10,340)
Other operating costs	<b>(5,874)</b>	(3,044)
Depreciation	<b>(3,013)</b>	(2,930)
	<b>(74,335)</b>	(71,784)
<b>Operating surplus</b>	<b>1,013</b>	471
Interest payable and similar charges	<b>(191)</b>	(220)
<b>Surplus for the year</b>	<b>822</b>	251

The Hospital had no recognised gains and losses in the financial year or previous financial year other than those dealt with in the above profit and loss account, and as such have not prepared a separate statement of other comprehensive income.

# Balance sheet

as at 31 December 2020

	<b>2020</b> <b>€'000</b>	2019 €'000
<b>Fixed assets</b>		
Tangible fixed assets	<b>28,342</b>	29,800
Financial assets	<b>4</b>	4
	<b>28,346</b>	29,804
<b>Current assets</b>		
Stocks	<b>80</b>	89
Debtors	<b>17,440</b>	14,907
Cash at bank and on hand	<b>5,436</b>	6,224
	<b>22,956</b>	21,220
<b>Creditors:</b>		
Amounts falling due within one year	<b>(12,900)</b>	(12,655)
<b>Net current assets</b>	<b>10,056</b>	8,565
<b>Total assets less current liabilities</b>	<b>38,402</b>	38,369
<b>Creditors:</b>		
Amounts falling due after more than one year	<b>(5,169)</b>	(5,958)
<b>Net assets</b>	<b>33,233</b>	32,411
<b>Capital and special funds</b>		
Capital account	<b>33,233</b>	32,411



# Statement of changes in equity

for the year ended 31 December 2019

	<b>Capital Account €'000</b>	<b>Total €'000</b>
Balance at 1 January 2019	<b>32,160</b>	<b>32,160</b>
<b>Total Comprehensive income for the year</b>		
Surplus for the year	<b>251</b>	<b>251</b>
Total comprehensive expense for the year	<b>251</b>	<b>251</b>
<b>Balance at 31 December 2019</b>	<b>32,411</b>	<b>32,411</b>

	<b>Capital Account €'000</b>	<b>Total €'000</b>
Balance at 1 January 2020	<b>32,411</b>	<b>32,411</b>
<b>Total Comprehensive income for the year</b>		
Surplus for the year	<b>822</b>	<b>822</b>
Total comprehensive expense for the year	<b>822</b>	<b>822</b>
<b>Balance at 31 December 2020</b>	<b>33,233</b>	<b>33,233</b>

# Cash flow statement

For the year ended 31 December 2020

	<b>2020</b> <b>€'000</b>	2019 €'000
<b>Cash flows from operating activities</b>		
Surplus for the year	<b>822</b>	251
<i>Adjustments for:</i>		
Depreciation	<b>3,013</b>	2,930
Interest payable and similar charges	<b>191</b>	220
	<b>4,026</b>	3,401
(Increase)/decrease in trade and other debtors	<b>(2,533)</b>	429
Decrease in stocks	<b>9</b>	(6)
(Decrease)/increase in trade and other creditors	<b>(34)</b>	664
	<b>(2,558)</b>	1,087
<b>Net cash from operating activities</b>	<b>1,468</b>	4,488
<b>Cash flows from investing activities</b>		
Acquisition of tangible fixed assets	<b>(1,261)</b>	(1,695)
<b>Net cash from investing activities</b>	<b>(1,261)</b>	(1,695)
<b>Cash flows from financing activities</b>		
Loan repayments	<b>(789)</b>	(771)
Interest paid	<b>(206)</b>	(220)
<b>Net cash from financing activities</b>	<b>(995)</b>	(991)
Net (Decrease)/increase in cash and cash equivalents	<b>(788)</b>	1,802
Cash and cash equivalents at beginning of year	<b>6,224</b>	4,422
<b>Cash and cash equivalents at end of year</b>	<b>5,436</b>	6,224

# Appendix A - Board and committee attendances

As noted in the Chairman's report, the Board of St Patrick's Mental Health Services, its sub-committees and management give considerable time and commitment, on a voluntary basis, to ensure that we maintain our high standards of corporate governance.

Name	Board of Governors Meetings	Finance and Audit Committee Meetings	Quality Governance Committee Meetings
<b>Board of Governors</b>			
Ms Caroline Preston	10/11	5/6	4/4
Mr Danny Kitchen (Chairman, Board of Directors)	11/11	6/6	
Ms Caroline Gill	11/11		2/4
Dr John Hillery (Chairman, Quality Governance Committee)	4/11		4/4
Prof Joyce O'Connor	9/11		
Ms Bernadette Godley	10/11		
Mr Geoff Scully	5/11		
Ms Audrey Cunningham	8/11		
Mr Michael Moriarty (Chairman, Finance and Audit Committee)	11/11	6/6	
Mr Tom Godfrey	11/11		

Name	Board of Governors Meetings	Finance and Audit Committee Meetings	Quality Governance Committee Meetings
<b>Ex-Officio Governors</b>			
The Most Reverend Michael Jackson	0/11		
The Very Reverend William Morton Wright	0/11		
The Most Reverend Dr Richard Clarke (Retired February 2020)	0/11		
The Very Reverend Dermot Dunne	0/11		
The Most Reverend John McDowell	0/11		
<b>Executive Directors</b>			
Mr Paul Gilligan (Chief Executive Officer)	11/11	6/6	4/4
Prof Paul Fearon (Medical Director)	11/11	5/6	4/4
Ms Mary Farrelly (Chief Finance Officer)	11/11	6/6	4/4
Mr Tom Maher (Director of Services)			4/4
Mr Brendan Power (Director of Human Resources/ Company Secretary)	11/11	6/6	4/4
Mr John Creedon (Director of Nursing)			2/4
Ms Tara O'Hare (Financial Controller)		3/6	
Ms Aisling O'Connell (Assistant Financial Controller)		2/2	
<b>Additional Contributors</b>			
Mr Adam Kavanagh (Programme Manager for Clinical Governance)			2/2

Adam Kavanagh attended in John Creedon's absence.

Two additional meetings scheduled on the 23 September and the 12 November (specific to capital developments - these replaced campus development meetings).

Aisling O'Connell attended in Tara O'Hare's absence. From December, Aisling attended along with Tara.

### Executive management team

Mr Paul Gilligan	Chief Executive Officer
Prof Paul Fearon	Medical Director
Ms Mary Farrelly	Finance Director
Mr Tom Maher	Director of Services
Mr Brendan Power	Director of Human Resources, Board Secretary
Mr John Creedon	Director of Nursing
Ms Orla Gogarty	Director of Digital Health, Transformation and Partnerships
Ms Tamara Nolan	Director of Communications and Advocacy

# Appendix B - Peer reviewed research

## **Over the Cuckoo's Nest: Does Experiencing Electroconvulsive Therapy Change Your Mind? A Mixed Methods Study of Attitudes and Impact of Electroconvulsive Therapy on Patients and Their Relatives.**

Alexander L, Kelly L, Doody E, Brady S, Roddy D, Coughlan E, Delaney L, McLoughlin D, Malone K (2020).

J ECT Feb 28. doi: 10.1097/YCT.0000000000000655.

[Epub ahead of print]. 2020\3.

## **Images in Clinical ECT: Immediate impact of COVID-19 on ECT Practice.**

Colbert SA, McCarron S, Ryan G, McLoughlin DM (2020)

J ECT Mar 31. doi: 10.1097/YCT.0000000000000688.

[Epub ahead of print]. 2020\4.

## **A dimensional investigation of error-related negativity (ERN) and self-reported psychiatric symptoms T.X.F.**

T X F Seow TXF, Benoit E, Dempsey C, Jennings M, Maxwell A, McDonough M, C. M. Gillan CM (2020) A dimensional investigation

of error-related negativity (ERN) and self-reported psychiatric symptoms *Int J Psychophysiol* 2020;158:340-348. doi: 10.1016/j.ijpsycho.2020.09.019. Epub 2020 Oct 17.

## **Risky Business? A year-long study of adult voluntary admissions who leave psychiatric in-patient care without informing staff, *Issues in Mental Health Nursing*.**

Donnelly, J., Kavanagh, A. & Donohue, G. (2020).

PMID: 32421458 DOI: 10.1080/01612840.2020.1725196. 2020\11.

## **"I found it daunting": An exploration of educational needs and experiences of mental health student nurses working with children and adolescents with eating disorders.**

Farrington, A., Huntley-Moore, S. & Donohue, G. (2020).

*Journal of Psychiatric and Mental Health Nursing*.

PMID: 32049408 DOI: 10.1111/jpm.12619. 2020\11.

## **Mental health nurses' preparedness to work with adults who have child sexual abuse histories.**

Kennedy, C., Morrissey, J., Donohue G. (2020).

*Journal of Psychiatric and Mental Health Nursing*.

PMID: 32881165 DOI: 10.1111/jpm.12686. 2020\11.

## **Nursing Experiences of providing care for adults receiving ECT treatment for severe depression.**

Loneragan, A., Timmons, F, Donohue, G. (2020).

*Journal of Psychiatric and Mental Health Nursing*.

PMID: 32976647 DOI: 10.1111/jpm.12692. 2020\11.

## **Outcome of First-admission Depression Treated in a Specialized Mood Disorders Service.**

Thekiso TB, Mc Loughlin DM, Hartnett Y, Casey S, Orji A,

Heron EA, Rush G, Kennedy N (2020). *Journal of Psychiatric*

*Practice* November;26(5):421-431. 2020\12.

**The young adult service: An evaluation of a youth mental health service in the independent sector in Ireland.**

*Bond L, Power P, 2020.*

Early Intervention in Psychiatry. 2020; 1-14. PMID: 33145989 DOI: 10.1111/eip.13065. 2020\12.

**Evaluating mental health nurses' confidence in recognising a physically deteriorating patient.**

*King M, Keogh B, Donohue G (2020).*

Mental Health Practice. doi: 10.7748/mhp.2020.e1519. 2020\12.

**On the Margins: the Challenges of Identifying Domestic Violence in Mental Health Services. Findings of a Qualitative Irish Study.**

*Donnelly, E Holt, S (2020).* Journal of Family Violence, 1-12. DOI 10.1007/s10896-020-00205-W. [Epub ahead of print]. 2020\12.

**Vascular Endothelial Growth Factor and Pigment Epithelial-Derived Factor in the Peripheral Response to Ketamine.**

*Claire L McGrory CL, Ryan KM, Gallagher B, McLoughlin DM (2020).*

J Affect Disord Aug 1;273:380-383. doi: 10.1016/j.jad.2020.04.013. PMID: 32560932.

**Development of the Ketamine Side Effect Tool (KSET).**

*Short B, Dong V, Gálvez V, Vulovic V, Martin D, Bayes AJ, Zarate CA, Murrough JW, McLoughlin DM, Riva-Posse P, Schoevers R, Fraguas R, Glue P, Fam J, McShane R, Loo CK (2020).*

J Affect Disord. April 1;266:615-620. PMID: 32056935.

**Blood plasma B vitamins in depression and the therapeutic response to electroconvulsive therapy.**

*Ryan K, Allers K, Harkin A, McLoughlin D. (2020).*

Behavior, & Immunity - Health. 4. 100063. doi: 10.1016/j.bbih.2020.100063.

**Vascular endothelial growth factor and pigment epithelial-derived factor in the peripheral response to ketamine.**

*McGrory CL, Ryan KM, Gallagher B, McLoughlin DM. (2020).*

J Affect Disord. 2020 Aug 1;273:380-383. doi: 10.1016/j.jad.2020.04.013. Epub 2020 May 21. PMID: 32560932.

**Low Circulating Levels of GR, FKBP5, and SGK1 in Medicated Patients With Depression Are Not Altered by Electroconvulsive Therapy.**

*Ryan, Karen & Poelz, Lena & McLoughlin, Declan. (2019).*

The Journal of ECT. 36. 1. doi: 10.1097/YCT.0000000000000633.

**Tryptophan metabolite concentrations in depressed patients before and after electroconvulsive therapy.**

*Ryan KM, Allers KA, McLoughlin DM, Harkin A. (2020).*

Brain Behav Immun. 2020 Jan;83:153-162. doi: 10.1016/j.bbi.2019.10.005. Epub 2019 Oct 10. PMID: 31606477.

**Telomere length in depression and association with therapeutic response to electroconvulsive therapy and cognitive side-effects.**

*Ryan KM, McLoughlin DM. (2020).*

Psychol Med. 2020 Sep;50(12):2096-2106. doi: 10.1017/S0033291719002228. Epub 2019 Sep 3. PMID: 31477194.

**International Consortium on the Genetics of Electroconvulsive Therapy and Severe Depressive Disorders (Gen-ECT-ic).**

*Soda T, McLoughlin DM, Clark SR, Oltedal L, Kessler U, Haavik J, Bousman C, Smith DJ, Bioque M, Clements CC, Loo C, Vila-Rodriguez F, Minelli A, Mickey BJ, Milev R, Docherty AR, Langan Martin J, Achtyes ED, Arolt V, Redlich R, Dannlowski U, Cardoner N, Clare E, Craddock N, Di Florio A, Dmitrzak-Weglarz M, Forty L, Gordon-Smith K, Husain M, Ingram WM, Jones L, Jones I, Juruena M, Kirov G, Landén M, Müller DJ, Nordensköld A, Pålsson E, Paul M, Permoda A, Pliszka B, Rea J, Schubert KO, Sonnen JA, Soria V, Stageman W, Takamiya A, Urretavizcaya M, Watson S, Zavorotny M, Young AH, Vieta E, Rybakowski JK, Gennarelli M, Zandi PP, Sullivan PF, Baune BT. (2020).*

Eur Arch Psychiatry Clin Neurosci. 2020 Oct;270(7):921-932. doi: 10.1007/s00406-019-01087-w. Epub 2019 Dec 4. PMID: 31802253; PMCID: PMC7385979.

**Experiences of compassion focused therapy in eating disorder recovery: A qualitative model.**

*Georgina Mullen, Clodagh Dowling, Jillian Doyle, Gary O'Reilly.*

Counselling and Psychotherapy Research, June 2020. <https://doi.org/10.1002/capr.12283>.

**Psychiatry NCHD referrals to the local emergency department in the context of an in-house primary care service.**

*Carey, C., Doody, E., McCafferty, R., Madden, M., Clendennen, N., & Lyons, D. (2020).*

Irish Journal of Psychological Medicine, 1-5. doi:10.1017/ipm.2020.82.



# St Patrick's

Mental Health Services



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