



St Patrick's
Mental Health Services



Annual Report and
Financial Statements

2018

In 2018, St Patrick's Mental Health Services continued to deliver focused, effective mental health services to the highest possible standards. Our services strive to fulfil our founder Jonathan Swift's vision of a society where all citizens are given the opportunity to live mentally healthy lives.



Recovery Festival 2018



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Report of the Chairman of the Board of Governors

2018 marked the launch of St Patrick's Mental Health Services' new five-year strategic plan, *Changing Minds. Changing Lives*. The first 12 months of the strategy saw significant changes being made across the organisation as we began to implement its many objectives. The strategy recognises the unique role that St Patrick's Mental Health Services (SPMHS) plays in the delivery of mental healthcare in Ireland and seeks to future-proof that service.



EMBEDDING QUALITY SERVICE

SPMHS is governed through a charitable trust, set out by a Charter established in 1746. These distinctive origins translate to our present day status as an independent, not-for-profit entity; one which is not in receipt of Government funding. This status gives a unique perspective on our work, and our goal is to continually strive to enhance and improve our offering by reinvesting in our staff, facilities and services.

Our consistently high compliance ratings from the Mental Health Commission serve to illustrate the quality of our service and the calibre of the care our service users receive.

REACHING HIGH STANDARDS OF GOVERNANCE

SPMHS is independently governed by a 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 to ensure that we maintain our high standards of corporate governance.

During 2018, the Board met ten times. The day-to-day management of the organisation is delegated to our executive management team, led by the Chief Executive Officer.

Each month, the Board appoints one of its members as a Visiting Governor, who is charged with visiting a specific area or service, and reports to the Board at the next meeting. During 2018, a service user representative also attended a meeting of the Board on a quarterly basis, and members of staff were invited to present various issues and topics to the Board.

ACKNOWLEDGING THE INVALUABLE CONTRIBUTION OF GOVERNORS

I would like to take this opportunity to acknowledge the invaluable role played by the Governors of SPMHS in 2018, including including Mrs. Caroline Preston (who stepped down in 2018 after making a significant contribution of eight years as Chairman), Mr. Conor Killeen (resigned June 2018), Mrs. Bernadette Godley, Dr. John Hillery, Mrs. Caroline Gill, Professor Joyce O'Connor, Mrs. Audrey Cunningham, Mr. Geoff Scully, Mr. Michael Moriarty, Mr. Marcus Beresford (resigned August 2018), the Very Reverend William Wright Morton, the Most Reverend Doctor Richard Clarke and the Most Reverend Doctor Michael Jackson.

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

This is an opportunity to extend my gratitude for the hard work and diligence of our dedicated staff and volunteers, as well as the commitment of our strong management team and Board of Governors.



L to R - Caroline Preston, Minister Jim Daly, Paul Gilligan, Professor Jim Lucey, and Tom Maher at the launch of the *Changing Minds. Changing Lives.* strategy

Chief Executive Foreword

Since our founding, SPMHS has been at the forefront of providing treatment and advocacy for those experiencing mental health difficulties in Ireland. As Ireland's largest independent, not-for-profit mental health service, we are uniquely positioned to provide the highest quality mental healthcare, to promote mental wellbeing and mental health awareness, and to advocate for the rights of those experiencing mental health difficulties.



We achieve this through a human rights-based approach, through the enhancement of evidence-based knowledge, and by striving to be at the cutting-edge of new initiatives and advances in the field.

This strategic plan spans 2018 to 2022 and recognises the unique role we play in developing and delivering mental health services in Ireland. Strong foundations were laid for most of the strategy objectives in 2018 and these will be bolstered during 2019.

The strategy encompasses capital plans, including the transformation of the main SPMHS campus into the Jonathan Swift Campus for Mentally Healthy Living. This campus will be the first in the world to provide a full range of mentally healthy living initiatives for the general population, alongside the provision of comprehensive, recovery-based treatment services for those with mental health difficulties. Consultation on its design with key stakeholders, including service users, families, staff and visitors to the hospital, took place in 2018, and the results of this process will guide its development.

In addition to this, significant steps will be taken over the five-year duration of the strategy to improve facilities and services in our other locations and to extend the reach of our services across the country.

Plans for the expansion of Willow Grove with 13 new beds were agreed during 2018, with construction due to begin in 2019. The North Dublin Dean Clinics were also centralised to the St Patrick's University Hospital (SPUH) campus in 2018, with a significant increase in clinical activity observed. Development plans for our other Dean Clinics have now been agreed.

PROVIDING HOLISTIC, QUALITY CARE

SPMHS continues to develop and expand the range and quality of our inpatient and day recovery programmes. Demand for our services remained high in 2018, reflecting the trust our service users have in us to provide them with holistic, quality care.

In relation to compliance, SPMHS maintained an exemplary track record during 2018. SPMHS achieved a high compliance rating, with our St Edmundsbury Hospital and Willow Grove campuses found to be fully compliant during inspections by the Mental Health Commission. SPMHS remains committed to the achievement of full compliance.

INTRODUCING A NEW STRATEGY

In 2018, we launched our new strategy, *Changing Minds. Changing Lives.*, which builds on and seeks to expand our work to date, responding to the continuing challenges and emerging issues impacting on mental healthcare.



PROMOTING EXCELLENCE

All of this is underpinned by a strong focus on operational excellence across all aspects of the organisation and a renewed commitment to increasing the reach and benefits of our approach to mental health. This includes new initiatives in digital health and technology, future research commitments, and enhanced recruitment efforts. One such example is our Prompt Assessment of Needs service, established in late 2017 and implemented throughout 2018. This completed over 1,000 adult assessments and 185 adolescent assessments in 2018.

Our philanthropic efforts continued in 2018, with a focus on education, advocacy and the mental health of marginalised groups, including people experiencing homelessness and the travelling community. As always, we worked to support other charities and organisations operating in the space of mental health and rights promotion.

We continue to invest our financial resources, staff commitment and clinical expertise in ensuring that those experiencing mental health difficulties are given the best opportunity to live fulfilling lives. The significant achievements of 2018 would not have been possible without the dedication of our Board, staff and volunteers, and the continued trust placed in us by our service users and their families.

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

Service Delivery

SPMHS is an independently governed, not-for-profit mental health service which provides care and treatment for service users from all over Ireland.

We have three Mental Health Commission Approved Centres, our two adult inpatient centres (St Patrick's University Hospital [SPUH] and St Edmundsbury Hospital) and the Willow Grove Adolescent Unit. We also have a number of Dean Clinics in the community. The SPMHS range of services incorporates in-patient and day services and the Dean Clinic network, ensuring continuity of the most appropriate care and treatment for our service users on their journey to recovery.

In 2018, we launched a new strategic plan, *Changing Minds. Changing Lives.*, which spans for five years until 2022 and is ambitious in aiming to fundamentally transform the historic view of mental health care. The plan outlines how we will work to create an accessible and sustainable model of care, making it suitable for the needs of the population today and future-proofing it for many decades to come.

Changing Minds. Changing Lives. was developed in response to the near-doubling in demand for our services which we have seen over the past ten years.

In addition to developing our own services in 2018, we continue to play a role in addressing gaps in mental health service delivery across the country. This includes working with a number of Health Service Executive (HSE) Community Health Organisations (CHOs), delivering services such as mental health assessment, outpatient treatment of children and adolescents, and provision of inpatient care to adults.

Over the last number of years, SPMHS has been undergoing a major digital transformation process. A new Health Informatics Strategy was drafted and agreed in 2018. This aims to provide a framework around how we use health information to inform care and improve outcomes for service users. It will also help us monitor our compliance with regulatory standards using data analytics.

Significant progress across these areas of work and towards our strategic objectives was made in 2018.



Willow Grove
Adolescent Unit



Clinical Activity

Demand for services remained robust in 2018, reflecting the trust of service users in SPMHS. Over the course of the year, there were 2,426 admissions to our inpatient services in SPUH, 527 to St Edmundsbury Hospital (SEH); 88 to our Willow Grove Adolescent Unit (WGAU); and 15,638 day care attendances. There were 17,784 appointments at our Dean Clinics in 2018, representing 15,801 adult appointments and 1,983 adolescent appointments. Of note, the average *Did Not Attend* (DNA) rate is significantly less than the national average and a positive reflection on the value placed on the Dean Clinic service.

INPATIENT ADMISSION RATES

The following analyses summarise inpatient admission information, including gender ratios, age and length of stay distributions (LOS) across the three approved centres in SPMHS - SPUH, SEH and WGAU for 2018.

The table below shows inpatient admission numbers and the percentage rates for male and female admissions. In 2018, 61.9% of admissions across all three approved centres were female, compared to 60.6% in 2017 and 62.4% in 2016.

Number of Admissions (% of Admissions) 2018

	SEH	SPUH	WGAU	Total
Female	368 (69.8%)	1,457 (60.1%)	56 (63.6%)	1,881 (61.9%)
Male	159 (30.2%)	969 (39.9%)	32 (36.4%)	1,160 (38.1%)
Total	527 (100%)	2,426 (100%)	88 (100%)	3,041 (100%)

The table below shows the average age of service users admitted across the three approved centres was 49.14 years in 2018. This compares to a figure of 48.58 years in 2017. The average age of adolescents admitted to WGAU was 16.17 years in 2018, as compared with 15.49 years in 2017. The average age of adults admitted to SEH was 55.36 years in 2018 and 55.51 years in 2017. Finally, the average age of adults admitted to SPUH was 49.66 years in 2018, compared with 49 years in 2017.

Average age of admission 2018

	SEH	SPUH	Total Adult	WGAU	Total
Female	55.84	50.75	51.65	16.07	50.13
Male	54.33	48.10	48.88	16.34	47.62
Total	55.36	49.66	50.55	16.17	49.14

DAY PATIENT ATTENDANCES

Day Programmes

SPMHS Day Programmes	Total Day Patient Attendances 2018
Depression Programme	1,516
Access to Recovery	1,563
Eating Disorder	1,566
Recovery Programme	1,450
Anxiety Programme	1,287
Alcohol Stepdown	1,242
Radical Openness	771
Living Through Distress	1,348
Pathways to Wellness	1,174
Acceptance Commitment Therapy	822
Compassion Focus Therapy (CFT)	778
Psychology Skills Older Adults (Sage)	303
Schema Therapy	228
CFT Eating Disorders	300
Living Through Psychosis	200
Mindfulness (SEH)	277
Healthy Self Esteem	144
Bipolar Programme	238
Psychology Skills Adolescents	168
Radical Openness (SEH)	103
Mood Management	26
Roles in Transition	85
Young Adult Programme	34
Psychosis Programme	11
Driving Assessments	4

Dean Clinics

Adult Service	
Number of referrals	1,615
Number of mental health assessments	1,012
Number of mental health appointments	15,801

Adolescent Service	
Number of referrals	606
Number of mental health assessments	130
Number of mental health appointments	1,983



Julie Ahern (Children's Rights Alliance) at the Recovery Festival



RIGHTS-BASED CARE AND TREATMENT

The Mental Health Act 2001 and associated regulations are important legislative requirements that protect the rights of the individual. These regulations ensure that individuals experiencing a mental health issue can access healthcare in a way that protects their human rights. Under this legislation, service users also receive independent reviews of their mental health, their course in hospital, and the requirement for them to remain in hospital.

4.9% of all admissions to SPUH in 2018 were made under the Mental Health Act. In total, service users were treated under the Mental Health Act on 121 occasions in 2018. During the year, 104 independent Mental Health Tribunals were facilitated in SPMHS. On 128 occasions in 2018, inpatient service users who requested a premature discharge were supported through the (discharge against medical advice) process.

COMPLIANCE WITH MENTAL HEALTH COMMISSION STANDARDS

Over the course of 2018, we maintained an exemplary record of achieving consistent quality standards from the regulator, the Mental Health Commission. In 2018, the Mental Health Commission published its Annual Report for 2017, and referred to SPMHS as “outstanding”, adding that we “*deliver person-centred care and foster a multidisciplinary approach*”.

In June 2018, the Mental Health Commission implemented Version 5 of the Judgement Support Framework, a document developed to assist Approved Centres in complying with the Mental Health Act 2001 and to promote the continuous improvement of quality of services provided. Staff working throughout our organisation maintained their commitment to quality, achieving a high level of compliance with these regulations in each Approved Centre.

OUTCOMES MEASURES

SPMHS is one of the first mental health organisations in Ireland to produce, on an annual basis, a report that attempts to collate, analyse and synthesise information relating to the organisation's outcomes. Our 2018 Outcomes Report presents results relating to clinical care, clinical governance processes, clinical programmes, and service user satisfaction rates within SPMHS. In its eighth year, the report is central to our promotion of excellence in mental health care. By measuring and publishing outcomes of our services, we strive to understand what we do well and what we need to continue to improve.

Key Service Delivery Developments

Our new strategic plan, *Changing Minds. Changing Lives.*, documents a number of new service delivery developments that SPMHS is committed to introducing. These were rapidly progressed during 2018.

DIGITAL AND TELE-HEALTH SERVICE DEVELOPMENTS

Centre for Innovative Mental Health and Technology

As part of *Changing Minds. Changing Lives.*, the foundations for the establishment of the Centre for Innovative Health and Technology were put in place. This centre will focus on developing cutting-edge, technology-based interventions and supports for a range of mental health difficulties. Progress was made with partner organisations to identify projects that will produce measurable and meaningful solutions.

Prompt Assessment of Needs

Following the introduction of the Prompt Assessment of Needs (PAON) in December 2017, 2018 saw the consolidation of this free-of-charge assessment, with the delivery of 1,078 adult PAONs in 2018. The PAON is a telecommunications-based assessment provided free to people referred by their General Practitioner (GP).

An experienced Registered Nurse carries out the PAON and, based on their assessment, creates a care plan with the person, which can include referral to the SPMHS Dean Clinics, day services, inpatient assessment, or services outside of SPMHS. The PAON has been very effective in providing prompt engagement with service users (including risk assessment), and ensuring the most appropriate care pathway is defined quickly following their referral to SPMHS.

eSwift: Transforming Mental Health Care and Information

Launched in 2017, the eSwift electronic health record (EHR) system was consolidated across the service in 2018. In what was a significant milestone for SPMHS, for the first time, our Mental Health Commission inspections were facilitated electronically at each of our three centres.

The next step is our Patient Portal, which will allow all service users to access their own clinical record; in 2018, a structure for a service user advisory group was agreed to guide its development.

Electronic Referrals

Following an agreement to use Healthlink to facilitate GPs wishing to electronically refer to SPMHS in 2017, uptake on the use of this service by GPs grew significantly with a total of 1,050 electronic referrals received. In addition, during 2018, we introduced Healthmail, a secure clinical email system which allows healthcare providers to communicate clinical information safely between primary and secondary care.

Online Cognitive Behavioural Therapy (CBT) Pilot

In 2018, we began a pilot programme to deliver technology-mediated Cognitive Behavioural Therapy (CBT). This allowed for provision of CBT online, with therapist and client interacting via computer screens. This avoids service users having to travel long distances to access the expert therapy that we can provide.



Data Protection

We work hard to ensure that service user information is treated confidentially, held securely, and processed appropriately. In 2018, work continued through the Data Protection Office and our Information Governance Committee to ensure compliance with Data Protection legislation and to address recommendations made by the 2017

Office of the Data Protection Commissioner's Hospital Sector Audit. The number of requests for information significantly increased in 2018 following the introduction of the European Union (EU) General Data Protection Regulation (GDPR). A total of 317 requests for information were received in 2018, compared with 200 in 2017.

Dean Clinic



The Dean, St Patrick's

Expansion and Review of Psychology-Based Recovery Programmes

SPMHS provides a wide range of inpatient and day service psychological and recovery programmes, including those which care for and treat young adults, depression, eating disorders, bipolar disorder, old age, alcohol dependence, dual mood and addiction disorders, memory, and anxiety management. In 2018, we facilitated over 4,000 attendances at these innovative psychology-based group psychotherapeutic programmes, providing essential care and treatment to hundreds of individuals. The biggest increase was seen in the Living Through Distress programme, where now most attend as day patients rather than inpatients, which is a radical development.

In 2018, our existing Radical Openness treatment moved to a Group Radical Openness (GRO) variant that constitutes a new therapy: this is the first time that a novel psychotherapy has been delivered in SPMHS. The GRO team will commence an Open Trial in 2019 to formally evaluate this approach. Meanwhile, demand for the Compassion Focussed Therapy (CFT) programme also increased, and a new member of staff was recruited in light of this.

As well as engaging in best practice at all times, we continually review and evaluate our multidisciplinary services and programmes so that they can be enhanced and expanded to ensure our service users can take advantage of the latest innovations.

DAY SERVICE DEVELOPMENTS

Increase in Day Service Clinical Activity

2018 saw a sustained increase in day service clinical activity. In April, our Pathways to Wellness Programme added an extra treatment stream, with a monthly average attendance of 36 attendances. This brought to three the number of discrete Pathways programmes, which aim to focus on community re-engagement and support for those who may have complex needs.

The Access to Recovery programme continued to grow and expand during 2018. This programme is a rapid access day programme, which seeks to address the needs of those requiring recovery skills and relapse prevention immediately after inpatient discharge.

Also in 2018, the Bipolar Programme became exclusively a day programme. Service users can now be assessed for the programme as inpatients, and receive their initial information from the coordinator of the programme. They then return as day patients to complete the programme using a stepped care approach.



New Open Dietetics Lecture Series

An Open Dietetics Lecture Series commenced in 2018. This weekly lecture is open to all inpatients, as well as a number of our day patients, as part of their programme. The lectures cover all relevant aspects of dietetics, including weight management, heart health and healthy eating, and the introduction of foods that support mental health. A dietetics assessment was also included as part of all new Dean Clinic assessments for the Eating Disorder Service.

Opening of New Dean Clinic

The *Changing Minds. Changing Lives.* strategy seeks to centralise the various Dean Clinics in Dublin, and, as a result, in June 2018, the new, purpose-built North Dublin Dean Clinic was opened on the SPUH campus. The objective of consolidating the North Dublin clinics into one clinic is to allow for the implementation of a more holistic and coordinated approach to this essential component of our services. This development further serves to enhance the transformation of the SPUH campus into the Jonathan Swift Campus for Mentally Healthy Living. The services provided at our Cork and Galway Dean Clinics continue to be developed and the Associate Dean Clinic model will expand as we strive to serve as many areas as possible throughout the country.

INFORMATION SERVICES

Information Centre

We provide a free mental health Information Centre based in SPUH. The centre is run by hospital staff, with the assistance of a team of volunteers, and it is open to current service users, family members, supporters and the general public. Staff in the centre can provide guidance and help in accessing the most relevant mental health information and services, as well as information on support groups and service user rights and entitlements. There were over 7,500 visitors to the Information Centre during the year. In 2018, all handouts and programme brochures were updated, and all SPMHS literature available in the Information Centre was revised to ensure it complies with National Adult Literacy Agency (NALA) guidelines.

Support and Information Service

SPMHS provides a confidential support and information telephone and email service, staffed by experienced mental health nurses from 9.00am-5.00pm, 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.

This service is for current service users who may need low-level support, early intervention or general queries, and is also an information service for the general public regarding their own mental health or that of a relative/friend or for healthcare professionals seeking advice on the services we provide. More broadly, it functions as an information point of access to mental health services in SPMHS or in someone's local area.



The number of contacts received to the Support and Information Service increased substantially with 13,744 contacts in 2018 compared with 10,735 in 2017.

Human Resources Service Delivery

We deliver care and services to our service users through our staff, employing over 700 staff across a range of disciplines, both clinical and non-clinical. To ensure we are always able to deliver the highest standards of care, we are committed to creating and maintaining a working environment within which all staff are empowered and encouraged to reach the fullest extent of their potential. We realise this vision by working 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 achieve our objectives. This is the mission of our Human Resources Management (HRM) strategy.

In order to meet our objectives, we need to be able to respond to recruitment challenges in a timely manner, and to maintain and develop our existing skills base. To this end, in 2018, our Human Resources (HR) 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 2018 stood at 5.3%, which was consistent with the figure for 2017.

Ibec KeepWell Mark

In 2018, we became the first hospital in Ireland to achieve the KeepWell Mark, Ibec's new evidence-based accreditation and award which recognises Irish employers for investing in workplace health and wellbeing. We underwent a rigorous assessment in late 2018 and obtained the award at the first time of applying. The KeepWell Mark confirms that we are on the right track in improving our workplace wellness and in making SPMHS a great place in which to work. We are committed to staying on this journey, and we have a very active Staff Wellbeing Committee in place to help ensure that we retain the KeepWell Mark into the future.





Advocacy

SPMHS is committed to advocating at a national level for a society which acknowledges the rights of those experiencing mental health difficulties and combats the stigma attached to mental health issues.

A new Advocacy Strategy for 2019-2022, aligned with *Changing Minds. Changing Lives.*, was drafted in consultation with staff and service users during 2018. As part of this, a new post of Advocacy Manager was created to progress the strategy objectives.

The strategy aspires to build on and strengthen our advocacy work to date and will be responsive to emerging issues over its course, particularly those emerging through service user consultation and participation. Its objectives are fundamentally aligned with European and international child and adult mental health advocacy goals, reflecting the overarching vision of a society where all people are given the opportunity to live mentally healthy lives.

In 2018, a number of key achievements under this strategy were reached.

ADVOCATING FOR HUMAN RIGHTS

2018 saw us continue our human rights advocacy efforts. We made a total of 15 advocacy submissions to consultations, including to the Departments of Health, Justice and Equality, and Employment and Social Protection; the Health Information and Quality Authority; the Mental Health Commission; and the Irish Human Rights and Equality Commission. Consultations also took place with the Joint Oireachtas Committee on the Future of Mental Healthcare, and the Committee tasked with reviewing the Gender Recognition Act. This was the highest number of annual submissions we have made to date.

PROGRESSING PHILANTHROPIC PROJECTS

In terms of our philanthropic outputs, we continued to develop and support several innovative, collaborative projects with community partners, including mental health intervention projects with Exchange House and Peter McVerry Trust, and a parental mental health awareness training programme with the National Parent's Council. These form part of our efforts to aid in addressing the mental health needs of marginalised communities.



UNDERTAKING CRITICAL AWARENESS-RAISING WORK

Our awareness-raising efforts continued in 2018, including collaborative initiatives with First Fortnight and See Change. We enjoyed a successful exhibition at the National Ploughing Championship and our inaugural Recovery Festival was another key achievement.

We continued to raise awareness of mental health issues across all forms of media in 2018, including guest blog posts, radio interviews, and television appearances. In 2018, there were 15 press releases and statements issued, resulting in 89 television and radio appearances by SPMHS staff, as well as over 250 articles published, both in print and online.

We operate four distinct mailing lists for the general public, GPs, Health Service Executive (HSE) business managers and one for Walk in My Shoes. eNewsletters are issued on a quarterly basis to each mailing list, with content tailored to each audience. Sixteen eNewsletters were issued during 2018 with the open rate and click-through rates remaining considerably higher than industry standards.

We run two websites, one encompassing SPMHS as a whole, and the other specifically for our flagship education and awareness-raising campaign, Walk in My Shoes. The redeveloped SPMHS website went live on 12 February 2018, and attracted almost 170,000 visitors throughout the year. Twenty blogs and five podcasts were shared on the SPMHS website. A further 13 blogs and three podcasts were made available on the Walk in My Shoes website, which hosted close to 45,000 users during the year.

We utilise a range of social media platforms under the SPMHS and Walk in My Shoes brands, including Facebook, Twitter and Youtube. These accrued significant growth and engagement in 2018: for instance, the SPMHS Twitter account gained almost 556,000 impressions and grew by over 13% to 6,485 followers in 2018, while the Walk in My Shoes Facebook page generated a 10% increase in its number of fans also. Furthermore, we run SPMHS accounts on Instagram and LinkedIn, which strengthened their followings by 28% and 50% respectively.

As always, our staff were called on to offer their experience, education and insights at a wide range of external events. In 2018, SPMHS staff delivered over 50 external presentations to schools, conferences, and corporates.

LAUNCHING THE WOMEN'S MENTAL HEALTH NETWORK

The National Women's Council of Ireland and SPMHS came together in 2018 to develop a Women's Mental Health Network. This is a network of people and organisations with a committed interest in women's mental health issues. The network has two aims: to provide a forum for information-sharing and connecting, and to advance interdisciplinary and multi-agency collaboration on women's mental health issues. The new network launched on 6 November and has already seen significant engagement.

PROMOTING HEALTH LITERACY

In late 2016, SPMHS became the first Irish hospital to engage with the National Adult Literacy Agency (NALA) to begin a service-wide health literacy audit. Committed to promoting health literacy, we began implementation of the recommendations of this audit in 2018.

CONDUCTING THE ANNUAL STIGMA AND ATTITUDES SURVEY

Results of our annual Attitudes to Mental Health Survey were released in September 2018 to mark National Suicide Prevention Day, highlighting public awareness and attitudes to mental health issues. The survey revealed worrying findings in relation to persistent stigma around mental health conditions; for example, 40% of respondents felt the public should be better protected from people with mental health difficulties, while 16% said they would not feel comfortable living next door to someone with bipolar disorder. The survey results were published and shared widely.

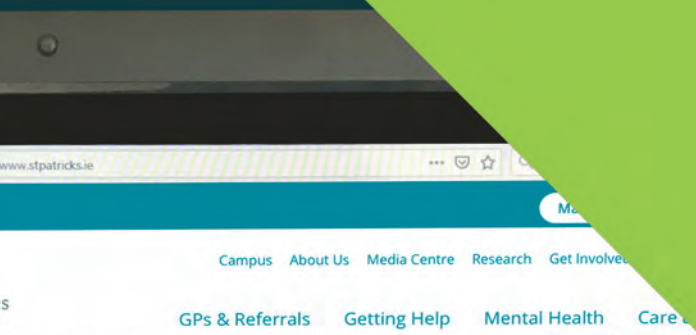


Listen back to the
of Walk in My Sho
2018

[Listen to the podcasts](#)



We continued to raise awareness of mental health issues across all forms of media in 2018, including guest blog posts, radio interviews, and television appearances.



highlights
es Radio



Launch of the
Women's Mental
Health Network



RUNNING 'A SINGLE STEP' CAMPAIGN

The new 'A Single Step Leads to the Biggest Change' advocacy campaign was launched in May 2018, in conjunction with the new *Changing Minds. Changing Lives.* strategy. The goal was to encourage people to take positive steps toward their mental health by talking to a GP, getting support and information, accessing education and awareness, and seeking specialist help if required. The campaign had significant traction across radio, television, print and social media: the number of engagements with SPMHS social media sites increased by 83% in its duration.

'WALK IN MY SHOES' CAMPAIGN

Some years ago, a 16-year-old told us that he wished his friends could walk in his shoes for a day so they could truly understand what it's like to live with a mental health difficulty. This off-the-cuff but powerful comment inspired our hugely successful Walk in My Shoes (WIMS) education and awareness-raising campaign, which was established initially in 2012. It has evolved significantly since its beginnings, and 2018 saw a focus on promoting mental health awareness and well-being in schools. In 2018, we ran a number of initiatives under the wider umbrella of the WIMS campaign.

Transition Year Programme

The popular annual Transition Year (TY) Programme again took place in 2018, with over 200 TY students in Ireland applying for a place. We provide one-week placements in SPMHS for over 100 students, aiming to educate young people about mental health and career opportunities within the mental health sector directly from clinicians at the campus of SPUH. The students have approximately five sessions each day focusing on various aspects of mental health and they get to take part in a mock Multidisciplinary Team (MDT) meeting with clinicians. We have received very positive feedback from students who have taken part to date, and we have a graduation ceremony each year where students receive a certificate.

The goal is to highlight and create awareness of mental health and wellbeing to TY students, with the aim that they return to their school as a WIMS or mental health ambassador. Each participating student must deliver a mental health initiative in their school following their placement. To date, we have welcomed almost 500 students on to the programme from all over the country.

#MindYourSelfie

The third year of the #MindYourSelfie campaign saw celebrities such as Adam Clayton and Bláthnaid Treacy encourage young people to post a selfie on social media in a bid to highlight free resources available to teachers on the WIMS website. The campaign also saw the launch of the "Mindfulness Wellbeing Calendar", which was downloaded almost 1,000 times. It reached over 2.25 million people and achieved 4 million impressions on Twitter and Instagram, featuring the hashtag #MindYourSelfie.

Mission Possible

2018 saw the second year of our Mission Possible School Achievement Awards. This initiative aims to celebrate and acknowledge the work schools undertake to promote positive mental health. Schools submitted evidence of their wellbeing initiatives, events and projects before an awards ceremony held in April 2018. Judges included Fergus Finlay, Barnardos Chief Executive Officer (CEO).

There were eight entries in each of the Primary and Secondary categories in 2018, and all entries submitted presented an impressive and inspiring array of initiatives, including the introduction of a Buddy Seat, celebration of Friendship Week, and collaborations with community organisations. Winners in the Primary category were St Killian's Junior National School, based in Tallaght, Dublin, while Mountrath Community School from County Laois won the Secondary category.



Wims Radio

Walk in My Shoes Radio (WIMS FM) is Ireland's only pop-up station dedicated to the promotion of positive mental health and aims to offer positive and informative insights on mental health.

Marking its fifth year in 2018, the pop-up station hit the airwaves during Mental Health Awareness Week in October, and the presenter line-up featured RTÉ 2FM's Jenny Greene, Stephen Byrne and Bláthnaid Treacy; social media star James Patrice; television presenter Maia Dunphy; and comedian Alison Spittle.

In 2018, over 70 hours of radio were broadcast from the studio in SPUH, promoting and educating the public on positive mental health awareness. Content was aligned with the World Federation for Mental Health's 2018 theme of young people and mental health. For the first time, in 2018, a two-hour "Primary School Special" show featuring Bressie, Paddy Courtney, Eoghan McDermott, Diana Bunici and Dr Colman Noctor was broadcast on World Mental Health Day, 10 October. Over 500 classrooms (16,000 students) tuned in to the school special.

Students of St Killian's Junior National School, Tallaght at the Mission Possible Awards ceremony



Launch of WIMS Radio 2018



Stars of 'Dancing With The Stars' at the launch of our campaign, *A Single Step Leads To The Biggest Change*



Frame Of Mind

Marking its fifth year running in 2018, the Frame of Mind competition is a WIMS initiative aiming to improve awareness about mental health and to remove the stigma associated with mental health difficulties through filmmaking. Budding filmmakers from schools, as well as the general public, were invited to submit short films. Judges for the competition included RTE's Michael Doherty, film director Nick Kelly, and screenwriter and actor Paddy Courtney.

2018 was another successful year, with 28 entries received in the General category and 43 in the Secondary School category. Filmmakers were asked to produce a short film that they believe challenges stigma or illustrates the importance of positive mental health. First place in the Secondary School category was awarded to St Patrick's College, Cork for its live action animation "What I Do When I Feel Blue", while in the General category, first prize was awarded to Seán T. Ó Meallaigh from Stoneybatter in Dublin 7, with his short film titled "Gimme a Shout".

OTHER KEY ACTIVITIES

Self-Harm Awareness Conference

Our third Self-Harm Awareness Conference took place at the Aviva Stadium on 15 March 2018 to mark Self-Injury Awareness Day. Held in conjunction with Pieta House, the conference was aimed at healthcare professionals and social care and education providers, as well as parents, carers, policy makers and influencers. The theme of the conference was "Understanding Self-Harm".

Report Launch and Information Day for Teachers

An information day for primary school teachers was held in SPUH in June 2018. Over 100 people registered to attend the event, which sought to engage with teachers about the need for prioritisation of mental health in schools, and to provide information to support wellbeing initiatives.

The "Primary Schools Counselling Study: Demand and Provision of School-Based Counselling in Ireland" report was also launched at this time. Written and researched by Professor Rosaleen McElvaney of Dublin City University (DCU), this report was funded by SPMHS.

The report aimed to highlight the issues facing young students and the need for mental health counsellors in primary schools.

The information day also offered an opportunity to present on the mental health awareness training for parents of primary school children, which we developed in partnership with the National Parents Council (NPC). On the day, Áine Lynch, CEO of the NPC, discussed this initiative, which supports parents to encourage positive mental health and wellbeing in their children, and promotes resilience-building in children to help them to manage the day-to-day stresses of life.

Founder's Day 2018

SPMHS partnered with Bodywhys, the national voluntary organisation supporting people affected by eating disorders, for our 2018 Founder's Day conference on 30 November to mark the birthday of our founder, Jonathan Swift. The theme was "Food for Thought - Eating Disorders in a Modern Society".

Founder's Day is a prestigious event in the Continuous Professional Development (CPD) calendar, which promotes the SPMHS brand of excellence. Professor Janet Treasure from Kings College delivered the keynote speech at the conference, which was attended by over 200 delegates.

Domestic Violence and Women's Mental Health Seminar

"Strengthening Responses: An Interdisciplinary Seminar on Domestic Violence and Women's Mental Health" took place at SPMHS on 3 December 2018. In support of the United Nations 16 Days of Activism against Gender-Based Violence, this one-day interdisciplinary event focused on strengthening responses within health services to domestic violence and women's mental health issues.





Patrick's University

Professor Jim Lucey and Paul Gilligan (SPMHS), Harriet Parsons (Bodywhys), Professor Janet Treasure (Kings College London) and Doctor Clare O'Toole (SPMHS) at the Founder's Day conference



Paul Gilligan (CEO of SPMHS), Eoghan McDermott and Brian Higgins (Pieta House) at the Self-Harm Awareness Conference 2018



GP Information Programme

Our GP Information Programme continued throughout 2018. We expanded our digital GP network by 277 subscribers during the year, bringing this to a total of 1,211 subscribers. 11 mail-outs were sent by post to GPs and four quarterly eNewsletters were issued. A new GP portal was launched on the redeveloped SPMHS website in February, which provides GPs with access to CPD accredited films produced by SPMHS. The films rolled out on the portal during 2018 include:

- *Adolescent Mental Health* with Dr Aileen Murtagh;
- *Anxiety Presentations in Primary Care* with Dr Michael McDonough;
- *GP and Physician Mental Health* with Professor Jim Lucey;
- *Successful Aging and Life Skills for Older People* with Dr Declan Lyons; and
- *Compassion Focused Therapy for Eating Disorders* with Dr Clodagh Dowling.

Research and Education

SPMHS is at the forefront of clinical research in the area of psychiatry and mental health. We are working to be an international leader in mental health research and in the provision of mental health care education and training.

Working with the Trinity College Dublin (TCD) School of Psychiatry, we have developed a vigorous and broad-based programme of clinical research. In addition, work is ongoing to integrate research into core clinical practice.

The establishment of the Empowering Recovery Mental Health Research Institute was outlined in the *Changing Minds. Changing Lives.* strategic plan. The vision is that this institute will be a major international centre for enlightened and pioneering research in the field of mental health. Importantly, the research agenda of the institute will be shaped and monitored by a service user steering group.

BREAKING NEW GROUND IN MENTAL HEALTH RESEARCH

Follow-up assessments for the KARMA-Dep (Ketamine as an Adjunctive Therapy for Major Depression) trial finished in October 2018, with results due in 2019. This study investigated ketamine as an additional treatment to standard inpatient care for people experiencing acute depression. A spin-off study involving ketamine as an adjunct treatment for acute depression for patients receiving electro-convulsive therapy (ECT), KARMA-Dep 2, was awarded a major funding grant of over €883,000 from the Health Research Board in 2018.

Recruitment for AMBER-Dep (Autobiographical Memory and Depression) is ongoing. This study will improve our understanding of memory, depression and ECT, and will facilitate advances in the treatment of severe depression. Recruitment for the Impact of Eating Disorders on Biological Ageing Study began in August 2018. The results of this study will provide further information on the biological effects of eating disorders on the body and guide treatment plans for patients.

The Department of Psychology has continued its significant research programme. In 2018, its publications notably focused on Group Radical Openness, its innovative programme for emotional overcontrol. In the American journal, the Behavior Therapist, the special edition on Radical Openness included an article by the SPMHS team and many references to our pioneering work and research in this area.

TEACHING ORGANISATION

We are a university teaching organisation affiliated with TCD and the Royal College of Surgeons (RCSI).

Two groups of nursing students - supernumerary students, encompassing those in first, second, third and the first placement of fourth year, and fourth year internship students - undertake practice placements in the St Patrick's University Hospital throughout the year. On 15 October, we held our nurses' graduation ceremony, with 12 graduate nurses presented with certificates and badges on completion of their fourth year of training. As well as improving their clinical knowledge in working towards their qualifications, a number of nurses also undertook training in areas such as nurse prescribing, which is a leading initiative within mental health nursing, and mindfulness. The incorporation of these additional training areas increases opportunities for learning and contributes to the development of efficient, professional graduates upon qualification.





The Staff Wellbeing Programme is a staff-led initiative, aiming to provide a work environment that contributes to the health and wellbeing of SPMHS employees and to support staff in adopting healthy habits and improving their own health and fitness levels. Activities provided through the programme include a 'Lunch and Learn' series, with external speakers invited to cover a broad range of topics, and wellbeing classes and resources provided free of charge.

INTERNATIONAL CPD PROGRAMME

In 2018, SPMHS launched and facilitated a pilot International CPD Programme. This programme involves four nurses and four doctors working in mental health in hospitals across China coming over to Ireland for three months at a time to observe practices in SPMHS, which can then inform their practice in China. A total of three CPD programmes ran in 2018, commencing in January and finishing in December, with extremely positive feedback received: 13 doctors and 10 nurses took part in all during 2018, and a number of workshops were also facilitated for Chinese senior health leaders. The programme will run until the end of 2019, when it will be reviewed at the end of its pilot.

PROMOTING COLLABORATION

SPMHS facilitated a number of workshops to other Irish health providers, such as the Health Service Executive (HSE), eHealth Ireland, the National Forensic Service, and the National Rehabilitation Hospital, who wished to introduce an electronic health record, sharing our experience and expertise with them. We also provided advice to a Government department around developing a mental health and wellbeing programme for its employees.

A number of visits from international organisations were also hosted during 2018. On 7 September, 30 senior leaders from a range of hospitals across China visited SPUH for a tour of SPUH and talks from SPMHS staff. Meanwhile, on 6 and 7 December 2018, six professors of psychiatry from the KU Leuven University in Belgium visited SPMHS for a tour and presentations from a number of speakers.

STAFF EDUCATION AND DEVELOPMENT

As a teaching hospital, we invest heavily in staff education and ongoing professional development.

The HR Department designs, coordinates and ensures 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 our mission, and an integral part of our working environment, where staff are supported, empowered and encouraged to reach full potential.

STAFF WELLBEING PROGRAMME

In 2018, our HR Department launched a Staff Wellbeing Programme in conjunction with our flagship education and awareness raising campaign, Walk in My Shoes. As an organisation, we are committed to the principle that every person has a right to be given the opportunity to live a mentally healthy life, and this extends to every one of our staff.



Service User Participation

Those who engage with our services, and who have direct experience of mental health recovery and mental health supports, bring an important and unique perspective to the development of our services.

We believe that service users' expertise, ideas and opinions are invaluable in shaping the future of SPMHS and we place renewed emphasis on this engagement in our *Changing Minds. Changing Lives.* strategy.

SERVICE USER AND SUPPORTERS COUNCIL

The Service User and Supporters Council (SUAS) is a forum established by SPMHS in 2005 to facilitate extensive service user participation, which directly informs how we, as an organisation, develop our services. In 2018, a comprehensive independent evaluation of SUAS was undertaken, which identified a set of key recommendations. The results of the evaluation were ratified by the Board and progress has been made on the implementation of the recommendations.

During 2018, SUAS members were involved in delivering presentations to staff and to other service users, as well as providing input and feedback on some key SPMHS initiatives and taking part in staff interview panels. A service user nominee from SUAS sits on our Board of Governors, and service users participate in a wide range of areas across SPMHS.

Members also participated on WIMS Radio and produced blogs and articles to support the recovery and anti-stigma messages espoused by SPMHS. Changes in membership of the council saw a number of new members joining in 2018, each of whom are committed to furthering the aims and objectives of SUAS.

SERVICE USER ADVISORY NETWORK

A key part of shaping and achieving the many ambitious plans contained within *Changing Minds. Changing Lives.* will be engaging and consulting with the people who use our services and their supporters. Of the 17 different projects outlined in our 2018-2022 strategic plan, each of these will involve and prioritise service user engagement.

In 2018, a Service User Advisory Network (SUAN) was established to enable us to expand on the great work that is being done by SUAS and to consult with and seek the views and opinions of a wider range of people who have used our services.



Louise O'Leary, Advocacy Manager (SPMHS), at the exhibitors area of the Recovery Festival





There are a variety of ways in which service users, past and present, can contribute to the work of SUAN. These include being a member of a Service User Advisory Group for a particular project, or taking part in a group discussion or focus group. Service users are also invited to give feedback online, complete surveys, or discuss issues in person or over the phone.

As part of the planning for the establishment of SUAN, the team at SPMHS undertook a visit to the National Health Service (NHS) Camden and Islington Foundation Trust in the United Kingdom in 2018. The services provided by the Trust include adult mental health, mental health care of older people, substance misuse services and care for people with learning disabilities.

The purpose of this visit was to exchange ideas and information, as well as improving our governance and organisational structures around service user engagement.

Between its launch in September and the end of December 2018, 90 service users joined SUAN.

RECOVERY FESTIVAL

Our inaugural Recovery Festival took place on 1 September 2018 to celebrate our service users and their families, and to officially launch SUAN. Over 400 people joined us for the new annual event designed to engage service users. Activities on the day included wellness workshops, such as yoga, mindfulness, and laughter yoga, as well as children's workshops and games, family entertainment, and food stalls.

Stands from our own campaigns and services - such as Walk in My Shoes and SUAN - joined exhibitors from a range of external mental health and well-being organisations.

Representatives from organisations such as Aware, GROW, Children's Rights Alliance, Dublin Samaritans, Shine, MyMind, Sugru, Parent Line, Recovery Self-Help Method Ireland and Connect4Work shared information on their range of supports and services to SPMHS service users in a bid to expand their awareness of additional health and social supports.

The successful event also saw 30 people register to join SUAN on the day.

Recovery Festival 2018



Income and Expenditure Account

for the year ended 31 December 2018

Extract from Financial Statements

	2018 €'000	2017 €'000
Income - continuing operations		
Maintenance and treatment fees	70,085	66,769
Other income	306	369
	<u>70,391</u>	<u>67,138</u>
Expenditure		
Salaries and wages	(52,848)	(51,589)
Establishment and administration expenses	(10,793)	(10,629)
Other operating costs	(2,968)	(2,865)
Depreciation	(2,886)	(2,011)
	<u>(69,495)</u>	<u>(67,094)</u>
Operating surplus	896	44
Interest receivable and similar charges	6	-
Interest payable and similar charges	(260)	(111)
Pension income/(expense)	-	439
	<u>642</u>	<u>372</u>
Surplus for the year	<u>642</u>	<u>372</u>

Statement of Comprehensive Income

for the year ended 31 December 2018

	2018 €'000	2017 €'000
Surplus for the year	642	372
Remeasurement of net defined benefit pension liability	-	5,578
Total comprehensive income/(expense) for the year	<u>642</u>	<u>5,950</u>



Balance Sheet

as at 31 December 2018

Extract from Financial Statements

	2018 €'000	2017 €'000
Fixed assets	31,035	31,942
Financial assets	4	4
	31,039	31,946
Current assets		
Stocks	83	73
Debtors	15,336	13,619
Cash at bank and on hand	4,422	7,408
	19,841	21,100
Creditors:		
Amounts falling due within one year	(11,991)	(14,055)
Net current assets	7,850	7,045
Total assets less current liabilities	38,889	38,991
Creditors:		
Amounts falling due after more than one year	(6,729)	(7,473)
Net assets excluding pension liability	32,160	31,518
Net pension liability	-	-
Net assets	32,160	31,518
Capital and special funds		
Capital account	32,160	31,518

Statement of Changes in Equity

for the year ended 31 December 2018

	Capital Account €'000	Total €'000
Balance at 1 January 2017	25,568	25,568
Total comprehensive income for the year		
Surplus for the year	372	372
Other comprehensive expense	(5,578)	(5,578)
Total comprehensive expense for the year	<u>(5,950)</u>	<u>(5,950)</u>
Balance at 31 December 2017	<u>31,518</u>	<u>31,518</u>

	Capital Account €'000	Total €'000
Balance at 1 January 2018	31,518	31,518
Total comprehensive income for the year		
Surplus for the year	642	642
Other comprehensive income	-	-
Total comprehensive income for the year	<u>642</u>	<u>642</u>
Balance at 31 December 2018	<u>32,160</u>	<u>32,160</u>



Cash Flow Statement

for the year ended 31 December 2018

Extract from Financial Statements

	2018 €'000	2017 €'000
Cash flows from operating activities		
Surplus for the year	642	372
<i>Adjustments for:</i>		
Depreciation, amortisation and impairment	2,886	2,011
Interest receivable and similar income	6	-
Interest payable and similar charges	260	111
Pension finance charge	-	(439)
	<u>3,794</u>	<u>2,055</u>
(Increase)/decrease in trade and other debtors	(1,717)	(1,457)
Decrease in stocks	(10)	(10)
Increase in trade and other creditors	(2,064)	1,866
Decrease in provisions and employee benefits	-	(7,444)
	<u>(3,791)</u>	<u>(7,045)</u>
Net cash from operating activities	<u>3</u>	<u>(4,990)</u>
Cash flows from investing activities		
Interest paid	(260)	(111)
Acquisition of tangible fixed assets	(1,979)	(5,830)
	<u>(2,239)</u>	<u>(5,941)</u>
Net cash from investing activities	<u>(2,239)</u>	<u>(5,941)</u>
Cash flows from financing activities		
Repayment of borrowings	(744)	6,304
Interest received	(6)	-
	<u>(750)</u>	<u>6,304</u>
Net cash from financing activities	<u>(750)</u>	<u>6,304</u>
Net increase in cash and cash equivalents	(2,986)	(4,627)
Cash and cash equivalents at 1 January	7,408	12,035
Cash and cash equivalents at 31 December	<u>4,422</u>	<u>7,408</u>

Appendix A - Peer Reviewed Research

Peroxisome proliferator-activated receptor gamma co-activator-1 alpha in depression and the response to electroconvulsive therapy.

Ryan KM, Patterson I, McLoughlin DM (2018).
Psychol Med Sep;28(9):1015-1023. doi: 10.1016/j.euroneuro.2018.06.007. PMID: 30191781

Vascular endothelial growth factor plasma levels in depression and following electroconvulsive therapy.

Ryan KM, McLoughlin DM (2018).
Eur Arch Psychiatry Clin Neurosci Dec;268(8):839-848. doi: 10.1007/s00406-018-0919-x. PMID: 29968119

From molecules to mind: mechanisms of action of electroconvulsive therapy.

Ryan KM, McLoughlin DM (2018).
Acta Psychiatr Scand Sep;138(3):177-179. doi: 10.1111/acps.12951. PMID: 30295935

Peripheral blood SIRT1 mRNA levels in depression and treatment with electroconvulsive therapy.

McGrory CL, Ryan KM, Kolshus E, Finnegan M, McLoughlin DM (2018).
Eur Neuropsychopharmacol 28: 10115-1023. PMID: 30017261

BDNF plasma levels and genotype in depression and the response to electroconvulsive therapy.

Ryan KM, Dunne R, McLoughlin DM (2018).
Brain Stimul Sep - Oct;11(5):1123-1131. PMID: 29802070

I know not 'seems'

McLoughlin DM (2018).
Aust N Z J Psychiatry Jul;52(7):709-710. PMID: 29726274

Involuntary and voluntary electroconvulsive therapy: A case-control study.

Finnegan M, O'Connor S, McLoughlin DM (2018).
Brain Stimul Jul - Aug;11(4):860-862. PMID: 29643022

Kynurenine pathway metabolism and the neurobiology of treatment-resistant depression: Comparison of multiple ketamine infusions and electroconvulsive therapy.

Allen AP, Naughton M, Dowling J, Walsh A, O'Shea R, Shorten G, Scott L, McLoughlin DM, Cryan JF, Clarke G, Dinan TG (2018).
J Psychiatr Res Feb 10;100: 24-32. PMID: 29475018

Towards International Standards: East Meets West.

Finnegan M, Bayazit H, Cronin T, Guler K, Galligan T, Karababa FI, McLoughlin DM. (2018).
J ECT Mar;34(1):1-2. PMID: 29324523

Trainee experience in diagnosis and management of personality disorders.

Wallace, R., & Rush, G. (2018).
Irish Journal of Psychological Medicine, 1-5. doi:10.1017/ijpm.2018.32

Group Radical Openness (GRO).

Booth, R., Egan, R., & Gibson, J. (2018).
The Behavior Therapist, 41, 154 - 156

The implementation of RO DBT in clinical practice.

Hempel, R., Booth, R., Giblin, A. (2018).
The Behavior Therapist, 41, 161 - 173

Transforming Generalized Anxiety, An Emotion-Focused Approach.

Timulak, L. & McElvaney, J. (2018).
Routledge, London and New York.

Differential diagnosis and comorbidity of ADHD and anxiety in adults.

Grogan, K., Gormley, C., Rooney, B., Whelan, R., Kiiski, H., Naughton, M. & Bramham, J. (2018).
British Journal of Clinical Psychology, 57, 99-115.



Appendix B - 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	Campus Development Committee Meetings
Board of Governors				
Ms Caroline Preston, (Chairman until July 2018)	10/10	3/3	4/4	2/2
Mr Danny Kitchen (Chairman from September 2018)	9/10	3/3		2/2
Mr Marcus Beresford (retired on 9 August)	2/6		1/2	
Ms Audrey Cunningham	5/10			
Ms Caroline Gill	10/10		4/4	
Ms Bernadette Godley	6/10			
Dr John Hillery (appointed Chair of Quality Governance Committee on 6 September)	2/10		2/4	
Mr Conor Killeen (retired on 18 June)	1/5	0/2		0/1
Mr Michael Moriarty (appointed on 1 February)	7/8	1/1		
Prof. Joyce O'Connor	8/10			
Mr Geoff Scully	3/10			
Ex-Officio Governors				
The Most Reverend Dr Richard Clarke	0/10			
The Most Reverend Michael Jackson	0/10			
The Very Reverend William Morton Wright	0/10			
Executive Directors				
Mr Frank Byrne (Director of Finance)	10/10	3/3	3/4	2/2
Mr John Creedon (Director of Nursing; appointed in May)			3/3	1/1
Mr Paul Gilligan (Chief Executive Officer)	10/10	3/3	4/4	2/2
Prof Jim Lucey (Medical Director)	8/10	3/3	3/4	2/2
Mr Tom Maher (Director of Services)			4/4	2/2
Ms Evelyn McCarthy (Director of Nursing; retired in May)			1/1	1/1
Ms Aisling O'Connell (Acting Financial Controller)		1/3		
Mr Robert O'Farrell (Project Manager)				2/2
Ms Tara O'Hare (Financial Controller)		1/1		
Mr Brendan Power (Director of Human Resources/ Company Secretary)	9/10	3/3	3/4	2/2
Mr Brendan Ruddy (Service User Representative; stepped down as nominee on 7 November)	4/4			

* The Service User Representative is present at four meeting annually in an "in attendance" capacity. The individual also attends Strategy Meetings which are held every five years.



Paul Gilligan with nursing graduate,
Katie O'Brien, who received the
academic achievement award



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