

St Patrick's
Mental Health Services



The Future in Mind

Strategy 2023-2027

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**We all should
have the
opportunity to
live a mentally
healthy life.**

Over the next five years, we will enhance our services, extend our reach, and continue to embrace the possibilities of technology.

St Patrick's Mental Health Services (SPMHS) is in a unique position to make a positive difference to the mental health and wellbeing of Irish society. As a not-for-profit, independent organisation, we set our own vision. We see our role in Irish society not only as care providers, but as a vital bridge towards changing the outlook of our nation's mental health landscape for the better.

With increasing economic, social and environmental pressures affecting each of our everyday lives, it is not surprising that now, more than ever, people across Ireland, and around the world, are experiencing mental health difficulties and seeking support.

We all have a right to be given the opportunity to enjoy good health, and this includes our mental health and wellbeing. As both a charity and a service provider, we believe it is our duty to ensure that we are doing all we possibly can to improve the mental health of every person we encounter.

We are committed to playing our part in meeting the increased demand for mental healthcare services and supports. Our plan over the next five years will see us further enhance our services; extend our reach; and continue to embrace the possibilities of technology.

Danny Kitchen

Chair of the Board of Governors



**We are proud
of what we
have achieved
and look
forward to
our future
achievements.**



From 2023 to 2027, we have set an ambitious plan to provide more recovery-focused services that are grounded in a human rights-based ethos to as many people as possible. At the same time, we are investing in early intervention and prevention strategies through the provision of comprehensive education and mental health promotion programmes.

The Future in Mind will see us take further steps to cement our almost 300-year legacy of providing high-quality mental healthcare. We will continue to futureproof our organisation so that it's flexible and adaptable to the ever-evolving needs of the people who use our services.

This ability to adapt has already seen us make many advancements which are intrinsic to our continued development; originally borne of the COVID-19 pandemic, our Homecare and remote care services are now a core part of our service delivery model.

By enhancing and expanding our remote services, Homecare and day care services, and investing in our inpatient services, we can respond to service users' needs at every stage of their recovery journey.

Building on the achievements of our 2018 - 2022 strategy, *Changing Minds. Changing Lives.*, this strategic period will see us further progress the establishment of a national centre for mentally healthy living on our Dublin 8 campus.

We envision the national centre as a hub of innovation. Over the next five years, as part of the centre's development, we will establish an interactive mental health education centre, strengthen our advocacy and research remits and expand our training services to people committing to work in mental healthcare.

The Future in Mind has been developed in consultation with our service users, staff and partners in service delivery. It is the cornerstone of our commitment to providing the highest quality mental healthcare and to making a positive impact on the lives of those we serve.

Paul Gilligan
Chief Executive Officer

WHO WE ARE AND WHAT WE DO

St Patrick's Mental Health Services is Ireland's largest independent, not-for-profit mental health service. We provide inpatient and Homecare services through our three approved centres; St Patrick's University Hospital, St Patrick's Hospital Lucan and Willow Grove Adolescent Unit, as well as day programmes, and community care through our Dean Clinic network.

Vision

St Patrick's Mental Health Services' vision is to see a society where all citizens are empowered and given the opportunity to live mentally healthy lives.

Mission

St Patrick's Mental Health Services works 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 forefront of new initiatives and advances in the field.

Our core values

- Quality care**
- Human rights**
- Innovation**

**REALISING
OUR VISION**

**Imagine a world
where talking
openly about our
mental health was an
integral part of our
culture, and where
anyone experiencing
a mental health
difficulty could easily
access the right
supports...**

As the world evolves, how we respond to mental health difficulties needs to evolve with it, and the challenges we face in the future will not always be the same as today. This is why as an organisation, we are committed to ensuring a sustainable and adaptable mental healthcare service.

We are a not-for-profit service, governed by a Charter grounded in a statutory instrument. Our mission is to make high-quality mental healthcare accessible to as many people as we can; to advance research and evidence-based knowledge; and to enhance the skills and abilities of people and organisations working in the field of mental health.

As we strive to achieve our mission, we are committed to driving change through education and advocacy, and to placing service users, and the protection of their human rights, at the core of everything that we do. And it is implicit that we do this while treating everyone we serve with dignity and respect; fostering inclusion, equality and diversity.

We have consistently achieved high levels of compliance with the standards and regulations set out by the Mental Health Commission.

Through technological innovation, we will enhance our services to reach more people across the country. We will also continue to promote mental health awareness and destigmatisation, and to advocate for the rights of people experiencing mental health difficulties. We will continue to create wide-reaching educational and public-facing initiatives which aim to support the mental health and wellbeing of the general population.

Throughout all of the activities we undertake as an organisation, we are committed to reducing our carbon footprint and to ensuring best practice in sustainability.

STRATEGIC OBJECTIVES

To advance our mission, we have six core objectives to drive all of the work that we do:

Mental healthcare

To provide the highest quality support and treatment to people experiencing mental health difficulties.



Education

To educate and empower more people to live a mentally healthy life by promoting greater public understanding and awareness of mental health and reducing stigma.



Human rights advocacy

To ensure mental healthcare, prevention strategies and promotion efforts for children and adults in Ireland are grounded in human rights and adhere to key human rights conventions.





Partnership with service users

To involve service users as equal partners in the planning, management and evaluation of the treatment and support they receive within SPMHS.



Research

To enhance our evidence-based understanding of mental health difficulties, and their treatment, through research.



Training

To support staff and organisations working in mental health to maintain and improve their skills and develop new competencies.

CRITICAL ISSUES

We recognise what is happening in Ireland and the critical issues that we face in the mental healthcare sector - not only at an organisational level, but as a society, as a European country, and as part of a globally connected world.

NATIONAL ISSUES

Funding and access

The availability of mental healthcare services across the country, along with long waiting lists, is an ongoing issue. While effective interventions exist, they are not readily available to those that may need them. Lack of funding and resources remain a challenge.

Quality

The quality of mental health services in Ireland is inconsistent, and many services are not compliant with the statutory quality standards and regulations set by the Mental Health Commission.

Stigma

The stigma surrounding mental health difficulties is negatively impacting our society and preventing people from seeking support.

Staffing

Staffing mental health services has become more challenging, with increasing difficulties recruiting and retaining suitably qualified specialist mental health professionals.

We are living in challenging times. Acknowledging our reality is the first step to making positive, impactful changes.

GLOBAL ISSUES

Geopolitical uncertainty

One of the biggest factors affecting mental health is geopolitical uncertainty such as wealth inequality, war, immigration and political discrimination. These issues affect all of our daily lives and can negatively impact our mental health and wellbeing.

COVID-19 pandemic

Multiple research studies demonstrate how the COVID-19 pandemic has impacted people's mental health; however, the long-term effects will only truly emerge over the coming years.




Climate change

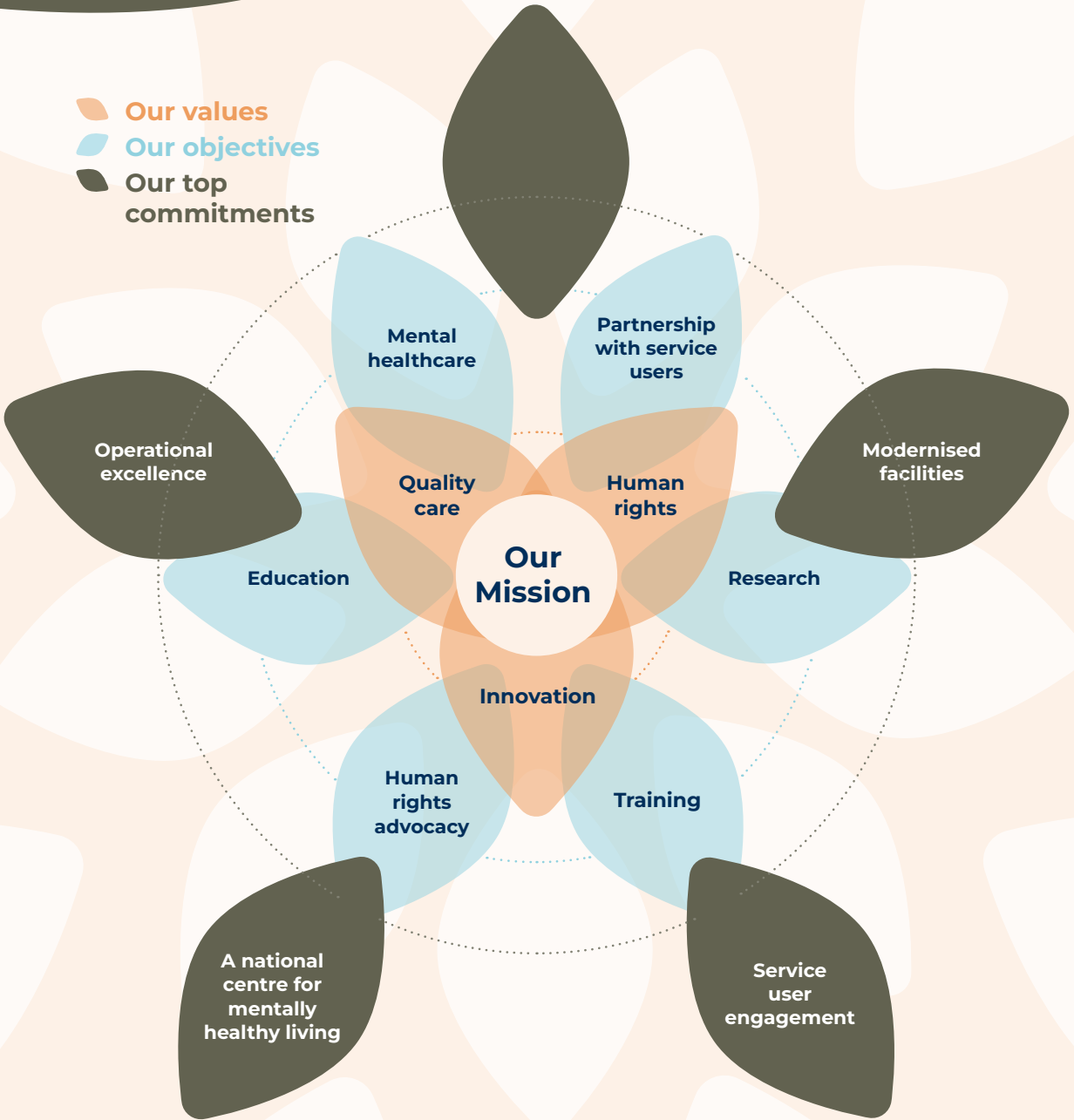
The uncertainty of climate change and its impact are a source of anxiety for many. Those experiencing mental health difficulties may be particularly at risk of the mental health impacts of the climate emergency.

Digital health technology

As digital health technologies continue to transform how mental healthcare can be delivered, they can also lead to inequalities. Digital literacy and skills deficits need to be addressed so that all those who would benefit from digital technologies can have equal access.

OUR TOP COMMITMENTS

-  **Our values**
-  **Our objectives**
-  **Our top commitments**



In order to achieve our strategic objectives, we have identified five top commitments that will drive our work over the coming five years.

1.

ENHANCING OUR SERVICE DELIVERY MODEL

We will enhance and expand our remote care offering and Homecare services, inpatient services and day programmes.

2.

MODERNISING OUR FACILITIES

We will continue to invest in the modernisation of our inpatient services, ensuring our facilities are of the highest quality for those receiving care.

3.

DEVELOPING A NATIONAL CENTRE FOR MENTALLY HEALTHY LIVING

We will expand and strengthen our education, advocacy, research and training work through the establishment of a national centre for mentally healthy living.

4.

PARTNERING WITH SERVICE USERS

We will continue to ensure that service users' voices and views are wholly represented and reflected in the work that we do.

5.

ACHIEVING OPERATIONAL EXCELLENCE

We will continue to invest in our staff, resources and technology, and best practice in sustainability, to ensure operational excellence.

1

**Enhancing
our service
delivery
model**

Digital technology has become an essential part of mental healthcare delivery, and its relevance will only increase.

What we are witnessing is not only a shift in the technology available, but also a new level of ease and comfort in implementing and using digital healthcare for both mental healthcare professionals and service users.

We will continue to expand the service user portal, Your Portal, through increasing awareness and engagement with both clinicians and services users. Ultimately, this will provide service users with greater access to their own records, and empower them to play a more active role in their recovery.

While inpatient services remain at the heart of our operations, remote care has the potential to become another cornerstone of our human rights ethos by providing choice and

empowerment to service users, removing barriers, creating further equity of access and enhancing social inclusion.

Over the next five years, we will use in-person, remote and hybrid care models to enhance and expand our services, providing treatment for a range of moderate to severe mental health difficulties, including complex and enduring mental illness of varying severity.

Providing services to those aged 12 and over, we specialise in:

Anxiety disorders

Bipolar disorder

Depression

Eating disorders

Psychosis and schizophrenia

Addiction and dual diagnosis

Young adult mental health

Older adult mental health

Adolescent mental health (ages 12 – 17)

OUR TOP COMMITMENTS

**All of our
programmes
are grounded
in evidence-
based best
practice.**

We are committed to the principles of recovery-focused and trauma-informed care, and to fostering positive coping and management skills to enhance the quality of life of those experiencing mental health difficulties.

We will continue to apply these principles so that we can ensure the very highest quality and best practices in mental healthcare.

We will:

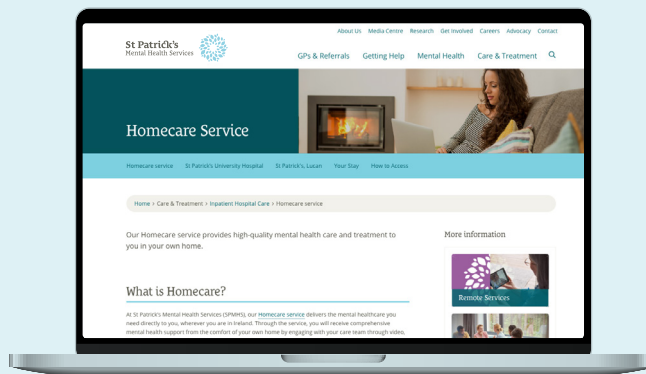


Enhance and expand our Homecare services

Our adult and adolescent Homecare services were vital during the pandemic and have since become an essential part of our service delivery model, with over one-quarter of our service users now choosing to access care remotely. We will continue to expand our Homecare services for both adults and adolescents so that, where appropriate to their needs, as many service users as possible can access care from their own homes.

Homecare service

The Homecare service is a tailored mental healthcare service, offering comprehensive assessment and treatment options remotely. This service involves the highest levels of one-to-one mental health support, delivered through daily or more frequent contact over video call, email or phone.



OUR TOP COMMITMENTS



Enhance inpatient, day care and Dean Clinic service delivery

Inpatient services

Remote services are not suitable for everyone. We recognise this, and we know how important it is to ensure that we continue to provide the highest quality inpatient services for people who need to be cared for in person. We will continue to invest in the inpatient services we provide.

By offering remote access to our services, alongside the option of physical beds in our inpatient centres, we can meet the needs of those we care for at every stage.



1 ENHANCING OUR SERVICE DELIVERY MODEL

Day services

Our Wellness and Recovery Centre offers a range of onsite, online and hybrid day programmes for a wide variety of mental health needs including programmes for anxiety, addiction and eating disorders. We will be expanding our day services to make mental healthcare more accessible across the country. As we do so, we will continue to explore the best modalities of care, which are grounded in evidence and appropriate to the needs of our diverse base of service users.

Outpatient services

Our outpatient community Dean Clinics provide an integrated service where service users can access mental health assessment and treatment for the first time, or as part of their continued care following inpatient or day care treatment. Over the next five years, we will continue to refine and improve our outpatient services by further embedding remote access.



2

Modernising our facilities



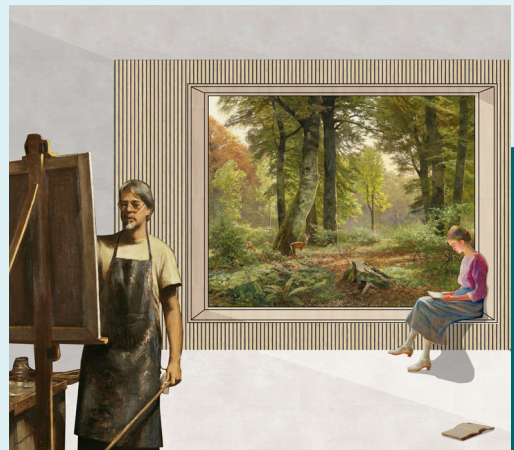
Investing in our facilities

We are committed to ensuring our facilities are the highest quality possible for our service users.

By continuing to modernise our inpatient facilities, we can create a purposefully designed and modern space where service users feel safe, respected and empowered, and enjoy a sense of connection, community, and dignity.

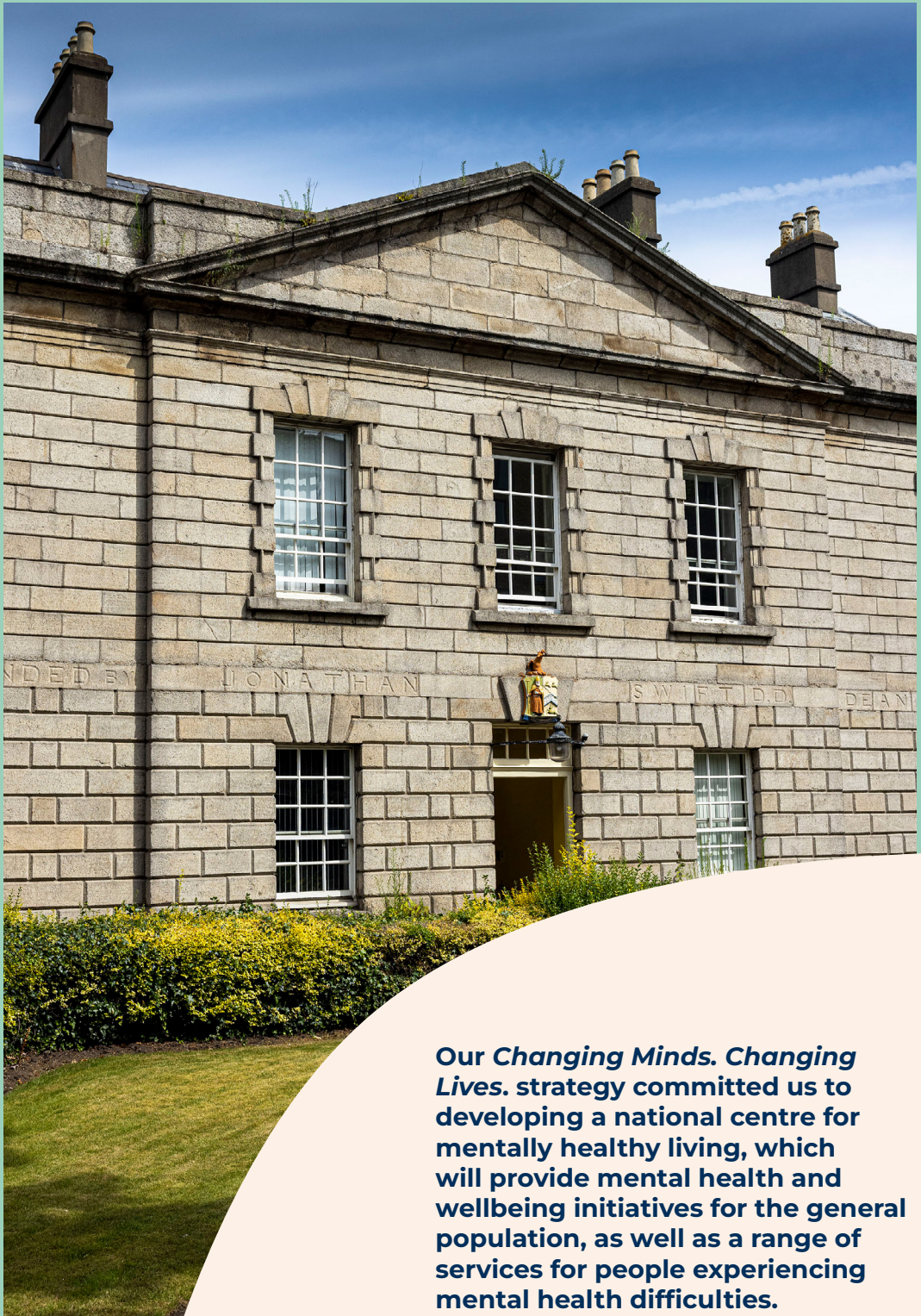
We will also explore the viability of building a world-class mental healthcare facility, leveraging our existing land at St Patrick's Hospital Lucan, to provide:

- adolescent and adult inpatient services
- acute inpatient services
- an addiction unit
- an eating disorders unit
- age-specific care units
- day service and outpatient facilities
- a full range of therapeutic facilities, including a gym, music therapy rooms and an arts and crafts studio.



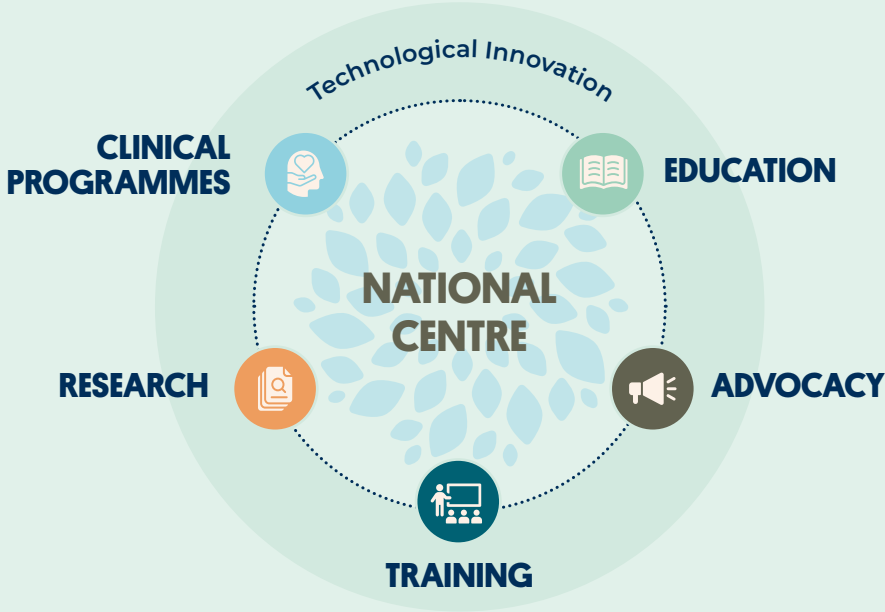
3

Developing a national centre for mentally healthy living



Our Changing Minds. Changing Lives. strategy committed us to developing a national centre for mentally healthy living, which will provide mental health and wellbeing initiatives for the general population, as well as a range of services for people experiencing mental health difficulties.

OUR TOP COMMITMENTS



Over the next five years, we will continue to advance and progress this development.

In 2022, Dublin City Council granted planning permission to proceed with the first major phase of work.

Phase one includes a programme of conservation work to repair the fabric of the Historic Building of St Patrick's University Hospital in Dublin 8, and to transform its ground floor, which will be home to an interactive education centre, an advocacy centre, an Academic Institute and a training centre, as well as clinical rooms and spaces for service delivery.



Interactive Education Centre

There is increasing evidence that some of the most effective ways to reduce the incidence of mental health difficulties are by building awareness and facilitating early intervention and prevention. With a rise in demand for mental health services for children and adolescents, there has never been a more critical time for this development.

Through interactive and educational programmes that are grounded in best practice for mental health promotion, the Education Centre will tackle misinformation around mental health difficulties; challenge stigma; and educate people, particularly young people, about the practical tools we can all use throughout our lives to support our wellbeing and mental health.

Within the Education Centre, we will also leverage the history of our founder Jonathan Swift and the hospital building, illustrating the significant role they played in the evolution of mental healthcare in Ireland. By immersing visitors in a journey that will take them through the mental health landscape in 1745 all the way to the present day, the Education Centre will reinforce the importance of developing services and approaches to mental healthcare that are grounded in human rights.

The Education Centre, which will be free of charge to the public, will open up compassionate conversations around mental health and equip people who visit it with the knowledge and tools to better understand and support their mental health and wellbeing, not only during times of difficulty, but throughout their lives.

OUR TOP COMMITMENTS



Advocacy Centre

Through our Advocacy Centre, we work to address the issues that affect people experiencing mental health difficulties so that their rights can be protected and enhanced. Campaigning and raising awareness of mental health difficulties is just one part of how our Advocacy Centre strives to reduce stigma surrounding mental health difficulties and to increase inclusion and understanding. Over the coming strategic period, we will strengthen and develop collaborative advocacy partnerships and continue our contributions to consultations and submissions that inform policy development.

Our advocacy work is part of a national effort to address the issues that people with mental health difficulties throughout Ireland may experience.



Academic Institute

Established in 2022, the Academic Institute will be progressed into an international research centre, pioneering research in the field of mental health. It will play a crucial role in investigating and enhancing mental health treatments and evidence-based practices by collaborating with Trinity College Dublin and other organisations.

The institute will act as a central hub to identify and coordinate all academic work undertaken within SPMHS. It will promote the role of research and training, both within SPMHS and beyond.

**Our Academic
Institute will play
a crucial role in
pioneering ground-
breaking mental
health research.**

OUR TOP COMMITMENTS



Training Centre

We will expand our training for mental health professionals through the Training Centre. We will also further develop comprehensive continuing

professional development (CPD) programmes for people working in mental healthcare, and the organisations providing mental health services.



3

DEVELOPING A NATIONAL
CENTRE FOR MENTALLY
HEALTHY LIVING

Our Training Centre will strengthen our existing training partnerships, while also creating new opportunities for the skills development of mental health professionals throughout Ireland.

**OUR TOP
COMMITMENTS**

4

**Partnering
with service
users**



Strengthening partnership with service users

Partnership and consultation with service users form a critical part of how we operate. The feedback we receive from service users and their supporters has a tangible and valuable effect on how we develop as an organisation.

We believe in a more inclusive system of service user representation. Over the next five years, we will continue to develop and enhance our service user engagement structures so that our service users remain at the core of everything we do.

Existing service user engagement structures at SPMHS include:

- A dedicated Service User and Supporters Council
- A Service User Advisory Network for wider consultation on strategic projects
- A Family Members, Carers and Supporters Advisory Network.

We will deepen the involvement that service users, and their supporters, have in shaping our services and in contributing to achieving our strategic objectives

such as advancing research, strengthening advocacy, and educating the general public about mental health. The establishment and introduction of a peer support service will also be explored, and we will continue to champion diversity and inclusion to ensure our service users are wholly and equally represented.

Involving service users in the decision-making, planning and implementation of services can have a truly transformative impact on mental healthcare service delivery, and on the lives of people experiencing mental health difficulties. Their insights, perspectives and experiences are essential to developing effective approaches to mental healthcare that are responsive to people's diverse needs.

Gary Kiernan

Chair of SPMHS' Service Users and Supporters Council



5

Achieving operational excellence

Excellence in how we work

None of what we achieve would be possible without the highest standards in how we operate. Investing in staff, technology, sustainability and constant evaluation means that we are able to set an ambitious strategic vision.

We will:

- Enhance our Human Resources Strategy to ensure we continue to attract, recruit and retain the highest quality staff, and to empower our staff to reach their full potential through learning and development.
- Continue to implement a value-driven financial model that delivers the most positive outcomes for service users in the most cost-effective ways.
- Ensure we are delivering the most efficient service that we can by continuously assessing clinical outcomes based on efficacy and cost.
- Embed best practice in sustainability and positive climate actions into our organisational ethos and strategic plans.

CONCLUSIONS

Proudly building on our achievements

From 2018 to 2022, we committed fully to the core objectives of our *Changing Minds. Changing Lives.* strategy. While the COVID-19 pandemic caused significant disruptions and extraordinary challenges, the strength and resolve of all the people who work with, and come to, St Patrick's Mental Health Services made it possible for us to achieve our objectives, as well as to successfully pivot to meet new demands.

Our 2023 to 2027 strategy, *The Future in Mind*, will continue to transform our service by fully embracing what is needed to face the challenges ahead. The Board of Governors, staff, senior management team, volunteers, and all those connected with St Patrick's Mental Health Services, are fully committed to its implementation.

**What gives us certainty
in our plans and the
resilience to keep
moving forward?**

**The
possibility
of recovery
for all.**

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