



# Mental Health Matters 2013–2018

Empowering Recovery





# Empowering recovery

St. Patrick's Mental Health Services' *Mental Health Matters 2013–2018* strategy has been developed to build on the determination to provide the highest quality mental health care to as many people experiencing mental health difficulties as possible in Ireland.

Providing the highest quality mental health care involves offering proven care pathways in community, in-patient and day care settings, starting with the least restrictive level of care that is appropriate, empowering the individual to achieve optimum mental wellbeing.

One of the major goals of *Mental Health Matters 2013–2018* is to establish a national mental health treatment centre of excellence on the St Patrick's site in centre city Dublin. Advocacy is another key pillar and we are committed to working in partnership and advocating for the rights of those who experience mental health difficulties.

# Foreword

**S**T PATRICK'S UNIVERSITY HOSPITAL was established over 260 years ago to provide treatment and protection for those experiencing mental illness. Today, St Patrick's Mental Health Services is driven by a commitment to provide the highest quality mental health care, to promote awareness of mental health and to protect the rights of those who experience mental health difficulties. Over the last five years, we have sought to fulfil this commitment by implementing our strategic development plan, *Mental Health Matters*.

This new strategic development plan—*Mental Health Matters 2013–2018*—sets ambitious but achievable targets. Based on a strong human rights framework and a recovery model of service delivery, we are committing to the development of the first National Mental Health Wellbeing and Recovery Campus in Ireland, grounded in providing excellent mental health care. This campus will provide a national hub around which a range of community-based services will be developed.

In addition, we are committed to developing a Later Life Mental Health Wellness Campus, to become a more active advocacy voice for those experiencing mental health difficulties and drive awareness within Irish society. This strategy reaffirms our commitment to empowering those who experience mental health difficulties to be active citizens in shaping the legislation and services which impact on their lives and in determining the treatments they receive.

This strategy is one of the most ambitious we have ever produced. We are confident that in partnership with those who experience mental health difficulties and through the commitment and initiative of our staff, Board of Governors, management and volunteers, the aims of the strategy will be achieved.

**Paul Gilligan**

Chief Executive Officer

# Introduction

St Patrick's Mental Health Services is Ireland's leading independent not-for-profit mental health service. It is recognised for the provision of quality mental health care and engages in the following activities:

## **Service Delivery**

Working with those who experience mental health difficulties and with their families by providing a range of the highest quality specialist, multi-disciplinary in-patient, day care, community-based and technology support services.

## **Advocacy**

Engaging in awareness-raising activities and campaigning and lobbying at a national level to combat the stigmatisation of mental health, to ensure people are better informed about mental health issues and to ensure that the rights of those experiencing mental health difficulties are fully acknowledged in Irish society.

## **Research & Education**

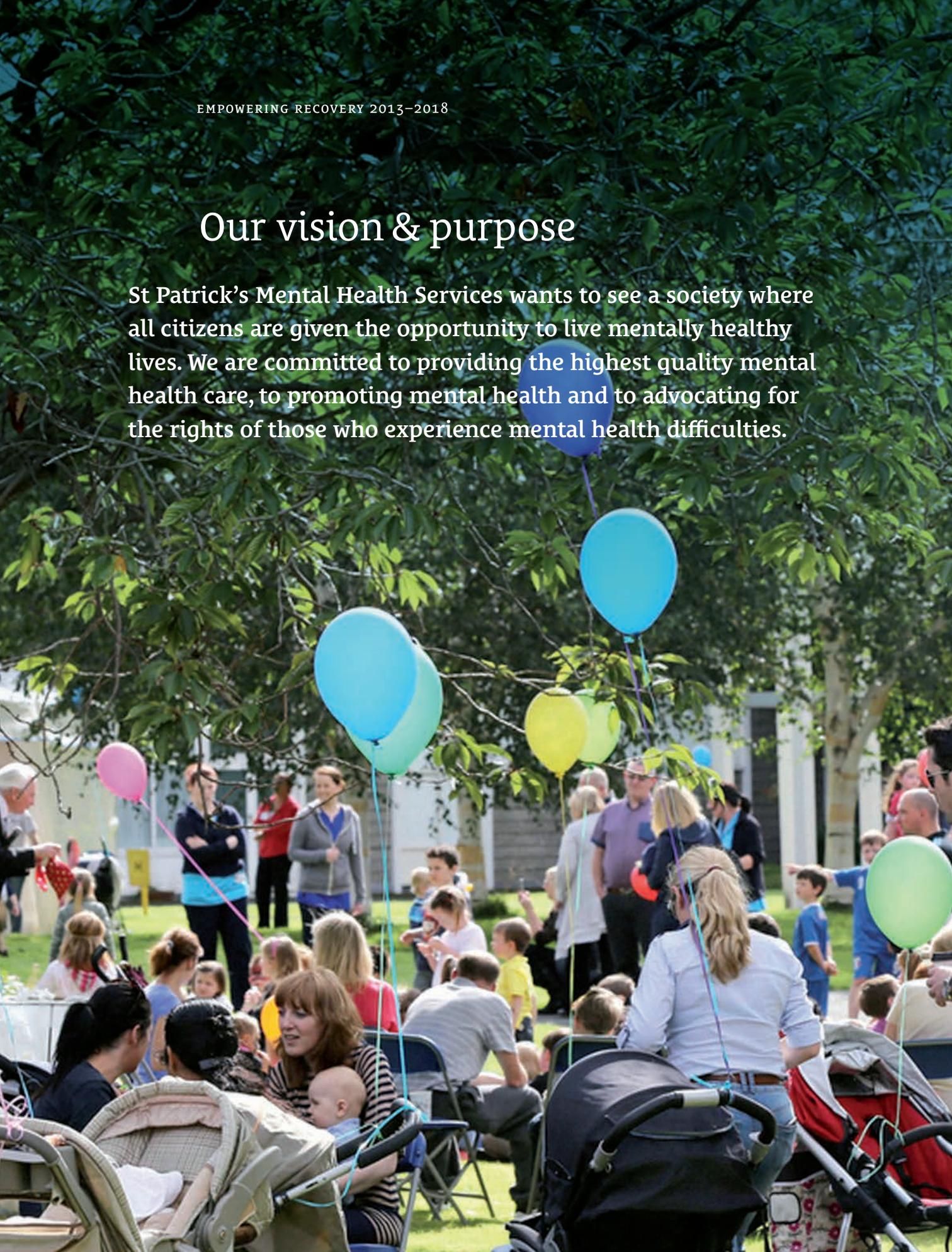
Striving to be an international leader in mental health research and in the provision of mental health care education and training.

## **Developing Service User Participation**

Building awareness of the need to ensure that those who experience mental health difficulties are included as equal partners in the planning of mental health services, in the framing of mental health legislation and policy and in the treatment programmes developed to help and support them.

## Our vision & purpose

St Patrick's Mental Health Services wants to see a society where all citizens are given the opportunity to live mentally healthy lives. We are committed to providing the highest quality mental health care, to promoting mental health and to advocating for the rights of those who experience mental health difficulties.



## Our values

St Patrick's Mental Health Services is an organisation grounded in human rights and believes that those experiencing mental health difficulties have equal rights as citizens.

We believe that those experiencing mental health difficulties should be treated with respect and dignity, protected against discrimination, and have full inclusion and equalisation of opportunities within society.

They should have independent and personal autonomy, be given the opportunity to make decisions about their own care and treatment, have the right to live, work and be treated and cared for in the community in which they live, insofar as possible.

Those experiencing mental health difficulties should have the right to be treated in the least restrictive environment and with the least intrusive treatment appropriate to their mental health needs and the need to protect others.

We believe that treatment of those who experience mental health difficulties should be based on individually prescribed plans, grounded in evidence-based best practice, which are regularly reviewed and revised as necessary and provided by qualified multi-disciplinary teams. We also believe that treatment should be suited to the person's cultural background.

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

# Our achievements

Over the last five years, St Patrick’s Mental Health Services has achieved a number of key aims through the implementation of the Mental Health Matters Strategy.

## Quality

A comprehensive programme of quality improvement has been implemented, resulting in achieving compliance with the Mental Health Commission standards and regulations over the last three years. As part of this quality improvement, we have enhanced our existing services, ensuring:

- the development of a range of specialised programmes
- the full staffing and operation of multi-disciplinary teams
- the implementation of comprehensive care planning
- the conducting of continuous clinical audits
- the development of a range of evidence-based policies and guidelines.

## Service Development

A range of new services, including an adolescent mental health service consisting of a 14-bedded in-patient unit, a community and day service and seven community mental health centres—Dean Clinics—which provide a range of individual and group-based interventions have been developed. Also established have been:

- a comprehensive Wellness & Recovery service providing day care options to those experiencing mental health difficulties
- a range of technology-based support services, the most significant of which is a Support & Information Line providing expert mental health care to members of the public and mental health professionals.

## Advocacy

We are established and recognised as an active and authoritative voice in mental health. We have:

- made submissions to Government bodies on a number of mental health legislation and policy issues
- engaged with the media in building mental health awareness
- run or been involved in a number of anti-stigma campaigns, and
- developed a Transition Year programme which gives second-level students educational placements in a mental health organisation, helping build both their own and fellow students’ awareness of mental health issues.



*Service Users in the Craft Room at St. Patrick's University Hospital*

### **Developing Service User Participation**

Throughout this period, we have developed an active Consumer Council which plays a key role in policy formation, service development and recruitment. In promoting recovery principles, we have enhanced service users' direct involvement in their own care, empowering them and giving them more active involvement in treatment and care decisions. We have also incorporated human rights-based policies on assessing Capacity, Advance Healthcare Decisions and applying the provisions of the Mental Health Act into everyday practice.

### **Research & Training**

We have continued to play a key role in the training of mental health professionals, both at an undergraduate and postgraduate level. An academic Postgraduate Department of Psychiatry, co-supported by Trinity College Dublin, has developed a number of new research programmes.

## Our strategic aims

Building on the achievements of *Mental Health Matters Phases 1 and 2*, St Patrick’s Mental Health Services is committing to continue to develop and grow the organisation, believing that it has a unique role to play in treating and supporting those who experience mental health difficulties.

**Through *Mental Health Matters 2013–2018*, St Patrick’s Mental Health Services is continuing to commit to:**

- Providing the highest quality mental health care
- Promoting mental health
- Advocating for the rights of those who experience mental health difficulties
- Working towards achieving these goals, by continuing to engage in our four core activities of service delivery, advocacy, development of service user participation and research and training.

## Critical issues

**‘It is internationally recognised that mental illness is a public health problem in need of urgent attention. Mental health disorders account for a significant burden of disease in all societies. Effective interventions are available but are not accessible to the majority of the people who need them.’**

— *World Health Organisation World Health Report 2001 Mental Health New Understandings New Hope*

### **There are seven important issues affecting the treatment and prevention of mental health difficulties in Ireland:**

1. Fully involving those who experience mental health difficulties as equal partners in the planning, management and evaluation of mental health services and in the treatments they receive remains a challenge
2. The rights of those experiencing mental health difficulties, particularly their rights to receive appropriate services and supports, are not adequately enshrined in legislation and policy
3. People who experience mental health difficulties are subject to significant degrees of stigma and discrimination within Irish society
4. Mental health needs are changing with the number of people requiring treatment and support for mental health difficulties rising, increasing challenges being presented by an ageing population and a significant reduction in the overall funding for mental health care
5. There is an increasing acknowledgement that facilitating early intervention and building awareness of mental health difficulties and prevention mechanisms among young people are some of the most effective ways to reduce the incidence of mental health difficulties
6. Only a small number of mental health services are fully compliant with the statutory quality standards set by the Mental Health Commission
7. As the role of technology in society grows, its importance in educating and supporting those with mental health difficulties is becoming more significant.

## Our aims

### St Patrick’s Mental Health Services wants to work towards a society where:

- Mental health is valued and actively promoted
- Mental health difficulties are better understood
- Those experiencing mental health difficulties are viewed as equal citizens and their rights are fully acknowledged
- Those experiencing mental health difficulties are included as active participants in all structures that impact on their lives
- There are adequate high quality services available to support and treat those who experience mental health difficulties and their carers
- There are sufficient initiatives undertaken to promote the prevention of mental health difficulties.

### Within this context, St Patrick’s Mental Health Services has set itself the following key aims:

- The highest quality mental health care provided by St Patrick’s will be made available to more people who experience mental health difficulties
- The rights of people with mental health difficulties, particularly their right to appropriate services and supports, will be more adequately enshrined into Irish law and mental health policy
- Stigma and discrimination of those experiencing mental health difficulties will be reduced within Irish society
- There will be enhanced awareness among young people about mental health and how best to prevent mental health difficulties
- Those who experience mental health difficulties will be equal partners in the planning, management and evaluation of mental health services and in the treatment and support they receive at St Patrick’s.

**Our strategic commitment for the next five years is to achieve these aims, specifically in the development of the following:**

### **National Mental Health Wellbeing & Recovery Campus**

We are planning to create the first National Mental Health Wellbeing & Recovery Campus in Ireland on the St Patrick's University Hospital site. This will be a specifically designed mental health centre of excellence providing a range of in-patient, day, appointment-based, technology-based and prevention services, and will contain:

- A mental health research facility
- A range of training facilities and public education spaces
- A base for a number of mental health voluntary organisations engaged in prevention and public education work
- A mental health innovation hub dedicated to the development of innovative mental health treatments and prevention initiatives.

We are committed to ensuring that this campus will be an internationally acclaimed mental health campus of excellence where evidence-based best practice is promoted and nurtured. The ethos of the campus will be centred on human rights and recovery principles.

### **Nationwide Community Mental Health Service**

Complementing the National Campus, we will continue to establish a network of community mental health services — Dean Clinics — accessible to people living in every county in Ireland. This target will be met by either establishing new Dean Clinics or forming partnerships with existing community-based mental health services.

Building on the model established by our existing Dean Clinics, these services will provide care as part of a care pathway to those experiencing mental health difficulties who can be best supported within their own community and for those advancing through in-patient or day service care. These services will provide a range of individual and group programmes and will also assess the viability of providing home-based treatment packages.

### **Later Life Mental Health Wellness Campus**

We will develop a Later Life Mental Health Wellness Campus on our St Edmundsbury, Lucan, site. In partnership with other key stakeholders, we will create a specifically designed campus providing individually tailored care and a range of initiatives based on

evidence-based best practice. The campus will be designed to facilitate a later life mental health research facility, to accommodate a range of training facilities and public education spaces as well as accommodating a number of voluntary organisations engaged in prevention and public education work.

### **Technology-based Support Services**

We will further enhance our technology-based support services through the application of social networking, telephone services and internet-based services to provide support and treatment to those with mental health difficulties. This will be achieved through forming partnerships with other voluntary organisations already providing these services and through engagement with third level colleges specialising in Information and Communication Technology innovation.

### **Human Rights Advocacy Programme**

As Ireland's largest independent mental health service provider with a commitment to achieving the highest quality standards, we are best positioned to engage in a focused advocacy programme. The programme will ensure that the rights of people who experience mental health difficulties to access appropriate services and supports are adequately enshrined into law and policy. This programme will involve the following components:

- Running a campaign highlighting the importance of services achieving compliance with Mental Health Commission regulations and guidelines and on the rights of those experiencing mental health difficulties to access compliant services
- Making submissions and campaigning for the implementation of new capacity legislation
- Making submissions and campaigning for review and reform of the Mental Health Act to ensure stronger protection for human rights
- Campaigning for the complete ratification of the United Nations Convention on the Rights of Persons with Disabilities and adherence to the United Nations Standard Rules and the Equalisation of Opportunity for Persons with Disabilities and establishing mechanisms to monitor compliance with these standards and conventions
- Campaigning for full adherence to the mental health commitments made under the European Social Charter, utilising the collective complaints procedures, if necessary
- Establishing an advocacy service for adolescents who are in the care of approved centres.

*Annual Family Fun Day at St Patrick's  
University Hospital*



# Enhancing the organisation's philanthropic purpose

St Patrick's Mental Health Services is an independent not-for-profit organisation, with its current governance and financial structures reflecting this status. Members of the Board of Governors carry out their duties and responsibilities on a voluntary basis, there are no shareholders and surplus funds are reinvested into the organisation.

In addition, we engage in a number of philanthropic initiatives, providing some free-of-charge care, a 'free-to-use' Support & Information Line and financial and service support to other voluntary organisations. Over the next five years, we will enhance our philanthropic role by the following actions:

- Providing more care on a free-of-charge basis to those who would not otherwise be in a financial position to receive this care
- Allocating more financial support to other mental health-focused voluntary organisations to support them in their work
- Expanding the Support & Information Line and establishing new "free-to-use" technology-based support services
- Continuing to support innovative research into the causes and most effective treatments for mental health difficulties.

## St Patrick's Hospital Foundation

The St Patrick's Hospital Foundation is an independent, separately governed fundraising structure established to fundraise for and support the work of St Patrick's Mental Health Services. The Foundation is fully committed to the *Mental Health Matters 2013–2018* strategy and will provide support for:

- The provision of free-of-charge care
- The development of the St Patrick's University Hospital campus
- The development of "free-to-use" services, in particular the Support Information Line
- Research on key mental health issues
- Appropriate initiatives being run by other voluntary organisations.



*Service Users availing of community-based initiatives*

## Quality Governance

Quality and clinical governance is a priority at St Patrick's. We are committed to achieving and maintaining the highest standards in all aspects of service provision and physical surroundings. Over the next five years, we will continue to progress our comprehensive programme of quality improvement by:

- Ensuring ongoing compliance with the Mental Health Commission standards and regulations
- Enhancing internal clinical governance and auditing structures and continuing to benchmark against similar national and international Mental Health Service providers
- Introducing a comprehensive electronic clinical records and I.C.T. clinical support system
- Producing effectiveness and outcome measures
- Continuing to deliver efficient and effective services through a value-based ethos.

## Financial Governance

As an independently governed not-for-profit organisation with limited financial resources, it is critically important that we generate sufficient returns to fund our strategic objectives and to ensure the long-term sustainability of our organisation. We are committed to continuously improving the delivery of high quality services through the most effective and efficient deployment of limited resources for the benefit of people experiencing mental health difficulties.

## Organisational Governance

The attainment of the highest standards of organisational governance is a priority for the Board of Governors and management of St Patrick's Mental Health Services. We are committed to continuously improving our standards of governance to ensure the continued delivery of excellence in service provision and our organisation's long-term sustainability.

# Our strategy evaluation

The impact of the *Mental Health Matters 2013–2018* strategy will be assessed through the following measures:

- Assessing if the aims identified in the strategy have been achieved
- Monitoring our compliance with quality standards
- Conducting independent evaluation of service users' experiences
- Producing clinical outcomes including measures of symptom alleviation, service user reported wellbeing, clinician assessment, costs of treatment, length of stay and readmission rates
- Conducting public opinion research on attitudes to mental health and mental health difficulties
- Assessing Government's progress on ratification of the key international protocols and on mental health-related legislative reform
- Conducting research among Transition Year students on their understanding and attitudes to mental health
- Monitoring the financial performance of our organisation
- Monitoring the governance of our organisation
- Assessing if the philanthropic targets identified in the strategy have been achieved.

## Summary

St Patrick's Mental Health Services was founded to provide for the mental health needs of the people of Ireland and we have a proud tradition of providing mental health care over the last 260 years.

This strategy is one of the most ambitious we have embarked upon to date and the achievement of the strategic aims will have a significant impact on mental health care in Ireland. Through delivery of this strategy, the Board of Governors, staff, senior

management team and all those connected with St Patrick's are fully committed to ensuring that those who experience mental health difficulties receive the best opportunity to recover and live fulfilled lives.



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