Mental Health Matters

St. Patrick’s University Hospital
PO Box 136
James’s Street
Dublin 8
Tel: 01 249 3200

St. Edmundsbury Hospital
Lucan
Co. Dublin
Tel: 01 621 8200

www.stpatrickshosp.ie

Annual Report & Financial Statements
2009

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

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

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

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

Support the work of St. Patrick’s University Hospital

The future of mental health can be your legacy.

St. Patrick’s University Hospital is Ireland’s largest independent not-for-profit, mental health service provider.
St. Patrick’s University Hospital was founded over 250 years ago by Jonathan Swift, Dean of St. Patrick’s Cathedral and one of Ireland’s best known authors. Recognising that sufferers of mental illness needed a dedicated mental health service to provide care, treatment and a voice, Dean Swift added his entire estate to fund St. Patrick’s, the first hospital established in Ireland to provide specifically for the treatment of mental illness.

Today, St. Patrick’s is Ireland’s largest, independently governed, not-for-profit, mental health services organisation. The Hospital provides services for people from all over Europe and those experiencing mental illness of all kinds.

An Overview

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

Today, St. Patrick’s is Ireland’s largest, independently governed, not-for-profit, mental health services organisation. The Hospital provides services for people from all over Europe and those experiencing mental illness of all kinds.

The Hospital has extended its portfolio with the Dean Clinics, a range of community-based mental health centres which provide services to people who can be best supported and helped within the community.

St Patrick’s University Hospital Annual Report 2009

Cash Flow Statement
for the year ended 31st December 2009

<table>
<thead>
<tr>
<th></th>
<th>€000</th>
<th>€000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash inflow / outflow from operating activities</td>
<td>1,765</td>
<td>(1,302)</td>
</tr>
<tr>
<td>Returns on investments and servicing of finance</td>
<td>(194)</td>
<td>(287)</td>
</tr>
<tr>
<td>Capital expenditure and financial investment</td>
<td>(1,948)</td>
<td>(993)</td>
</tr>
<tr>
<td>Net cash outflow from capital expenditure and financial investment</td>
<td>(1,948)</td>
<td>(993)</td>
</tr>
<tr>
<td>Financing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional bank loans provided</td>
<td>986</td>
<td>(75)</td>
</tr>
<tr>
<td>Increase / (decrease) in cash in the year</td>
<td>609</td>
<td>(2,767)</td>
</tr>
<tr>
<td>Reconciliation of net cash flow to movement in net debt</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase / (decrease) in cash in the year</td>
<td>609</td>
<td>(2,767)</td>
</tr>
<tr>
<td>Additional bank loans, net</td>
<td>(986)</td>
<td>75</td>
</tr>
<tr>
<td>Change in net debt resulting from cash flows</td>
<td>(377)</td>
<td>(2,692)</td>
</tr>
<tr>
<td>Movement during the year</td>
<td>(377)</td>
<td>(2,692)</td>
</tr>
<tr>
<td>Net debt at start of year</td>
<td>(3,340)</td>
<td>(6,149)</td>
</tr>
<tr>
<td>Net debt, at end of year</td>
<td>(9,217)</td>
<td>(9,643)</td>
</tr>
</tbody>
</table>
Throughout the year, the Hospital continued to progress its strategy, Mental Health Matters, focusing on key strategic goals. These include the provision of expert treatment and support for people experiencing mental health problems and the recognition of St. Patrick’s University Hospital as the leading service provider in the area of specialist mental health treatment in Ireland. St. Patrick’s continues to work to improve society’s understanding of mental illness, reduce stigma and enable people with mental illness and their carers to play an active role in the structures and services being developed to support them. We also continue to advocate for the establishment of sufficient mental health services to support and treat those suffering from mental illness and for adequate mental health prevention initiatives.

As I enter into my first year as Chairman of the Board of Governors, I am conscious of the great efforts that have gone into meeting the goals of the strategy. In particular, I want to express my appreciation for the commitment and dedication of my predecessor, William Collier, whose enthusiasm and unyielding efforts have been an inspiration to his colleagues on the Board, the Senior Management Team and the staff of the Hospital. William continues to serve on the Board where his experience and insights are invaluable. The Board is newly aware of, and deeply appreciates, the commitment of the staff, management and volunteers of the Hospital. That commitment and dedication is crucial to the success of the strategy and to the ability of the organisation to continue providing the highest quality of mental health care, promoting mental health and advocating for the rights of those who suffer from mental illness.

Following the annual inspection by the Mental Health Commission both St. Patrick’s and St. Edmundsbury Hospitals retained their Approved Centre status. The 2010 inspection found the Hospitals to be fully compliant with the regulations and standards.

I want to thank the Board of Governors, The Hon. Mr. Justice John L. Murray, The Most Rev. John R.W. Neill, Mr. Justice Ronan Keane, The Very Rev. Robert Macleny, The Very Rev. Diarmuid Clancy, Professor Marcus Webb, Dr. Maryam Weir, Mr. Marcus Berrisford, Mr. Argo McInerney (retired), Mr. John Mulare (retired), and of course, Mr. William Collier for their ongoing work and commitment to St. Patrick’s and those who suffer from mental illness.

Mrs Caroline Preston
Chairman

Report of the Chairman of the Board of Governors

On behalf of the Board of Governors, I am pleased to present the Annual Report of St. Patrick’s University Hospital, Dublin for 2009.

### Balance Sheet as at 31st December 2009

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed assets</strong></td>
<td>24,946</td>
<td>23,814</td>
</tr>
<tr>
<td><strong>Financial assets</strong></td>
<td>86</td>
<td>86</td>
</tr>
<tr>
<td><strong>Total assets less</strong></td>
<td>28,606</td>
<td>22,646</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td>(3,574)</td>
<td>(1,254)</td>
</tr>
<tr>
<td><strong>Total assets less current liabilities</strong></td>
<td>25,032</td>
<td>23,390</td>
</tr>
<tr>
<td><strong>Creditors:</strong></td>
<td>17,200</td>
<td>18,168</td>
</tr>
<tr>
<td>Amounts falling due within one year</td>
<td>(13,626)</td>
<td>(19,422)</td>
</tr>
<tr>
<td><strong>Net current assets / (liabilities)</strong></td>
<td>3,574</td>
<td>(1,254)</td>
</tr>
<tr>
<td><strong>Creditors:</strong></td>
<td>17,200</td>
<td>18,168</td>
</tr>
<tr>
<td>Amounts falling due after more than one year</td>
<td>(5,374)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net assets excluding pension liability</strong></td>
<td>28,606</td>
<td>22,648</td>
</tr>
<tr>
<td><strong>Net assets / (liabilities)</strong></td>
<td>3,410</td>
<td>(7,765)</td>
</tr>
<tr>
<td><strong>Capital and special funds</strong></td>
<td>3,410</td>
<td>(7,765)</td>
</tr>
<tr>
<td><strong>Capital account</strong></td>
<td>3,410</td>
<td>(7,765)</td>
</tr>
</tbody>
</table>
St. Patrick's University Hospital is Ireland’s leading independent mental health service provider and aspires to provide the highest quality of mental health care, to promote mental health and to advocate for the rights of those who suffer from mental illness.

The St. Patrick's University Hospital strategy, Mental Health Matters, set out an ambitious five year programme. During 2009, the second year of the strategy, significant milestones were achieved.

In line with the principles of Government mental health policy, as outlined in “Vision for Change” the strategy focused the organisation on four key activities:

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

Service Delivery

Service Delivery is the primary function of St. Patrick’s University Hospital. The organisation is committed to the provision of the highest quality mental health care and to meeting all of the Mental Health Commission standards and regulations. Through the Mental Health Matters strategy, St. Patrick’s has committed to the development of a range of new mental health treatment and prevention services and to enhancing the current range of specialised programmes. Service delivery is firmly focused on a Recovery Model fostering positive coping and management skills to enhance the quality of life of those suffering from mental illness.

New services, developed as part of the Mental Health Matters strategy, include the community mental health centres (The Dean Clinics, four of which have been established to date), the Wellness and Recovery Service and a number of technology-based support services. The new Information & Support telephone and email service has become an invaluable resource for many health professionals as well as providing help and support to service users and to members of the public who might have concerns about themselves, family members or friends.

Community based Adolescent services have commenced through The Dean Clinic at Lucan and our new, state of the art, 14 bed in-patient unit opened in May 2010.

<table>
<thead>
<tr>
<th>Income &amp; Expenditure Account</th>
<th>for the year ended 31st December 2009</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income – continuing operations</td>
<td>Maintenance and treatment fees</td>
<td>55,762</td>
<td>52,869</td>
</tr>
<tr>
<td>Other income</td>
<td></td>
<td>523</td>
<td>724</td>
</tr>
<tr>
<td>Total income</td>
<td></td>
<td>56,285</td>
<td>53,713</td>
</tr>
<tr>
<td>Expenditure</td>
<td>Salaries and wages</td>
<td>(39,740)</td>
<td>(39,967)</td>
</tr>
<tr>
<td></td>
<td>Establishment and administration expenses</td>
<td>(7,578)</td>
<td>(7,473)</td>
</tr>
<tr>
<td></td>
<td>Other operating costs</td>
<td>(5,722)</td>
<td>(5,200)</td>
</tr>
<tr>
<td></td>
<td>Depreciation</td>
<td>(1,285)</td>
<td>(1,320)</td>
</tr>
<tr>
<td>Total expenditure</td>
<td></td>
<td>(54,325)</td>
<td>(51,944)</td>
</tr>
<tr>
<td>Operating surplus – continuing activities</td>
<td></td>
<td>1,958</td>
<td>1,769</td>
</tr>
<tr>
<td>Interest payable and similar charges</td>
<td></td>
<td>(194)</td>
<td>(397)</td>
</tr>
<tr>
<td>Pension finance charge / income</td>
<td></td>
<td>(1,580)</td>
<td>(203)</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td></td>
<td>184</td>
<td>1,575</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Statement of Total Recognised Gains &amp; Losses</th>
<th>for the year ended 31st December 2009</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surplus for the year</td>
<td></td>
<td>184</td>
<td>1,575</td>
</tr>
<tr>
<td>Difference between expected and actual return on scheme assets</td>
<td></td>
<td>6,510</td>
<td>30,815</td>
</tr>
<tr>
<td>Experience gains and losses on scheme liabilities</td>
<td></td>
<td>1,892</td>
<td>6,859</td>
</tr>
<tr>
<td>Effect of changes in actuarial assumptions</td>
<td></td>
<td>2,569</td>
<td>623</td>
</tr>
<tr>
<td>Total recognised gains and losses for the year</td>
<td></td>
<td>11,175</td>
<td>38,128</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Note of Historical Cost Surplus &amp; Deficit</th>
<th>for the year ended 31st December 2009</th>
<th>2009</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reported surplus for the year</td>
<td></td>
<td>184</td>
<td>1,575</td>
</tr>
<tr>
<td>Difference between historical cost depreciation charge on Hospital buildings and the depreciation calculated on the revalued amount</td>
<td></td>
<td>378</td>
<td>378</td>
</tr>
<tr>
<td>Historical cost surplus for the year</td>
<td></td>
<td>562</td>
<td>1,953</td>
</tr>
</tbody>
</table>
Advocacy

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

Throughout 2009, the Hospital continued its efforts to build and maintain constructive relationships with the Department of Health & Children, the Mental Health Commission, other independent Mental Health Service Providers and the Health Service Executive.

St. Patrick’s University Hospital has joined with Beaumont, the Highfield Hospital Group and St. John of God’s Hospital to form the Independent Mental Health Service Providers group. This group has made a formal proposal to the Health Service Executive on enhancing Public/Private Partnership between the HSE and the Independent Mental Health Sector to increase and improve the provision of Mental Health Services in Ireland. This proposal was also presented as a joint submission to the Expert Group on Resource Allocation and Financing in the Health Sector.

By invitation, the group also made a submission to the Independent Monitoring Group for “A Vision for Change”. With this submission and in a subsequent oral presentation the group sought a recommendation from the Monitoring Group requiring a more proactive and constructive engagement with the Independent Providers in implementation of Vision for Change. I have been appointed to the Independent Monitoring Group by Mr. John Mooney, Minister for Disability and Mental Health.

St. Patrick’s launched research on stigma and mental illness during Mental Health Week in 2009. This research provided disturbing findings on attitudes and perceptions towards mental illness in Ireland including:

- Over one third of people surveyed believe that those suffering from mental health problems are of below average intelligence.
- A further third of respondents stated that they would not willingly accept someone with a mental health problem as a close friend.
- 40% would discriminate against hiring someone with a history of mental illness on the grounds that they may be unreliable and
- 40% felt that undergoing treatment for a mental health problem is a sign of personal failure.

Stigma remains a major hurdle for people accessing mental health services. Because of this stigma many sufferers feel embarrassment and shame and are reluctant to seek appropriate supports. St. Patrick’s will continue its efforts to ensure that more is done to educate and inform people about mental illness in Ireland.

The Hospital has produced and distributed information leaflets on recognising eating disorders and on coping with recession. Regular broadcast and print media interviews are also used to advocate on behalf of those suffering from mental illness and to promote mental health.

Lines have been established with a number of other Advocacy and Service User groups.

Service User Participation

St. Patrick’s University Hospital is committed to enhancing service user involvement and has an active Consumer Council. Formal operating guidelines agreed between the Hospital and the Consumer Council have been in operation throughout 2009.

A service user nominee to the Board of Governors has been appointed and attends board meetings quarterly. There is also service user representation on a number of Hospital Committees including ethics, the adolescent unit project team and fundraising.

Service users are consulted proactively about strategic developments and changes within the Hospital and are involved in a number of levels monitoring, participating and consulting on various developments.

The ‘Expert by Experience’ initiative continues to progress, working actively to build an expert panel of service users to broaden participation and consultation within the Hospital. In addition, service user participation on interview panels brings a new perspective to staff recruitment.

The Consumer Council has produced a comprehensive document entitled, “A Journey with Dignity” through the Hospital from the first point of contact to discharge. This has been circulated throughout the organisation. The Consumer Council and the Senior Management Team will collaborate to develop an action plan to implement changes on foot of the report. Some changes are already in progress.

The Consumer Council is affiliated to the National Service User Executive (NSUE) a national representative body for service users.

Research and Training

St. Patrick’s University Hospital is committed to Research and Training. The organisation participates fully in the Dublin University Psychiatric/ Rotations Training Programme and also participates in the undergraduate education and training of a number of mental health care disciplines, including medicine, social work, occupational therapy, nursing and clinical psychology.

Fundraising Report

To progress the Mental Health Matters strategy, St. Patrick’s University Hospital acknowledges the need to develop a broad range of funding sources. To help achieve this, the Hospital is committed to developing a proactive Fundraising function.

The new Fundraising Department is now in place and the fundraising strategy is being implemented. Work continues to raise awareness of the organisation’s not-for-profit status and a positive, strong and unique identity to ensure an effective platform to generate income.

Fundraising guidelines, entitled Fundraising Practice & Policy at St. Patrick’s University Hospital, have been developed and approved by the Board to ensure that all fundraising activities are of a high standard and consistent with the new charities legislation.

Fundraising is focused on developing new and existing strategies to maximise income and to significantly raise the profile of St. Patrick’s. In addition Grant Making Trusts and Foundations are being identified and applications are being submitted as appropriate.

A number of Grant applications were successful during 2009. The Hilton Foundation granted 30,000 towards the Educational Facility of the Adolescent Unit while ESB Electric Aid has granted 11,000 towards computer equipment for the same facility.

The use of technology in spreading awareness of St. Patrick’s and of fundraising events is vital to the success of the organisations campaigns. Micro web sites linked to the main hospital site are used for each fundraising event and there is use of web based viral marketing.

For 2010, a sub committee has been formed in conjunction with members of the Consumer Council to develop a major giving appeal focused on the new Adolescent Services.

Gerry O’Byrne
Director, Business Development & Advocacy
Publications 2009


Kevin D Morgan, Paola Dazzan, Craig Morgan, Julia Lappin, Gerard Doody, Glynn Harrison, Peter Jones, Julian Leff and Robin M Murray. 'Differing patterns of transition into and out of the first episode of psychosis'. Psychological Medicine (In Press).


Craig Morgan, Jolanta Zanelli, Julia Lappin, Gillian Doody, Glynn Harrison, Peter Jones, Julian Leff and Robin M Murray. 'Differing patterns of transition into and out of the first episode of psychosis'. Psychological Medicine (In Press).

Chief Executive Officer


Volunteers and the Board of Governors of the Hospital ensures the high quality of patient care at St. Patrick's and is in line with our objective of a seamless mental health care system that provides complementary community and in-patient treatments.

The wholehearted commitment and dedication of staff, volunteers and the Board of Governors of the Hospital ensures the high quality of patient care at St. Patrick's and is in line with our objective of a seamless mental health care system that provides complementary community and in-patient treatments.

The Memorandum strengthens the relationship between the University Hospital designation, "St. Patrick's University Hospital" was formally inaugurated. Prof John Hegarty, Provost of Trinity and Prof. Dermot Kelleher, Dean of the School of Medicine, participated.

In a ceremony held during the Founders Day programme the University Hospital designation, "St. Patrick's University Hospital" was formally inaugurated. Prof John Hegarty, Provost of Trinity and Prof. Dermot Kelleher, Dean of the School of Medicine, participated.

The new Memorandum of Understanding with Trinity College Dublin and the School of Medicine, University of Dublin, comprehensively reviewed and independently audited.

The Hospital's child protection practices have been comprehensively reviewed and independently audited.

Both St. Patrick's and St. Edmundsbury Hospitals retained their "Approved Centre" status following the annual inspections by The Mental Health Commission in May, 2009.

Procedures were put in place to update recording and reporting of clinical incidents and all recommended actions to manage other risks such as the A(H1N1) influenza virus were put into effect.

New policies in relation to the pharmaceutical and alcohol dependence.

St. Patrick’s is committed to achieving and maintaining the highest standards in all aspects of service provision and physical surroundings. Throughout 2009 a comprehensive programme of quality improvement has been progressed. The Hospital has collaborated with St. John of God Hospital to establish an effective clinical benchmarking process and this is progressing well to the benefit of both organisations.

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Report of the Medical Director

Mental Health Matters: The Service “No Nation Needs So Much”

The key element of this strategy is therefore service. We are a not-for-profit, independent organisation whose only purpose is to improve the mental health of this nation through care, education and research.

We continue to reorganise and develop our programmes in line with this strategy, so that our services become more open, more accessible, more just and more effective.

In 2009 we made substantial progress which is detailed in the rest of this report. This has been a challenging year. We have encountered many difficulties in clinical governance, as well as much progress in research and advocacy. Our intention is to provide psychological services which are dedicated to recovery. We particularly welcome the report of St. Patrick’s University Hospital Consumer Council which emphasises the need for respect and dignity. We remain committed to achieving the standards required by The Mental Health Commission.

Enhancing our services in this way is simply the right thing to do. There is an urgent need for mental health services which respond to peoples needs and which respect peoples rights. In this regardit is worth noting that none of these developments has come at the expense of another service. Our move to the community and our development of a wellness and recovery ethos has enhanced all of the care we provide.

This year I would like to make special reference to the commencement of our dedicated Adolescent Mental Health Service. Its role in providing for assessment and treatment of young people with mental health disorder through the Teen Clinic cannot be undermined. We are delighted to have opened a new approved centre, Willow Grove adolescent unit, which will provide inpatient care where necessary.

Since the emphasis of our strategy is on service, then the pivotal drive of our strategy must be service-user choice. So long as our services are dignified, relevant and effective, then service-users will continue to value them. By combining inpatient and Teen Clinic care, St. Patrick’s University Hospital has significantly enhanced access and choice in Irish Mental Health services. It is our privilege to be able to care in this way. I want to thank all our service-users, our staff, our managers and our Board of Governors for working together to develop this service “no nation needs so much”.

Professor James V. Lucey
Medical Director

Research Report

Research at St. Patrick’s University Hospital is focused on the medical and social factors contributing to mental illness.

Developments in 2009

- The Research Department was pivotal in developing the new Memorandum of Agreement between the Hospital and Trinity College Dublin under which the Hospital’s name has been changed to St. Patrick’s University Hospital. The Memorandum of Agreement was formally inaugurated on November 20, 2010 as part of the Founder’s Day events.

- The Research Department contributed significantly to the re-establishment of Founder’s Day at St. Patrick’s. Founder’s Day highlights developments in clinical and academic mental health care within Ireland.

- During 2009, the Department supported four clinical research posts and an academic administrator based at the hospital and provided research placements for three TCD students doing PhD, MSc or BSc degrees in Neuroscience.

- In collaboration with other academics based in Trinity College Institute of Neuroscience the Research Department has developed new research programmes with other academics and/or provided facilities for researchers supervised by Prof Shane O’Mara and Prof Tom Connor.

- The first ever Translational Neuroscience PhD Studentship was awarded in 2009 to Prof McLoughlin and Prof Tom Connor (TCIN).

- Funding for a 3 year research project entitled ‘Measuring Quality of Care in an Irish Mental Health Service Context’ has been awarded through the Health Research Board Medical Research Charities Group. The award is funded jointly by the HRF and the Association of Friends of St. Patrick’s.

- Dr Vincent Agyapong is the 1st ever Senior Registrar appointment within the Hospital and is the newly appointed Clinical Lecturer in Psychiatry.

Professor Declan McLoughlin
PhD FRCPsych

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Financial Results

During the year approximately 3,000 people availed of inpatient and day care services and 4,000 people received outpatient clinic services. Overall income for the organisation amounted to €56.3 (4.8% v 2008) and total expenditure amounted to €54.3M (+4.6% v 2008) resulting in an operating surplus for the year of €1.96M compared to an operating surplus of €1.77M in 2008. Growth in income was largely driven by an increase in rates charged for services as part of stabilising the organisation’s financial position. The Net Operating Surplus (after interest and net pension charges) amounted to €1.184M compared to €1.58M in 2008. Despite the increase in revenue the deterioration in the financial results can be attributed to increases in employee numbers, salaries and wages and related expenses, higher charges for bad debts and lower than expected returns on pension scheme assets for the organisation’s defined benefit pension scheme. A programme of reducing costs and achieving better value for money without compromising services continued in 2009 and will continue throughout 2010.

The organisation’s Balance Sheet improved during the year due to a reduction in the deficit of the defined benefit pension scheme from €-30.4m in 2008 to €-19.8M, a reduction of €10.6M. This improvement can be attributed to an increase in the fair value of plan assets of the scheme and changes in the underlying valuation assumptions (under Financial Reporting Standard (FRS) 17) compared to 2008.

The net current asset position was stabilised during the year as a result of the renegotiation and finalisation of certain banking facilities resulting in a net current asset position of €3.6M compared to a net current deficit position of €-1.25M in 2008. Total bank borrowings (including overdraft) at the year end amounted to €9.2M of which €5.4M is repayable after one year.

During the year, capital expenditure amounted to €2.4M, a large proportion of which relates to an asset under construction at year end, namely the new child and adolescent centre. This new unit subsequently opened in May 2010. Other capital expenditure related to the continuous upgrading and refurbishment of facilities.

Overall the net asset position of the organisation at year end amounted to €3.4M compared to a deficit of €7.3M in 2008, representing an improvement of €10.7M.

Excerpts from the audited financial statements for the year ended 31 December 2009 are set out later in this document.

Support & Information Line

This new telephone support service is part of the Wellness and Recovery Centre and is available to our service users, the general public and referring health professionals. For service users, it provides ready accessible professional advice, guidance and support in maintaining or managing or improving mental health. For the public in general, it offers information on how to access mental health services including those at St Patrick’s University Hospital and supports improved public understanding of mental health and illness. For health care professionals, the service provides a useful information resource and a guide to referral services in St Patrick’s and St Edmundsbury and in the Dean Clinics. The service is staffed by experienced mental health nurses Monday to Friday with an answering and call back facility outside these times.

The number of the Support & Information line is: (01)2493333.
distressing symptoms of psychosis. Service users receive ongoing assessment and review whilst on the programme and it is also possible to access individual CBT with a clinical psychologists experienced in this area. A 12 week aftercare day programme was piloted in autumn 2009. This is currently being reviewed and updated.

**Memory Clinic**

The Memory Clinic provides multi-disciplinary assessments for people experiencing memory difficulties and allows for comprehensive investigation and initiation of treatment, where appropriate. It has inputs from neuropsychology, psychiatry, nursing and other mental health disciplines when necessary. A team-based approach to assessment is used to improve diagnostic accuracy. M.R scanning is usually conducted, as is blood testing, ensuring an accurate picture of physical health also. A treatment plan is developed for each patient and the importance of enhancing memory performance are discussed with the patient and families, where appropriate. The assessment can be arranged on a day patient or inpatient basis.

**Mood and Anxiety Programme (St. Edmundsbury)**

This programme, facilitated in St. Edmundsbury Hospital, consists of workshops on Anxiety, Depression and Bipolar Affective Disorder, a relationship group, induction group, discharge planning group, CBT/Mindfulness group, task assessment group, lifestyle issues group, exercise group and a stress management group. The programme also includes a Recovery model based series of lectures called “Managing Change”.

**The Adolescent Service**

The adolescent mental health service at St Patrick’s University Hospital is a national service providing community, day and inpatient services for adolescents aged 14, 15, 16 and 17. Each adolescent has a comprehensive assessment and an individual treatment programme designed to best meet their needs. A comprehensive range of treatment modalities are available including Cognitive Behaviour Therapy, Individual Psychotherapy, Group Therapy, Family Therapy and pharmacological interventions. The Adolescent Mental Health Services strive to detect mental illness early and intervene with appropriate treatment as soon as possible. A recovery orientated model of care is promoted and adolescents are included in all decisions regarding their care.

The community based adolescent service is based at the Dean Clinic in Lucan and the new in-patient unit is based on campus at St. Patrick’s University Hospital. In accordance with National and International best practice and the regulations and Code of Practice of the Mental Health Commission, the in-patient unit is completely separate and distinct from Adult units at the Hospital.

**The Dean Clinics**

The Dean Clinics offer a unique independent sector service to the general population. The service has been designed towards the mental health needs of the community in a multi-disciplinary setting, ensuring the
Throughout 2009 St. Patrick’s University Hospital has continued to develop new services and to enhance existing services as planned in the “Mental Health Matters” strategic plan. Service delivery is focused on a recovery model, ensuring that those with mental health difficulties get the right support and treatments to overcome their challenges and live fulfilling lives. St. Patrick’s is firmly committed to the development of such services.

A major area of committed effort to the development of community-based services is the Dean Clinics, a range of community-based centres established to cater for those suffering from mental illness who can be best supported and helped within a community setting and for those leaving the hospital inpatient services and recovery centres continue to expand. The first clinic outside of Dublin was established in Carrigaline in March 2009 and a Galway centre is planned for 2010 with other regional centres to follow.

The Dean Clinics offer a unique independent service to the general population providing a general community multidisciplinary assessment and treatment service. The centre provides clients a combination of psychiatry, pharmacology, occupational therapy, psychology, cognitive therapy and family therapy to assist them to manage the disorder. In addition, specialised anxiety, disorder assessments, individual cognitive behavioural psychotherapy and group therapies for generalised anxiety, and obsessive-compulsive disorder are provided at the Capel Dean Clinic.

Wellness & Recovery Centre (WRC):

The Wellness & Recovery Centre, on the campus of St. Patrick’s University Hospital, provides access to all of the Hospital’s clinical programmes and services on a day patient basis. The centre also provides a wide range of specialist individual therapies.

In addition to the treatment-focused programmes, the WRC offers a 10-day recovery programme to support service users who experience difficulties reintegrating into their families and/or their communities following a period of ill health or hospitalisation. The programme equips service users with the skills and wellness tools required to manage their own mental health and improve their quality of life, despite their mental health challenges. Each individual formulates their own Wellness & Recovery Action Plan (WRAP) as part of the programme.

The programme was enhanced in May 2010 with the launch of both the Recovery Café and a weekend retreat programme. An evening WRAP programme will commence in September to facilitate service users who work during the day.

The WRC also offers additional programmes such as the Therapeutic and Lifestyle Programme for Men, the Psychosis Education and Management programme, and the Severe and Enduring Mental Illness (SMI) Group for women. All Wellness & Recovery Centre services can be accessed following hospital admission, through outpatients or through the Dean Clinics.

Psychiatry of Later Life – The Evergreen programme

This programme specialises in the mental health care of the elderly and focuses primary on depression and dementia in later life. The programme’s goals are to facilitate/reverse independence in occupational performance and to facilitate patients’ understanding and management of their illness. Groups have a strong focus on planning for functional independence following discharge and for linking to necessary services and outside supports. Components of the programme include: Understanding and Managing Depression & Anxiety in Later Life, Retirement Issues, and Goal Planning, Leisure Exploration, Falls Prevention Education and Healthy Movement, Meal-based groups, Advanced Relaxation Techniques, Memory Skills (mental aeriatics) and a physiotherapy class called Fit For Life.

Psychosis Recovery

The psychosis recovery programme is a three-week programme delivered by a multi-disciplinary team which is available to both in-patients and day patients. It is recovery orientated and provides psycho-education around psychosis, recovery strategies and specialist cognitive-behaviour therapy skills to help participants cope with the
The Young Adult Programme caters for those aged 18-24 yrs and treats depression, anxiety, panic disorder, generalised anxiety, phobia, obsessive-compulsive disorder and some more complex presentations.

The Eating Disorder Programme: Embracing Recovery

This is a three-week programme designed for inpatients and day patients who experience depression. The aim of the programme is to promote healthy living, inspire hope and a vision of recovery. The programme facilitates the patient’s journey towards recovery using cognitive-behavioural therapy, group therapy and stress management strategies. It also aims to prevent potential relapse and advocate for people who have an experience of depression.

Bipolar Programme

The mission of the bipolar education programme is to provide psycho-education and peer support and to facilitate insight and adjustment for those living with bipolar affective disorder and therefore promote wellbeing and reduce the risk of relapse. This programme is coordinated by a Clinical Nurse Specialist with Cognitive Therapy training.

Young Adult Programme

The Young Adult Programme caters for those aged 18-24 yrs and treats depression, anxiety, panic disorder, generalised anxiety, phobia, obsessive-compulsive disorder and some more complex presentations.
Nursing

Nurses provide support and evidenced-based care to service users in all parts of their care journey on a 24-hour basis. Because of the all-encompassing nature of the role, nursing staff are the principal conduit through which care is provided.

Nurse training at St. Patrick’s entails completion of a Bachelor of Nursing science programme conducted in partnership with Trinity College Dublin. Currently there are 54 undergraduate psychiatric nurse students in training in St. Patrick’s and St Edmundsbury Hospitals with up to 15 students training each year over a four year cycle. A Masters Degree in Child & Adolescent nursing has been developed by the Nursing Department in conjunction with Trinity College, Dublin and a number of nurses are studying this course.

Nurses, and other disciplines, undertake the role of key worker within multidisciplinary teams. They also provide a comprehensive range of services in all clinical areas including the Admission & Assessment Unit, Nurse Education & Practice Development, the Cognitive Behavioural Psychotherapy department, the ECT Department, the Wellness & Recovery service, the Support & Information line and the Dean Clinic. Nurses also fulfil specialist and advanced practice roles in all clinical programmes including the Depression, Bipolar Disorder, Anxiety Disorders, Eating Disorders, Young Adult, Care of the Elderly and Psychosis Recovery programmes.

Occupational Therapy

Occupational therapists work within multidisciplinary teams and also facilitate a number of therapeutic groups across all treatment programmes. The Occupational Therapy Department uses the Model of Human Occupation (MOHO) as its therapeutic paradigm for assessment and treatment.

The Department also has a number of activity instructors working in the Hospital's art, craft, pottery and computer rooms and in the Gymnasium.

Clinical Psychology

In addition to clinical psychologists working within multidisciplinary teams, the Clinical Psychology Department runs the inpatient Living Through Distress programme and an outpatient ADHD clinic.

Social Work

Social work help is provided through information, advice, counselling and advocacy. It is often directed towards enabling service users to deal more effectively with matters of social and emotional concern which may affect themselves and their dependants and to access potentially beneficial services and resources relevant to various aspects of life. These include rehabilitation, social care, the protection of children and vulnerable adults, income maintenance, accommodation and welfare rights. A number of our social workers are also Systemic Family Therapists.

Old Age teams at SPUH are now concentrated on a single ward and a broad range of interventions is provided to in-patients over the age of 65. The Memory Clinic provides neuropsychological assessments for people experiencing memory difficulties.

The new regulations relating to the admission of children under the Mental Health Act 2001 have a significant bearing on the Eating Disorder service and children under the age of 18 with an eating disorder, who previously would have been admitted direct to this service, now come under the care of the Adolescent team.

Reviews of the Affective Disorders Programmes (Inpatient Depression Programme and Bipolar Affective Disorder Programme) are continuing to ensure that the interventions provided are evidence-based and that the programme meets the needs of clients in the most efficient way possible. The objective of the review is to restructure the programme so that most of the programme will be delivered to day/patients.

The service at St. Edmundsbury Hospital in Lucan continues to focus on mood and anxiety disorders and as with St. Patrick’s the Hospital is committed to developing and enhancing day services and recovery based programmes.
Clinical Governance Report
Clinical Governance is the framework through which St. Patrick’s University Hospital is accountable for continuously improving the quality and safety of its services.

The Clinical Governance Committee provides oversight of all clinical activity throughout the organization. In 2009 a comprehensive programme of quality improvement was rolled out ensuring that:

- Regular clinical audits are carried out with standardisation of clinical terms and definitions – the results of these audits are reported to the Clinical Governance Committee and ultimately to the Clinical Governance Sub-committee of the Board
- The hospital participates in benchmarking exercises with similar organizations and compares its activities with national statistics.
- Clinical Policies and Practices were reviewed and updated as necessary and the process was overseen by the Clinical Governance committee.
- The hospital monitors its clinical treatment and care practices effectively through the clinical audit process.
- The hospital has implemented appropriate safeguards for access to and storage of confidential information.
- A multi-disciplinary approach to mental health care delivery is continued in these clinics.
- Even for the most acutely mentally ill individuals the duration of inpatient care is relatively short – the focus of care and treatment is to return the individual to an active social, personal and work life.

Risk Management:
- The updated methods by which clinical incidents are recorded, reported and reviewed have been monitored by the Clinical Governance Committee. All incidents are formally reviewed and, where necessary, more detailed investigations are carried out, i.e. root cause analysis or focused reviews. The incident review process provides invaluable information to evaluate the clinical performance of the entire service.
- During 2009 The Hospital took all the recommended actions to manage the A (H1N1) Influenza virus. Only a small number of staff and patients were affected.
- A new policy governing the relationship between the Hospital and the pharmaceutical and medical device industries has been implemented. This policy aims to ensure that the process of clinical decision making is transparent, ethical, free of undue economic influence and reflective of the highest treatment and care standards.

Tom Maher
Director of Services
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- The hospital monitors its clinical treatment and care practices effectively through the clinical audit process.
- The hospital has implemented appropriate safeguards to govern access to and storage of confidential information.
- Processes for assuring the quality of care are in place and integrated with the quality programme for the organisation as a whole.
- Clear policies exist in St. Patrick’s University Hospital for the management of risk, including incident reporting and complaints management.
- Clinical incidents are recorded, reported and reviewed according to the Clinical Governance Committee and, where necessary, a comprehensive analysis of incidents (Root Cause Analysis) is completed and reported to the Board.
- St. Patrick’s University Hospital has a comprehensive process of dealing with and responding to complaints and adverse events.

A clinical benchmarking process has been established with St. John of God’s Hospital and the independent audit of the Hospital’s child protection practices has been completed.

Approved Centre Status:

Both St. Patrick’s and St. Edmundsbury Hospitals retained their ‘Approved Centre’ status following the annual inspections by The Mental Health Commission in May 2009.

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Director of Services

Clinical Governance Report

St. Patrick’s provides a wide range of programmes and services delivering therapeutic treatment and care to patients. In addition the departments of Social Work, Occupational Therapy, Clinical Psychology and Cognitive Behavioural therapy provide individual and group psychotherapeutic interventions.

St. Patrick’s employs in excess of 300 clinicians (consultant psychiatrists, ward-based nursing staff, advanced nurse practitioners, clinical nurse specialists, social workers, family therapists, cognitive therapists, clinical psychologists, occupational therapists and counselling) to deliver a wide range of mental health services. These clinicians form multi-disciplinary teams to facilitate a holistic approach to the treatment and care of those in psychological or emotional distress.

There are approximately 2,750 inpatient admissions to St. Patrick’s every year along with 3,000 outpatient appointments. With its department of the community based Dean Clinics, St. Patrick’s provides community mental health care to a wider range of people in more accessible locations. The multi-disciplinary approach to mental health care delivery is continued in these clinics.

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

St. Patrick’s University Hospital Annual Report 2009
Nursing

Nurses provide support and evidenced-based care to service users in all areas of their care journey on a 24-hour basis. Because of the all-encompassing nature of the role, nursing staff are the principal conduit through which care is provided.

Nurse training at St. Patrick’s entails completion of a Bachelor of Nursing science programme conducted in partnership with Trinity College Dublin. Currently there are 54 undergraduate psychiatric nurse students in training in St. Patrick’s and St Edmundsbury Hospitals with up to 10 students training each year over a four-year cycle. A Masters degree in Child & Adolescent Nursing has been developed by the Nursing Department in conjunction with Trinity College, Dublin and a number of nurses are undertaking this course.

Nurses, and other disciplines, undertake the role of key worker within multidisciplinary teams. They also provide a comprehensive range of services in all clinical areas including the Admission & Assessment Unit, Nurse Education & Practice Development, the Cognitive Behavioural Psychotherapy department, the CBT Department, the Wellness & Recovery service, the Support & Information line and the Dean Clinics. Nurses also fulfil specialist and advanced practice roles in all clinical programmes including the Depression, Bipolar Disorder, Anxiety Disorders, Eating Disorders, Young Adult, Care of the Elderly and Psychosis Recovery programmes.

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Occupational therapists work within multidisciplinary teams and also facilitate a number of therapeutic groups across all treatment programmes. The Occupational Therapy Department uses the Model of Human Occupation (MOHO) as its therapeutic paradigm for assessment and treatment.

The Department also has a number of activity instructors working in the Hospital’s art, craft, pottery and computer rooms and in the Gymnasium.

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Social work help is provided through information, advice, counseling and advocacy. It is often directed towards enabling service users to deal more effectively with matters of social and emotional concern which may affect themselves and their dependants and to access potentially beneficial services and resources relevant to various aspects of life. These include rehabilitation, social care, the protection of children and vulnerable adults, income maintenance, accommodation and welfare rights. A number of our social workers are also Systems, Family Therapists.

Old Age teams at SPUH are now concentrated on a single ward and a broad range of interventions is provided to in-patients over the age of 65. The Memory Clinic provides neuro-psychological assessments for people experiencing memory difficulties.

The new regulations relating to the admission of children under the Mental Health Act 2001 have a significant bearing on the Eating Disorder service and children under the age of 18 with an eating disorder, who previously would have been admitted direct to this service, now come under the care of the Adolescent Team.

Reviews of the Affective Disorders Programmes (Inpatient Depression Programme and Bipolar Affective Disorder Programme) are continuing to ensure that the interventions provided are evidence-based and that the programmes meet the needs of clients in the most efficient way possible. The objective of the review is to restructure the programme so that most of the programme will be delivered to day/patients.

The service at St. Edmundsbury Hospital in Lucan continues to focus on mood and anxiety disorders and as with St. Patrick’s the Hospital is committed to developing and enhancing day services and aftercare based programmes.
The Young Adult Programme caters for those aged 18-24 yrs and treats depression, anxiety, panic disorder, generalised anxiety disorder and social phobia. The emphasis is on group work, collaborative effort and insight generation. While attending the Young Adult Programme, patients can attend other, diagnosis-based groups in any of the therapeutic activities within the Hospital that they may require. A Clinical Nurse Specialist coordinates the programme and the Young Adult Programme (YAP) team also works closely with the Adolescent Service to meet the needs of adolescents.

The Anxiety Disorder Programme

The Anxiety Disorder Programme caters for people with anxiety disorders. This includes panic disorder, agoraphobia, generalised anxiety disorder, obsessive-compulsive disorder and post-traumatic stress disorder. The Anxiety Disorder Programme provides individual and group therapy for patients with anxiety disorders.

The Bipolar Disorder Programme

The Bipolar Disorder Programme caters for people with bipolar disorder. This includes bipolar type I and bipolar type II. The programme provides individual and group therapy for patients with bipolar disorder.

The Depression Programme

The Depression Programme caters for people with depression. This includes major depressive disorder, recurrent depressive disorder and bipolar disorder (in the absence of mania). The programme provides individual and group therapy for patients with depression.

The Alcohol and Addiction Programme

The Alcohol and Addiction Programme caters for people with alcohol dependence and co-occurring mood or anxiety disorders. The programme provides individual and group therapy for patients with alcohol dependence.

The Alcohol and Addiction Programme at St. Patrick’s University Hospital involves a multidisciplinary, multimodal approach to treating addictions. The pathway of care includes assessment, detoxification, and the addiction programme. The programme includes didactic lectures, skills training, motivational groups, individual counselling, lifestyle skills training, and access to a range of multidisciplinary services such as psychology, social work, occupational therapy and nursing. In addition, clinicians work closely with family members and/or concerned significant others, engaging them in the therapeutic process. Our recovery model is based on a staged treatment process which includes inpatient treatment, a step-down programme, and discharge. The service is also available in the multidisciplinary community-based Dean Clinic service. Attendance to AA is also recommended to support and enhance the interventions.

The Dual Diagnosis Programme

The Dual Diagnosis Programme caters for people with alcohol and drug dependence and co-occurring mood or anxiety disorders. The programme provides individual and group therapy for patients with dual diagnosis.

The Anxiety Disorder Programme

The Anxiety Disorder Programme is established at St. Patrick’s Hospital in April 2003 and caters for a wider range of anxiety disorders. It is delivered by a multidisciplinary team catering for both males and females.
Throughout 2009 St. Patrick’s University Hospital has continued to develop new services and to enhance existing services as planned in the “Mental Health Matters” strategy. Service delivery is focused on a Recovery model, ensuring that those with mental health difficulties get the right support and treatments to overcome their challenges and live fulfilling lives. St. Patrick’s is firmly committed to the development of such services.

A major area of commitment to the development of community-based services is the Dean Clinics, a range of community-based centres established to help patients suffering from mental illness who can be best supported and helped within a community setting and for those leaving the hospital’s inpatient services and recovery centre continue to require. The first clinic, outside Goolin was established in Cork in March 2009 and a Galway centre is planned during 2010 with other regional centres to follow.

The Dean Clinics offer a unique independent sector service to the general population providing a general community multi-disciplinary assessment and treatment service, access to inpatient care in St. Patrick’s University Hospital if necessary.

Wellness & Recovery Centre (WRC):

The Wellness & Recovery Centre, on the campus of St. Patrick’s University Hospital, provides access to all of the Hospital’s clinical programmes and services on a day patient basis. The centre also provides a wide range of specialist individual therapies. In addition to the treatment-focused programmes, the WRC offers a 10-day recovery programme to support service users who experience difficulties reintegrating into their families and/or their communities following a period of ill health or hospitalisation. The programme equips service users with the skills and wellness tools required to manage their own health and improve their quality of life, despite their mental health challenges. Each individual formulates their own Wellness & Recovery Action Plan (WAP) as part of the programme. This programme was enhanced in May 2010 with the launch of both the Recovery Cells and a weekend retreat programme. An evening WAP programme will commence in September to facilitate service users who work during the day.

The WRC also offers additional programmes such as the Therapeutic and Lifestyle Programme for Men, the Psychosis Education and Management programmes, and the Severe and Enduring Mental Illness (SEMI) Group for women. All Wellness & Recovery Centre services can be accessed following inpatient admission, through outpatients or through the Dean Clinics.

Psychiatry of Later Life – The Evergreen programme

The psychiatry recovery programme is a three-week programme delivered by a multi-disciplinary team which is available to both in-patients and day patients. It is recovery orientated and provides psycho-education around psychosis, recovery strategies and specialist cognitive behaviour therapy skills to help participants cope with the patients, offering a combination of psychiatry, pharmacology, occupational therapy, psychology, cognitive therapy and family therapy to assist them to manage the disorder. In addition, specialised anxiety disorder assessments, individual cognitive behavioural psychotherapy and group therapies for generalised anxiety and obsessive-compulsive disorder are provided at the Capel Dean Clinic.

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Corporate Governance & Internal Control Overview

The Governors and management are committed to obtaining the highest standards of corporate governance. Governance matters are the subject of considerable board and management time and attention. The core objective of such activity is to determine the issues that need to be addressed to ensure St. Patrick’s governance arrangements are sound and reflect the present and future needs of the evolving organisation.

The Governors have overall responsibility for the system of internal control procedures and for reviewing its effectiveness. Significant Board and management time are expended on the improvement of internal controls, the assessment of risk that may impact on the organisation, the elimination of such risks where possible and therefore ensuring the continued financial well being and reputation of the organisation. The Board delegates certain duties relating to internal control, risk management and general financial management and oversight to the Audit and Financial Committee. The Chairman of the Committee reports to the Board and minutes of meetings are circulated to all governors. The committee places major emphasis on the annual planning and review processes, and the organisation’s annual plan is examined and approved in detail and submitted to the Board for approval. During the year ended 31 December 2009 the Board met twelve times and the Audit & Finance Committee met five times.

Frank Byrne
Finance Director

Outlook 2010

Although the economic environment remains somewhat uncertain the financial position of the organisation continues to be consolidated in 2010 within those challenging parameters. Services are being expanded where feasible, most notably as the new child and adolescent unit. However, as St. Patrick’s deduces the majority of its income from the various health insurers, the impact of the wider economic environment and changes in that industry directly impacts on the organisation and the achievement of its strategic objectives. The determination in this matter as a result of raising unemploment and other matters presents challenges to the organisation, in terms of financial implications, the way services are delivered and from an advocacy perspective.

As an independent not for profit organisation it is vitally important that continued prudent financial management is exercised to ensure the long term sustainability of the organisation as it continues to fund the implementation of its strategic objectives, most important of which is to provide the highest quality services to people suffering from mental ill-health, albeit in the current challenging environment.

distressing symptoms of psychosis. Service users receive ongoing assessment and review whilst on the programme and it is also possible to access individual CBT with a clinical psychologist experienced in this area. A 12 week aftercare day programme was piloted in autumn 2009. This is currently being reviewed and updated.

Memory Clinic

The Memory Clinic provides multi-disciplinary assessments for people experiencing memory difficulties and allows for comprehensive investigation and initiation of treatment, where appropriate. It has inputs from neuropsychology, psychiatry, nursing and other mental health disciplines when necessary. A team-based approach to assessment is innovator improves diagnostic accuracy. MRI scanning is usually conducted, as is blood testing, ensuring an accurate picture of physical health also. A treatment plan is developed for each patient and techniques to enhance memory performance are discussed with the patient and families, where appropriate. The assessment can be arranged on a day patient or inpatient basis.

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The Dean Clinics

The Dean Clinics offer a unique independent sector service to the general population. The service has been designed towards the mental health needs of the community in a multi-disciplinary setting, ensuring the
Financial Results

During the year approximately 3,000 people availed of inpatient and day care services and 4,000 people received outpatient clinic services. Overall income for the organisation amounted to €56.3M (+4.8% v 2008) and total expenditure amounted to €54.3M (+4.6% v 2008) resulting in an operating surplus for the year of €1.96M compared to an operating surplus of €1.77M in 2008. Growth in income was largely driven by an increase in rates charged for services as part of stabilising the organisation’s financial position. The Net Operating Surplus (after interest and net pension charges) amounted to €0.184M compared to €1.58M in 2008. Despite the increase in revenue the deterioration in the financial results can be attributed to increases in employee numbers, salaries and wages and related expenses, higher charges for bad debts and lower than expected return on pension scheme assets for the organisation’s defined benefit pension scheme. A programme of reducing costs and achieving better value for money without compromising services continued in 2009 and will continue throughout 2010.

The organisation’s Balance Sheet improved during the year due to a reduction in the deficit of the defined benefit pension scheme from €-30.4M in 2008 to €-19.8M, a reduction of €10.6M. This improvement can be attributed to an increase in the fair value of plan assets of the scheme and changes in the underlying valuation assumptions (under Financial Reporting Standard (FRS) 17) compared to 2008.

The net current asset position was stabilised during the year as a result of the renegotiation and finalisation of certain banking facilities resulting in a net current asset position of €3.6M compared to a net current deficit position of €-1.25M in 2008. Total bank borrowings (including overdraft) at the year end amounted to €9.2M of which €5.4M is repayable after one year.

During the year, capital expenditure amounted to €2.4M, a large proportion of which relates to an asset under construction at year end, namely the new child and adolescent centre. This new unit subsequently opened in May 2010. Other capital expenditure related to the continuous upgrading and refurbishment of facilities.

Overall the net asset position of the organisation at year end amounted to €-3.4M compared to a deficit of €-7.8M in 2008, representing an improvement of €4.4M.

Extracts from the audited financial statements for the year ended 31 December 2009 are set out later in this report.
Report of the Medical Director

Mental Health Matters:
The Service “No Nation Needs So Much”

Service is the underlying theme of our strategy at St. Patrick’s University Hospital. Our goal is to work with those who suffer from mental illnesses, and with their families. Through our multidisciplinary specialist programmes we aim to provide in-patient, day patient and out-patient care which is dedicated to recovery.

In 2009 we made substantial progress which is detailed in the rest of this report. There have been many developments in clinical governance, as well as much progress in research and advocacy. Our intention is to provide psychological medicine which is dedicated to recovery. We particularly welcome the report of St. Patrick’s University Hospital Consumer Council which emphasises the need for respect and dignity. We remain committed to achieving the standards required by the Mental Health Commission.

Enhancing our service in this way is simply the right thing to do. There is an urgent need for mental health services which respond to people's needs and which respect people's rights. In this regard it is worth noting that none of these developments has come at the expense of another service. Our move to the community and our development of a wellness and recovery ethos has enhanced all of the care we provide.

This year I would like to make special reference to the commencement of our dedicated Adolescent Mental Health Service. Its role in providing for assessment and treatment of young people with mental health disorder through the Dear Clinic cannot be understated. We are delighted to have opened a new approved centre, Willow Grove adolescent unit, which will provide inpatient care where necessary.

Since the emphasis of our strategy is on service, then the pivotal drive of our strategy must be service-user choice. So long as our services are dignified, relevant and effective, then service-users will continue to value them. By combining inpatient and Dear Clinic care, St. Patrick’s University Hospital has significantly enhanced access and choice in mental health services. It is our privilege to be able to care in this way. I want to thank all our service-users, our staff, our managers and our Board of Governors for working together to develop this service “no nation needs so much”.

Professor James V. Lucey
Medical Director

Research Report

Research at St. Patrick’s University Hospital is focused on the medical and social factors contributing to mental illness.

Developments in 2009

- The Research Department was pivotal in developing the new Memorandum of Agreement between the Hospital and Trinity College Dublin under which the Hospital’s name has been changed to St Patrick’s University Hospital. The Memorandum of Agreement was formally inaugurated on November 20, 2010 as part of the Founder’s Day events.
- The Research Department contributed significantly to the re-establishment of Founder’s Day at St Patrick’s. Founder’s Day highlights developments in clinical and academic mental health care within Ireland.
- During 2009, the Department supported four clinical research posts and an academic administrator based at the Hospital and provided research placements for three TCD students doing PhD, MSc or BSc degrees in Neuroscience.
- In collaboration with other academics based in Trinity College Institute of Neuroscience the Research Department has developed new research programmes with other academics and/or provided facilities for researchers supervised by Prof Shane O’Mara and Prof Tom Connor.
- The first ever Translational Neuroscience PhD Studentship was awarded in 2009 to Prof McLoughlin and Prof Tom Connor (TCIN).
- Funding for a 3 year research project entitled “Measuring Quality of Care in an Irish Mental Health Service Context” has been awarded through the Health Research Board Medical Research Charities Group. The award is funded jointly by the HPR and the Association of Friends of St. Patrick’s.
- Dr Vincent Agyapong is the first ever Senior Registrar appointment within the Hospital and is the newly appointed Clinical Lecturer in Psychiatry.

Professor Declan McLoughlin
PhD, IFOM, MD, MRCPsych
Clinical Governance is the framework through which St. Patrick's University Hospital is accountable for continuously improving the quality and safety of its services.


Chief Executive Officer

Chairwoman of the Board of Governors of the Hospital ensures the high quality of patient care at St. Patrick's and is ... our objective of a seamless mental health care system that provides complementary community and in-patient treatments.


Trinity College Dublin and the Hospital. It reflects the scope and complexity of the clinical research carried out at the Hospital and affirms an affiliation that signifies excellent state-of-the-art patient care.

New policies in relation to the pharmaceutical and... electrical stimulation improves symptoms of major depression. Evid Based Ment Health. 2009 Aug;12(3):80-1.

The Hospital's child protection practices have been comprehensively reviewed and independently audited.


Farren CK, Scimeca M, Wu R, O'Malley SS: Thekiso T, Fearon P 'An update on the management of bipolar disorder'

Mitchell JC, Ariff B, Yates DM, Lau K-F, Rogelj B, Perkinton MS, Agyapong V. , Migone M. , Crosson C, Mackey B. ; Knowledge and... patients with the recognition and management of Asperger's Syndrome;  Accepted on the 23rd of March 2009 for publication in the December issue of Irish Journal of Psychological Medicine

The new Memorandum of Understanding with Trinity College establishes St. Patrick's involvement in high quality research and training. A number of externally-funded research projects are underway within the service.

The Memorandum strengthens the relationship between Trinity College Dublin and the Hospital. It reflects the scope and complexity of the clinical research carried out at the Hospital and affirms that significant clinical research projects are underway within the services.

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Clinical Governance & Quality

Clinical Governance is the framework through which St. Patrick's University Hospital is accountable for continuously improving the quality and safety of its services.

St. Patrick's is committed to achieving and maintaining the highest standards in all aspects of service provision and physical surroundings. Throughout 2009 a comprehensive programme of quality improvement has been progressed. The Hospital has collaborated with St. John of God Hospital to establish an effective clinical benchmarking process and this is progressing well to the benefit of both organisations.

The Hospital's child protection practices have been comprehensively reviewed and independently audited.

Both St. Patrick's and St. Edmundsbury Hospitals retained their 'Approved Centre' status following the annual inspections by The Mental Health Commission in May, 2009.

Processes were put in place to update recording and reporting of clinical actions and the recommended actions to manage other risks such as the AH1N1 influenza virus were put into effect.

New policies in relation to the pharmaceutical and medical device industries were developed to ensure that the process of clinical decision making is transparent, ethical, free of undue economic influence and reflective of the best available evidence.

The wholehearted commitment and dedication of staff, volunteers and members of the Board of Governors of the Hospital ensures the high quality of patient care at St. Patrick's and its integral role in driving the expansion and development of services to achieve our objective of a seamless mental health care system that provides complimentary community and in-patient treatments.

Paul Gilligan
Chief Executive Officer
Advocacy

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

Throughout 2009, the Hospital continued its efforts to build and maintain constructive relationships with the Department of Health & Children, the Mental Health Commission, other independent Mental Health Service Providers and the Health Service Executive.

St. Patrick’s University Hospital has joined with Bloomfield, the Highfield Hospital Group and St. John of God’s Hospital to form the Independent Mental Health Service Providers group. This group has made a formal proposal to the Health Service Executive on enhancing Public/Private Partnership between the HSE and the Independent Mental Health Sector to increase and improve the provision of Mental Health Services in Ireland. This proposal was also presented as a joint submission to the Expert Group on Resource Allocation and Financing in the Health Sector.

By invitation, the group also made a submission to the Independent Monitoring Group for “A Vision for Change”. With this submission and in a subsequent presentation the group sought a recommendation from the Monitoring Group regarding a more proactive and constructive engagement with the Independent Providers in implementation of Vision for Change. I have been appointed to the Independent Monitoring Group by Mr. John Moloney, Minister for Disability and Mental Health.

St. Patrick’s has launched research on stigma and mental illness during Mental Health Week in 2003. This research provided disturbing findings on attitudes and perceptions towards mental illness in Ireland including:

- Over one third of people surveyed believe that those suffering from mental health problems are of below average intelligence.
- A further third of respondents stated that they would not willingly accept someone with a mental health problem as a close friend.
- 40% would discriminate against hiring someone with a history of mental illness on the grounds that they may be unreliable and
d- 40% felt that undergoing treatment for a mental health problem is a sign of personal failure.

Stigma remains a major hurdle for people accessing mental health services. Because of stigma many sufferers feel embarrassed and ashamed and are reluctant to seek appropriate supports. St. Patrick’s will continue its efforts to ensure that more is done to educate and inform people about mental illness in Ireland.

The Hospital has produced and distributed information leaflets on recognising eating disorders and on coping with recession. Regular broadcast and print media interviews are also used to advocate on behalf of those suffering from mental ill health and to promote mental health.

Links have been established with a number of other Advocacy and Service user groups.

Fundraising Report

To progress the Mental Health Matters strategy, St. Patrick’s University Hospital acknowledges the need to develop a broad range of funding sources. To help achieve this, the Hospital is committed to developing a proactive Fundraising function.

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Fundraising Report

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The new Fundraising Department is now in place and the fundraising strategy is being implemented. Work continues to raise awareness of the organisation’s not-for-profit status and a positive, strong and unique identity to ensure an effective platform to generate income.

Fundraising guidelines, entitled Fundraising Practice & Policy at St. Patrick’s University Hospital, have been developed and approved by the Board to ensure that all fundraising activities by the Hospital, the Association of Friends of St. Patrick’s and other associated organisations are of a high standard and consistent with the new charitable legislation.

Fundraising is focused on developing new and existing events to maximise income and to significantly raise the profile of St. Patrick’s. In addition Grant Making Trusts and Foundations are being identified and applications are being submitted as appropriate.

A number of Grant applications were successful during 2009. The Hilton Foundation granted €50,000 towards the Educational Facility of the Adolescent Unit while ESB Electric Aid has granted €10,000 towards computer equipment for the same facility.

The Fundraising Department was instrumental in achieving the joint MRCU/HHRI Research Funding of €177,499 over three years to co-fund research entitled “Measuring Quality of Care in an Irish Health Service Context”. The “Friends of St. Patrick’s” will be contributing an equal amount of “matching” funding to the project.

The Christmas Raft raised in excess of €45,000 net. Due to the prevailing economic climate, corporate response to the Christmas Tree appeal was difficult to muster, however the appeal succeeded in raising a net €31,000 and the Coast to Coast cycle raised €4,000. Half of this amount was donated by an international philanthropic fund as a result of representations from a member of the Consumer Council, who was also instrumental in obtaining a €15,000 trust donation for the Adolescent Services. Overall, a gross total of €650,000 was raised during the year with direct costs of €135,000 going a net income of €500,000.

Discussions have commenced with a number of major donors. One company is considering the adoption of the Adolescent Service as its designated Charity for 2010. One donor who wishes to remain anonymous has pledged a donation of €500,000 over five years.

The use of technology in spreading awareness of St. Patrick’s and of fundraising events is vital to the success of the organisations’ campaigns. Micro webs are linked to the main hospital site for each fund raising event and there is use of web based viral marketing.

For 2010, a sub committee has been formed in conjunction with members of the Consumer Council to develop a major giving appeal focused on the new Adolescent Services.

Gerry O’Beirne
Director, Business Development & Advocacy

St. Patrick’s University Hospital Annual Report 2009
St. Patrick’s University Hospital is Ireland’s leading independent mental health service provider and aspires to provide the highest quality of mental health care, to promote mental health and to advocate for the rights of those who suffer from mental illness.

The St. Patrick’s University Hospital strategy, Mental Health Matters, set out an ambitious five-year programme. During 2009, the second year of the strategy, significant milestones were achieved.

In line with the principles of Government mental health policy, as outlined in “Vision for Change” the strategy focused the organisation on four key activities:

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

Service Delivery

Service Delivery is the primary function of St. Patrick’s University Hospital. The organisation is committed to the provision of the highest quality mental health care and to meeting all of the Mental Health Commission standards and regulations. Through the Mental Health Matters strategy, St. Patrick’s has committed to the development of a range of new mental health treatment and prevention services and to enhancing the current range of specialised programmes. Service delivery is firmly focused on a Recovery Model fostering positive coping and management skills to enhance the quality of life of those suffering from mental illness.

New services, developed as part of the Mental Health Matters strategy, include the community mental health centres (The Dean Clinics, four of which have been established to date), the Wellness and Recovery Service and a number of technology-based support services. The new information & Support telephone and email service has become an invaluable resource for many health professionals as well as providing help and support to service users and to members of the public who might have concerns about themselves, family members or friends.

Community based Adolescent services have commenced through The Dean Clinic at Lucan and our new, state of the art, 14 bed in-patient ward opened in May 2010.
Throughout the year, the Hospital continued to progress its strategy, Mental Health Matters, focusing on key strategic goals. These include the provision of expert treatment and support for people experiencing mental health problems and the recognition of St. Patrick’s University Hospital as the leading service provider in the area of specialist mental health treatment in Ireland. St. Patrick’s continues to work to improve society’s understanding of mental illness, reduce stigma and enable people with mental illness and their carers to play an active role in the structures and services being developed to support them. We also continue to advocate for the establishment of sufficient mental health services to support and treat those suffering from mental illness and for adequate mental health prevention initiatives.

As I enter into my first year as Chairman of the Board of Governors, I am conscious of the great efforts that have gone into meeting the goals of the strategy. In particular, I want to express my appreciation for the commitment and dedication of my predecessor, William Cotte, whose enthusiasm and undaunting efforts have been an inspiration to his colleagues on the Board, the Senior Management Team and the staff of the Hospital. William continues to serve on the Board where his experience and insights are invaluable. The Board is very aware of, and deeply appreciates, the commitment of the staff, management and volunteers of the Hospital. That commitment and dedication is crucial to the success of the strategy and to the ability of the organisation to continue providing the highest quality of mental health care, promoting mental health and advocating for the rights of those who suffer from mental illness.

Following the annual inspection by the Mental Health Commission both St. Patrick’s and St. Edmundsbury Hospitals retained their Approved Centre status. The 2010 inspection found the Hospitals to be fully compliant with the regulations and standards.

I want to thank the Board of Governors, The Hon. Mr. Justice John L. Murray, The Most Rev. John R. W. Neill, Mr Justice Ronan Keane, The Very Rev. Robert MacDonagh, The Very Rev. Dermot Crowley, Professor Marcus Webb, Dr. Myriam Walsh, Mr. Marcus Blenford, Mr. Argue McDowell (retired), Mr. John Mulhern (retired) and of course Mr. William Cotte for their ongoing work and commitment to St. Patrick’s and those who suffer from mental illness.

Mrs Caroline Preston
Chairman

Report of the Chairman of the Board of Governors

On behalf of the Board of Governors, I am pleased to present the Annual Report of St. Patrick’s University Hospital, Dublin for 2009.

Balance Sheet
as at 31st December 2009

Extracts from Financial Statements

<table>
<thead>
<tr>
<th>2009</th>
<th>2008</th>
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<td>€’000</td>
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Fixed assets

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<td>€’000</td>
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Financial assets

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<td>86</td>
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Current assets

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<th>2008</th>
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<td>€’000</td>
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Creditors:

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<th>2009</th>
<th>2008</th>
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<td>€’000</td>
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Net current assets / (liabilities)

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<th>2009</th>
<th>2008</th>
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<tr>
<td>€’000</td>
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Total assets less current liabilities

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<td>€’000</td>
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Creditors:

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<th>2009</th>
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<td>€’000</td>
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Net assets excluding pension liability

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<tr>
<th>2009</th>
<th>2008</th>
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<td>€’000</td>
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Net pension liability

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<th>2009</th>
<th>2008</th>
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<td>€’000</td>
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Net assets / (liabilities)

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<tr>
<th>2009</th>
<th>2008</th>
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<td>€’000</td>
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Capital and special funds

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<thead>
<tr>
<th>2009</th>
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<td>€’000</td>
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Capital account

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<th>2009</th>
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<td>€’000</td>
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Mrs Caroline Preston
Chairman
St. Patrick's University Hospital was founded over 250 years ago by Jonathan Swift, Dean of St. Patrick's Cathedral and one of Ireland’s best known authors. Recognising that sufferers of mental illness needed a dedicated mental health service to provide care, treatment and a voice, Dean Swift instigated the establishment of St. Patrick’s, the first hospital established in Ireland to provide specifically for the treatment of mental illness.

Today, St. Patrick’s is Ireland’s largest, independently governed, not-for-profit, mental health services organisation. The Hospital provides services for people from all over Ireland and beyond to provide the highest level of mental health care, to promote mental health and to be an independent advocate and voice for those experiencing mental illness.

At St. Patrick’s and its sister hospital St. Edmundsbury, multi-disciplinary teams of psychiatrists, nurses, psychologists, social workers, occupational therapists, cognitive behaviour therapists, addiction counsellors, pharmacists and other mental health care professionals provide in-patient, day care and out-patient services through a variety of programmes. The Hospital has a combined capacity of 260 beds (238 at St. Patrick’s Hospital in Lucan and 22 at St. Edmundsbury Hospital in Lucan) and admits over 2,500 patients annually, which represents over 1% of all the people requiring in-patient treatment in Ireland. All services are focused on wellness and recovery principles to enable users of the services to manage their own mental health and improve their quality of life, in spite of mental health obstacles.

The Hospital has extended its portfolio with the Dean Clinics, a range of community based regional mental health centres which provide services to people who can be best supported and helped within the community.

### Cash Flow Statement

<table>
<thead>
<tr>
<th>Category</th>
<th>2009 (€'000)</th>
<th>2008 (€'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net cash inflow / outflow from operating activities</td>
<td>1,765</td>
<td>(1,302)</td>
</tr>
<tr>
<td>Returns on investments and servicing of finance</td>
<td>(194)</td>
<td>(247)</td>
</tr>
<tr>
<td>Capital expenditure and financial investment</td>
<td>(1,948)</td>
<td>(952)</td>
</tr>
<tr>
<td>Net cash outflow from capital expenditure and financial investment</td>
<td>(1,948)</td>
<td>(952)</td>
</tr>
<tr>
<td>Financing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional bank loans provided</td>
<td>985</td>
<td>(75)</td>
</tr>
<tr>
<td>Increase / (decrease) in cash in the year</td>
<td>609</td>
<td>(2,767)</td>
</tr>
<tr>
<td>Reconciliation of net cash flow to movement in net debt</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase / (decrease) in cash in the year</td>
<td>609</td>
<td>(2,767)</td>
</tr>
<tr>
<td>Additional bank loans, net</td>
<td>(986)</td>
<td>75</td>
</tr>
<tr>
<td>Change in net debt resulting from cash flows</td>
<td>(377)</td>
<td>(2,692)</td>
</tr>
<tr>
<td>Movement during the year</td>
<td>(377)</td>
<td>(2,692)</td>
</tr>
<tr>
<td>Net debt at start of year</td>
<td>(9,217)</td>
<td>(9,843)</td>
</tr>
<tr>
<td>Net debt, at end of year</td>
<td>(9,217)</td>
<td>(9,843)</td>
</tr>
</tbody>
</table>

### An Overview

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

Support the work of St. Patrick’s University Hospital

The future of mental health can be your legacy.

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

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

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

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

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