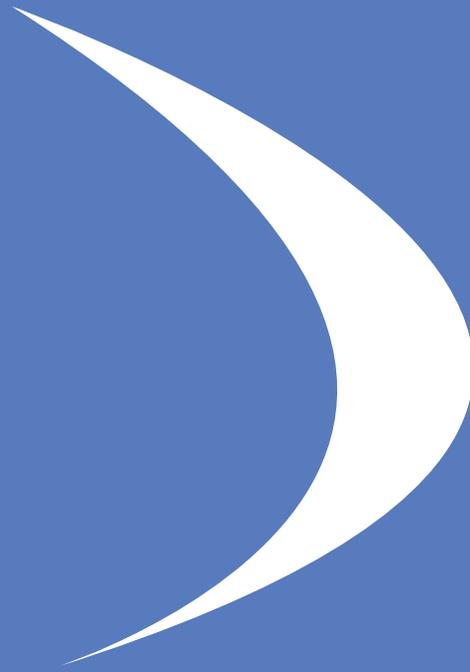
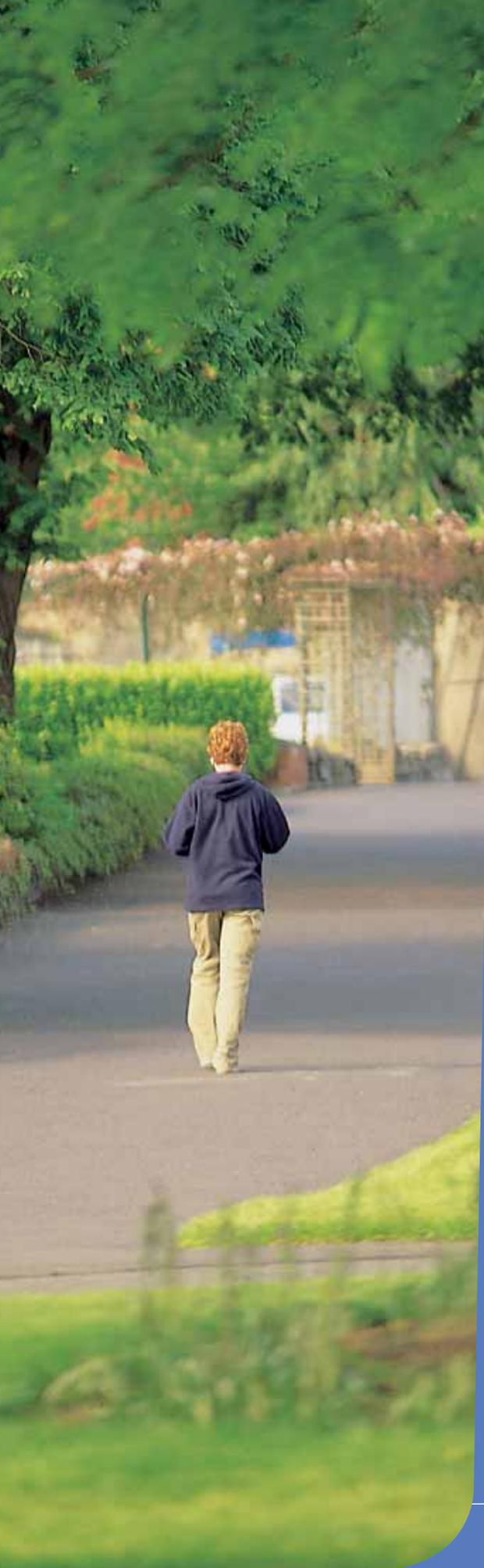


Annual Report &
Financial Statements
2009

*St. Patrick's University Hospital
Mental Health Matters*





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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 willed his entire estate to found 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 aspires to provide the highest level of mental health care, to promote mental health and 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 speciality programmes. The hospitals have a combined capacity of 288 beds (238 at St. Patrick's Hospital in James's Street and 50 at St. Edmundsbury Hospital in Lucan) and admit over 2,500 patients annually, which represents circa 11% of the total 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.

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.



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 Cotter, whose enthusiasm and unstinting 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 keenly 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 MacCarthy, The Very Rev. Dermot Dunne, Professor Marcus Webb, Dr. Myriam Walsh, Mr. Marcus Beresford, Mr. Angus McDonnell (retired), Mr. John Mulcahy (retired), and of course, Mr. William Cotter for their ongoing work and commitment to St. Patrick's and those who suffer from mental illness.

Mrs Caroline Preston
Chairman

Report of the Chief Executive Officer

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.



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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.

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 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 Moloney, 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 disorder 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.

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 pro-actively about strategic developments and changes within the Hospital and are involved at 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 have produced a comprehensive document advocating a "Journey with Dignity" through the hospital from the first point of contact to discharge and aftercare. 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 Rotational 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.



Founders Day at St. Patrick's has been revived. The event took place on the 20th November 2009 and forms a strong basis for future development. The comprehensive programme of research and practical presentations was of interest to all practitioners dealing with mental illness. The inaugural Founders Day Speech, in honour of Professor Anthony Clare, was given by Professor Robin Murray of the Institute of Psychiatry, London.

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 consolidates 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 an affiliation that signifies excellent state-of-the-art patient care.

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 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 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 highest treatment and care standards.

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 integral to driving the expansion and development of services to achieve our objective of a seamless mental health care system that provides complementary community and in-patient treatments.

Paul Gilligan
Chief Executive Officer

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.



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. 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 Dean Clinic cannot be undervalued. 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 Dean 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 the service “no nation needs so much”.

Professor James V. Lucey
Medical Director

Report of the Finance Director

The strategic plan, Mental Health Matters set out the organisation's strategy for the years 2008-2012. A key component of this strategy is to stabilise and improve the organisation's financial position in order to ensure the delivery of new service initiatives and that existing services are delivered in a financially sustainable manner. Like many healthcare organisations 2009 was a challenging year and even more so for an independent not for profit organisation with limited financial resources. Having joined the organisation in July 2009 it is now my privilege to set out the annual financial results for the year ending 31 December 2009.



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 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 €-7.8M in 2008, representing an improvement of €11.2M.

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

report. The complete financial statements and accompanying notes are available on the organisations web site.

Outlook 2010

Although the economic environment remains somewhat uncertain the financial position of the organisation continues to be consolidated in 2010 within these challenging parameters. Services are being expanded where feasible, most notably via the new child and adolescent unit. However, as St. Patrick's derives 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 deterioration in this market as a result of rising unemployment 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.

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 risk where possible and thereby 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 Finance 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



Service Developments



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 is to the development of community based services. The Dean Clinics, a range of community based centres established to cater for those sufferers from mental illness who can be best supported and helped within a community setting and for those leaving the hospital's in-patient services and recovery centre continue to expand. The first clinic outside Dublin 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 the Wellness & Recovery Centre and specialist treatment programmes within our day care services at St. Patrick's and access to inpatient care in St. Patrick's University Hospital if necessary.

There were 664 new referrals to the Dean Clinics in 2009 of which 97 were adolescent referrals. 381 new assessments were carried out of which the majority received follow-up care at the Dean Clinics. 53 required in-patient treatment. Community based services for Adolescents are provided at the Dean Clinic in Lucan.

Considerable changes have been made to the Admissions and Assessment Service at the Hospital in response to service user feedback as well as the implementation of new regulatory provisions. The unit is implementing;

- a) A move to an elective appointment based system
- b) The integration of nursing assessment and medication reconciliation into the assessment process with subsequent improvement in risk management processes

- c) Reduction of the length of time required to carry out assessment
- d) Development of clear protocols for the Dean Clinic Referral Line and admissions/assessment unit
- e) Development of protocols for referral to the Wellness and Recovery Centre
- f) A photo ID system for all admissions has been implemented to facilitate proper identification of service users.

The Wellness and Recovery service is now well established on the main Hospital campus and provides an alternative to admission for many patients following attendance at the Dean Clinics. It also allows for patients to complete their treatment as day patients following in-patient care. The Centre provides access to a wide range of specialist clinical day programmes including;

- **Recovery Programme**
- **Psychosis Programme**
- **Eating Disorder**
- **Bipolar Programme**
- **Anxiety Programme**
- **Depression Programme**
- **Alcohol Step Down**
- **Clozapine group**
- **Adolescent Service**
- **Men's Mental Health**
- **Young Adult programme**
- **Psychosis Aftercare**

Technology based Support services continue to be developed. The new Support & Information Telephone Service which has been operating since March 2009 as part of a range of services delivered through the Wellness and Recovery Centre provides a coordinated, positive and easily accessible mental health service providing information and support for General Practitioners and other healthcare professionals, information for members of the public and support for existing service users, their families, carers and friends to assist them in staying well at home.

The new Adolescent Service commenced its community based services in Lucan on May 5th, providing multidisciplinary assessment and treatment for people under the age of 18 years. During 2009 and early 2010 adolescents requiring a more intensive level of care were admitted through this service and care and treatment of

these adolescent patients was facilitated through the Young Adult Programme (YAP) and the Adolescent team to ensure compliance with the MHC provisions in relation to the admission of children to adult Approved Centres.

Building work on the new Adolescent in-patient unit progressed on schedule and the unit became operational in the first half of 2010.

Development and enhancement of existing services at St. Patrick's & St Edmundsbury continued throughout the year. The continued implementation of new clinical structures which include allocation of allied health professionals to specific teams facilitates better MDT working and the location of each team's patients in one ward allow for a consistency of approach and more cohesive working between team members.

The new structures have significantly improved the way in which care and treatment is delivered, an improvement which was noted and commented on by the Mental Health Inspectorate during their inspection of St. Patrick's in May 2009.

Structural renovations to what was Laracor House, now the Temple Centre for Addiction and Mental Health, included the provision of a high observation area and has allowed significant improvements to the addiction and dual diagnosis services. The new high observation area allows direct admission to the ward and seamless progress from detox into rehabilitation. Multi-disciplinary assessment and treatment for alcohol and chemical dependence is offered at the Dean Clinic in Capel Buildings.

The Anxiety Disorders Programme now provides specialised anxiety disorder assessments at the Capel Dean Clinic. Individual cognitive behavioural psychotherapy and group therapies for generalised anxiety and obsessive-compulsive disorder are also provided.

There have been a number of developments in the Psychosis Recovery Programme since it commenced in February 2009. Although the clinical team responsible for its development is attached to Dean Swift Ward the 3 week programme is held off ward to enable access by both in-patients and day patients.

Services on the Psychosis Recovery Programme include support groups, offered through the Wellness and Recovery Centre, for patients following discharge and the Psychosis Recovery Aftercare programme, developed in collaboration with the Wellness and Recovery Centre, commenced services in September.

As part of the new clinical structures, the Psychiatry of

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 (Unipolar 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/out-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 organisation. 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 organisations and compares its activities with national statistics
- Clinical Policies and Practices were reviewed and updated as necessary and this 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 to govern access to and storage of confidential information
- Processes for assuring the quality of clinical 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
- Adverse events are reviewed by 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

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.

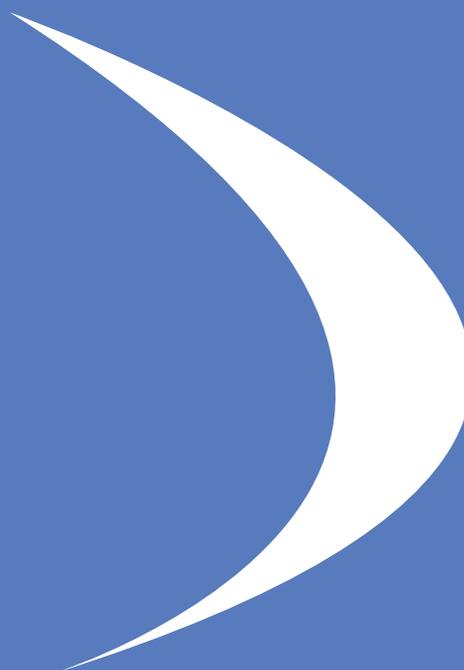
Risk Management:

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 analyses 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 service users were affected.

A new policy governing the relationship between the Hospital and the pharmaceutical and medical device industries has been implemented. The 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





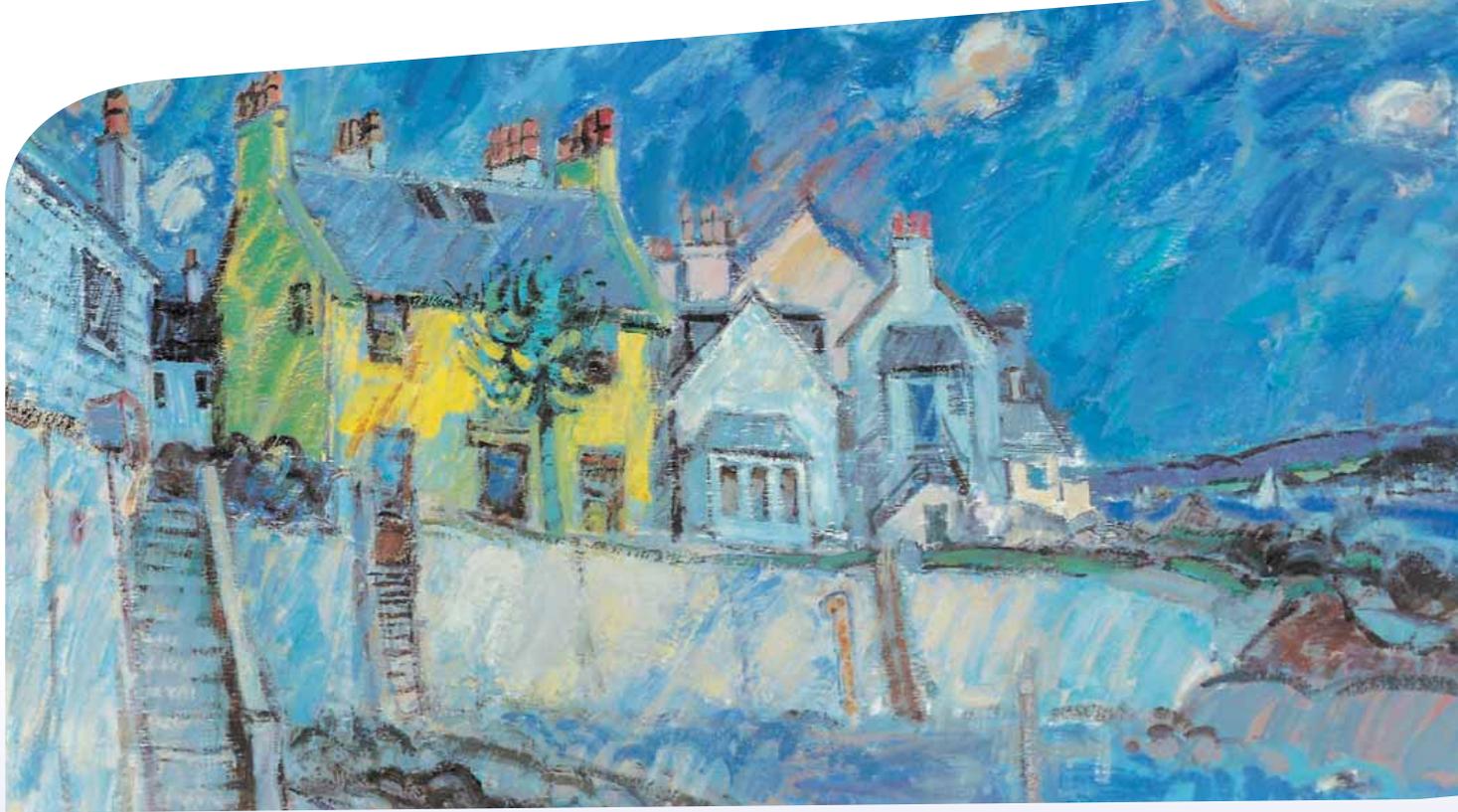
Departments, Programmes and Services

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 330 clinicians (consultant psychiatrists, ward-based nursing staff, advanced nurse practitioners, clinical nurse specialists, social workers, family therapists, cognitive therapists, clinical psychologists, occupational therapists and counsellors) 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 out-patient appointments. With the development 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.



Nursing

Nurses provide support and evidenced-based care to service users in all parts of their care journey on a 24 hour basis. This enables service users to take steps to improve their health and well being. 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 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.

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.

Cognitive Behavioural Therapy

Cognitive Behavioural Therapy is a psychological approach which has proved to be effective in treating many different disorders. It involves the therapist and client working together to understand the link between emotions, thoughts, behaviours and physical symptoms. It is a collaborative, active, goal focused treatment which predominantly focuses on the 'here and now'. It has been found effective in treating many different disorders e.g. Anxiety disorders (Panic, phobias, OCD, PTSD), Depression (mild to moderate and sometimes more severe or chronic depression) and other presentations e.g. mood disorder, psychosis, medically unexplained symptoms, eating disorders and some more complex presentations.

Eating Disorder Programme

The Eating Disorder Programme caters for people with Anorexia, Bulimia, and Binge eating disorders. The programme consists of in-patient and day care components and focuses on weight modification, personal development and goal setting, self-assertiveness, body image work and dietetics. Emotional, psychological and relationship problems associated with eating disorders are addressed. The programme works closely with voluntary organisations such as Bodywhys. It is staffed with a multidisciplinary team including an Advanced Nurse Practitioner and Clinical Nurse Specialist (CNS).

Depression Recovery 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 participant's journey towards recovery using cognitive psychotherapy, goal setting 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, general emotional difficulties or schizophrenia. 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.

Alcohol and Chemical Dependence Programme

The Alcohol and Chemical dependence 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/residential, a step-down programme, and aftercare. 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.

Dual Diagnosis Programme

This programme caters for people with alcohol dependence and co-occurring mood or anxiety disorders. The co-occurrence of alcohol and other drug dependence in people with depression, bipolar and anxiety disorders is quite common and, while many such dual conditions were previously managed through the alcohol programme, more recent experience indicates that patients who have been treated for alcohol dependence without significant mental health input, have not had their mental health problems attended to. This programme addresses both aspects of treatment and care.

The Alcohol and Addiction services at St. Patrick's are coordinated through the Temple Centre for Addiction and Mental Health.

Anxiety Disorder Programme

The Anxiety Disorder programme was established at St. Patrick's Hospital in April 2005 and caters for a wide range of anxiety disorders. It is delivered by a multi-disciplinary team catering for both male and female

patients, offering 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 obstacles. 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 refresher 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

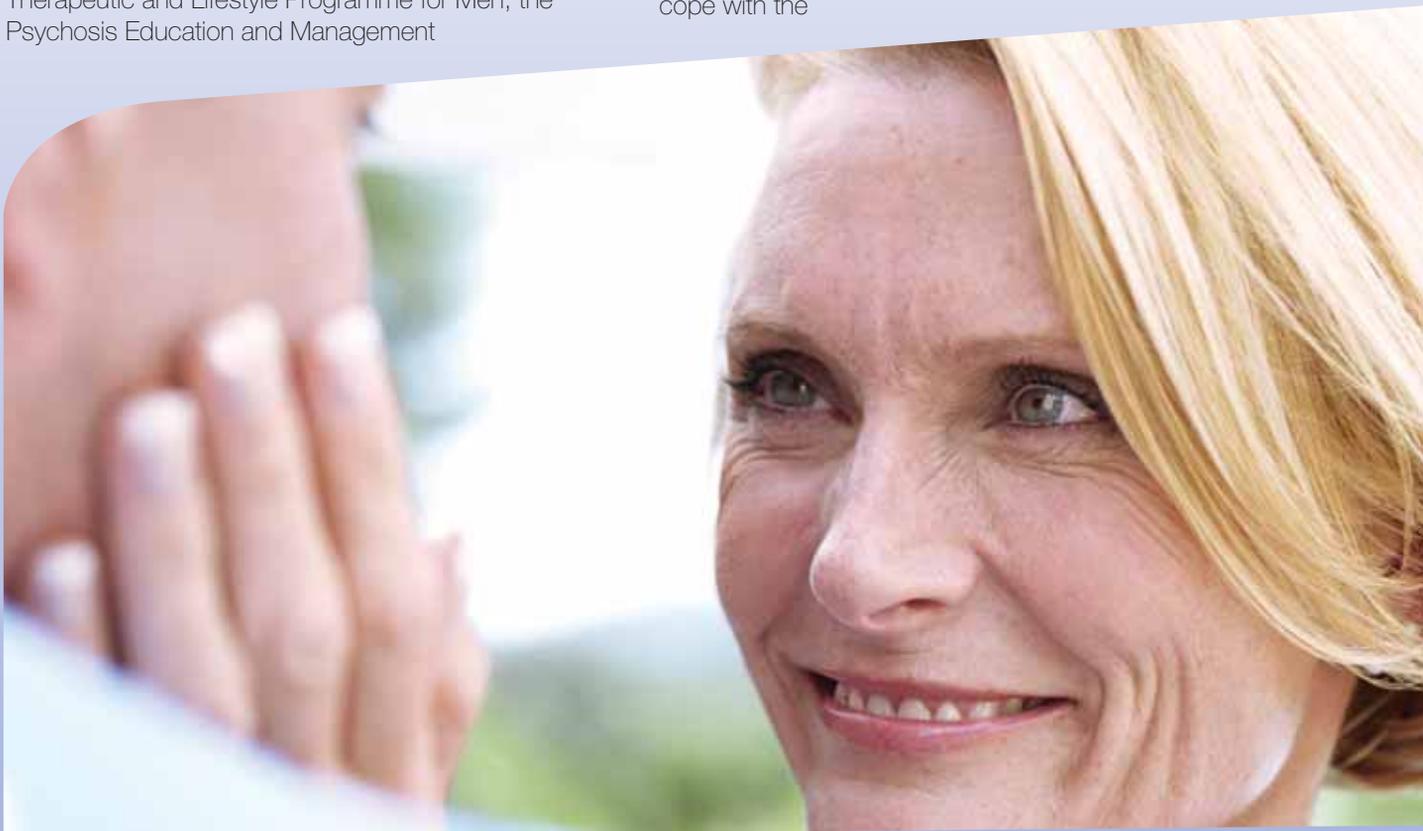
programme, and the Severe and Enduring Mental Illness (SEMI) Group for women. All Wellness & Recovery Centre services can be accessed following inpatient admission, through outpatients or through the Dean Clinics.

Psychiatry of Later Life – The Evergreen programme

This programme specialises in the mental health care of the elderly and focuses mainly on depression and dementia in later life. The programme's goals are to facilitate/restore 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, Task-based groups, Advanced Relaxation Techniques, Memory Skills (mental aerobics) 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





distressing symptoms of psychosis. Service users receive ongoing assessment and review while 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 known to improve 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.

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

holistic needs of each client are met.
The Dean Clinics provide three levels of care:

- A general adult community multi-disciplinary assessment and treatment service within the Dean Clinics.
- Access to the Wellness & Recovery Centre and specialist treatment programmes within our day care services at St. Patrick's Hospital.
- Access to inpatient care in St. Patrick's Hospital.

Dean Clinics are providing services in Dublin and Cork. Other regional centres are planned.

The Referral Telephone Number for the Dean Clinics Service is: 01-2493535

Support & Information Line

This new telephone support service (a part of the Wellness and Recovery Centre) is available to our service users, the general public and referring health professionals. For service users, it provides easily accessible professional advice, guidance and support in maintaining or managing a crisis in their 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 hours.

The number of the Support & Information line is (01)2493333.



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. Founders 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 HRB 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 MRCPI MRCPsych

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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 organisations 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. Patricks and other associated organisations are of a high standard and consistent with the new charities 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 €20,000 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 MRCG/HRB Research funding of €117,499 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 Raffle raised in excess of €85,000 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 €11,000 and the Coast to Coast cycle raised €14,000. 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 Service. Overall, a gross total of €433,000 was raised during the year with direct costs of €133,000 giving a net income of €300,000.

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 web sites linked to the main hospital site are used 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

Income & Expenditure Account for the year ended 31st December 2009

Extracts from Financial Statements

	2009 €'000	2008 €'000
Income – continuing operations		
Maintenance and treatment fees	55,760	52,989
Other income	523	724
	56,283	53,713
Expenditure		
Salaries and wages	(39,760)	(39,967)
Establishment and administration expenses	(7,578)	(7,473)
Other operating costs	(5,722)	(3,202)
Depreciation	(1,265)	(1,302)
	(54,325)	(51,944)
Operating surplus – continuing activities	1,958	1,769
Interest payable and similar charges	(194)	(397)
Pension finance (charge) / income	(1,580)	203
Surplus for the year	184	1,575

Statement of Total Recognised Gains & Losses for the year ended 31st December 2009

Extracts from Financial Statements

	2009 €'000	2008 €'000
Surplus for the year	184	1,575
Difference between expected and actual return on scheme assets	6,510	(30,815)
Experience gains and losses on scheme liabilities	1,892	6,859
Effect of changes in actuarial assumptions	2,589	623
Total recognised gains and losses for the year	11,175	(21,758)

Note of Historical Cost Surplus & Deficit for the year ended 31st December 2009

Extracts from Financial Statements

	2009 €'000	2008 €'000
Reported surplus for the year	184	1,575
Difference between historical cost depreciation charge on Hospital buildings and the depreciation calculated on the revalued amount	378	378
Historical cost surplus for the year	562	1,953

Balance Sheet

as at 31st December 2009

Extracts from Financial Statements

	2009 €'000	2008 €'000
Fixed assets	24,946	23,814
Financial assets	86	86
	25,032	23,900
Current assets		
Stocks	93	113
Debtors	17,101	18,042
Cash at bank and on hand	6	13
	17,200	18,168
Creditors: amounts falling due within one year	(13,626)	(19,422)
Net current assets / (liabilities)	3,574	(1,254)
Total assets less current liabilities	28,606	22,646
Creditors: amounts falling due after more than one year	(5,374)	-
Net assets excluding pension liability	23,232	22,646
Net pension liability	(19,822)	(30,411)
Net assets / (liabilities)	3,410	(7,765)
Capital and special funds Capital account	3,410	(7,765)

Cash Flow Statement

for the year ended 31st December 2009

Extracts from Financial Statements

	2009 €'000	2008 €'000
Net cash inflow / (outflow) from operating activities	1,765	(1,302)
Returns on investments and servicing of finance		
Interest paid	(194)	(397)
Capital expenditure and financial investment		
Purchase of fixed assets	(1,948)	(993)
Net cash outflow from capital expenditure and financial investment	(1,948)	(993)
Financing		
Additional bank loans provided	986	(75)
Increase / (decrease) in cash in the year	609	(2,767)
Reconciliation of net cash flow to movement in net debt		
	2009 €'000	2008 €'000
Increase / (decrease) in cash in the year	609	(2,767)
Additional bank loans, net	(986)	75
Change in net debt resulting from cash flows	(377)	(2,692)
Movement during the year	(377)	(2,692)
Net debt at start of year	(8,840)	(6,148)
Net debt, at end of year	(9,217)	(8,840)

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.



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



Mental Health Matters

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