



Changing Minds. Changing Lives.

Strategy 2018–2022



Our vision is for a society where all citizens are empowered and given the opportunity to live mentally healthy lives.



Foreword

SINCE ITS FOUNDING, St. Patrick's Mental Health Services has been at the forefront of providing treatment and advocacy for those experiencing mental health difficulties in Ireland. Committed to the principle that every person has a right to be given the opportunity to live a mentally healthy life, the Organisation has played a central role in the provision of the highest quality mental healthcare and in promoting the rights of those experiencing mental health difficulties in Irish society. The Changing Minds. Changing Lives. strategic plan builds on, and seeks to expand on this work, responding to the continuing challenges and emerging issues impacting on mental healthcare. As an independent, not-for-profit organisation, St Patrick's Mental Health Services is committing, through this new strategic plan, to continue to invest all of its financial resources, staff commitment and clinical expertise in ensuring those experiencing mental health difficulties are given the best opportunity to live fulfilling lives.

Caroline Preston
Chairman

Introduction

GROUNDING IN A strong human rights framework and a recovery model of service delivery, this new strategic plan — Changing Minds. Changing Lives. 2018-2022—commits us to the development of the physical infrastructure, national network and operational excellence of St Patrick’s Mental Health Services.

The co-location of expertise, multidisciplinary teams and outreach initiatives is essential for the development and delivery of a truly world-class mental health service. To this end our strategy envisages the establishment of the Jonathan Swift Campus for Mentally Healthy Living. This Campus will establish St Patrick’s as a national hub for excellence in mental healthcare and awareness raising, comprising world-class research, innovation and advocacy centres along with enhanced adolescent and adult treatment services. In addition, we are committed to ensuring that our national network ensures that our services and the benefits of our approach are within reach of as many people as possible.

Developed through consultation with our service users, staff and service delivery partners, the strategy reaffirms our commitment to empowering those who experience mental health difficulties to be active citizens in shaping the legislation and services which impact on their lives and in determining the treatments they receive.

Although ambitious, we are confident that in partnership with those who experience mental health difficulties and through the commitment and initiative of our Board of Governors, staff, volunteers and management, the aims of the strategy will be achieved.

Paul Gilligan
Chief Executive Officer



OUR MISSION



St Patrick's Mental Health Services works to provide the highest quality mental



healthcare, to promote



mental wellbeing and mental health



awareness, and to advocate for the rights



of those experiencing mental health



difficulties. We achieve this through a

human rights based approach, through

the enhancement of evidence-based

knowledge and by striving to be at the

cutting-edge of new initiatives and

advances in the field.

Who We Are and What We Do

St Patrick's Mental Health Services is a leading independent, not-for-profit mental health service provider. Working from our main location at James' Street Dublin, and from a number of other centres and clinics in Dublin and around the country, we have developed a strong reputation for the provision of the highest quality mental healthcare. Our services are grounded in a human rights, recovery ethos, empowering service users to control and guide their own treatment and mental healthcare. We are recognised as a respected advocate for improved understanding of mental health issues at a national level, and for seeking to change stigma and misunderstanding of mental health and the treatment of mental health difficulties.

VALUES

St Patrick's Mental Health Services (SPMHS) is an organisation grounded in human rights. We believe that those experiencing mental health difficulties have equal rights as citizens and should be treated with respect and dignity, protected against discrimination, and have full inclusion and equalisation of opportunities within society. They should have independent and personal autonomy, be given the opportunity to make decisions about their own care and treatment, have the right to live, work and be treated and cared for in the community in which they live, insofar as possible.

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

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

We are committed to the principles of recovery-focused care and to fostering positive coping and management skills to enhance the quality of life of service users.

Our Strategic Objectives

Building on the achievements of our strategy to date, St Patrick's Mental Health Services is committing to continuing to develop and grow the organisation, believing that it has a unique role to play in treating and supporting those who experience mental health difficulties.

Our objectives are:

Providing the highest quality mental healthcare

Promoting mentally healthy living and mental health awareness across the community

Advocating for the rights of those who experience mental health difficulties

Supporting the investigation into and the enhancement of evidence-based knowledge regarding mental health and mental health difficulties

Developing the competencies of those committing to work in mental health and of the organisations providing mental healthcare

Enhancing partnership with service users



Our strategy builds on our achievements to date and recognises the unique role that we play in the development and delivery of mental health services in Ireland.

Critical Issues

Over the last five years, St Patrick’s Mental Health Services has achieved a number of key aims through the implementation of the Mental Health Matters Strategy. We are committed to continuing to develop and grow the organisation, believing that it has a unique role to play in treating and supporting those who experience mental health difficulties. There are important issues affecting the treatment and prevention of mental health difficulties in Ireland that need to be tackled.



HUMAN RIGHTS & ACCESS TO SERVICES

The World Health Organisation has recognised that *‘Good mental health enables people to realise their potential, cope with the normal stresses of life, work productively, and contribute to their communities.’* In Ireland the rights of those experiencing mental health difficulties, particularly their rights to receive appropriate services and supports, are not adequately enshrined in legislation and policy.



PERCEPTIONS OF MENTAL HEALTH

People who experience mental health difficulties are subject to significant degrees of stigma and discrimination within Irish society. There is an ongoing need for advocacy initiatives to address mis-perceptions and to provide a coordinated voice for people with mental health difficulties and a greater understanding of mental health among the wider population in Ireland.



NATIONAL STANDARDS OF MENTAL HEALTH SERVICES

Only a small number of mental health services are fully compliant with the statutory quality standards set by the Mental Health Commission. The Commission has recognised the under-resourcing of mental health in Ireland. In this challenging context SPMHS play a vital role in the delivery of mental health services that are high-quality, multidisciplinary, evidence-driven and human rights based.



PARTNERSHIP WITH SERVICE USERS

Fully involving those who experience mental health difficulties as equal partners in the planning, management and evaluation of mental health services has been shown to be of key importance. Full involvement has been associated with positive clinical outcomes, improved self-empowerment and enhanced recovery.



USE OF TECHNOLOGY IN TREATMENT

As the role of technology in society grows, its importance in educating and supporting those with mental health difficulties is becoming more significant. Internet-based support is being used to replace or support face-to-face and telephone-based counselling. This is a rapidly developing area of mental health treatment and one in which we believe new initiatives and ground-breaking methodologies will emerge.



CHANGING DEMOGRAPHICS

The 2016 census identified an increase of over 19% for people in Ireland over the age of 65. Consideration will need to be given to the range and nature of mental health services being provided to this growing segment of the Irish population.

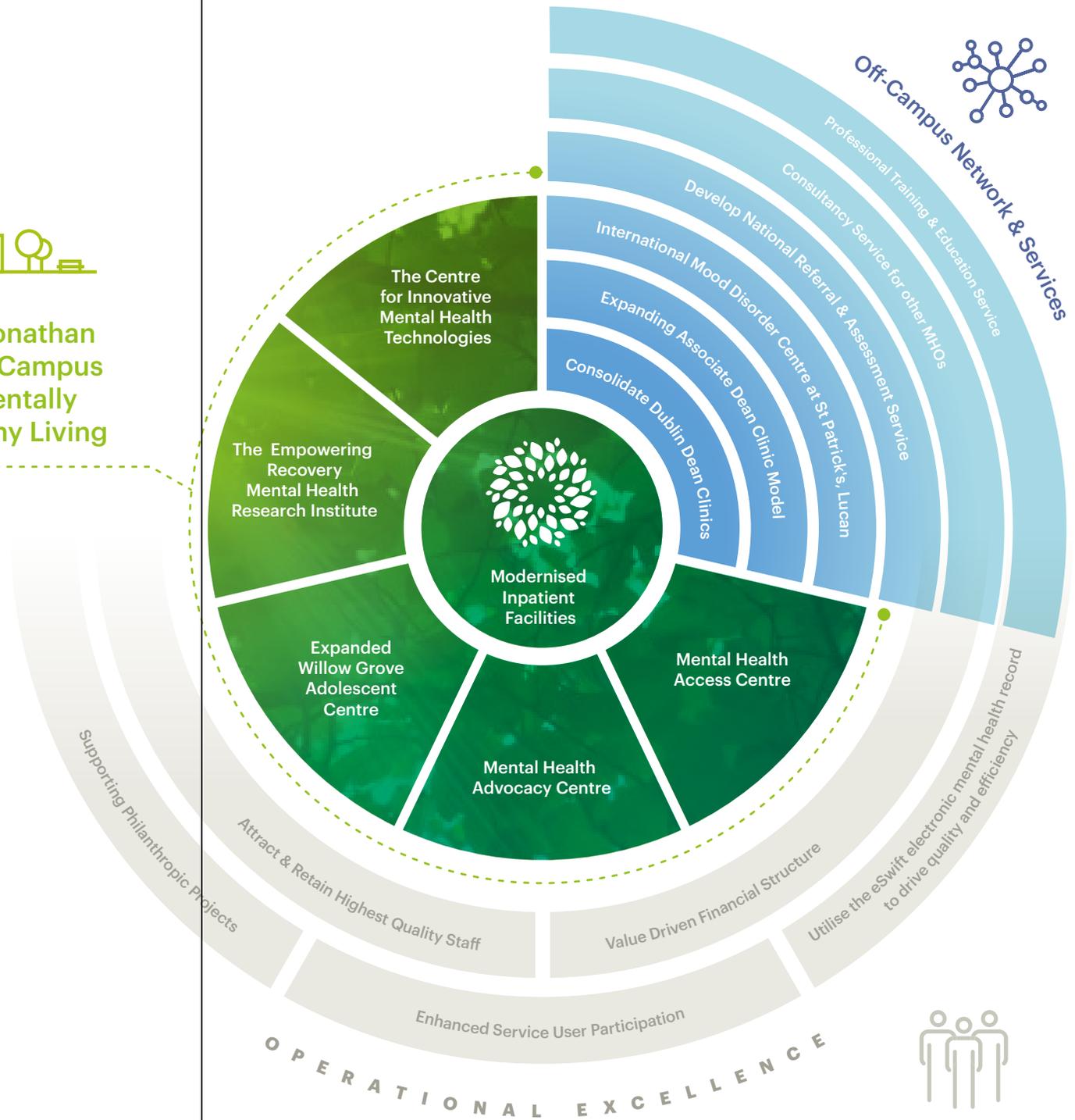
Strategy Overview 2018—2022

At the heart of our strategy is the establishment of The Jonathan Swift Campus for Mentally Healthy Living. This national centre will be the first in the world to provide a full range of mentally healthy living initiatives for the general population. These initiatives include technological innovation, research, advocacy centres and institutes, alongside the provision of comprehensive recovery-based treatment services for those with mental health difficulties.

Our off-campus service network will continue to be optimised. This will involve the consolidation of Dublin Dean Clinics while expanding the Associate Dean Clinic Model. These developments will be supported by a range of initiatives to deliver operational excellence across the organisation and for services users and partners.



The Jonathan Swift Campus for Mentally Healthy Living





The Jonathan Swift Campus for Mentally Healthy Living

At the heart of this plan is the transformation of our James' Street site into a unique, national centre — *the Jonathan Swift Campus for Mentally Healthy Living*. This national centre will be the first in the world to provide a full range of mentally healthy living initiatives for the general population, alongside the provision of comprehensive recovery-based treatment services for those with mental health difficulties.

A NEW MENTAL HEALTH ACCESS CENTRE

This centre will be built and designed to house all of the Organisation's current and future day services and will expand on the work of the *Walk in My Shoes* campaign by providing a range of mental wellness initiatives for the general public, schools, community groups and carers. It will be designed and built to the highest therapeutic and recovery standards with a key emphasis on tranquillity and creating positive environmental surroundings.

THE EMPOWERING RECOVERY MENTAL HEALTH RESEARCH INSTITUTE

This Institute will be a major international centre at the forefront of enlightened and pioneering research in the field of mental health. The research agenda of the Institute will be shaped and monitored by a service user steering group. With input and co-operation from Trinity College and other colleges, this Institute will play a crucial role in exploring how best to deliver and improve mental health treatment and evidence-based practice and will be closely linked to the Centre for Innovative Mental Health Technologies.



THE CENTRE FOR INNOVATIVE MENTAL HEALTH TECHNOLOGIES

This Centre will develop cutting-edge, e-mental health, technology-based interventions and supports for a range of mental health difficulties, pursuing new approaches and ground-breaking methodologies in a key and rapidly developing area of mental health treatment. Potential areas for technological innovation include: self-management and skill-training, symptom tracking and management, supported care; and data collection. Technological innovation will allow us to offer greater convenience to service users, provide an accessible first step to new service users, and enable us to reach more people in need.

THE MENTAL HEALTH MATTERS ADVOCACY CENTRE

Building on the key advocacy initiatives of the organisation established to date, in particular *Walk in My Shoes*, The Mental Health Matters Centre will act as a co-ordinating voice and a primary advocacy body promoting the greater understanding of mental health difficulties in Ireland and beyond, seeking to remove the stigma associated with such difficulties and advancing the rights of those effected by them to be treated with dignity, respect and without discrimination. The activity agenda of the centre will be informed and monitored by a service user and carer advisory group.





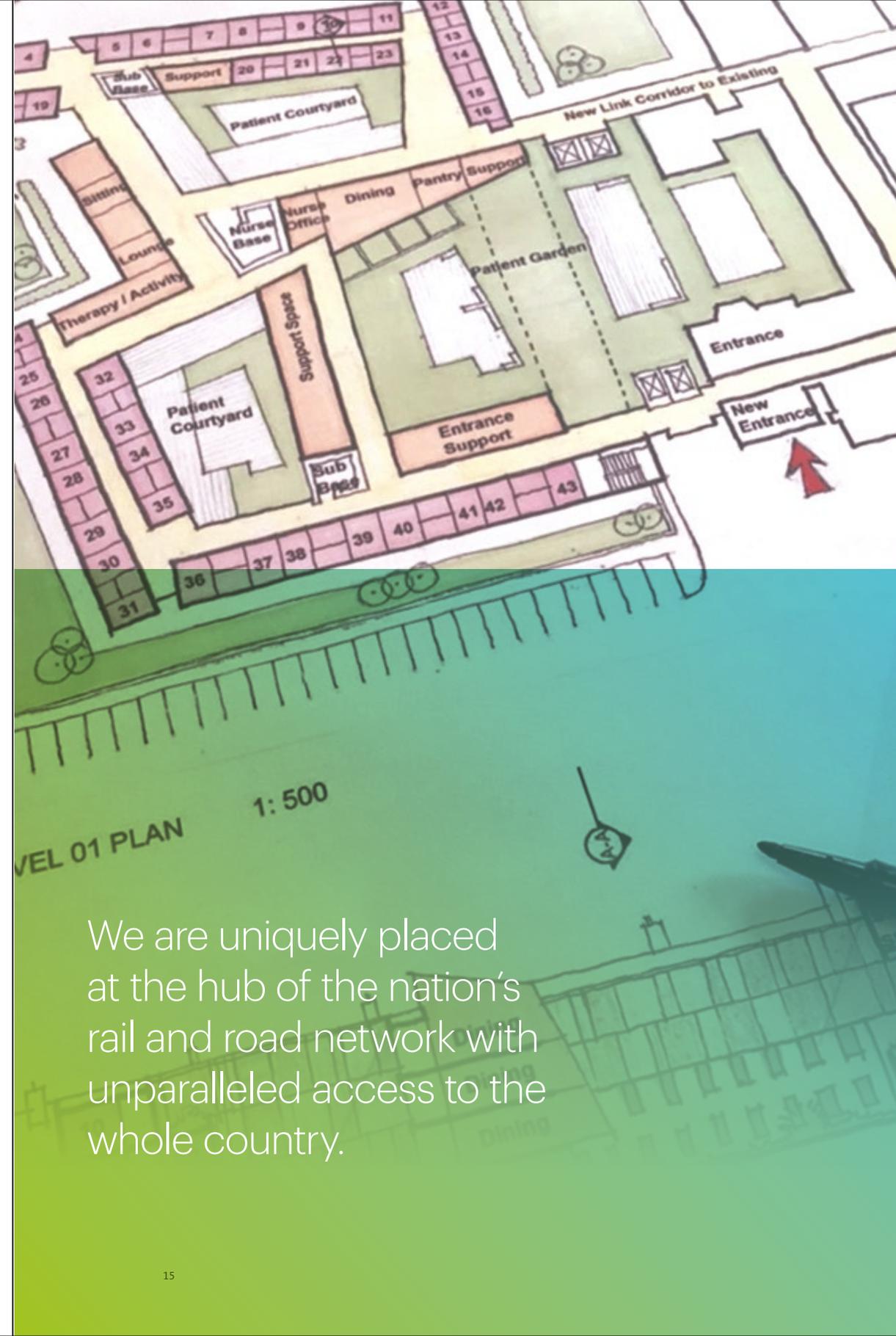
EXPANDED WILLOW GROVE ADOLESCENT SERVICE

This expansion of a key area of our work with young people will see an increase to 20 inpatient beds, with the development of a new, comprehensive day programme. This will provide a complete care pathway maintaining ongoing contact with those leaving the inpatient service, while also establishing an alternative treatment option for those not requiring inpatient care. Consultation with young service users on these developments will be conducted through our Youth Empowerment Service.

MODERNISED INPATIENT FACILITIES

Alongside ongoing capital investment in existing facilities, the preparatory work for the construction of a new 50-bed wing will be completed. This will be the first phase of a three phase 20-year project to completely rebuild St Patrick's University Hospital. SPMHS's Inpatient care is recognised as a valuable, trustworthy and therapeutic option based on assessment of need.

This particular initiative will be self-financed by St Patrick's Mental Health Services through operational and other income.



We are uniquely placed at the hub of the nation's rail and road network with unparalleled access to the whole country.



Off-campus Network and Services

To complement these significant additions to the Jonathan Swift Campus, we will also take significant strategic steps to improve facilities and services in our other locations and to extend the reach of our services across the country.

INTERNATIONAL CENTRE FOR THE TREATMENT OF MOOD DISORDERS ST PATRICK'S, LUCAN

Provide a dedicated International Centre for the Treatment of Mood Disorders at St Patrick's Lucan, Co. Dublin, thereby taking a lead role and fulfilling a significant need in this crucial area.

CONSOLIDATE DUBLIN DEAN CLINICS & EXPAND THE ASSOCIATE DEAN CLINIC MODEL

Centralise the various Dublin Dean Clinics, which provide local, off-site services into one location, allowing for the implementation of a more holistic and co-ordinated approach in this important element of our programme. Develop the services being provided at the Cork and Galway Dean Clinics and continue to expand the Associate Dean Clinic model to cover as many areas as possible throughout Ireland.

CONSULTANCY SERVICE TO OTHER MENTAL HEALTH ORGANISATIONS

Utilising the existing clinical governance and management expertise of the organisation, a consultancy service will be established to provide advice and guidance to other mental health organisations on the development of high-quality services and compliance. This service will be promoted and coordinated by the training unit and will be delivered by the senior management team. Consultancy partnerships will be established with national and international organisations.



DEVELOP A NATIONAL REFERRAL AND ASSESSMENT SERVICE

Across the country, people presenting with mental health difficulties are confronted with significant obstacles when trying to access appropriate services, particularly in the evenings or at weekends. SPMHS will establish a National Referral and Assessment Service which will be available to GPs and Accident and Emergency Departments 24/7, 365 days of the year. It will provide a free-of-charge prompt e-mental health (telephone and internet-based) assessment of needs to both adults and adolescents, to ensure all those requiring it receive early assessment and are allocated to the appropriate service within SPMHS or with other service providers.

PROFESSIONAL TRAINING & EDUCATION

To build on the current role SPMHS plays in training and education, the Organisation will seek to expand its training of Irish-based mental health professionals, further enhance its training of international mental health professionals and develop a comprehensive Continuing Professional Development Programme. The existing training relationships with Trinity College and Royal College of Surgeons will be consolidated and new relationships will be formed, thereby enhancing the sharing and development of highest quality, evidence-based best practice.



Operational Excellence

In addition to these significant developments in infrastructure, facilities and services, our strategic plan is underpinned by a number of operational priorities to drive excellence across all aspects of St Patrick’s Mental Health Services and to increase the reach and benefits of our approach to mental health.

ENHANCED SERVICE USER PARTICIPATION

Service user engagement lies at the heart of this new strategy, all components of which will be progressed in partnership with service users. A robust mechanism for the engagement of more service users and carers in an advisory capacity in the Organisation will be developed. This will include running an annual celebratory event to which all service users and their families will be invited. The focus of this event will be on celebrating recovery, engaging interested service users in the various advisory groups and on succession planning for the advisory groups and for the Service User and Supporters Council (SUAS). This structure will be supported by a robust internet-based forum and engagement process. The existing service user consultation structures and feedback mechanisms will also be strengthened and enhanced.

UTILISE THE ESWIFT ELECTRONIC HEALTH RECORD TO DRIVE QUALITY AND EFFICIENCY

The implementation of the new ‘eSwift system’ is bringing about a transformation within St Patrick’s Mental Health Services. Our work with large numbers of service users generates a vast array of information and data which, when captured and interpreted, can be used to improve and redefine best practice. The transformation will see the meaningful and impactful use of the data generated by the system to enable improvements in quality, more evidence-informed clinical decision making, more use of organisational data in applied research and advocacy and more impactful analysis of therapeutic outcomes. In addition, a key transformational factor will be ensuring service users have access to their own electronic record in real time.



SUPPORTING PHILANTHROPIC PROJECTS

We have developed and supported a number of philanthropic initiatives in the areas of homelessness, ethnic minority support, advocacy, local community support and provision of free-of-charge care. We will continue to sustain and develop these initiatives over the period of this strategy.

ATTRACTING AND RETAINING THE HIGHEST QUALITY STAFF

Our recently developed Human Resources Strategy will be further consolidated during the period of this strategy. The primary focus of this HR policy is to ensure the Organisation continues to attract and retain the highest quality staff through maintaining a competitive remuneration policy, enhancing staff welfare and engagement and building a strong succession planning process.

VALUE-DRIVEN FINANCIAL STRUCTURE

We will continue to implement and refine our value-driven Financial Structure, which monitors expenditure and related considerations right across the Organisation, so as to ensure the best outcomes are being delivered for service users in the most cost-effective way.

Conclusion

St Patrick's Mental Health Services has, since its founding, responded to the changing landscape of mental healthcare within Irish society. This strategy builds on our achievements to date and identifies key tasks to be achieved over the next five years. It is a dynamic plan for action, capable of being adapted to address emerging issues and consistent with the founding Charter of the Organisation. The impact of its implementation will be measured through the extensive outcome measures developed by the Organisation over the last 10 years.

Through delivery of this strategy, the Board of Governors, staff, volunteers, senior management team and all those connected with St Patrick's Mental Health Services are outlining our commitment to ensuring that those who experience mental health difficulties receive the best opportunity to recover and live fulfilled lives and that, right across the community, people are educated and empowered to live mentally healthy lives.



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