

St Patrick's Mental Health Services



Annual Report and Financial Statements

2019

In 2019, St Patrick's Mental Health Services continued to deliver focused, effective mental health services to the highest possible standards. Our services strive to fulfil our founder Jonathan Swift's vision of a society where all citizens are given the opportunity to live mentally healthy lives.



*2019 Nurse Graduates Victoria Grainger
and Ciara Sweeney*

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Report of the Chairman of Board of Governors



During 2019, St Patrick's Mental Health Services (SPMHS) continued to develop and evolve in line with the principles and objectives contained in the *Changing Minds. Changing Lives.* strategy.

This necessary growth for SPMHS will allow us to deliver a quality and efficient service now and into the future.

Delivering quality care

SPMHS is governed through a charitable trust set out by a Charter established in 1746. We do not receive Government funding, and our present-day status, as an independent, not-for-profit entity, is almost unique and allows us to view the delivery of our services through a progressive prism. We know that reinvesting in our staff, facilities and services will allow us to meet the ever-growing demand for quality mental health services. SPMHS has seen a consistent growth in clinical activity and has proved adaptive and responsive in light of this increased demand. The quality and safety of our services is again reflected in our consistently high compliance ratings from the Mental Health Commission.

Achieving high standards of governance

SPMHS is independently governed by a voluntary Board of Governors, comprised of 12 non-executive, voluntary members who do not receive any remuneration for their services. The Board is charged with the responsibility of administering the charitable trust on a not-for-profit basis.

The Board, its five sub-committees and management invest considerable time to ensure that we maintain our high standards of corporate governance.

As per the charter, the Board met 10 times in 2019. The day-to-day management of the organisation is delegated to our outstanding executive management team, led by the Chief Executive, although the Board has the final decision on policy matters.

Each month, the Board appoints one of its members as visiting governor, who visits a specific area or service, and reports to the Board at the next meeting. Representatives of the Board also attend a newly established quarterly service user feedback forum and report back to the Board on the various issues and topics raised.

Acknowledging the people who shape our organisation

I would like to take this opportunity to acknowledge the invaluable role played by the Governors of SPMHS in 2019, including Mrs Caroline Preston, Mrs Bernadette Godley, Dr John Hillery, Mrs Caroline Gill, Professor Joyce O'Connor, Mrs Audrey Cunningham, Mr Geoff Scully, Mr Michael Moriarty, the Very Reverend William Wright Morton, the Most Reverend Doctor Richard Clarke, the Most Reverend Doctor Michael Jackson, and our newest member Mr Tom Godfrey.



Prof David Clark, Oxford University and Prof James Lucey at Founder's Day 2019

This is also an opportunity to extend my gratitude to Professor James Lucey for his stellar work and exceptional contribution to the evolution of our organisation as our Medical Director over the 12 years of his term of office. I wish him well for the future. I also wish to acknowledge the hard work and diligence of our dedicated staff and volunteers, as well as the commitment of our strong management team.

Danny Kitchen,
Chairman, Board of Governors,
St Patrick's Mental Health Services

Chief Executive Foreword



Ireland has seen the conversation around mental health change dramatically in recent years. Here at St Patrick's Mental Health Services, however, our mission and vision remains the same as it was when it was originally founded by Jonathan Swift, Dean of St Patrick's Cathedral, over 270 years ago; to see a society where all citizens are empowered and given the opportunity to live mentally healthy lives.

We aspire to provide the highest quality mental healthcare, to promote mental health and to advocate for the rights of those who experience mental health difficulties. This requires continuous reinvention and redevelopment of our services, and in 2019 we once again displayed our commitment in this respect. Underpinning all our activity is a human rights-based approach, the enhancement of evidence-based knowledge and a pledge to be at the cutting-edge of new initiatives and advances in the field.

Viewed within the context of the current coronavirus pandemic, the efforts of SPMHS during 2019 to modernise the delivery of our services by utilising new technologies seems not only pragmatic, but prescient. SPMHS is well-placed to maintain our delivery of high-quality, multidisciplinary care into 2020 and beyond.

Providing holistic, quality care

Our inpatient, outpatient and day recovery programmes saw robust demand once again in 2019. This reflects the high level of trust placed in our services by both service users and healthcare professionals. The highest standard of mental healthcare is provided to our service users through a range of integrated services delivered by highly trained and experienced mental health professionals. Ongoing development and enhancement of these services continued during 2019 at St Patrick's University Hospital in Dublin 8,

St Edmundsbury (St Patrick's, Lucan) and Willow Grove Adolescent Unit. The SPMHS continuum of care incorporates inpatient and day services on our various sites, as well as the Dean Clinic network within the community, ensuring continuity of the most appropriate care and treatment for our service users on their journey to recovery.

Our compliance with Mental Health Commission standards was once again exemplary in 2019 and staff working in SPMHS maintained their commitment to quality by achieving an excellent level of compliance in each of our three approved centres.

In addition to the provision of the highest quality clinical care, SPMHS is devoted to ongoing advocacy and awareness of mental health. Our overarching goal is that all those experiencing mental health difficulties are given the best opportunity to live fulfilling lives.

Strategic objectives

Our current strategy *Changing Minds. Changing Lives.* spans the five-year period from 2018 to 2022. An ambitious and visionary document, significant progress continued to be made on implementation of each of the components of the strategy during 2019.

This strategic plan provides a roadmap for how we can continue to respond to the ongoing challenges and emerging issues impacting on mental healthcare, now and into the future.



Paul Gilligan, CEO, Jim Daly, Minister for Mental Health and Older People, Logan Blanche and Neala Gormley at the launch of the Walk in My Shoes School Portal

It also acknowledges the unique role we play in delivering mental health services to service users across Ireland. Some revisions to the strategy were deemed necessary in 2019. These do not detract from the overall thrust of its aims and objectives, which remain robust. The Board of Governors, staff, volunteers, senior management team and all those connected with SPMHS remain fully committed to implementing the *Changing Minds. Changing Lives.* strategy.

While our strategic capital development plans are being re-evaluated in light of financial constraints, our efforts to transform the SPMHS campus into the Jonathan Swift Campus for Mentally Healthy Living continued in 2019. A campus promotion plan was established, while a real-time evaluation mechanism has been implemented on the campus; obtaining views from service users, family members and visitors. Planning permission was obtained for the building of the new National Centre for Mentally Healthy Living in 2019 and a business plan for the development of the day services is now in place.

Maintaining 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 SPMHS and to increase the reach and benefits of our approach to mental health.

Throughout 2019 there was a focus on enhanced service user participation, attracting and retaining the highest quality staff and the creation of a value-driven financial structure. We also maintained our financial commitments to philanthropic projects, despite financial constraints, and continued our strong relationships with the Peter McVerry Trust, the National Parents Council, Exchange House, and Clondalkin Young Minds. Significant investment in our digital health technology during 2019 will prove invaluable in the years to come; for example, last year saw us deliver a number of 'virtual' cognitive behavioural therapy (CBT) assessments as part of a pilot programme, while 2020 will see our Service User Portal go live.

As always, we continue to invest our financial resources, staff commitment and clinical expertise in to ensuring that those experiencing mental health difficulties are educated and empowered to live fulfilling lives. SPMHS enjoyed a successful 2019 and this is due to the dedication of our Board, staff and volunteers, and the continued trust placed in us by our service users and their families.

Paul Gilligan,
Chief Executive Officer,
St Patrick's Mental Health Services

Service Delivery



Shane Kirwan, Nurse Practice Development Coordinator and Nurse Teresa Cooney; Louise O'Leary, Advocacy Manager, at the National Ploughing Championships 2019

SPMHS is an independently governed, not-for-profit mental health service, offering care and treatment for service users from all over Ireland.

SPMHS encompasses three Mental Health Commission-approved centres; our two adult inpatient centres - St Patrick's University Hospital (SPUH) and St Edmundsbury (St Patrick's, Lucan) (SEH) - and the Willow Grove Adolescent Unit (WCAU). We also have a strong community presence, with a network of Dean Clinics situated around the country.

Our range of services incorporates inpatient and day services, as well as the Dean Clinic network, with all services facilitating continuity of care for all of our service users on their journey to recovery.



Nurse Graduation Class of 2019

Significant progress was made in 2019 on many of the objectives outlined in our 2018-2022 strategy *Changing Minds. Changing Lives*. This ambitious plan provides a roadmap for how SPMHS will grow and develop, shaping a sustainable model of care that will continue past the strategy timeframe.

While we continue to expand our own services, SPMHS also plays a vital role in addressing nationwide gaps in mental health services and works closely with a number of Health Service Executive (HSE)

Community Health Organisations (CHOs), delivering services such as mental health assessment, outpatient treatment of children and adolescents and provision of inpatient care to adults.

2019 also saw us progress our Health Informatics Strategy, which seeks to embed digital technology across all facets of our services. The crucial groundwork carried out in 2019 enabled SPMHS to respond rapidly and effectively to the demands of the Covid-19 pandemic as 2020 began.

Clinical Activity

Once again, our services saw increased demand in 2019. Over the course of the year, there were 2,360 admissions to our inpatient services in St Patrick's University Hospital (SPUH), 527 to St Edmundsbury Hospital (St Patrick's, Lucan) and 89 to our Willow Grove Adolescent Unit (WGAU).

Inpatient activity

Number of Admissions (% of Admissions) 2019

	SEH	SPUH	WGAU	Total
Female	339 (67.1%)	1,389 (58.9%)	70 (78.7%)	1,798(60.9%)
Male	166 (32.9%)	971 (39.9%)	19 (21.3%)	1,155 (39.1%)
Total	527 (100%)	2,360 (100%)	89 (100%)	2,954 (100%)

These numbers represent core activity within SPMHS during 2019; the care and treatment provided to nearly 3,000 admissions provided by approximately 400 clinicians. They also represent the wide range of excellent multidisciplinary teams and programmes through which care is provided. These activity statistics include inpatient services that we have had the opportunity to provide the HSE.

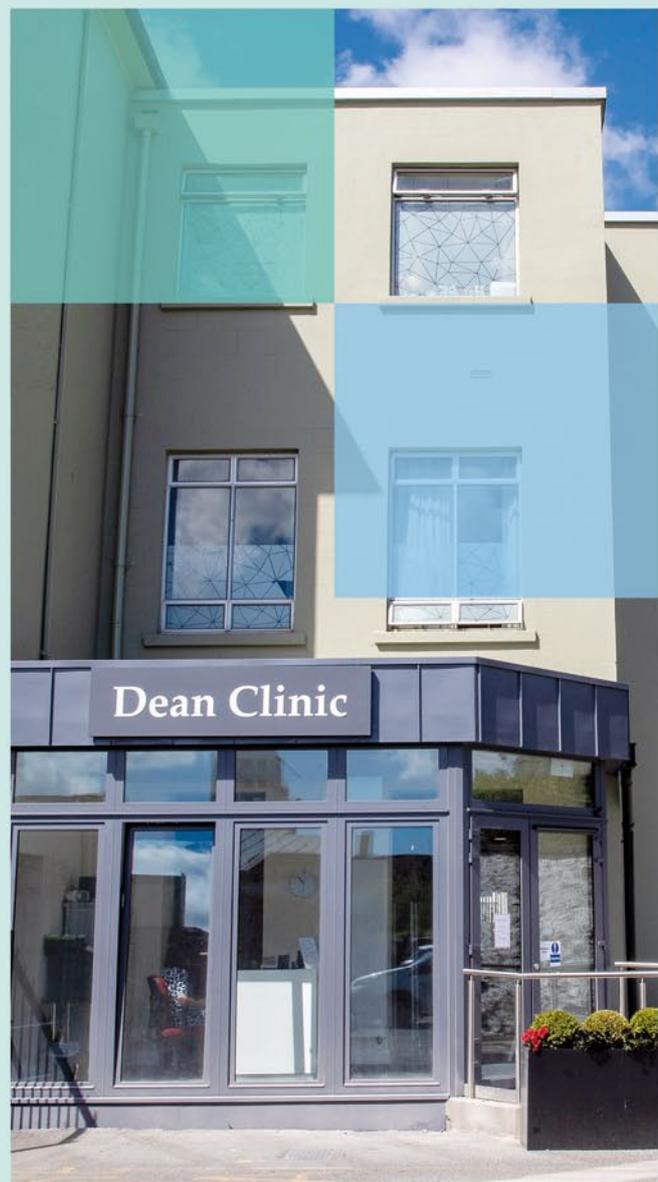
A number of service agreements were signed and renewed between the HSE and SPMHS in 2019 including with HSE CHO 5 (counties Wexford, Waterford, Laois, Kilkenny, Tipperary) and 7 (Dublin South West and Kildare). These agreements allow us to provide seamless inpatient care, funded by the HSE, for service users of theirs that need our services.

Average age at admission

Average age at admission 2019

	SEH	SPUH	Total Adult	WGAU	Total
Female	55.47	50.35	51.26	15.58	49.38
Male	54.98	46.87	47.99	15.78	47.26
Total	55.30	48.89	49.92	15.63	48.53

The table above shows the average age of service users admitted across the adult approved centres was 49.92 years in 2019. This is similar to 2018. The average age of adolescents admitted to WGAU was 15.63 years in 2019, a slightly younger average age than 2018.



Day service activity

Continued growth in day service clinical activity

2019 saw another sustained increase in our day service clinical activity. Our day recovery programmes saw robust demand once again in 2019, with an almost 13% increase in clinical activity. In March, our Pathways to Wellness Programme added an extra stream, which focuses on in-house, recovery-based interventions to accommodate those less able-bodied and those with ongoing complex physical needs.

The Access to Recovery programme also continued to grow and expand during 2019. This programme is a rapid access day programme which addresses the needs of those requiring recovery skills and relapse prevention immediately post inpatient discharge. The programme was divided into two streams to provide a stepped care approach depending on the level of acuity and the support needs of the attendees.

The CBT for Depression Day programme and the Roles in Transition programme based in SEH day services merged in June to become one programme; Transitions in Recovery. This CBT programme focuses on the impact of major life events eg. illness, loss and interpersonal challenges, in the context of an ongoing mental health difficulty.

The development of the Regaining Recovery Programme as part of the Addictions Service was welcomed in July 2019. This programme focuses on the management of relapse of addictive behaviours and aims to support an individual to regain sobriety.

The Depression Recovery Programme Level B (day services) underwent a review during 2019 and now begins with an overview of the CBT-based model of care on which it is based, in order to allow service users to decide if this approach is best for them. It is hoped that this will address high drop-out rates.

SPMHS day programmes	Attendances 2019
ACT	1134
Access to Recovery	2307
Addictions Programmes	1276
Anxiety Programme	1278
Bipolar Programme	191
Compassion Focused Therapy	683
CFT Eating Disorders	255
Depression Programme	1440
Driving Assessments	4
Eating Disorders Programme	2043
Formulation Group	65
Healthy Self Esteem	183
Living Through Distress	1406
Living Through Psychosis	101
Mindfulness	254
Pathways to Wellness	1465
Psychology Skills for Adolescents	190
Psychology Skills for Older Adults (SAGE)	295
Psychosis Recovery	16
Radical Openness	1014
Recovery Programme	1562
Schema Therapy	276
Transition to Recovery	101
Trauma Group Therapy	216
Total	17,652

In 2019, SPMHS was awarded the contract to provide a mental health support programme to the Department of Foreign Affairs (DFAT) Consular Service. The programme was developed within our Wellness and Recovery Service and delivered on-site at the DFAT Consular Service offices over a six-month period. An evaluation was carried out by participants in the form of a survey and focus group completed at the end of the programme alongside a formal review held with members of DFAT Directorate and SPMHS management. Results of the evaluation indicated the programme was well-received and of benefit to DFAT staff.



First Fortnight Launch Event, November 2019

Community care activity - Dean Clinics

There were 15,159 appointments at our Dean Clinics in 2019. This figure represents community provision of care and treatment to thousands of people for a variety of mental health problems such as anxiety, depression, trauma, eating disorders, addictions, dementia and other psychological issues. Clinical activity in our Dean Clinics include multidisciplinary assessments, psychology, CBT, social work and occupational therapy sessions.

Rights-based care and treatment

The Mental Health Act 2001 and its associated regulations are important legislative requirements that provide for the needs of those experiencing mental disorder. These regulations ensure that individuals experiencing a mental disorder can access healthcare in a way that protects their human rights.

In 2019, service users were treated under the Mental Health Act on 83 occasions. This represented 3.5% of all admissions to SPMHS and includes service users admitted under the Mental Health Act, as well as those transferred to SPMHS already under the protection of the Act and those admitted voluntarily who subsequently went on to be treated under the Act.

Over the course of 2019, a total of 71 independent Mental Health Tribunals were facilitated in SPMHS. On 101 occasions in 2019, inpatient service users that requested a premature discharge were supported through the discharge against medical advice process. These figures represent a significant reduction on 2018.

Excellence and Mental Health Commission standards

Continued retention of our 'approved centre' status from the Mental Health Commission in 2019 for all three approved centres of SPMHS in 2019 serves to highlight the effective clinical governance of the organisation. Since the establishment of the Mental Health Commission, SPMHS has maintained an exemplary record of consistently achieving the highest quality standards.

In 2019, the three centres of SPMHS were recognised in the MHC 2018 Annual Report as the top three approved centres in compliance with regulations in 2018. In 2019, staff working in SPMHS maintained their commitment to quality by achieving an excellent level of compliance with these regulations in each Approved Centre.

Outcomes measures

Since 2011, SPMHS has endeavoured to assess and monitor the efficacy of our services through the measurement of specific outcomes. SPMHS remains one of the first mental health organisations to collate, analyse and synthesise this information relating to an organisation's outcomes on an annual basis.

The 2019 Outcomes Report presents outcomes relating to clinical care, clinical governance processes, clinical programmes and service user satisfaction rates.

Now in its ninth year, the report is central to the organisation's promotion of excellence in mental healthcare. By measuring and publishing outcomes of the services we provide, we strive to understand what we do well and what we need to continue to improve. Wherever possible, validated tools are utilised throughout this report and the choice of clinical outcome measures used is constantly under review. This ensures we are attaining the best possible standards of service delivery.

Service Delivery Developments



(L-R) Shane Kirwan, Nurse Practice Development Coordinator; Adam Kavanagh, Programme Manager for Clinical Governance; Stephen Douglas, Programme Manager; and Tom Maher, Director of Services at the Nurse Graduation 2019

A number of new service delivery developments were committed to in the *Changing Minds. Changing Lives. 2018-2022* strategy, and these enjoyed rapid progression during 2019.

Prompt assessment of needs

There was further consolidation of this free-of-charge assessment in 2019, with 1,236 adult PAONs delivered in 2019. This represented a 14.7% increase on 2018's figures.

The PAON is a telecommunications-based assessment provided free-of-charge for service users referred by their GP. An experienced Registered Nurse carries out the PAON and based on their assessment, will create a care plan with the service user that can include referral to the SPMHS Dean Clinics, day services, services outside of SPMHS or for inpatient assessment.

This innovative service allows for prompt engagement with service users (including risk-assessment) and ensures the most appropriate care pathway can be quickly identified.

Embedding of eSwift

The introduction of the electronic health record system (eSwift) continued to have a positive impact on capturing and monitoring of clinic appointments throughout 2019.



Orla Gogarty, Director of Digital Health and Ronan Devins, Head of IT presenting an award for the Irish Business Plan Funds competition

enhanced the quality of communication and improved efficiencies of transporting clinical files to clinics. The introduction and embedding of the eSwift system enabled standardisation of administrative processes across the Dean Clinics, serving to enhance the quality of the service user experience.

Psychology-based recovery programmes

Our psychology-based services again enjoyed positive feedback, low dropout rates and excellent clinical outcomes throughout 2019. The demand for programmes such as Compassion-Focused Therapy and Group Radical Openness continues to grow.

Last year saw two important additions to the wide range of programmes offered; The Trauma Programme and Formulation Programme. With the addition of the Trauma Programme, complex trauma presentations, which would have previously been referred outside the organisation, are now treated in-house. This robust and comprehensive programme is a significant addition to our suite of services, with feedback from service users of the initial pilot being expansive and overwhelmingly positive.

The Psychology Department piloted a Formulation Programme during 2019. This is aimed at those who have been discharged without having had adequate opportunity to build up a psychological understanding of their current experiences.

The addition of these two new groups led to a modest increase in Day Service attendances.

Social Work

In addition to continuing to contribute clinically to the work of all SPMHS multidisciplinary teams and to a number of established therapeutic programmes during 2019, members of the Department of Social Work were involved in the following initiatives: successfully launching a modified form of the internationally established Family Connections programme and in providing three cycles of this programme, which supports family members of service users with a diagnosis of borderline personality disorder; and the production of a package of resources for use by SPMHS in respect of dealing with the subject of domestic violence and abuse.

Occupational therapy

The Occupational Therapy department provides group or individual interventions to approximately 33% all hospital admissions. The department facilitates group interventions on a number of programmes. The occupational therapy department is also referred individuals for outpatient treatment from our Dean Clinics. In 2019 some changes were made to the recreational activities timetable and new activities were introduced such as: Yoga Nidra, a new Arts & Craft Group, Mindful Lego Groups, Singing for Fun, Pop-Up Cinema, Drama Workshop and the collaborative Opera Project with the Irish National Opera as part of the First Fortnight Festival.

In SPMHS there are currently 4 nurses with prescriptive authority and 3 in training. The Clinical Governance Committee is currently considering expanding this process to the CNM's who coordinate clinical activities in the Dean Clinics. This will improve the efficient operation of these clinics and will improve the quality of the services provided to those attending the clinics.

Information centre

The Information Centre continues to provide access to relevant diagnostic and support information to service users, staff, family members and the general public.

Clinical Audit and Research Awards 2019



Composer Amanda Feery and poet Stephen James Smith worked with a number of our service users in late 2019, collaborating together to create the text for a new concert aria titled *How Aria?* which had its world premiere in SPUH during the festival. The performance featured mezzo-sopranos Bríd Ní Ghrúagáin and Dominica Williams, accompanied by the Bangers and Crash percussion group.

Prescriptive authority for nurses

A National regulatory system (implemented by the Nursing and Midwifery Board of Ireland) allows, in circumstances, for nurses to prescribe medications, in place of a medical practitioner in accordance with, inter alia, The Irish Medicines Board (Miscellaneous Provisions) Act, 2006. This process facilitates more efficient and responsive care and treatment practices within health services.

During 2019 it continued to provide a broad range of assistance and supports and expand the information provided to include all post-discharge supports, individuals' rights and to promote and empower service users, family members and the general public to gain a better understanding of their mental health difficulties and recovery.

Support and Information line

SPMHS provides a confidential support and information telephone and email service, staffed by experienced mental health nurses from 9am-5pm, Monday to Friday, with an answering and call-back facility outside of these hours. There is also an online support and information form that can be filled out on our website.

The number of contacts received by our Support and Information Services in 2019 was 11,942, a figure that represented a decrease on 2018 activity.

Advocacy for service users

An Independent Youth Advocacy (IAS) was contracted to deliver group and individual advocacy sessions in WGAU in June 2019. The service commenced in September 2019 and 59 young people attended the fortnightly group sessions. Two young people requested individual advocacy sessions. Themes discussed by young people were communication with staff, rights and responsibilities, social responsibility, living arrangements and unit policies. There were several positive outcomes: issues were resolved, young people reported that they felt heard, and a sense of empowerment. The WGAU received the "Investing in Children Membership Award" from the UK Invest in Children organisation in December 2019.

Digital and telehealth service developments

As a mental health service provider, we realise that the innovative use of technology is a critical enabler in supporting the effective delivery of, and equitable access to services regardless of location. In our strategy *Changing Minds. Changing Lives. 2018-2022*, the strategic digital enablement of service delivery and service access, in a manner which is evidence-based, innovative and secure, was prioritised.

The enthusiasm and dedication with which clinicians have adopted changes in practices brought about by these new technologies has allowed SPMHS as an organisation to be at the forefront of new ways to deliver excellent care. The prudent investment of significant time and financial resources into our IT infrastructure and the digitalisation of our services over the past number of years is already reaping dividends, and will do so for many years to come.

The Centre for Innovative Mental Health Technologies

The Centre aims to develop cutting-edge, eMental health technology-based interventions and supports for a range of mental health difficulties, pursue new discoveries and ground-breaking methodologies in a key and rapidly developing area of mental health treatment.

In early 2019, SPMHS partnered with the Ireland Funds to sponsor the Mental Health Category prize in the Ireland Funds Business Plan Competition 2019. This annual competition seeks to nurture creativity and hone entrepreneurial skills amongst Irish-based early-stage technology entrepreneurs. In addition to the total prize fund of €24,000 provided by the Ireland Funds in 2019, SPMHS provided a €5,000 prize for a business plan with a mental health focus.

This prize was awarded to Auxilio, a collective of PhD candidates, for their proposal of an innovative app to provide between-session support to service users attending a therapist for psychological difficulties. SPMHS are now exploring a joint partnership with Auxilio for development of the app.

Service user portal

In keeping with SPMHS' rights-based approach to service user care and treatment, we have committed to opening access of our Electronic Health Record to our service users in a phased manner. SPMHS is committed to service users' right to access their own information, which is in line with the European Union's Convention of Rights of Disabled Persons 2006 and is enshrined in the Irish Data Protection Act 2018, as well as EU GDPR.

In December 2019, after a rigorous procurement process, the organisation contracted with a UK-based patient portal vendor to co-design and deliver a shared record for service users which is user-friendly, secure and technically stable. Called "Your Portal", the project is the first of its kind in Ireland and is on target to go live with the first phase of implementation in June 2020. Through "My Portal", our service users will have access to the necessary mental health information to empower their participation and autonomy in their recovery journey.

Data protection

All Data Subject Access Requests (SAR) in 2019 were processed by the Data Protection Office in compliance with our obligations under the Data Protection Act 2018 which gives further effect to the GDPR and internal SPMHS Data Protection Policies.

SPMHS received 447 data subject access requests in 2019, which represented an increase of 40% on the number of requests received in 2018. It should be noted that 112 SARs of this total were completed in response to a single request from the VHI.

In 2019, work continued to ensure that SPMHS meets its obligations under the GDPR and Data Protection Act 2018 through continuous review of Data Protection Policy, the completion of Data Privacy Impact Assessments for the Service User Portal and review of Health Research Applications.



GP electronic referrals

The National Healthlink system provides an electronic messaging service which allows the secure transmission of clinical service user information between hospitals, healthcare agencies, clinical centres, and GPs. In 2017, SPMHS signed an agreement to use Healthlink to facilitate GPs wishing to electronically refer to SPMHS.

SPMHS went live with the Healthlink system in September 2017 and the volume of GP referrals sent electronically continues to grow on an annual basis. A year-on-year increase of 63% in referrals received in this format was observed for 2019.

Remote cognitive behavioural therapy pilot

In late 2018, technology platforms to enable the delivery of video-enabled services were evaluated within SPMHS, and a HIPAA-compliant product was selected as the platform of choice to deliver internet-based services. The CBT department was equipped with laptops, headsets, software and training to enable the delivery of these services remotely guided approved clinical protocol. In 2019, approximately 35 video-enabled CBT sessions were delivered to service users by three therapists using this platform. This is expected to grow significantly in 2020.

Human resources

SPMHS employs over 700 staff across a range of disciplines, both clinical and non-clinical. By creating and maintaining a working environment within which all staff are empowered and encouraged to reach the fullest extent of their potential, this ensures the highest standards of care will be consistently delivered to our service users. We realise this vision by working in partnership with the wider SPMHS organisation to provide leadership, support and guidance in the development and implementation of the policies, procedures and practices required to assist SPMHS in the achievement of our clinical and commercial objectives. These are emblematic of the vision and mission of our HRM strategy.

Part of meeting these objectives is our being able to respond to recruitment challenges in a timely manner and in maintaining and developing our existing skills base.

To this end, human resources continued to lead and support the organisation in meeting recruitment challenges across all departments and disciplines against the backdrop of an increasingly competitive labour market last year.

A dedicated, strategic nurse recruitment campaign was run in 2019. The significant collaboration between a number of departments involved in the process resulted in SPMHS bucking the national trend and reaching a point of being fully staffed from a nursing perspective, as well as firmly positioning SPMHS as an employer of choice for qualified nurses, and a sought-after placement hospital for nurses in training.

Overall staff turnover for 2019 stood at 4.1%, which was a reduction on the figure for 2018 (5.3%).

SPMHS was the first mental healthcare facility, indeed the first hospital in Ireland, to be awarded the Keep Well Mark in 2018 and staff wellbeing has remained very firmly on the agenda. An initiative arising out of this is the Staff Wellbeing Committee, a cross-departmental group first launched in October 2018. The initiatives, both activities and events, provided by the Wellbeing Committee are informed by directly by the staff of SPMHS. A survey conducted at the end of 2019 showed that 71.9% of the respondents were 'satisfied' or 'very satisfied' with the Committee.



Initiatives undertaken in 2019 include specific celebrations of International Women's Day and International Men's Day, a series of 'Lunch 'n Learn' lectures, yoga classes, mindfulness classes, 'fruit for all' and 'ice-cream for all' days and the very popular 'Steps to Better Health' challenge.

Work is continuing both on the Staff Wellbeing Committee and the retention of the Keep Well Mark.

SPMHS looks forward to the continued delivery of the HRM strategy over the course of 2020 to further support our objective to be the preferred employer of choice in our sector and ensure that we have the talent required to deliver on our overall clinical and commercial objectives.

Advocacy



Tamara Nolan, Head of Communications and Advocacy; Emma Archbold, Communications and Membership Officer, Children's Rights Alliance (CRA) at the Members' Briefing for the #NoChild2020 campaign

Significant progress was made on the implementation of the objectives of our 2019-2022 Advocacy Strategy last year. The strategy seeks to enhance, and further develop, our ongoing advocacy work to date and aims to be responsive to emerging issues over its course, including service user consultation and participation. The strategy objectives are fundamentally aligned with European and international child and adult mental health advocacy goals, reflecting the overarching vision of a society where all people are given the opportunity to live mentally healthy lives.

Through our Advocacy Committee, overseen by our Advocacy Manager, we make submissions on all relevant calls for submissions by the Dáil, Seanad and Government departments.

We also strive to raise awareness and promote positive mental health. Every year, we lead a large number of projects and initiatives designed to engage, support and educate schools, mental healthcare professionals and members of the public about mental health, wellbeing, stigma and human rights. Our communications department has strong links with regional and national media, and ensure the topic

SPMHS remains committed to advocating for human rights-based approaches to mental healthcare.

On a national level, we advocate for a society in which the rights of those experiencing mental health difficulties are acknowledged and the stigma previously attached to mental health issues is rejected.

of mental health, our work at SPMHS and Walk in My Shoes (WIMS) receives widespread coverage. Using social media is a core tenet of our communication and advocacy endeavours and has greatly enhanced our outreach in recent years.

Advocating for human rights

During 2019, a total of 13 contributions to consultations were completed including submissions to HIQA, a number of State departments and committees, the National Study on Familicide and Domestic Homicide Reviews, and an international consultation by the World Health Organisation Quality Rights Initiative.

The Advocacy Manager participated in a HIQA focus group on the development of Human Rights Guidance for Health and Social Services, and in a consultation forum for the disability sector as part of the mid-term review of the National Disability Inclusion Strategy. Contributions to member consultations by the Children's Rights Alliance and Mental Health Reform were also completed.

A special submission of collated knowledge and research within Ireland on violence against children and links to mental health was made, further to a request by the UN Special Representative on Violence Against Children to assist with the preparations for their annual report to the Human Rights Council.



(L-R): Dr Cliona Loughnane, National Women's Council of Ireland; Elaine Donnelly, Social Work Team Lead; Louise O'Leary, Advocacy Manager, SPMHS; and Mary Hayes, National Women's Council of Ireland at the 'Gender-Based Violence and Women's Mental Health' seminar

Poster, oral and panel discussion presentations were also delivered by SPMHS representatives at national and international events, including the World Congress on Women's Mental Health in Paris and the National Health Promotion Conference.

Our philanthropic efforts continued in parallel, and 2019 saw the implementation of the Philanthropic Projects evaluation process with the project leads of Exchange House, National Parent's Council, and Peter McVerry Trust projects.

In total, we attended 26 separate events related to mental health, disability and or advocacy activities to represent SPMHS and build on the network of mental health organisation partnerships established. A 'Collaborative Efforts' webpage was created for Advocacy section of SPMHS website to showcase various collaborative projects and highlight links to partner organisations.

Undertaking critical awareness-raising work

Our vital work in raising awareness of mental health remained a priority in 2019, with several successful collaborative initiatives and event showcases. Once again, we took part in the hugely popular First Fortnight and See Change festivals, while our exhibition at the National Ploughing Championship saw us reach thousands of people over the course of three days.

SPMHS utilised all forms of media to raise awareness of mental health issues in 2019, including guest blog posts, radio interviews and television appearances.

In total, 14 press releases were issued in 2019, while nine television appearances, 146 radio mentions or interviews, 121 print articles and 147 online articles mentioning or related to WIMS or SPMHS were recorded.

Our five distinct mailing lists - general public, GPs, HSE business managers, WIMS general, WIMS primary school and WIMS secondary school - saw significant activity during the year. Several thousand subscribers received a total of 38 mailouts and open and click-through rates were higher than industry averages.

Women's Mental Health Network

Established in 2018, the Women's Mental Health Network is an initiative co-developed by SPMHS with the National Women's Council of Ireland. The network aims to provide a forum for information-sharing and networking, and to advance interdisciplinary and multi-agency collaboration on women's mental health issues.

Membership of the network increased to over 250 during 2019 and three newsletters were issued to members over the course of the year. Three separate networking events were held on the main SPMHS campus, covering topics including perinatal mental health, gender-based violence and trauma-informed care.

Promoting health literacy

Our commitment to promoting and enabling health literacy continued with our ongoing work on implementing the recommendations of our service-wide literacy audit, which was carried out in conjunction with the National Adult Literacy Agency (NALA).

Our work in this area saw SPMHS nominated for an award at the NALA Annual Plain English Awards and we received a Special Commendation in this category in recognition of our efforts to become a more health literacy-friendly organisation.

2019 also saw us participate in a panel discussion at the National Adult Literacy Agency's Literacy Conference and present a poster at the European Health Literacy Conference on the importance of health literacy in mental health services.



Annual Stigma and Attitudes Survey

The long-running Stigma and Attitudes Survey was once again carried out by Amárach. For the first time, the 2019 survey included questions aiming to explore the public understanding of mental health as a human rights issue and attitudes towards anxiety, along with existing questions contained in earlier surveys to allow for year-on-year comparisons.

The survey found that there is still a stigma attached to people with mental health difficulties, with nearly two-thirds (63%) agreeing that being treated for a mental health problem is seen by society as a sign of personal failure. This is despite most (93%) acknowledging that anyone can experience mental health difficulties. However, there are some indications stigma might be dissipating, with an increase in people who believe those who have been inpatients in mental health services can fully recover and lead normal lives.

The survey also found that one-third of people said they would not tell their partner if their child was depressed, while one-quarter of all those surveyed said they would not tell anyone if they were having suicidal thoughts.



Representatives of the SPMHS Literacy Committee at the NALA Plain English Awards; Rathbeggan National School at the Mission Possible Award Ceremony 2019; Fergus Keane won the General Category award in the Frame of Mind Short Film Competition 2019

Walk in My Shoes campaign 2019

Our hugely successful WIMS campaign was established in 2012 after a passing comment from one of our teenage service users that he wished someone could walk in his shoes to understand his mental health journey. Although it has evolved significantly since then,

WIMS remains our flagship education and awareness campaign for young people, and in 2019 we were delighted to announce Kodaline frontman, Steve Garrigan, as its new ambassador. A passionate advocate for positive attitudes towards mental health, Steve contributed to many of the initiatives that take place under the auspices of the WIMS campaign.

The WIMS website also underwent a complete redesign in 2019, becoming easier to navigate and allowing for enhanced functionality.

Mission Possible

2019 was the third year of our Mission Possible School Achievement Awards. This initiative aims to celebrate and acknowledge the work that schools undertake to promote positive mental health. Teachers entering the competition share evidence of their school's initiatives with WIMS, such as photos, posters, books, and website links.

Entries for the awards almost doubled from 2018, with a total of 63 applications. Tanya Ward, Chief Executive Officer of the Children's Rights Alliance, joined the 2019 judging panel, along with Paul Gilligan of SPMHS and the WIMS Project Manager.

An awards ceremony was held on 30 April, 2019 with six winning schools taking home first to third place prizes in Primary and Secondary categories.

Frame of Mind

Our Frame of Mind short-film competition marked its sixth year in 2019. The competition aims to improve awareness of mental health and to reduce stigma associated with mental health difficulties through film-making. Short films of between two and three minutes duration can be submitted to one of two categories; Secondary School or General.

Entries for the 2019 Frame of Mind competition opened on 20 September, 2019, with an initial deadline of 15 November. Due to an unprecedented high volume of entry requests, a decision was taken to extend the deadline to 17 January 2020.

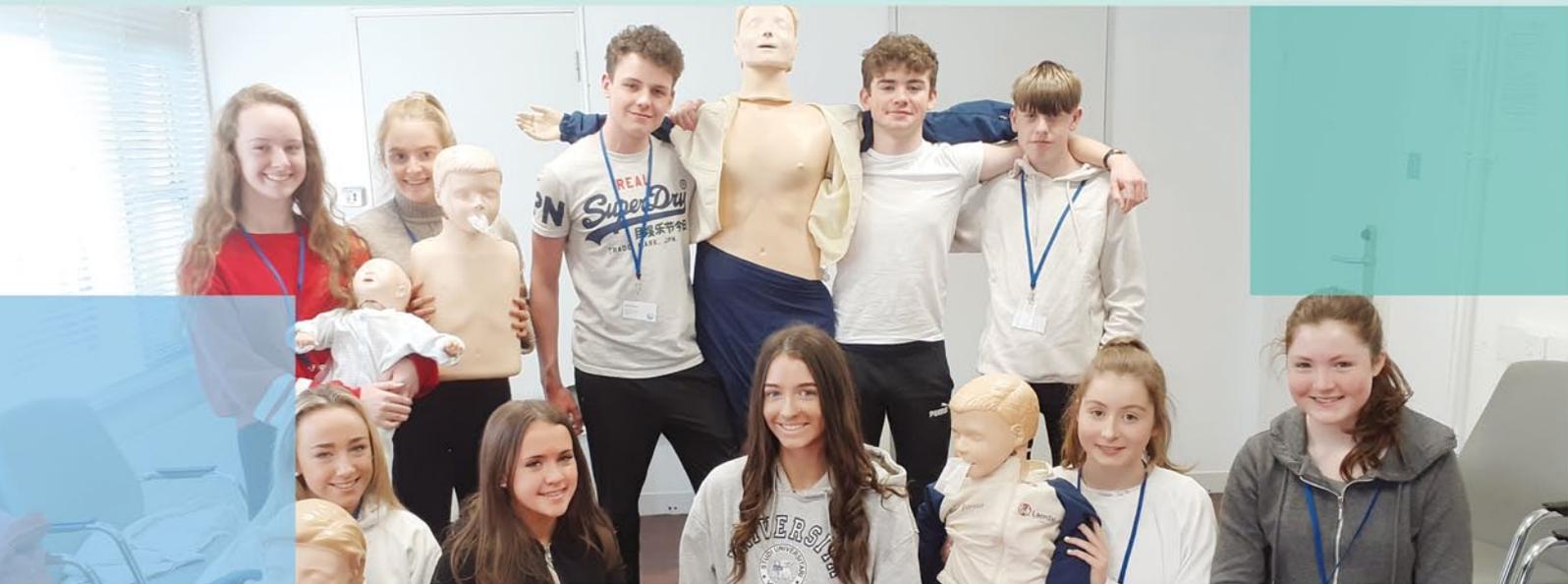
#MindYourSelfie

WIMS Ambassador Bláthnaid Treacy and Instagram-famous dog, Ricky, helped launch the #MindYourSelfie campaign in 2019, encouraging social media users to post a selfie online which shares the message of what they do to mind their mental health and contains the hashtag #MindYourSelfie.

The goal was to promote the release of a new mental health education film for schools called Frame of Mind, which was developed as a teaching aid to address how young people can look after their wellbeing throughout everyday challenges.

Presenter and WIMS Ambassador Bláthnaid Treacy with Ricky the dog at the launch of #MindYourSelfie Day.





Students on the WIMS TY programme learn first aid as part of their week-long placement at SPMHS

#MindYourSelfie marked its fourth year in 2019, with its highest ever level of online engagement. The unique campaign saw a 26.5% increase on the number of social media posts compared with 2018, and posts about #MindYourSelfie reached almost 3 million people and had 4.5 million impressions.

Transition Year Programme

Our Transition Year (TY) Programme continued to be hugely popular in 2019, and over 500 students have taken part in the programme to date. The programme, which aims to provide mental health education for TY students through week-long placements facilitated by SPMHS staff and clinicians, sees participating students return to their schools as mental health ambassadors. These ambassadors must then develop and deliver a mental health initiative in their school.

Three weeks of the 2018/2019 TY Programme and two weeks of the 2019/2020 programme took place in 2019 and 20 students took part in each week of the programme. A key element of the TY Programme involves students being introduced to the multidisciplinary teams operating within SPMHS. In 2019, a mock multidisciplinary team meeting was scripted and filmed with SPMHS staff and actors and used as a learning tool for students.

A graduation ceremony for participants of the 2018/2019 programme took place in May, with over 90 people in attendance, including special guest, singer-songwriter Ryan O'Shaughnessy.

Walk in My Shoes Radio (WIMS FM)

Pop-up radio station WIMS FM aims to promote positive mental health awareness and educate the public on mental health matters, and does so by broadcasting over 70 hours of radio from the

SPUH grounds. A diverse range of mental health issues were covered during its week on air, October 7-11 2019. A total of 36 presenters took part in the 2019 radio station, including 14 new presenters, while our new ambassador Steve Garrigan hosted a special show, featuring a live interview with long-term WIMS supporter Adam Clayton.

Among the new additions to the programme last year was a daily themed special to focus on mental health from a particular perspective (sport, news, LGBTQI+, rural communities and culture). A School Special programme, first initiated in 2018, also returned, and was broadcasted at 11am on World Mental Health Day. Another special programme, which focused on the mental health impact of living with cancer, aired for the first time on 11 October.

School portal

A key feature of the new WIMS website was the inclusion of Ireland's first School Portal for mental health promotion. The secure, private online platform enables school staff to highlight and share their activities to promote positive mental health. It also promotes collaboration and cooperation, as schools can see what other schools are doing in relation to wellbeing and mental health promotion. The portal was officially launched by Minister Jim Daly TD on World Mental Health Day, 10 October. Since its launch, the School Portal has seen significant engagement.

Other key activities

Self-harm Awareness Conference

The fourth annual Self-Harm Awareness Conference in collaboration with Pieta House took place on 1 March to mark Self-Injury Awareness Day. The conference aims to destigmatise self-harm and embed understanding about self-harm among health professionals, school staff, parents and carers.

Kodaline frontman and WIMS Ambassador, Steve Garrigan, launches WIMS Radio 2019; Neala Gormley at the launch of the WIMS school portal; Self-Harm Conference on 1 March; 2FM's Eoghan McDermott and Doireann Garrihy presenting a cheque to Walk in My Shoes following its fundraising appeal in August

Held in partnership with Pieta House, David Keegan of First Fortnight was the special guest speaker in 2019, while other speakers included Professor Ella Arensman and Dr Eve Griffin of the National Suicide Research Foundation, and Professor Ellen Townsend of Nottingham University.

National Ploughing Championships 2019

Our attendance at the National Ploughing Championships coincided with the launch of a new mental health resource developed specifically for the farming community. Developed in association with Teagasc, Minding Your Mental Health in Farming Life, the resource is free and downloadable.





Shauna O'Connor, SeeChange and RTE's Michael Doherty at the SeeChange Green Ribbon table quiz for service users in May; Outdoor Yoga at the Recovery Festival in August; Founder's Day Conference 2019

Green Ribbon film quiz

In partnership with SeeChange, SPMHS hosted a film quiz for 24 service users on 22 May as part of SeeChange's Green Ribbon Month; the quiz aimed to engage service users in this anti-stigma campaign. Michael Doherty, the RTÉ Guide's Film Editor, devised and presented the quiz, which focused on mental health in the movies.

Recovery Festival

Now a firm highlight of the SPMHS calendar, the second annual Recovery Festival took place on 31 August. A family fun day hosted in the grounds of SPUH, it offered service users, staff and their families opportunities to engage with visiting mental health exhibitors, participate in wellness workshops and family activities and learn about ways to stay engaged with SPMHS' key developments. Approximately 480 people attended the festival, which built on the success of the inaugural event. It was based on a *Wizard of Oz* theme to mark the 80th anniversary of the classic film.

Founder's Day 2019

The annual Founder's Day conference serves to recognise the legacy of SPMHS' founder, Jonathan Swift, and is held around the time of his birthday each year. It promotes the SPMHS brand of excellence in mental healthcare. The 2019 event took place on 6 December and focused on exploring national and international treatment approaches in the age of anxiety, aiming to provide a platform for sharing research and innovative treatment approaches.

The 2019 programme sought to explore understandings and treatments of anxiety in both Irish and international contexts with a high-calibre group of contributors, including a plenary lecture from Professor David Clark of the University of Oxford; presentations from Professor Helen Kennerley of the Oxford Cognitive Therapy Centre, Professor Mark Freeston of Newcastle University and Professor Brian Fitzmaurice of Trinity College Dublin. Over 200 delegates attended the sold-out event, which was CPD-accredited by the Psychological Society of Ireland, Irish College of General Practitioners, and the Irish Association of Counselling and Psychotherapy.

GP Information Programme

Our GP Programme continued to raise awareness of mental health among GPs, to educate GPs on managing mental health presentations in their surgeries and to encourage GPs to attend, or engage with, SPMHS events and online resources such as the GP Portal. The programme saw a significant jump in engagement throughout 2019; there was a 415% increase in page views of GP Referrals and Admissions content on the SPMHS website, growing from 38,000 in 2018 to 196,000, and a 29% increase in the number of GPs reached through the network.

Key activities taken during the year included issuing eight postal mail-outs to promote SPMHS services and developments, publishing four quarterly eNewsletters with a higher than industry average click-through rate, exhibiting at the ICGP Annual Conference and AGM in May and its Winter Meeting in November, and employing a temporary Junior Communications Executive dedicated to growing and refining the GP digital network in August. Two new CPD-accredited films featuring SPMHS clinicians for the GP portal were filmed and launched during the year.

Research and Education

In line with its role as a leader in mental health services, SPMHS complements its everyday service delivery with strong clinical research activity. Our commitment to clinical research underpins our goal of delivering the highest quality mental health services in the most effective way possible.

Our partnership with the Trinity College Dublin School of Psychiatry has seen the development of an impressive body of research, the outcomes of which will ultimately enhance the manner in which we deliver our services.

Service user involvement in our future research endeavours will be significant and they will play a vital role in shaping our research agenda. In 2019 progress continued on the establishment of the Empowering Recovery Mental Health Research Institute, as committed to in the five-year strategy *Changing Minds. Changing Lives.* which we believe will become a major international centre at the forefront of enlightened and pioneering research in the area of mental health.

Breaking new ground in mental health research

The Research Department has achieved a research grant award of €800,000.

The KARMA-Dep 2 study, looking at ketamine as an adjunct treatment for acute depression for service users receiving electro-convulsive therapy (ECT), is ongoing, while the AMBER-Dep (Autobiographical Memory and Depression) study aims to improve our understanding of memory, depression and ECT, and will facilitate advances in the treatment of severe depression.

Orla Gogarty, Director of Digital Health and participants at the Consular Workshop on Mental Health in SPMHS





Chinese Delegation 2019; A multidisciplinary team of mental health professionals from Centrum Dusevniho Zdravi in Prague on a research visit to SPMHS

At least five additional research projects commenced across the organisation in 2019, including the following:

- The provision and evaluation of bereavement and loss education based on the needs of mental health nurses working within an adolescent inpatient service;
- The Personal Self and OCD;
- Inflammatory markers of antipsychotic weight gain and cardiometabolic dysfunction in youth mental health disorders;
- Experiences and understanding of emotional over-control: a qualitative study;
- Changes in heart rate variability associated with Compassion-Focused Therapy.

Staff education and development

As a teaching hospital aligned with Trinity College Dublin, staff education and ongoing professional development is a priority for SPMHS.

The Human Resources (HR) Department is responsible for the design, co-ordination and delivery of in-house staff, and management, training programmes. The HR Department also supports ongoing continuous professional development (CPD), nurse training and external training programmes across all clinical and non-clinical disciplines.

Investment in staff education and development aligns closely with the overarching mission of the organisation and contributes to the creation and sustenance of a working environment where staff are supported, empowered, and encouraged to reach their full potential.

Recognising the importance of staff education and development is also crucial in light of our objective to be the preferred employer of choice in our sector and ensure that we have the talent required to deliver on our overall clinical and commercial objectives.

Education and Training

SPMHS' Training Office, which coordinates the organisational training and educational programmes provided to external organisations, was further consolidated in 2019. SPMHS, in conjunction with several universities including Trinity College Dublin, Royal College of Surgeons of Ireland and University of Limerick, continues to provide training to a wide range of mental health professionals, including nursing, psychology, psychiatry, social work and occupational therapy and through post graduate training in CBT. These partnerships continue to grow in line with the demand for professional internship and placements as part of undergraduate degree completion requirements.

International CPD programme for Chinese doctors and nurses

SPMHS and Beijing Dongfang Guokang Foundation (Chinese CPD Partner) signed an agreement in 2018 for the delivery of a CPD Development Programme for Chinese doctors and nurses specialising in mental health for a two-year pilot. In 2019, SPMHS continued to deliver the International CPD Programme for Chinese doctors and nurses working in Mental Health.

In 2019, four different cohorts of Chinese doctors and nurses participated in SPMHS' 12-week CPD Programme. A total of 18 doctors and 11 nurses took part in a 12-week programme, which included English language proficiency classes, orientation to key clinical service areas, participation in multidisciplinary team meetings, and site visits to other mental health services in Dublin. Following evaluation of the programme by both participating organisations, a new two-year contract has been agreed with Beijing Dongfang Guokang Foundation.

Service User Engagement

SPMHS recognises that service user insight, expertise and opinions are critical to shaping the development of our services into the future. Their perspective is integrated in a meaningful way as SPMHS grows and expands. Each of the 17 different projects outlined in our 2018-2022 strategic plan *Changing Minds. Changing Lives.* involve and prioritise service user engagement.

In 2019 we continued to enhance service user participation and involvement within our organisation through the establishment of a robust partnership ethos and structure.

SPMHS remains committed to a more inclusive system of service user representation. In 2019 Service User Engagement Guidelines for staff were developed to further increase the level of service user engagement across the organisation.

Service User and Supporters Council (SUAS)

The Service User and Supporters Council (SUAS) is a forum originally established by SPMHS in 2005 to facilitate extensive service user participation. A comprehensive independent evaluation of SUAS was undertaken in 2018, and all recommendations identified as part of this process were addressed in 2019. This included the appointment of a full-time Service User Engagement Coordinator in April 2019.

SUAS members continued to provide input and feedback on key SPMHS initiatives and took part in staff interview panels during 2019. They also delivered lectures every six weeks in SPUH as part of the service user morning lecture series. These lectures provide current service users with information about SUAS, the role and function they fulfil, opportunities to join SUAS and how to get involved via SUAN (Service User Advisory Network).

Stephen James Smith performing at How Aria, First Fortnight.





RTE's Michael Doherty at the SeeChange quiz for service users in May; Recovery Festival 2019

Members of SUAS also completed media training in May 2019, and a workshop was held in October to enhance committee skills of SUAS and to identify objectives for 2020.

The number of SUAS members had increased to 10 by December 2019. This included three members resigning and five new members joining.

Service User Advisory Network (SUAN)

The goal of the Service User Advisory Network (SUAN), established in 2018, is to build on the work being done by SUAS, consulting with and seeking the valued views and opinions of a wider range of people who have previously used our services.

The network continued to expand in 2019. A total of 27 new members joined SUAN during 2019, bringing the total membership to 117.

Members of SUAN actively fed into a number of projects during 2019 including:

- Focus group on public awareness campaign on mental health and rights
- Focus group on proposed new Physical Health Monitoring programme
- Service user perceptions of the Dean Clinics
- Service user portal project launch

Service User Consultative Forum

Historically, a representative member of SUAS attended quarterly SPMHS Board meetings. Members of SUAS called for a more inclusive process, and in 2019 a new Service User Consultative Forum was established and launched. This replaces the SUAS nominee to the Board. Representatives of Board attend these

quarterly forums and report back to the Board on the discussions that take place. Members of the Senior Management team and both service user groups SUAS and SUAN also attend.

Two quarterly Service User Consultative Forums took place in 2019, where the concept for the new public awareness campaign on mental health and rights, service user perceptions of the Dean Clinics, and the launch of the new service user portal project were discussed.

New non-clinical discharge process

A panel of SUAS and SUAN members collaborated with SPMHS staff in the co-creation of a new non-clinical discharge process, to be rolled out in 2020. Their unique insights into their own experience of transitioning from hospital to home helped to inform the new process, which will provide soon-to-be-discharged inpatient service users with information about community-based supports which may be helpful to them when they have returned home. It will also offer service users with information about the opportunities for future engagement with non-clinical aspects of SPMHS.

New service user satisfaction survey

A new survey format to replace the Service User Satisfaction Survey completed by inpatient, day services and the Dean Clinic service users was developed following the establishment of a working group, chaired by the Service User Engagement Coordinator, to review and revise the current survey. These new Service User Experience surveys will be in use from 1 January, 2020.

Income & Expenditure Account

for the year ended 31 December 2019

Extract from Financial Statements

Income - continuing operations

Maintenance and treatment fees
Other income

Expenditure

Salaries and wages
Establishment and administration expenses
Other operating costs
Depreciation

Operating surplus

Interest receivable and similar charges
Interest payable and similar charges

Surplus for the year

2019 €'000	2018 €'000
71,684	70,085
571	306
72,255	70,391
(55,470)	(52,848)
(10,340)	(10,793)
(3,044)	(2,968)
(2,930)	(2,886)
(71,784)	(69,495)
471	896
-	6
(220)	(260)
251	642

Statement of Comprehensive Income

for the year ended 31 December 2019

Surplus for the year

Total recognised gains and losses for the year

2019 €'000	2018 €'000
251	642
251	642

Balance Sheet

as at 31 December 2019

	2019 €'000	2018 €'000
Fixed assets		
Tangible fixed assets	29,800	31,035
Financial assets	4	4
	<hr/> 29,804	<hr/> 31,039
Current assets		
Stocks	89	83
Debtors	14,907	15,336
Cash at bank and on hand	6,224	4,422
	<hr/> 21,220	<hr/> 19,841
Creditors:		
Amounts falling due within one year	(12,655)	(11,991)
	<hr/> 8,565	<hr/> 7,850
Net current assets		
	<hr/> 38,369	<hr/> 38,889
Total assets less current liabilities		
Creditors:		
Amounts falling due after more than one year	(5,958)	(6,729)
	<hr/> 32,411	<hr/> 32,160
Net assets		
Capital and special funds		
Capital account	<hr/> 32,411	<hr/> 32,160

Statement of Changes in Equity

for the year ended 31 December 2019

Balance at 1 January 2018

Total Comprehensive income for the year

Surplus for the year

Total comprehensive expense for the year

Balance at 31 December 2018

Capital Account
€'000

31,518

642

642

32,160

Capital Account
€'000

32,160

251

251

32,411

Total
€'000

31,518

642

642

32,160

Total
€'000

32,160

251

251

32,411

Balance at 1 January 2019

Total Comprehensive income for the year

Surplus for the year

Total comprehensive expense for the year

Balance at 31 December 2019

Cash Flow Statement

For the year ended 31 December 2019

	2019 €'000	2018 €'000
Cash flows from operating activities		
Surplus for the year	251	642
<i>Adjustments for:</i>		
Depreciation	2,930	2,886
Interest receivable and similar income	-	6
Interest payable and similar charges	220	260
	3,401	3,794
Decrease/(Increase) in trade and other debtors	429	(1,717)
(Increase) in stocks	(6)	(10)
Increase/(Decrease) in trade and other creditors	664	(2,064)
Net cash from operating activities	4,488	3
Cash flows from investing activities		
Interest paid	(220)	(260)
Acquisition of tangible fixed assets	(1,695)	(1,979)
Net cash from investing activities	(1,915)	(2,239)
Cash flows from financing activities		
	(771)	(744)
Net increase/(decrease) in cash and cash equivalents	1,802	(2,986)
Cash and cash equivalents at beginning of year	4,422	7,408
Cash and cash equivalents at end of year	6,224	4,422

Appendix A - Peer Reviewed Research

Ketamine and depression: A special case for kynurenic acid?

Harkin A, McLoughlin DM (2019).
Brain Behav Immun Jan;75:10-11. doi: 10.1016/j.bbi.2018.11.004. PMID: 30399405

Should we stop using electroconvulsive therapy?

Read J, Cunliffe S, Jauhar S, McLoughlin DM (2019).
BMJ Jan 9;364:k5233. doi: 10.1136/bmj.k5233. PMID: 30626580

Attaining the age threshold for adolescent mental health services: factors associated with transition of care in the independent sector in Ireland.

Bond L, Feeney A, Collins R, Khurshid I, Healy S, Murtagh A, Power P (2019).
Irish Journal of Psychological Medicine.

Telomere length in depression and response to electroconvulsive therapy.

Ryan KM, McLoughlin DM (2019).
Psychol Med Sep 3;1-11. doi: 10.1017/S0033291719002228. [Epub ahead of print] PMID: 31477194

Low Circulating Levels of GR, FKBP5, and SGK1 in Medicated Patients With Depression Are Not Altered by Electroconvulsive Therapy.

Ryan KM, Poelz L, McLoughlin DM (2019).
J ECT. 2019 Nov 11. doi: 10.1097/YCT.0000000000000633. [Epub ahead of print]. PMID: 31725056

Tryptophan metabolite concentrations in depressed patients before and after electroconvulsive treatment.

Ryan KM, Allers K, McLoughlin DM, Harkin A (2019).
Brain Behav Immun [Epub ahead of print]. PMID: 31606477

International Consortium on the Genetics of Electroconvulsive Therapy and Severe Depressive Disorders.

Soda T, McLoughlin DM, Clark SR, Oltedal L, Kessler U, Haavik J, Bousman C, Smith DJ, Bioque M, Clements CC, Loo C, Vila-Rodriguez F, Minelli A, Mickey BJ, Milev R, Docherty AR, Langan Martin J, Achtyes ED, Arolt V, Redlich R, Dannlowski U, Cardoner N, Clare E, Craddock N, Di Florio A, Dmitrzak-Weglarz M, Forty L, Gordon-Smith K, Husain M, Ingram WM, Jones L, Jones I, Juruena M, Kirov G, Landén M, Müller DJ, Nordensköld A, Pålsson E, Paul M, Permoda A, Pliszka B, Rea J, Schubert KO, Sonnen JA, Soria V, Stageman W, Takamiya A, Urretavizcaya M, Watson S, Zavorotny M, Young AH, Vieta E, Rybakowski JK, Gennarelli M, Zandi PP, Sullivan PF, Baune BT (2019).

(Gen-ECT-ic) Eur Arch Psychiatry Clin Neurosci. 2019 Dec 4. doi: 10.1007/s00406-019-01087-w. [Epub ahead of print] PMID: 31802253

Physician, heal thyself: a cross-sectional survey of doctors' personal prescribing habits.

Hartnett Y, Drakeford C, Dunne L, McLoughlin DM, Kennedy N (2019).
J Med Ethics. 2019 Dec 3. pii: medethics-2018-105064. doi: 10.1136/medethics-2018-105064. [Epub ahead of print]. PMID: 31796545

Appendix B - Board and Committee Attendances

As noted in the Chairman's report, the Board of St Patrick's Mental Health Services, its sub-committees and management give considerable time and commitment, on a voluntary basis, to ensure that we maintain our high standards of corporate governance.

Name	Board of Governors Meetings	Finance and Audit Committee Meetings	Quality Governance Committee Meetings	Campus Development Committee Meetings
Board of Governors				
Ms Caroline Preston	6/10	3/3	1/4	1/2
Mr Danny Kitchen (Chairman from September 2018)	9/10	3/3		2/2
Ms Caroline Gill	8/10		3/4	
Dr John Hillery	3/10		4/4	
Prof Joyce O'Connor	8/10			
Ms Bernadette Godley	8/10			
Mr Geoff Scully	8/10			
Ms Audrey Cunningham	9/10			
Mr Michael Moriarty	9/10	3/3		
Mr Tom Godfrey (joined in April 2019)	6/8			
Ex-Officio Governors				
The Most Reverend Michael Jackson	0/10			
The Very Reverend William Morton Wright	0/10			
The Most Reverend Dr Richard Clarke	0/10			
The Very Reverend Dermot Dunne	0/10			
Executive Directors				
Mr Paul Gilligan (Chief Executive Officer)	10/10	3/3	3/4	2/2
Prof James Lucey (Medical Director)	6/10	1/3	1/4	1/2
Ms Tara O'Hare (Financial Controller)		2/2		
Ms Aisling O'Connell (Acting Financial Controller)	3/3	2/2		
Mr Brendan Power (Director of Human Resources/ Company Secretary)	8/10	3/3	2/4	2/2
Ms Mary Farrelly (Chief Finance Officer, commenced in April 2019)	7/7	2/2	2/3	1/2
Prof Paul Fearon (Incoming Medical Director)	2/2	1/1	1/1	1/1
Mr Tom Maher (Director of Services)			3/4	1/2
Mr John Creedon (Director of Nursing)			4/4	2/2
Additional Contributors				
Mr Adam Kavanagh (Programme Manager for Clinical Governance)			2/2	
Mr Robert O'Farrell (Project Manager)				2/2



*CEO Paul Gilligan, Graduate Ciara Sweeney and
Director of Nursing John Creedon at the Nurse
Graduation 2019*

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