

Where listening creates *hope*



Saint John of God Hospital and
Saint Joseph's Shankill

Annual Report **2018**

“

Clouds come floating
into my life, no longer
to carry rain or usher
storm, but to add color
to my sunset sky.

Rabindranath Tagore

”



welcome

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Auditors:

PricewaterhouseCoopers
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North Wall Quay, Dublin 1

Bank:

Bank of Ireland
College Green, Dublin 2

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Porter Morris & Company
10 Clare Street, Dublin 2

CHY (Revenue) Number:

CHY 18282

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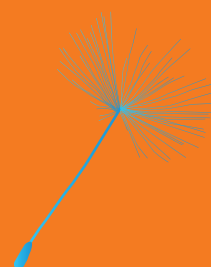
20069858

Registered Company Number:

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Our Vision & Mission



Saint John of God Hospital

Vision: Our vision is to be the leading provider of mental health and well-being education, research, treatment and care with exceptional staff, state of the art facilities and use of technology.

Mission: Our mission is to provide compassionate, hope-inspiring and empowering mental health and well-being services in a spirit of Hospitality.

Saint Joseph's Shankill

Our mission is to provide dementia specific person centred care, focussing on the social, emotional, psychological and physical needs of people at all stages of dementia, in a real home environment, where their feelings matter most, in accordance with the values of Saint John of God.

Our Values

Our values are Hospitality, Respect, Justice, Compassion and Excellence.



Message from the Chief Executive



It gives me great pleasure to present the 2018 Annual Report for Saint John of God Hospital and Saint Joseph's Shankill. In the following pages you will read of the great work that our colleagues and volunteers are doing and their many and varied achievements which we are very proud of.

Our main focus is to respond to the needs of people requiring mental and physical healthcare in the manner of Saint John of God. In particular the alleviation of suffering is advanced through the provision of a range of mental health and well-being services and dementia care services. These services provide acute clinical specialist mental health and later life services in addition to the provision of education and training to healthcare professionals and the wider community. The latter was achieved through Mental Health First Aid Ireland which delivers mental health first aid training across the Republic of Ireland. 120 courses were delivered in 2018 which resulted in 1,960 people being trained in mental health first aid.

The training was delivered to a wide range of corporate clients as well as community and national organisations in the private, public and voluntary sectors such as the Defence Forces, veterans groups, Ballyfermot Partnership, Donegal community, Mental Health Ireland, Healthy Offaly, Community Minds Wexford, Limerick Sports Partnership, the Gardaí, Irish Traveller Mental Health Service, Simon Community and National Youth Council of Ireland. Many of these groups and

organisations were able to do so due to the HSE partnership with MHFA Ireland which provides project funding for organisations to attend this important training. MHFA Ireland also works directly with the corporate sector and in partnership with VHI Corporate services. We deliver standardised courses and ad-hoc projects and talks to build awareness and introduce MHFA to the leadership and staff of corporates across many sectors e.g. Professional Services Business Consulting, Pharma, Manufacturers, Construction, Regulatory and Life Insurance businesses. The other way that we inform communities is through the public lectures that we have delivered in both the Hospital and Saint Joseph's Shankill.

During 2018 we provided residential care through our long term dementia specific beds in Saint Joseph's Shankill as well as two respite beds and 120 day care places serving south Dublin and north Wicklow catchment areas. In 2018, 60 people availed of respite beds in Saint Joseph's and this helps to alleviate real pressures and stresses for families and those caring for a loved one who has a diagnosis of dementia. 71 individuals availed of long-term residential care during 2018.

Saint John of God Hospital facilitated 1,370 inpatient admissions for a range of diagnoses including addictions, depression, schizophrenia, bipolar affective disorder, personality disorders, anxiety disorders, eating disorders and psychiatric disorders associated with both adolescent and later life. We provided 355 ECT treatment episodes and across our outpatient clinics, provided by psychiatrists, psychologists and other clinical disciplines, 10,929 appointments were delivered in Dublin and Kilkenny.

The Hospital's Consumer & Carer Council successfully completed its fifth year in existence and it continues to develop and become known throughout the hospital. It is a confidential forum that listens to and represents the views of patients concerning the treatments, therapeutic interventions, care and support provided. The Council is an important voice for those who use the hospital services and it expresses the views of patients and their families in relation to current service provision and future service developments. It acts in an advocacy role and works in partnership with the Senior Management Team of the Hospital. Council members participate in training and policy development. It is thanks to the members who give so generously of their time that the Council continues to flourish and grow.

The voice of those who use the Hospital is also heard and captured through the independent advocates that provide such an important service. Irish Advocacy Network provides an independent advocate for adult inpatients and Youth Advocacy Programmes Ireland provides an independent advocate for adolescent inpatients. We have been very fortunate to have such experienced and professional advocates working with inpatients and the hospital.

In Saint Joseph's Shankill, the Residents' Committee fulfils a similar role to that of the Council. In addition an independent advocacy service is available for residents and is provided by Sage Advocacy.

2018 saw us welcome the Visit of the Relics of St Thérèse of Lisieux and those of her parents, Louis and Zélie Martin, to the hospital on 31st August 2018. We were very honoured to host this much loved Saint and her recently canonised parents and the numbers attending to pay their respects and pray in the presence of the relics showed the deep respect that people have for the Martin family.

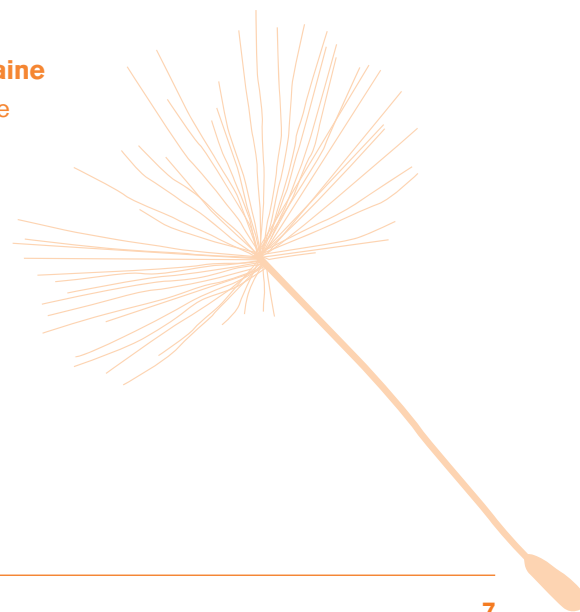
In partnership with See Change, the National Stigma Reduction Partnership, we hosted the thought provoking Look Beyond Exhibition. Look Beyond is a participatory photography project and is the work of 16 people with lived experience of mental health difficulties. It is an output of a photovoice research project commissioned by See Change and conducted by Dr Maria Quinlan and Dr Etáin Quigley from University College Dublin and Maynooth University.

See Change's aim for 'Look Beyond' is to challenge people's perceptions of mental health difficulties and to encourage positive conversations around this issue. The exhibition of the photographs in the hospital certainly struck a chord with all who saw it and instigated discussions and reflections that are worthwhile and meaningful in themselves.

The consideration of the future focus of our services over the next three years commenced in both the Hospital and Saint Joseph's Shankill with the establishment of Executive Strategy Groups in both services. The members of these groups gave considerable time, effort and engagement to the development of new strategic plans covering the period 2019 to 2021. Two separate draft Strategic Plans were considered by the Board of Saint John of God Hospital and will be formally communicated and launched in 2019. I want to express my sincere thanks to Tom McConalogue, Board Member, for his help and guidance to us in developing the Hospital plan. Tom is very kindly assisting us with the implementation process.

Finally I would like to acknowledge the dedication and commitment of all of my colleagues working across our services. In particular I want to thank colleagues who ensured that patients and residents continued to receive care in the Hospital and Saint Joseph's Shankill during Storm Emma and to acknowledge their dedication and loyalty during that time. They, along with all of our volunteers, board of directors and management team, ensure that our values are demonstrated in a practical way each day and follow the example of our founder John Ciudad.

Emma Balmaine
Chief Executive





William Cunningham
Chairman of the Board

Board of Directors



Dr Bernadette Mangan



Br Gregory (Patrick) McCrory OH



David Pierce



Br Ronan (John) Lennon OH



Mary Collins



Prof Michael Rigby



Thomas McConalogue

Management Team



Emma Balmaine
Chief Executive



Dr Richard Blennerhassett
Clinical Director



Adrian Doherty
HR & Operations
Manager



Joe Kelly
Head of Operations
& Quality



Aidan MacMahon
Accountant



Norma Sheehan
Director of Nursing/
Person in Charge,
Saint Joseph's
Shankill



Lesley Vard
Director of Nursing



Orlaith Donoghue
Head of
Occupational
Therapy



Br Hugh Gillan OH
Head of Pastoral
Care



Dermot Hickey
Head of Social Work



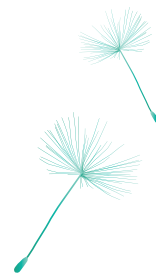
Dolores Keating
Head of Pharmacy



Fergal Rooney
Head of Psychology



Report from the Clinical Director



2018 was a very successful year with an increase in private hospital admissions and a growing demand for outpatient services. Clinical staff engaged with management to produce a strategic plan for 2019 to 2021 which will provide a focus for further innovation and service development for the benefit of our patients.

The Hospital welcomed the arrival of Dr Mira Pesic, Consultant Psychiatrist, who had trained in Croatia and who brings a wealth of clinical experience alongside an expertise in family therapy.

Among the notable clinical developments during the year were Dr Maria Romanos becoming the Lead Consultant for the Eating Disorder Service and the further development of Dialectical Behaviour Therapy in the form of a pathway of care with inpatient and outpatient components. The Addiction service had its most successful year to date with a significant increase in the number of patients treated.

The Department of Psychology introduced a new group therapy programme, an important component of the psychology service delivered within the Hospital. The therapy groups are designed to stream patients to the intervention that best fits their presentation and needs. Groups are now provided in Cognitive Behaviour Therapy, Compassion Focused Therapy, Dialectical Behaviour Therapy Skills, Cognitive Therapy for Psychosis and Cognitive Behaviour therapy for Eating Disorders. Needs of older adults were also provided to a number of specialist groups.

Senior Psychologists raised the profile of the Hospital through regular contributions to the media.

The Occupational Therapy Department continued to deliver a range of very successful programmes. The Post Discharge Group continues to be provided and is a valuable support to participants in maintaining their recovery. Two eight week Mindfulness Based Stress Reduction (MBSR) programmes were delivered.

The Social Work Department introduced a number of quality initiatives during the year. Mr Scott Hill has facilitated the Behavioural Family Therapy Pilot Project, whereby he provides group supervision to colleagues who are completing their training. The General Inpatient caseload remained the central focus of the department with individual social workers continuing to carry the responsibility for providing the family and social interventions for inpatients. A notable innovation was that Mr Dermot Hickey, Head of Social Work, developed a Psycho-educational intervention for families and supporters of people with Borderline Personality Disorder as part of the outpatient DBT programme.

The achievements of colleagues during the year gave much cause for celebrations and all awards were well deserved. Our adolescent service Ginesa Suite retained the Investing in Children Award for the second year running.

The Pharmacy Department was once again to the fore in respect of research and conference presentations. The Pharmacy won Hospital Pharmacy of the Year and contributed to the Excellence in Psychiatry Award at

the Hospital Professional News Awards, held in June. Ms Sheena McCarthy won the Pharmacy Technician of the Year award and subsequently appeared on the HPN list of top 100 Hospital Professionals. Ms Ita Fitzgerald won third place for a poster regarding the Provision of Medicines Information at the National Patient Safety Office Conference. Ms Audrey Purcell was awarded second prize for her poster Professional Partnerships to Improve Professional Standards at the RCSI Professionalism Conference. Ms Sheena McCarthy also won first prize for her work on Ward Stock Storage at the National Association of Hospital Pharmacy Technicians Conference. Ms Dolores Keating was made Honorary Clinical Associate Professor at the School of Pharmacy RCSI and she and her colleagues continued to engage with a very productive collaboration with the RCSI.

The Pastoral Care Department continued to foster the Spiritual care which reflects the faith of Saint John of God. We also bade a fond farewell to

Ms Maureen McCabe on her retirement after over 30 years wonderful service for Saint John of God Community and here at the Hospital

The Dublin County Stress Clinic again saw an increased number of referrals in 2018 and the South East Stress Clinic in Kilkenny continues to thrive.

Finally I would like to acknowledge the hard work and dedication of all the staff in the service during the past year and I trust that the spirit of Saint John of God will continue to guide us through the coming year.

Dr Richard Blennerhassett
Clinical Director





Report from the Director of Nursing, Saint Joseph's Shankill

Saint Joseph's Shankill, is the leading care home in Ireland solely dedicated to dementia care.

With 11 people being diagnosed with dementia every day in Ireland the need in society for specialised dementia care is great. Everyone knows someone living with this devastating illness which is indiscriminate in its onset and the effects on people and their families can often be overwhelming.

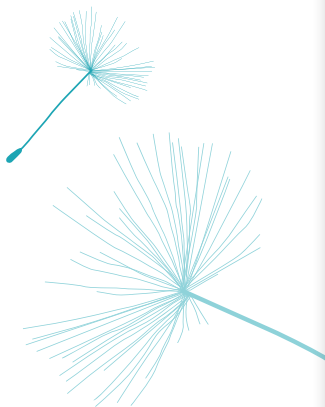
At Saint Joseph's we cannot change the devastating effects that dementia has on people and their families. But we can and have changed

the way we care for people. We want to share our knowledge and also learn more. We have a compassionate and passionate team, that ensure that our residents receive the best care possible. The staff understand the people living here and the people they are, they allow them the time and space to express themselves and their needs and their feelings. David Sheard inspired us to become a Butterfly Home, he inspired us to go through the change from being very task orientated to now being much more 'go with the flow', allowing people to do what they want, when they want and in their own time, however long it takes and to achieving a Level One Quality of Life Award.

The same could be said for the Irish Hospice Foundation as they educated us and opened our minds to improving the End of Life care. Change in any form is difficult, but to change for the better and make a real difference to peoples' lives is always wonderfully worthwhile, no matter how arduous the journey.

At Saint Joseph's we are open to open to change and constantly strive to do better, pushing ourselves to reach out and support more people. Today we are so proud of what we have achieved and the care we know everybody enjoys. We are privileged to work in their home ensuring that they know they truly matter to us. People don't come here to die, they come here to live. It is thanks to all the wonderful staff that we have been rewarded with the Nursing Home Ireland Excellence in Dementia Care Award 2018.





Achievements in 2018

Butterfly Accreditation

We have now completed a major transformation both culturally and environmentally, moving from a traditional medical model nursing home into six new homes or 'lodges' using a social model of care. This model moves away from 'tasks' and is based on the person and giving them the best possible quality of life.

Following an unannounced audit in January by Dementia Care Matters, four of our lodges received the Quality of Life Butterfly Award; the other two lodges maintained their accreditation in October 2018.

As a result of introducing the Butterfly Household Model of Care and moving into our lodges we have many measures of success to celebrate:

- **There are 48% less falls**
- **Restraint: In 2013 we had 55% of people using bedrails, now there is 0%**
- **The usage of psychotropic medication from 98% to 27%**
- **Staff turnover reduced from 10% in 2013 to 3% in 2018**
- **Complaints have decreased by 60% and compliments have increased**
- **Importantly the quality of life of all the people in our care has increased as per the Dementia Care Matters Quality of Life audit tool**

Compassionate End of Life Care (CEOL)

Our Compassionate End of Life (CEOL) team in place is driving our newly developed End of Life Care vision. Our CEOL team continues to implement reviews and support meetings following a resident's death and collates the feedback forms to the residents' families. Any items identified for improvement are added to our Quality Improvement Plan.

Local Management Team

In early 2018, the newly appointed Services Manager, Elaine Byrne, and Fundraising Manager, Siobhán Grant, joined Director of Nursing and Person-in-Charge (PIC), Norma Sheehan, and Chief Executive, Emma Balmaine, to form the Local Management Team (LMT) of Saint Joseph's Shankill.

Regulation

At the end of November 2017 we had an unannounced thematic inspection by HIQA which focused on six specific outcomes relevant to dementia care. The purpose of the inspection was to determine what life was like for residents with dementia living in Saint Joseph's. The inspection also followed up on actions required from the previous inspection and considered



information received by HIQA in the form of notifications and other relevant information.

The result of the inspection was that we were considered Substantially Compliant in 2 Outcomes and Compliant in the remaining 4 Outcomes. The overall result is that we were Compliant.

Person Centred Dementia Care (PCDC)

Three staff members completed the Dementia Care Matters, Person Centred Dementia Care (PCDC) course in London 2018, which enhanced their skills in enabling people with dementia to live well. They were taught skills to really connect with people and develop real emotional intelligence.

Also our Director of Nursing Norma Sheehan completed the Dementia Care Matters, Training Skills Matter (TSM) course which will enable her to teach people how to connect with their own inner emotions first before connecting with people living with dementia.

This means we have a skilled team that drive continuous 'Butterfly' implementation and



are onsite mentor and trainers to all existing staff and any new staff joining the service. This has aided the embedding of the 'Butterfly' way of life in Saint Joseph's and its continued successful implementation.

Fundraising

The 2018 Strictly for Dementia, took place in May raising €25,000, with 11 dancers representing Saint Joseph's.

The 2018 Irish Fashion Collective hosted by Conrad Dublin, in association with Sherry Fitzgerald, was held in November generating an estimated €500,000 worth of PR, raising €35,000 to support people living with dementia in Saint Joseph's and gathering support from many corporate organisations expressing an interest to get involved in future shows.

We are extremely grateful to Deborah Veale and Mari O'Leary for working with us to achieve such a wonderful event and to all our designers who took part, especially Paul Costelloe who headlined the show and added more income to the event by drawing pieces for the audience. Thanks too to our sponsors, Conrad Dublin and Sherry FitzGerald.

The Saint Joseph's Golf Classic was held at the beginning of August and raised over €10,000.

Grants income monies were secured from The Bewley's Foundation, DLR Community Funding and the HSE Lottery Funds and Electric Aid for various projects. This included a volunteer and community programme, a Magic Table and funding for a year-long Dance and Movement class.

We also were delighted to benefit from a three year partnership with the Community Foundation of Ireland, which has enabled us to commence a Volunteer and Community Programme, and a new coordinator, Nicola Yau commenced her employment with us in November.

We hosted two very successful craft and coffee mornings in Saint Joseph's in Q2 and Q4 of 2018, welcoming many local people to enjoy the makings of the talented volunteer bakers and crafters.

We partnered with Brady's Shankill and the Shankill Active retirement club, when a barman from Brady's cycled from Dublin to Liverpool. The initiative called The Road to Merseyside, raised great profile and funds for both charities (over €5,000 each).

Living Well with Dementia Sweet Memories Choir and Saint Joseph's Partnership

The collaboration between Living Well with Dementia (LWwD) and Saint Joseph's with the Sweet Memories Choir continues every Tuesday afternoon. This community choir is specifically for people living with dementia from a variety of care settings; residential, day-care and community. Our goal is to integrate people across all care settings





and to provide a social outlet that is mutually beneficial to all. The choir has grown in numbers and musical accomplishment under the baton of Gerry Noonan, and one of their songs was broadcast on Lyric FM

Dementia Dance Classes

On Friday, 26th January, a group of 25 took part in the first Saint Joseph's Shankill Dance Class especially devised for people living with dementia and funded by the HSE Lottery Fund. Under the expert guidance of professional choreographer Robert Connor from Dance Theatre Ireland, the dancers shared the musical and dance experience. Classes were held every week and have proven the benefits of dance and music appreciation to lives of people living with dementia.

Corporate Volunteers

During the year we welcomed many volunteers through their corporate 'team building days'. These relationships are being developed with further commitment of days in the future and also other fundraising efforts from our volunteers making a real difference.

- Google Ireland volunteers
- Bank of Ireland
- Fox Studios
- HSB

Lumitech, a specialist lighting company, donated a complete courtyard overhaul in the Delgany /

Carrigeen Courtyard, raising the floor level so it is now level with the inside and making it completely accessible to people. They also added in bedding areas, and lighting and included wonderful planting that can be enjoyed all year round.

CMG Awards

We were finalists in 2 of the categories at the annual Irish Healthcare Awards: The Healthcare Fundraising Initiative of the year for our Irish Fashion Collective and The Healthcare Initiative - Older Persons Care Services for our Household Model of Care Project.

We were delighted to receive the award for Healthcare Fundraising Initiative of the Year for our Irish Fashion Collective, which we accepted at the National event in the Marine Hotel in Dun Laoghaire in March 2018.

NHI Awards

8 people / projects were nominated for the 2018 NHI Awards and we were shortlisted as finalists in three categories: End of Life Care, Director of Nursing and Excellence in Dementia Care.

Two finalists were Aldo de Guzman, Staff Nurse - for End of Life Care and Norma Sheehan for Director of Nursing of the year 2018 award. We were delighted to be awarded The NHI Excellence in Dementia Care award for 2019 at the ceremony in City West Hotel in November.

We celebrated with all the people in our care, their families and staff at a special event in Saint Joseph's in late November, where Minister Mary Mitchell O'Connor TD presented all the nominees and finalists with a memento of their achievement.

Conferences

In 2018, we were invited to speak about the work we do at three national conferences, namely:

- The Sonas APC Conference; a presentation in partnership with the IHF on the Compassionate End of Life (CEOL) programme.
- CEOL Network Meeting
- The National Dementia Care Conference 2018 Conference

Montessori visits

A local Montessori school started visiting Saint Joseph's every Monday morning. These pre-schoolers bring a lot of fun and laughter to the people who live in Rathmichael Lodge and to the children too. It has proved a great way to integrate into the community and break down the stigma of the dementia illness, and also the 'fear' of nursing homes.

Crinken 100

Seven staff members decided to undertake a 100km cycle to raise money and profile for Saint Joseph's Shankill. The ambition of the project was to visit the six local places that our lodges are named after - Rathmichael, Avoca, Carigeen, Glendalough, Kilcorney and Delgany. The cyclists were supported by a small back-up team, and a large crowd gathered in Shankill to welcome the successful team back safely.

TrioBike Launched

Sports writer and former Olympic cyclist, Paul Kimmage, officially launched our new 'TrioBike' which was held on Wednesday, 6th of June 2018. The TrioBike was purchased from funds raised through a number of family and staff fundraising initiatives. The idea to bring this Cycling without Age project to Saint Joseph's was developed by staff member James Leahy and family member Aidan O'Toole, whose wife Kay



resides in Avoca Lodge. Aidan completed a 60 length swim as his contribution to the fundraising activity for the TrioBike.

Most people living at Saint Joseph's Shankill no longer have the physical ability to hop on a bike and feel the wind in their hair. Our TrioBike makes it possible for them once again to take a trip down memory lane, down to the park or just simply around the grounds of Saint Joseph's, which makes them feel that they are still alive.

Saint Joseph's is an affiliate of the Cycling without Age international programme which has a vision of creating happiness among our elderly citizens by providing them with an opportunity to remain an active part of society and the local community through the activation of local active citizenship. Volunteer pilots give people in our care the experience of an outing in the village and to view nature up close from the comfort and safety of the TrioBike and also give them an opportunity to tell their story in the environment where they have lived their lives.

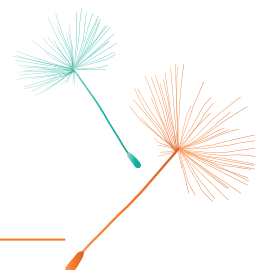
Plans for 2019 include:

- Develop further a strong and robust Volunteer and Community Programme
- Student Nurse placement for UCD undergraduate at Saint Joseph's Shankill
- Creating healthcare pathways and relationships with other Healthcare Partners including HSE, Gerontology Department in St. Colmcille's, SVUH, St Michael's, St James's & DCU
- Establishing a Patrons' Committee
- To provide the best possible and most innovative care models for people living with dementia
- To secure sufficient funding to enable a sustainable long term future
- To focus on education and research which will benefit people living with dementia, their families, our staff and the community at large
- To develop a community dementia hub and community engagement and support programmes
- Develop a 'village scape' in our Oropesa area which is a large open space that will look and feel like a village centre but with hubs for eating, meeting and socialising.
- To maintain the Quality of Life Butterfly Award from Dementia Care Matters



ON THE FRONTLINE:

A day in the life of a psychologist



When I was first asked to write a piece on “a day in the life of a Psychologist”, it was hard to think where the Psychologist’s day begins and ends! Having studied and trained for over 9 years to become a Clinical Psychologist, and having recently returned to study in undertaking doctoral research, the “Psychologist” has long been an intrinsic part of my identity and sense of self. Along comes a family, a husband and children, and as every working parent will know, the life of “the Psychologist” gets busier, with greater joys and blessings, and greater demands. The perfect Dialectic!

After having managed the logistical and operational chaos that is the morning routine and the school drop off, arrival at the hospital brings both a relief to have gotten through that much of the day, and a sense of trepidation as to what demands await. The role of the Psychologist has traditionally been one of assessment and treatment, with the ideals of the Scientist Practitioner adding in the research component. And so a “day in the life of” reflects that historical role, with perhaps the more modern development of the Multidisciplinary Team (MDT), and the Psychologist’s role embedded within it.

A typical day for me would include core psychological assessment, across a wide range of difficulties and disorders, using well established, valid and reliable assessment tools, firmly integrated into the clinical interview itself. The clinical interview is that face to face interaction with the patient themselves, the cornerstone on which all the assessment rests. Whilst psychological research and development presents ever better standardisation and validity

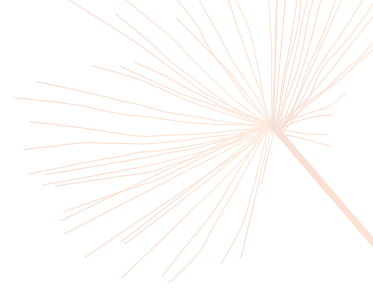
of assessment measures and tools, it’s that very traditional process of listening to the person, hearing their stories and challenges, that remains core in our assessment procedure. In practice that means sitting down with the person, on an individual basis, and utilising assessment tools as an adjunct to that process.

Psychological assessment is then integrated amongst the full MDT assessments and understandings, arriving at a cohesive and comprehensive formulation of the person’s struggles and treatment plan.

My day will then likely move to the delivery of psychological treatment itself. This will include both individual and group based therapies, both within the hospital inpatient setting, and within the outpatient services. This sits nicely within the recent development of psychological pathways of care, across both hospital and outpatient treatments.

My area of special interest is personality difficulties and their treatment, of which Dialectical Behaviour Therapy (DBT) has presented the greatest evidence base. My own research over the past few years has supported the effectiveness of the DBT informed “Managing My Emotions” inpatient treatment programme, developed in-house and adapted to meet the needs of those with personality difficulties, within the resources available to us.

I also carried out a systematic review which provided a strong evidence base of the DBT skills training group which has now been running in the outpatient services for over 5 years. At a personal level, DBT



affords me the opportunity to embrace the Scientist Practitioner model, researching the very core of the psychological therapies we deliver.

No reflection on the “day of a life of” would be complete without seeing where the Psychologist integrates and connects within the wider hospital and services we deliver to our patients. As noted above, the Psychologist’s role is very firmly integrated into the MDT. On a formal level, this includes the ward rounds, care planning process and team reviews and consultations. The more informal aspect is perhaps the more difficult to capture – its knowing there is a warm cup of coffee, a supportive colleague to bounce ideas off and share the load, and a structure which aids safe and better clinical practice. And then the Psychology department itself provides that anchor and grounding, from the professional supervision and ongoing professional development, to that shared knowledge and learning.

“A day in the life of” this Psychologist, would not be complete without that checking in, running through queries, sharing experiences of the day, and in very technical psychological language, sharing “the craic” also! I was recently discussing with colleagues that we really have very strange jobs – people come to share their problems with us, we try to help them through the difficulties, and then we move on to the next problem focus. Without the support of colleagues, the “day in the life of the Psychologist” would indeed be very trying!

The end of the day brings that frenetic race against time well known to all clinicians – ensuring all notes completed, all tasks done, all information handed over. Breathe a sigh of relief, on a good day, take a mindful moment to enjoy the very beautiful grounds in which we work, but more usually race to the car. And the “day of the Psychologist” ends, and the chaos of the parent begins again!

Eugenie O’Sullivan
Senior Clinical Psychologist



2018 Highlights



Investing in Children Membership Award™ - retained award for second year running

On 25th July 2018, the Investing in Children Team visited the Ginesa Suite to complete the Reassessment of the Investing in Children Membership Award™. The Ginesa Suite received the Award for the first time in 2017 and this was the first re-assessment. The Team had this to say when concluding their report: "From speaking with the young people it is evident that the staff in the Ginesa suite are committed to the process of supporting young people to have a voice in the service they are receiving. It has been a pleasure to return to the Ginesa Suite to speak with the young people this year; they have been able to give us many practical examples where they are listened to and examples of how they have been able to work with the staff to make positive changes. When we asked the young people whether the Ginesa Suite deserved an award to listening to young people they said Yes! The Ginesa Suite has made progress over the past 12 months in relation to the recommendations made in 2017. Again this year the young people have offered feedback and recommendations to further improve the service. We do not have any hesitation in awarding the Ginesa Suite the Investing in Children Membership Award™ for 2018/2019 and look forward to returning next year."

Look Beyond exhibition in partnership with See Change

In September 2018: Saint John of God Hospital, hosted a photo exhibition entitled 'Look Beyond'. The exhibition was a series of photographs taken by sixteen people who have experienced mental health difficulties and were on display in the hospital for several weeks. Saint John of God Hospital was delighted to host the 'Look Beyond' exhibition here as we are firmly of the belief that art and photography, like that found in the "Look Beyond" exhibition, has a huge role to play in challenging the stigma that patients, and those suffering from mental illness, can experience. When used clinically, art and photography are very valuable forms of expression and outlets to help people to understand what they are experiencing, explore it and in some instances communicate it when words do not suffice. The exhibition is an output of a research project commissioned by See Change and conducted by Dr. Maria Quinlan and Dr. Etain Quigley from University College Dublin and Maynooth University.

Photovoice is a research and advocacy methodology which uses photography as a way of giving voice to people who often feel unheard and unseen in society. It has been used internationally to both explore and raise awareness of the stigma associated with experiencing mental health problems. Saint John of God Hospital was proud to be a partner organisation and investor in See Change which is the National Mental Health Stigma Reduction Partnership.



left: Sheenagh McCarthy, winner of the Hospital Pharmacy Technician of the Year award at the National Association of Hospital Pharmacy Technicians Conference 2018.



Colin O'Gara awarded professorship in UCD

Professor Colin O'Gara MRCPsych PhD, Consultant Psychiatrist. Head of Addiction Services, Saint John of God Hospital, Stillorgan, Dublin appointed UCD Clinical Professor, Medicine & Medical Specialties, UCD School of Medicine, University College Dublin.



left: Relics of St. Thérèse of Lisieux

Clinical Governance, Quality & Safety

The Board of Directors has two sub-committees, one of which is the Board Clinical Governance, Quality and Safety Sub-committee. This committee provides oversight on the appropriateness and quality of the clinical services delivered by the Hospital and Saint Joseph's Shankill. It evaluates the consistency of operational clinical governance practice relative to regulation and recommended professional practice. In conjunction with management it monitors outcome measures, including adverse outcomes and approves quality, safety and risk management plans developed by operational management.

The non-executive director memberships of the committee in 2018 were: Professor Michael Rigby (Chairman), Dr Bernadette Mangan, Mr William Cunningham and Br Gregory (Patrick) McCrory O.H. Each year this committee sets annual key performance indicators for reporting at its meetings throughout the year. In 2018, the Board Sub-committee monitored the key performance indicators:

- Complaints, Compliments & Feedback - Hospital & Saint Joseph's (six monthly)
- Medication Safety – Hospital
- Patient Safety Standards
- Pressure Ulcers & Wounds – Saint Joseph's
- Suicide Strategy including environmental actions – Hospital – update
- Falls – Hospital and Saint. Joseph's – 6 month follow-on
- Staff Turnover Rates / Reasons for Leaving – by department or category
- New Data Protection Requirements
- Reduction of Seclusion & Physical Restraint - Hospital
- Violence & Aggression - Hospital & Saint Joseph's
- Progress with Implementing Nursing Clinical Supervision / Reflective Practice
- Mental Health Commission – follow-up and preparation
- Care Plans and documentation – Hospital & Saint Joseph's
- Communication with Referrers; Admission and Discharge Communication



- Report from Consumer and Carers Council - Hospital
- Baseline Assessments – Hospital & Saint Joseph's
- Outpatient Services (hospital and remote) – referral patterns, interventions and outcomes
- Re-admissions – Hospital
- Risk Management Review

At executive level, the Clinical Governance, Quality & Safety Executive Committee, meets on a monthly basis and is chaired by the Chief Executive. It oversees the executive structures which support good clinical governance and quality and safety in both services. It does this in conjunction with the following standing sub-committees that provide regular reports to the executive committee: Clinical Audit, Health & Safety, Clinical Effectiveness & Quality Improvement, Risk Management, Patient Satisfaction & Complaints and Saint Joseph's Shankill Clinical Governance Committee. This committee also receives systems analysis reports and reviews of patient safety incidents. It approves policies and recommendations brought forward by the various sub-committees. Every month this committee reviews adverse incident reports and constant/special observation data and receives updates from Consumer & Carer Council, Residents Committee & Independent Advocates. Regulatory and accreditation reports are received and reviewed as they arise.

Financial Review (2018)

During 2018 the hospital service earned a €1.9m surplus (2017: €1.3m) while Saint Joseph's incurred a €1.26m deficit (2017: €0.9m deficit). Total revenue growth of €2.9m covered expenditure increases of €2.6m to improve the surplus by €270k on prior year to give €646k (2017: €376k).

St Joseph's Shankill

Residential revenues of €4.28m (2017: €4.18m) increased 2.5% on prior year. This is solely attributable to increased occupancy made possible by the addition of two beds commissioned in May 2018 giving a total bed capacity of sixty two. Sixty places are reserved for long term care and two for respite. Fees for residential and respite care are earned on a per-diem basis. They are not differentiated based on the level of clinical need and unit per diems did not change materially in 2018. Day service income of €334k (2017: €335k) remained static and other category income €186k (2017: €225k) is primarily fundraising and donations and reduced €39k year-on-year.

Payroll costs representing 83% of total costs were €5m (2017: €4.7m) an increase of €324k on prior year. The main driver was increases in the provision of nursing and healthcare assistants. Direct clinical care posts (Nursing & Allied) of €3.6m are 72% of total pay. €1.1m or 23% of payroll is directed to non-clinical services supporting patient care e.g. catering, accommodation and maintenance with €0.3m or 5% required for administration services.

Non-pay at just over €1m (2017: €0.97m) constitutes 17% of total costs and includes €111k depreciation charges. The majority of the year-on-

year increase of €67k arises from demand driven increases of €47k in costs of consumables relating to direct patient care.

Hospital

Inpatient service fees of €31.9m (2017: €29.1m) represent 92% of all revenues. Volume increases of 6% combined with average yield growth of 3.7% contributed to the €2.8m uplift on 2017. Non-residential service income of €1.56m (2017: €1.38m) constitutes 5%. It includes outpatient, day services and Mental Health First Aid which is the prime driver of the increase on last year. The remaining €1m (2017: €1.2m) arises from non-clinical sources e.g. rental, catering receipts and donations. Donations received during the year were €9k (2017: €210k), the substantial reduction here reflects an exceptional bequest in 2017.

Payroll costs, driving 78% of total cost base totalled €25.6m (2017: €23.5m), a €2m or just under 9% increase on 2017. Nursing pay costs contributed €1.1m and medical pay €541k to the increases. Nurse specialising, i.e. one-to-one nursing whereby a nurse is assigned to monitor/assist one patient directly due to physical and/or mental conditions requiring an increased level of vigilance, increased from already high levels in 2017. Overall levels rose 40% on prior year but later life psychiatry accounted for the most significant increase with whole time equivalent usage more than doubling in 2018. Medical pay was materially impacted by the forecast costs of a High Court settlement reached nationally with consultants employed under the "2008 Consultant Contract".

Non-pay of €7m (2017: €6.9m) was 22% of gross expense and includes €405k depreciation charges. Establishment expenses of €3m (2017: €2.9m) comprise 43% of total. This includes the costs of operating, maintaining and improving the hospital's physical infrastructure e.g. energy, maintenance and refurbishment costs. Direct patient care costs of €1.78m (2017: €1.86m) constituting 25% of total includes pharmacy, clinical and catering supplies. Administration costs of €2.24m (2017: €2.05m) account for the remaining 32%. This includes staff education and training, all insurances, ICT, legal and other professional fees. Increased administration costs reflect €105k increased investment in staff training and education plus increases of €80k in insurance costs.

Summary

While the company made a surplus of €646k (2017: €376k) the cash position at year end has not significantly changed. This is primarily due to the build-up of debtors in the hospital as Private Health Insurers extend the time taken to assess and approve claims for payment.

The Saint Joseph's service required cash flow funding of €1.3m. Reimbursement rates available under NHSS (Nursing Home Support Scheme) do not reflect the costs of running a HIQA compliant centre where 100% of the residents are at various stages of dementia. Ultimately a single assessment tool to assess dependency levels across all nursing homes nationally will be required to inform the equitable reimbursement of the St Joseph's service for the provision of services to residents with dementia and other complex needs. The longer term operation of Saint Joseph's remains under review by the company.



Income & Expenditure Accounts

Year Ended 31 December 2018

| | Hospital € | St. Joseph's € | Total € |
|-----------------------|---------------|-------------------|------------|
| Income | 34,531,218 | 4,801,175 | 39,332,393 |
| Expenditure | | | |
| Remuneration | 25,557,348 | 5,021,323 | 30,578,671 |
| Non Pay Overheads | 7,071,484 | 1,035,855 | 8,107,339 |
| Gross Expenditure | 32,628,832 | 6,057,178 | 38,686,010 |
| (- Deficit) / Surplus | 1,902,386 | (1,256,003) | 646,383 |

Year Ended 31 December 2017

| | Hospital € | St. Joseph's € | Total € |
|-----------------------|---------------|-------------------|------------|
| Income | 31,699,075 | 4,736,941 | 36,436,016 |
| Expenditure | | | |
| Remuneration | 23,509,511 | 4,696,824 | 28,206,335 |
| Non Pay Overheads | 6,885,347 | 968,301 | 7,853,648 |
| Gross Expenditure | 30,394,858 | 5,665,125 | 36,059,983 |
| (- Deficit) / Surplus | 1,304,217 | (928,184) | 376,033 |

Balance Sheet at year end

| | 2018 € |
|---|-----------|
| Tangible Fixed Assets | 1,086,428 |
| Current Assets | |
| Debtors and Prepayments | 7,861,525 |
| | 7,861,525 |
| Creditors- Amounts falling due within one year | |
| Creditors and accruals | 4,444,884 |
| Bank Overdraft | 1,064,734 |
| | 5,509,618 |
| Net Current Assets | 2,351,907 |
| Total assets less current liabilities | 3,438,335 |
| Capital and reserves | |
| Restricted Funds | 57,405 |
| Unrestricted Fund | 3,380,930 |
| Reserves | 3,438,335 |

| | 2017 € |
|---|-----------|
| Tangible Fixed Assets | 885,562 |
| Current Assets | |
| Debtors and Prepayments | 6,407,400 |
| | 6,407,400 |
| Creditors- Amounts falling due within one year | |
| Creditors and accruals | 3,465,070 |
| Bank Overdraft | 1,035,940 |
| | 4,501,010 |
| Net Current Assets | 1,906,390 |
| Total assets less current liabilities | 2,791,952 |
| Capital and reserves | |
| Restricted Funds | 47,200 |
| Unrestricted Fund | 2,744,752 |
| Reserves | 2,791,952 |

Analysis

Income Analysis 2018

| | Hospital € | St. Joseph's € | Total € |
|-------------------------------|-------------------|-------------------|-------------------|
| Inpatient/Residential Service | 31,936,833 | 4,281,119 | 36,217,952 |
| Outpatient/Day Services | 1,558,948 | 334,323 | 1,893,271 |
| Other | 1,035,437 | 185,733 | 1,221,170 |
| | <u>34,531,218</u> | <u>4,801,175</u> | <u>39,332,393</u> |

Income Analysis 2017

| | Hospital € | St. Joseph's € | Total € |
|-------------------------------|-------------------|-------------------|-------------------|
| Inpatient/Residential Service | 29,115,438 | 4,176,758 | 33,292,196 |
| Outpatient/Day Services | 1,375,656 | 335,317 | 1,710,973 |
| Other | 1,207,981 | 224,866 | 1,432,847 |
| | <u>31,699,075</u> | <u>4,736,941</u> | <u>36,436,016</u> |

Pay Analysis 2018

| | Hospital € | St. Joseph's € | Total € |
|---------------------|-------------------|-------------------|-------------------|
| Pay Category | | | |
| Nursing | 12,096,635 | 3,581,298 | 15,677,933 |
| Medical | 4,410,461 | - | 4,410,461 |
| Allied Professions | 3,311,996 | 22,251 | 3,334,247 |
| Support Services | 3,430,666 | 1,146,817 | 4,577,483 |
| Administration | 2,307,590 | 270,957 | 2,578,547 |
| | <u>25,557,348</u> | <u>5,021,323</u> | <u>30,578,671</u> |

Pay Analysis 2017

| | Hospital € | St. Joseph's € | Total € |
|---------------------|-------------------|-------------------|-------------------|
| Pay Category | | | |
| Nursing | 10,959,486 | 3,342,989 | 14,302,475 |
| Medical | 3,871,033 | - | 3,871,033 |
| Allied Professions | 3,204,011 | 15,183 | 3,219,194 |
| Support Services | 3,317,598 | 1,085,146 | 4,402,744 |
| Administration | 2,157,383 | 253,506 | 2,410,889 |
| | <u>23,509,511</u> | <u>4,696,824</u> | <u>28,206,335</u> |

Non-Pay Analysis 2018

| | Hospital € | St. Joseph's € | Total € |
|---|------------------|-------------------|------------------|
| Administration | 2,239,549 | 350,422 | 2,589,971 |
| Consumables Relating to Direct Patient Care | 1,777,125 | 412,484 | 2,189,609 |
| Establishment | 3,054,810 | 272,949 | 3,327,759 |
| | <u>7,071,484</u> | <u>1,035,855</u> | <u>8,107,339</u> |

Non-Pay Analysis 2017

| | Hospital € | St. Joseph's € | Total € |
|---|------------------|-------------------|------------------|
| Administration | 2,059,811 | 323,001 | 2,382,812 |
| Consumables Relating to Direct Patient Care | 1,859,884 | 365,748 | 2,225,632 |
| Establishment | 2,965,652 | 279,552 | 3,245,204 |
| | <u>6,885,347</u> | <u>968,301</u> | <u>7,853,648</u> |

Positive Moments 2018

Saint John of God Hospital

“Everybody from the reception people to the psychiatrists and all the people in between, that make this hospital function, are just so friendly and one thing I really liked was that they all could remember my name.”

“Without your support, compassion good humour and your unfailing belief in me, this journey would not have been possible. Thank you for allowing me to be this better version of myself. Thank you also for all the late night chats and the craic too. Keep doing what you're doing.”

“Thank you all so very much for your kindness thought and care. I've learnt so much in the last four weeks and I greatly appreciate all the help I have been given by each and every one of the nursing team. You will all be in my thoughts and prayers.”


“Sincere thanks for your care and kindness over the last four weeks. It was instrumental to the beginning of my recovery”

Thank you all for your dedicated and kind care throughout the programme. I could not have done this alone, the future is bright.

“I can't write down how really grateful I am for your caring support and kindness towards me in my time here. The team here are second to none, you all go beyond the call of duty with your compassion and understanding of how to treat this illness. The team will be forever in my mind and heart. This is my journey but you have laid down the foundation.”

“For your unwavering support and encouragement, you have all been truly wonderful and I really appreciate all that you have helped me through. I am looking forward to keeping in touch.”

Saint Joseph's Shankill



We wish to thank you and all the staff in Saint Joseph's for their amazing support and care of dad (and us) over the past 16 months. We were really blessed to find such a wonderful home and it made a very difficult journey somewhat easier for us all. All of the staff showed amazing compassion and the kindness shown to the family will never be forgotten. You should all be very proud of the work that you do.

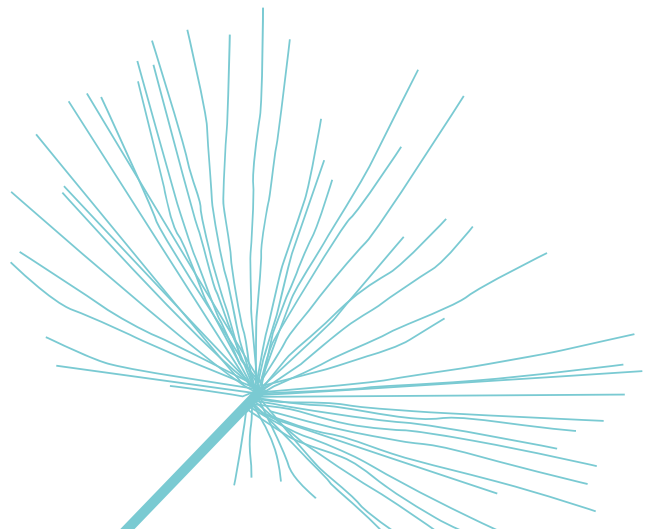
Re Dementia care award in November:

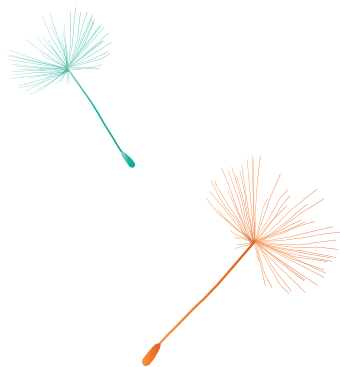
"Congratulations to you all, well deserved. Thank you for all the special care you give to the residents but especially the care you give my dad. Each and every one of you look after him so well and make us all feel at home when we visit. Keep up the good work."

Re Dementia Care award in November:

"Congratulations to one and all. So very well deserved. I wished I could reach out to give you all a hug, especially Catherine and Sarah who brought so much comfort to my mom. I will never forget and can never express the depth of my gratitude for all the support during that very challenging time. Much love to all with the hope this award will serve to remind during the tough times how valued and important your work is. I give thanks for it always."

*An email received from the next of kin of a female resident celebrating her 100th birthday. **"I want to write and thank the staff for their huge contribution to making the celebrations so wonderful. Nothing was too much trouble and they went out of their way to ensure that the day was memorable, everyone was fantastic. We are blessed to find such a wonderful home at this difficult stage of her life and for her extended friends and family it is very comforting to have her so well cared for".***





Saint John of God Hospital and Saint Joseph's Shankill

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