



Saint John of God Hospital and
Saint Joseph's Centre

Annual Report 2013

Where listening creates hope



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Hello

Contents

Message from the Chief Executive	2
Board of Directors	4
Management Team	5
Clinical Director's Report	6
Director's Report Saint Joseph's Centre	8
Clinical Governance, Quality Assurance & Risk Management	10
On the Frontline	17
Financial Review	20
Positive Moments	24



Our Mission

Saint John of God Hospital

Since its foundation in 1882, the mission of Saint John of God Hospital is to bring healing, care and wholeness to people who have mental illness and/or psychological and emotional problems.

Assessment, treatment, rehabilitation and care are provided in accordance with the highest professional standards and always in keeping with the ethos and caring traditions as modelled for us by Saint John of God.

Saint Joseph's Centre

Saint Joseph's Centre is committed to providing holistic and palliative care principally to persons living with later to end stage dementia in accordance with the ethos and values of Saint John of God Hospitaller Ministries.

Saint Joseph's Centre's commitment extends to the provision of day care and respite services to those in the community suffering from early to middle stage dementia.



Message from the Chief Executive



It gives me great pleasure to present the 2013 Annual Report for Saint John of God Hospital and Saint Joseph's Centre.

2013 has been a most challenging yet ultimately rewarding year in both services and throughout we have endeavoured to be true to the mission, ethos, values and philosophy of care of Saint John of God Hospital and Ministries. Mission and Values continued to be an area for focus in 2013 as evidenced by the consistent attendance of staff from both services at the Hospitality Foundation Programme.

The Board of Directors, under the chairmanship of Br Laurence Kearns OH, has been a source of great support to the Management Team along with the Board Sub-Committee on Finance which is chaired by Bill Cunningham. The Board Sub-Committee on Clinical Governance, Quality Assurance and Risk Management was established by the Board in July 2013 and is chaired by Professor Michael Rigby and the other members are Bill Cunningham, Br Gregory McCrory OH, Dr Bernie Mangan and Anna Shakespeare. This Sub-Committee plays a very important role and assists the Executive Clinical Governance Quality Assurance and Risk Management Committee to focus on key performance areas. These structures are embedded in the services and will build on, strengthen and increase ownership of clinical governance, quality assurance and risk management.

All of my clinical colleagues have had significant achievements and successes throughout the year which you can read about in more detail in the body of this Annual Report. Some of these include the new Addictions Service which commenced in January 2013, the new WRAP® (Wellness Recovery Action Planning) and WRAP® Plus Programmes, ECTAS Accreditation for our ECT Service, new Eating Disorders Early Intervention Day Programme, Memory Assessment Service in Later Life Services, new Outpatient Psychological Services and new Healthy Relationships and Sexuality Service. Other highlights to mention are the Medical Administration Review completed in Nursing in conjunction with the Pharmacy, Parents Support Group in Ginesa, Carer Education Course for Psychosis, Eating Disorder Family Support Group, pilot Art Therapy Group in St Peter's Suite, Stories from the Other Side Project, launch of national Lithium packs, Memorandum of Understanding between the Pharmacy Department of the Hospital and the RCSI. The list goes on.

Colleagues in the non-clinical departments continued to support the mission and ensure that the facilities provided enhanced the treatment and care of all receiving our services.

The Hospital continues to support See Change (the National Stigma Reduction Campaign) and we are active partners and assist with the roll-out of their various initiatives. We also continue to partner with the Irish Advocacy Network, Mental Health Reform and Mental Health Ireland as well as supporting events such as Cycle Against Suicide, World Mental Health Day and Eating

Disorders Awareness Week. This activity, along with the continuation of the long running Minding the Mind Public Lecture Series, ensures that the Hospital plays its part in fighting stigma and raising awareness of mental health nationally.

Saint Joseph's Centre continues to go from strength to strength and this is evidenced by the achievement of re-registration as a residential centre for older persons with HIQA. The Board Planning Sub-Committee is nearing completion of its deliberations regarding the future models of care which will be provided and this along with the planned capital refurbishment works is laying down good foundations for the future of this important service.

The commitment and dedication of staff in both Saint John of God Hospital and Saint Joseph's Centre is very apparent and demonstrated on a daily basis in the delivery of excellent care to those whom we serve. The values of the Hospitaller Order of Saint John of God are sustained and lived out each day and it is our obligation to ensure that the tradition entrusted to us and modelled for us by the Brothers is protected and promoted. A great sense of teamwork is palpable and this was shown very clearly with the response of staff to Typhoon Hayan in the Philippines. Long may this kindred spirit continue.

Finally I would like to thank most sincerely the Board of Directors, Management Team colleagues and all staff for their hard work and support during the year.

Emma Balmaine
CHIEF EXECUTIVE



Cycle Against Suicide 2013
(25 April - 5 May 2013)



World Mental health Day
(10 October 2013)



World Mental Health Day (10 October 2013)

Board of Directors



Br Laurence (Michael) Kearns OH
Chairman of the Board



Br Fintan (William) Brennan-Whitmore OH



Br Ronan (John) Lennon OH



Br Gregory (Patrick) McCrory OH



Br Stanislaus (Michael John) Neild OH



John Pepper
(Group Chief Executive)



Mary Collins



William Cunningham



Dr Bernadette Mangan



Thomas McConalogue



Prof Michael Rigby

Management Team



Emma Balmaine
Chief Executive



Dr Richard Blennerhassett
Clinical Director



Adrian Doherty
Human Resources Officer



Joe Kelly
Head of Operations
& Quality



Aidan MacMahon
Accountant



Bríd O'Meara
Director of Service,
Saint Joseph's Centre



Lesley Vard
Director of Nursing



Br Hugh Gillan OH
Head of Pastoral Care



Orlaith Donoghue
Head of Occupational
Therapy



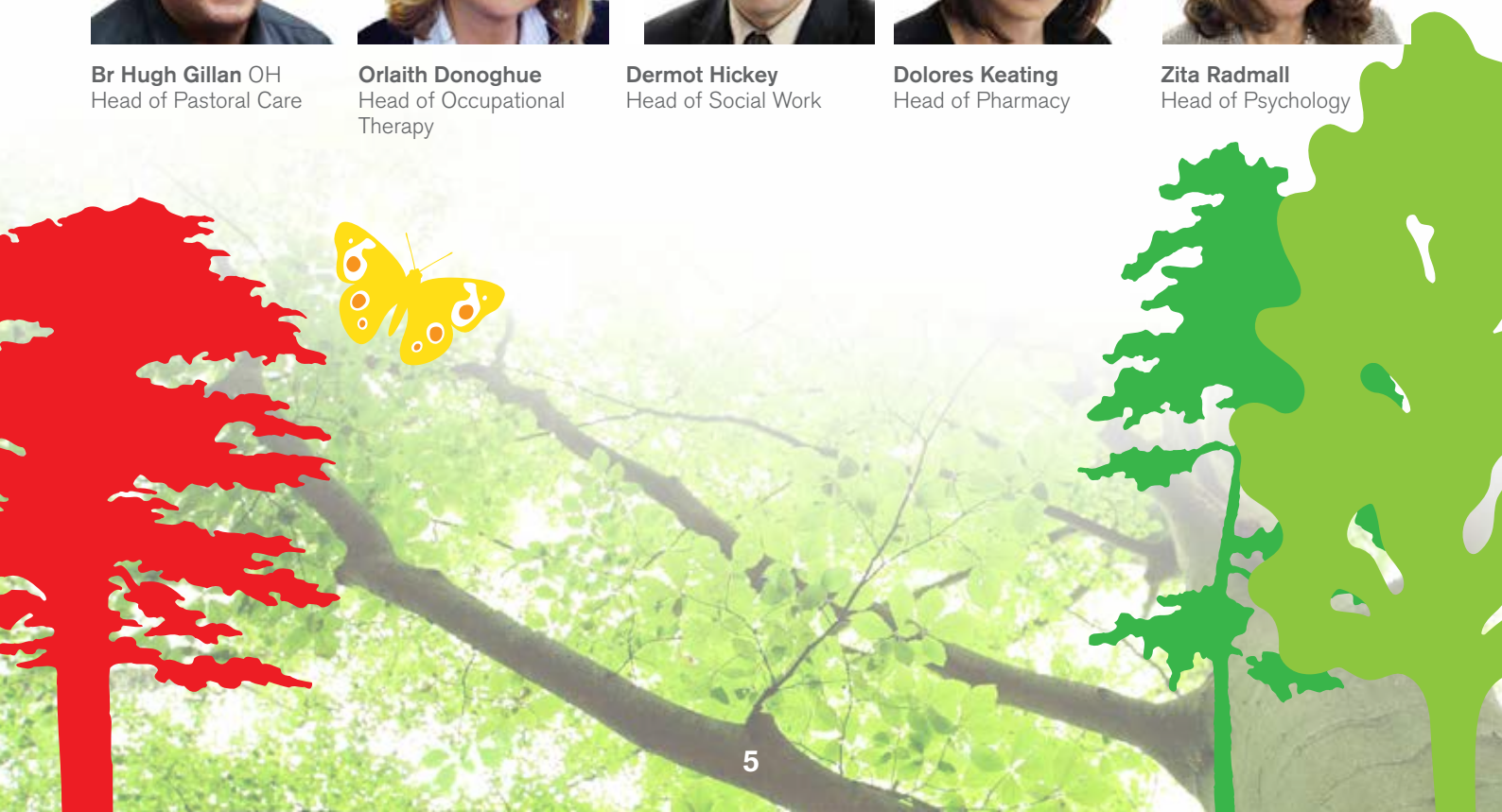
Dermot Hickey
Head of Social Work



Dolores Keating
Head of Pharmacy



Zita Radmall
Head of Psychology



Clinical Director's Report



It was a very busy year at Saint John of God Hospital with the launch of several new initiatives and programmes.

January 2013 saw the launch of the new Addiction Service which achieved great success during the year. Sadly the end of January was marked by the death of Dr Pat Tubridy who had made such a notable contribution to establishing a National Treatment Centre for Addiction in the Richard Pampuri Unit in the Hospital.

2013 also saw the start of a new emphasis on the development of Outpatient Services. The Dublin County Stress Clinic was reorganised as part of the overall Outpatient Development with an increased availability of Consultant personnel to see new referrals. A major aspect of the new outpatient service has been the presence of outpatient Psychology providing individual and group work for a large number of patients along side running several workshops. This along with a new patient service which focused on relationships and healthy sexuality as well as further innovation by the Department of Psychology included the introduction of a brief Inpatient Psychological Assessment Programme.

The WRAP® Program was firmly established during 2013. The Occupational Therapy Department also expanded their expertise in Mindfulness and a weekly half hour drop-in mindfulness session for staff was successfully re-established.

Dr Ruth Loane was elected as President of the College of Psychiatrists of Ireland. A new Consultant with a special interest in later life, Dr John O'Donovan, was successful at interview in December 2013 and we look forward to his arrival at the Hospital in June 2014 to further the development of the Later Life Strategy.

One of the most important developments in 2013 was the establishment of the Consumer & Carer Council which is now part of the Hospital. We look forward to working with the Council to help improve our services and set the direction for developments in the future.

The Hospital had a very positive annual inspection by the Mental Health Commission and it also continued its approach to linking with other groups committed to improving mental health. A regular meeting is now held with the Irish Advocacy Network. The Hospital continued its relationship with See Change, supporting its Green Ribbon Campaign during the public lectures in May.

Other notable events during the year were the signing of a Memorandum of Understanding with the Royal College of Surgeons, School of Pharmacy and the Pharmacy Department here at the Hospital and the appointment of Dolores Keating and Audrey Purcell as Honorary Senior Lecturers at the

RCSI. Lesley Vard, Brid O'Meara and Nursing colleagues won the Nursing Project of the Year Award at the Irish Healthcare Awards in November for "Changing observation practice in a mental health setting".

Finally I would like to acknowledge the hard work and dedication of all staff in the service during the past year, which has been very testing at times, and I trust that the spirit of Saint John of God will be a guide for us all as we seek to provide ever better care for the patients we serve during the coming year.

Dr Richard Blennerhassett MB MRCPsych FRCPI
CLINICAL DIRECTOR

Signing of Memorandum of Understanding between Saint John of God Hospital and the Royal College of Surgeons (RCSI).

Standing: Prof Paul Gallagher, Head of the School of Pharmacy, RCSI; Dolores Keating, Head of Pharmacy, Saint John of God Hospital; Dr Richard Blennerhassett, Clinical Director, Saint John of God Hospital.

Sitting: Emma Balmaine, Chief Executive, Saint John of God Hospital; Prof Hannah McGee, Dean of the Faculty of Medicine and Health Sciences, RCSI.



Report from the Director of Service, Saint Joseph's Centre



2013 was an exciting year for Saint Joseph's Centre with many achievements noted while maintaining its renowned high standard of care and meeting the needs of the Residents and Day Care Attendees, with a commitment to the ethos and values of Saint John of God.

Following the initial report of the Task Group for Saint Joseph's Centre's Development, John Pepper, Group Chief Executive, Saint John of God Hospitaller Ministries, established a planning committee to review the viability and reconfiguration of Saint Joseph's Centre. This committee worked throughout the year to examine the possibilities available to Saint Joseph's Centre as we strive to provide excellence in our service to people with specific dementia related needs.

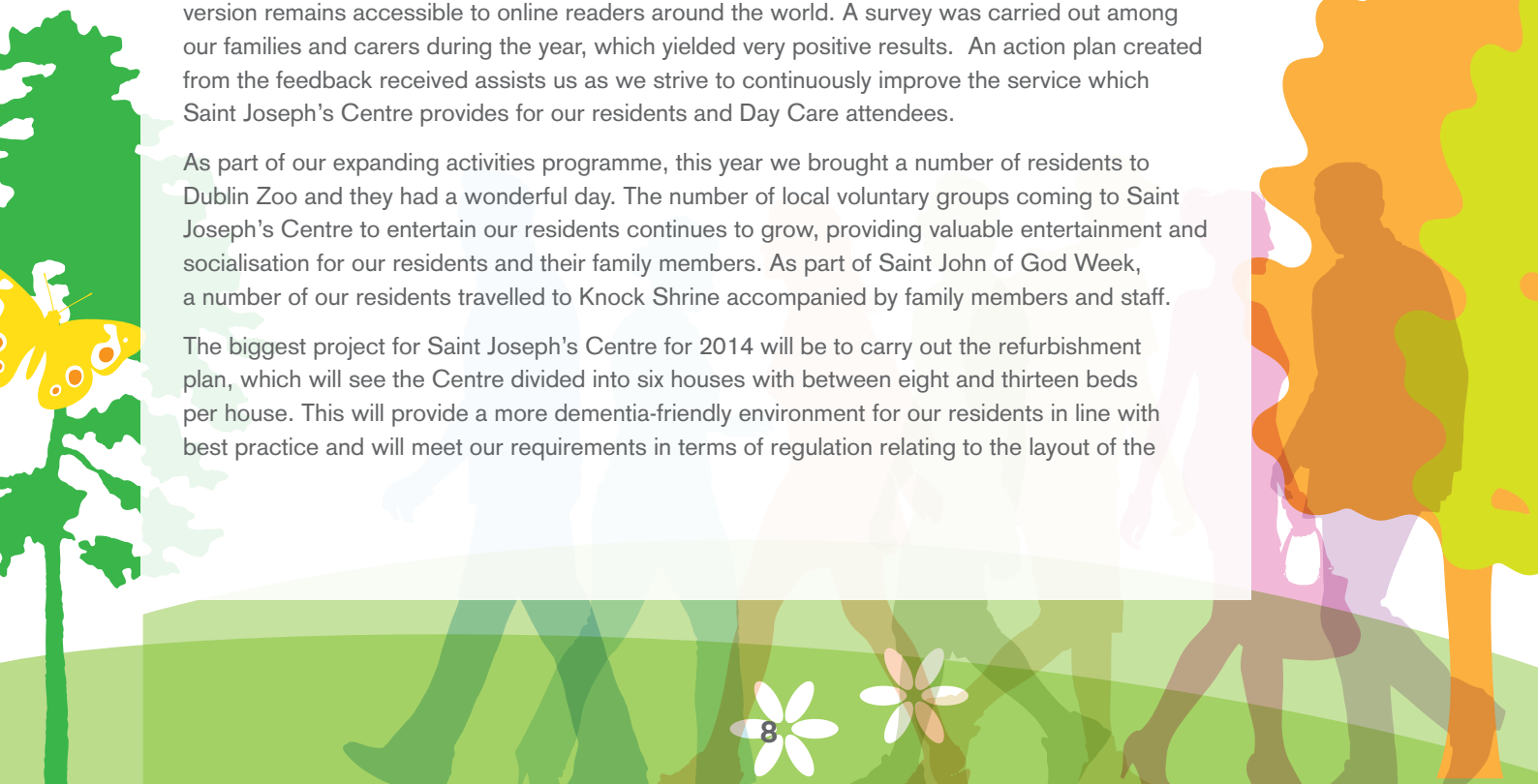
With our initial period of registration drawing to a close, we were delighted that Saint Joseph's Centre was re-registered with the Health Information and Quality Authority as a designated centre for older persons for another three years, following the re-registration procedure and inspection.

In November 2013, in association with the Department of Regulation, Quality and Safety at Hospitaller Ministries, a baseline audit was carried out in Saint Joseph's Centre against the Health Act 2007 (Care and Welfare of Residents in Designated Centres for Older People) Regulations 2009 and the National Quality Standards for Residential; Care Settings for Older People in Ireland. The result of the audit will determine part of our Action plan for 2014 as we continue to strive to improve our service.

A very interesting and informative two-page article on Saint Joseph's Centre was published in Shankill's monthly community newsletter SCAN in October, with the Centre's name and four photos filling its front cover. The printed version reached over 3,780 readers, while the electronic version remains accessible to online readers around the world. A survey was carried out among our families and carers during the year, which yielded very positive results. An action plan created from the feedback received assists us as we strive to continuously improve the service which Saint Joseph's Centre provides for our residents and Day Care attendees.

As part of our expanding activities programme, this year we brought a number of residents to Dublin Zoo and they had a wonderful day. The number of local voluntary groups coming to Saint Joseph's Centre to entertain our residents continues to grow, providing valuable entertainment and socialisation for our residents and their family members. As part of Saint John of God Week, a number of our residents travelled to Knock Shrine accompanied by family members and staff.

The biggest project for Saint Joseph's Centre for 2014 will be to carry out the refurbishment plan, which will see the Centre divided into six houses with between eight and thirteen beds per house. This will provide a more dementia-friendly environment for our residents in line with best practice and will meet our requirements in terms of regulation relating to the layout of the



premises. Anticipated to take in the region of 44 weeks to complete, our greatest challenge will be to consistently minimise the impact the work has on the residents while it is in progress.

We plan to implement a new Person Centred Care Plan for all of our residents in the first half of 2014. We are proposing that we adopt and introduce the Butterfly Model of Dementia Mattering during the coming year.

It is our intention to continue to provide quality care to our residents in a homely environment, while constantly striving to improve the services that we provide, always cognisant of the ethos and values of Saint John of God, Hospitality, Care, Compassion, Dignity, Excellence, Justice, Respect and Trust.

Brid O'Meara
DIRECTOR OF SERVICE
Saint Joseph's Centre



Clinical Governance, Quality Assurance & Risk Management:

The Executive Clinical Governance Quality Assurance & Risk Management Committee continued its work during 2013. It oversaw developments, considered and approved policy reviews and progress reports from the Hospital and Saint Joseph's Centre, while monitoring Key Performance Indicators (KPIs) as set by the Board of Directors.

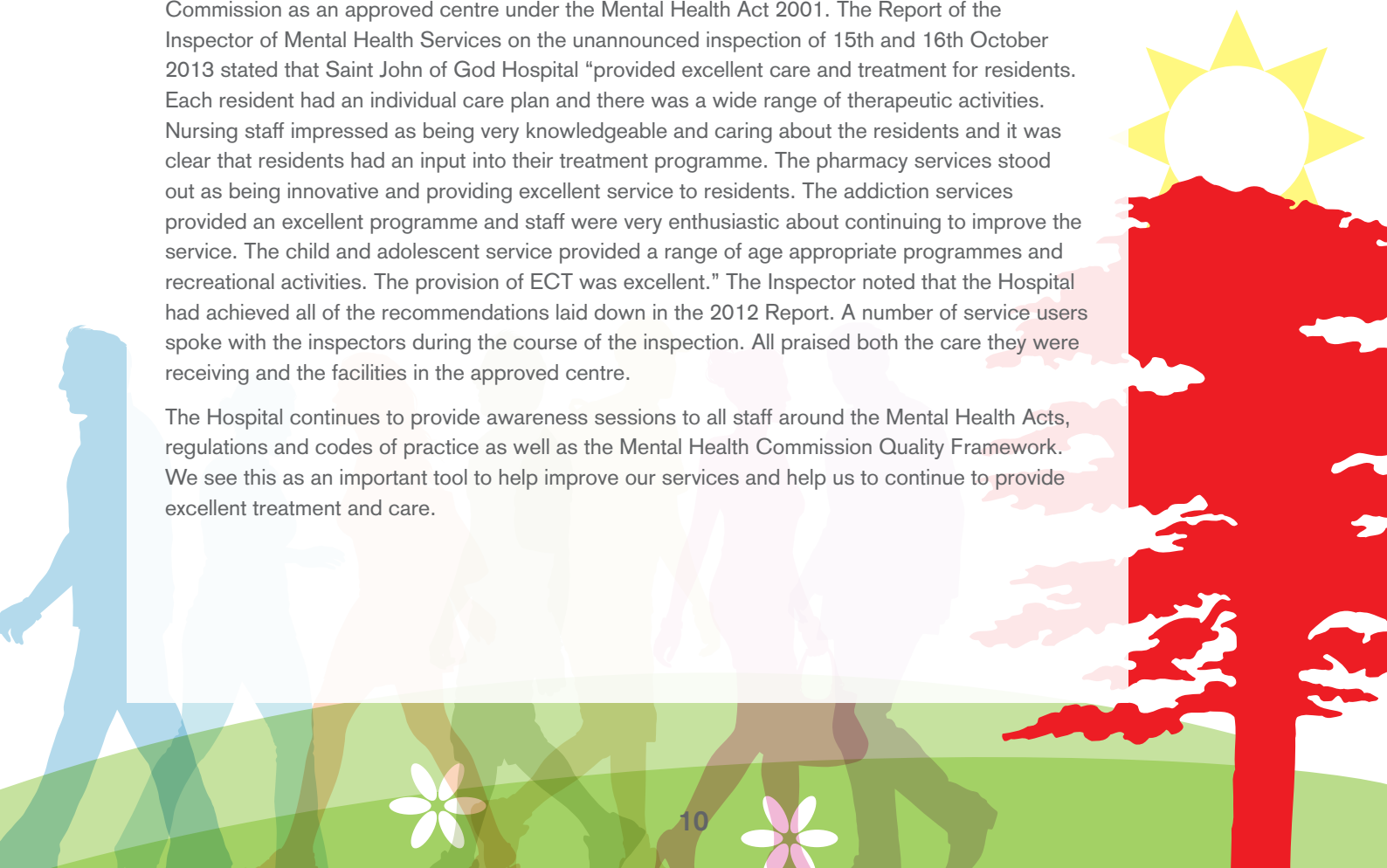
The Board established a Sub-Committee for Clinical Governance, Quality Assurance and Risk Management (CGQARM) and this has been a very positive development for the Hospital and Saint Joseph's Centre. Since the inaugural meeting in July 2013, this Committee, under the Chairmanship of Professor Michael Rigby, has guided, assisted and supported the Executive CGQARM Committee. We look forward to working closely with the Board Sub-committee in 2014.

Regulation

Mental Health Commission & Inspector of Mental Health Services

On the 17th May 2013 the Hospital was re-registered and certified by the Mental Health Commission as an approved centre under the Mental Health Act 2001. The Report of the Inspector of Mental Health Services on the unannounced inspection of 15th and 16th October 2013 stated that Saint John of God Hospital "provided excellent care and treatment for residents. Each resident had an individual care plan and there was a wide range of therapeutic activities. Nursing staff impressed as being very knowledgeable and caring about the residents and it was clear that residents had an input into their treatment programme. The pharmacy services stood out as being innovative and providing excellent service to residents. The addiction services provided an excellent programme and staff were very enthusiastic about continuing to improve the service. The child and adolescent service provided a range of age appropriate programmes and recreational activities. The provision of ECT was excellent." The Inspector noted that the Hospital had achieved all of the recommendations laid down in the 2012 Report. A number of service users spoke with the inspectors during the course of the inspection. All praised both the care they were receiving and the facilities in the approved centre.

The Hospital continues to provide awareness sessions to all staff around the Mental Health Acts, regulations and codes of practice as well as the Mental Health Commission Quality Framework. We see this as an important tool to help improve our services and help us to continue to provide excellent treatment and care.



The pharmacy services stood out as being innovative and providing excellent service to residents. The addiction services provided an excellent programme and staff were very enthusiastic about continuing to improve the service. The provision of ECT was excellent.

Inspector of Mental Health Services Report – October 2013



Health Information & Quality Authority (HIQA)

On the 16th July 2013 HIQA conducted an announced inspection of Saint Joseph's Centre to inform a registration renewal decision. Overall, the inspector found that Saint Joseph's Centre met the requirements of the Health Act 2007 (Care and Welfare of Residents in Designated Centres for Older People) Regulations 2009 (as amended) and the National Quality Standards for Residential Care Settings for Older People in Ireland. There was evidence of on-going and consistent improvements being made in all aspects of the operation of this centre. The inspector found that the health needs of residents were met to a good standard.

Extract from the Inspection Report: "Residents had access to general practitioner (GP) services, to a range of other health services and the nursing care provided was of a good standard. The quality of residents' lives was enhanced by the provision of a choice of interesting things for them to do during the day. The provider and person in charge promoted the safety of residents. A risk management process was in place for all areas of the centre. Robust fire procedures and an emergency plan were in place. Staff had received training and were knowledgeable about the prevention of elder abuse. Recruitment practices met the requirements of the Regulations. The inspector found that there was a very committed and motivated staff team. The person in charge and provider placed strong emphasis on training and continuous professional development and this was much appreciated by staff. All staff told the inspector that they felt well supported by person in charge and director of nursing and they embraced the many positive changes and developments that had taken place in the centre over the past year.

The inspector found that the current staffing levels, qualifications and skill mix were appropriate for the assessed needs of residents. Relatives and staff agreed that there were adequate levels of staff on duty. Resident dependency was assessed using a recognised dependency scale and the staffing rotas were adjusted accordingly. The inspector saw that additional staff had been rostered to one area following review of the dependency levels. The inspector also found that there were procedures in place for constant supervision of residents in communal areas."

Due to the complex needs of our residents the inspector found that the layout of the premises in general did not meet the needs of residents, the layout of the multi-occupancy bedroom did not meet the needs of residents and the layout of the main bathroom area did not meet the needs of residents. We must ensure the physical design and layout of the premises meets the needs of each resident, having regard to the number and needs of the residents. The Board of Directors has committed to addressing these issues and we have received approval for planning permission to address the layout. At time of writing we are awaiting approval of the Fire Officer for the plans. We are hopeful that these capital works can commence in 2014.

Saint Joseph's Centre achieved re-registration as of 8th December 2013 for a further three years subject to the capital works being completed.

New Quality Initiatives & Services

Health Promotion Nurse Specialist:

The new role of Nurse Specialist Health Promotion has seen new clinical supports for service users evolve such as smoking cessation, weight management, sleep hygiene, stress management and general well-being. The post has allowed for a non-clinical focus in areas such as mental health awareness and education, stigma reduction with See Change and stress management or mental health talks in local schools and colleges. Donal Scanlan, Nurse Specialist Health Promotion helped lead out support for World Suicide Prevention Day, World Mental Health Day, participation in Cycle Against Suicide and Green Ribbon Month. Another welcome development within the role has been the Hospital's venture into the world of Social Media with an ever-growing presence on Facebook, Twitter and LinkedIn. 2013 has also seen the planning and preparation for new initiatives in early 2014 such as an outpatient service and formal staff health promotion initiatives.

Outpatients Psychology Service

The Outpatients Psychology Service has been delivering Cognitive Behavioural Therapy full-time since April 1st 2013. It was established to provide easily accessed low, medium and high intensity evidence-based psychological treatment for anxiety and depressive disorders. Dr Keith Gaynor is the lead Clinical Psychologist in the development of this specialist Outpatient Service. Treatments are based on the National Institute of Clinical Excellence (NICE) Guidelines and are available for patients post-hospital admission, as an alternative to hospital admission, direct referrals from Consultants, GP's and self-referral. To-date it has provided individual, group and workshop-based interventions. Continuous evaluation demonstrates very high satisfaction rates and clinical outcomes are in line with international randomised control trials. Dr Olivia Gordon also works in this service and has a special interest in anxiety disorders including OCD and hoarding.

Psychological Services for Healthy Relationships and Sexuality

Psychological Services for Healthy Relationships and Sexuality was established to provide assessment and specific therapeutic interventions for patients who experience a range of challenges relating to their psychosexual and relationship functioning. Fergal Rooney is the specialist clinician spearheading the development of these services. The interventions are based on international best standards and practice. The service is for both patients of the Hospital and for outpatients. It provides assessment of therapeutic need and comprehensive psychological assessments; delivers specialist individual and group therapies, workshops and seminars. Along with consultation for family/partners and professionals, Mr Rooney liaises with inpatient services in providing consultation with multidisciplinary team (MDT) members conducts assessments of the therapeutic need and makes recommendations to the MDT.

The quality of residents' lives was enhanced by the provision of a choice of interesting things for them to do during the day

Health Information & Quality Authority Inspection Report (HIQA)
for Saint Joseph's Centre – July 2013



ECTAS Accreditation

The ECT Committee continued to work towards formal accreditation of our ECT Service by ECTAS (Royal College of Psychiatrists Centre for Quality Improvement, London). There was a formal accreditation visit to the Hospital. The Royal College of Psychiatrists Special Committee for Professional Practice and Ethics ratified on 17 October the ECTAS accreditation recommendation for a three year period. Our clinic was accredited as excellent.

New Addiction Service

The New Addiction Service was launched in January 2013. The Service is adapted from 50 years of Minnesota Model provision to a holistic patient-centred model. The Service introduced targeted patient-centred programmes for individuals suitable for inpatient treatment. The new Service provides detoxification, education, rehabilitation and aftercare as well as outpatient support when appropriate. The new Service encompasses a comprehensive complementary therapy package for participants. Significant development of rehabilitation facilities included the dining room, group room improvement, a massage room and senior addiction counsellor session rooms. Objective measures from validated instruments provide evidence of significant benefit to patients whilst in the Addiction Programme.

MOU with RCSI School of Pharmacy

A formal Memorandum of Understanding (MOU) with the Royal College of Surgeons (RCSI) School of Pharmacy was inaugurated in August. Audrey Purcell and Dolores Keating were appointed Honorary Senior Lectures in the RCSI. They developed a new mental health module, delivered 4 lectures in the RCSI in November and prepared exam questions. Guest speakers from GROW and Irish Advocacy Network were organised to speak to the students.

National Lithium Packs

Audrey Purcell, Senior Pharmacist developed national Lithium packs which were launched in December 2013. These patient information packs were reviewed and endorsed by the College of Psychiatry, the Irish Medication Safety Network and Patient Safety First. The packs were shortlisted to the final three in the National Hospital Pharmacy Awards in the best innovation category.

Other Quality Improvements with the Pharmacy Department

A new Alcohol Detoxification Chart (ADC) was developed by Dolores Keating, and a revised Medication Chart (MC) was introduced by Audrey Purcell in February 2013.

A new Prescription Pad and Controlled Drug Prescription Pad were designed by Audrey Purcell and implemented in April 2013.

The following therapeutic guidelines were developed: Management of electrolyte imbalances, monitoring of Warfarin therapy, management of Clozapine-induced hyper salivation, monitoring of Valproate therapy and Guideline for smoking cessation.

Caroline Hynes developed an electronic inter-disciplinary template on the Mental Health Information System (MHIS) for documenting provision of information leaflets to patients and also a pharmacy template for monitoring high dose antipsychotics and agomelatine liver function tests monitoring.

Occupational Therapy

The Occupational Therapy Department was busy in 2013 with the development and delivery of an inpatient Mindfulness Programme as part of the Wellness & Recovery Programme as well as part of the Eating Disorders Recovery Programme. A Mindfulness webpage was created complete with mindfulness and relaxation podcasts along with a collaborative project with Michael Jordan from Hospitaller Ministries which culminated in the creation of a book "Stories from the Other Side". Therapeutic Reading Groups were offered as part of the Wellness & Recovery Programme as well as dedicated inpatient sessions on our two acute suites. A new polytunnel was erected in the grounds to enable outside gardening groups and our woodwork groups were highly commended as part of the Association of Occupational Therapists of Ireland "Anne Beckett Award 2013".

Wellness Recovery Action Planning

The Saint John of God Hospital Outpatient WRAP® Programme was established in 2013 following the recommendations from our completed research project "Evaluation of the Wellness & Recovery Action Planning WRAP® Group intervention for inpatients with psychiatric illness". The steering committee members Orlaith Donohue, Dermot Hickey, Professor Mary Clarke and Donal O'Keefe along with Programme Co-ordinator Niamh McCullagh and the WRAP® Facilitators Peter Connolly, Aisling Doyle, Bronagh Moran, Orla Prendergast, Janice Huet, Jacinta Bergin and Sarah Donnelly are to be commended for achieving so much in such a short timeframe. This service comprises three parts:

- WRAP® Group – 8 x weekly facilitated groups
- WRAP® – plus – parallel groups run for families/carers/supporters of those attending WRAP®
- Peer Support – monthly Peer Support groups held first Saturday of each month

A WRAP® Support Line was launched in August 2013 and a WRAP® webpage was also created.

Memory Assessment Service

The Psychiatry of Later Life team commenced a memory assessment service. It provides an initial outpatient assessment followed by a 5 day inpatient admission which includes:

- Blood investigations
- Neuroimaging
- Psychiatric assessment
- Neuropsychological testing
- Occupational therapy assessment.

Eating Disorder Recovery Centre (EDRC) – New Day Programme

The EDRC Team launched a new Day Programme at a lecture for General Practitioners entitled "Managing Eating Disorders in Primary Care" on 11th February 2013. This programme offers a comprehensive range of therapy groups one afternoon per week.

On the Frontline



The Adolescent Unit, Ginesa Suite was opened eight years ago when there were very few inpatient units for adolescents between 14 and 18 years of age. This is a tertiary service, i.e. individuals will have been supported by their GP and a Community Mental Health team before being referred to the Hospital. Some of the problems that adolescents experience are identical to adults, for example, early onset psychosis, depression, eating disorders and depression.

I worked with homeless children in Dublin city centre in a residential setting for two years. I then moved to Saint John of God Lucena Clinic Services for Children and Adolescents for another two years when the day hospital for children and adolescents was opened. I joined the staff of Saint John of God Hospital in 2005.

We can support twelve adolescents at any given time and offer assessment and a full programme of activities. Our multidisciplinary team includes a child and adolescent psychiatrist, senior registrar, registrar, a nursing team consisting of twelve staff nurses and two clinical nurse managers, senior psychologist, senior social worker, senior occupational therapist, full-time teacher and special needs assistant. We also have visiting staff - a dietician, chaplain, speech and language therapist, yoga, music, wellbeing and art therapists and a pet therapist.

Usually a young person has experienced a crisis when they come to us such as self-harm, an overdose, behavioural problem or low body weight. A typical stay lasts five to six months for someone with an eating disorder while others have an average length of stay of eight to ten weeks. We communicate regularly with the community mental health team regarding the patient's progress and have six weekly clinical review meetings. Parents and other agencies are also involved. A typical day involves school in the morning and in the afternoon we focus on mental health, recovery planning, self-esteem and mental health education. There is then a choice of activities like yoga, music and relaxation. Facebook and access to the internet are also available.

Young people are encouraged to go home at weekends where they can be with their families and maintain their friendships and social networks. They get support not just from professionals on the team but from each other, which is a very important to recovering and staying well into the future.

Sometimes, a young person's home or school environment can be very stressful. By coming to Ginesa Suite we can provide time out to think differently, work on personal growth, self-awareness, and they can learn skills to support themselves on an on-going basis. Being seen and heard and not feeling isolated is an important part of recovery. I co-ordinate the care planning for our group, ensuring needs are being met and reviewing individual care plans every week. I also advocate for the young people we support and liaise with families and professionals.

My work with homeless children was an eye-opener and I have always enjoyed working with adolescents. I am passionate about service development, delivery, and ensuring that young people have a voice in what services are available and how they are delivered. Since I began working in Ginesa Suite, there has been a shift in the concerns for young people. Cyber bullying is probably the biggest issue. Exposure to adult themes is also a big pressure for young people who are not always ready to handle these emotionally.

I find every day rewarding. Young people come to us in crisis mode but they can be so open to trying new ideas and tools to help change their ways of coping; their adaptability and flexibility is amazing. It's not possible to change everything but if we can make even a small difference, it's all worthwhile.

Sarah Donnelly

CLINICAL NURSE SPECIALIST

Ginesa Suite



**Young people can
be so open to
trying new ideas
and tools to help
change their ways
of coping**



Financial Review 2013

Saint John of God Hospital Ltd. comprises the operations of Saint Joseph's Centre, Shankill and Saint John of God Hospital, Stillorgan. It recorded a net deficit of €1.4M for 2013.

Saint Joseph's Centre

Gross income was €5.9M with the majority deriving from fees for long term residential care funded by the Nursing Home Support Scheme (Fair Deal Scheme). Residential revenues increased 3% in 2013 arising from increased occupancy. Day care income was marginally down, otherwise Saint Joseph's Centre received a once off payment of €1.2 million from Saint John of God Hospitaler Ministries to cover incremental costs incurred.

Payroll totalled €4.8M or 86% of total cost. Clinical posts providing direct care cost €3.4M or 71% of total pay. €1M or 21% of payroll is directed to necessary support services e.g. catering, accommodation and maintenance services with €0.4M or 8% covering administration. Payroll increased €0.7M from 2012 principally in direct care nursing staff costs arising from HIQA recommendations.

Non pay costs of €0.8M account for 14% of total cost. €0.35M or 44% of non-pay relates to direct patient care consumables. The administration category includes insurances, training, legal and IT; this makes up 30% or €0.24M of the total. The remaining 26% is the establishment expense category, €0.21M, covering energy, property and maintenance costs. The increase on last year of 2% arises from increases in patient care consumables and energy costs.

Saint John of God Hospital

Hospital revenues total €27.4M. The main share is inpatient related with 94% or €25.8M attributable to inpatient services. 2% derives from outpatient sources and the remaining 4% from miscellaneous sources such as rentals and catering receipts. Revenues have increased by €0.8M from 2012 due to 2% inpatient volume growth and a 36% growth in outpatient incomes. While private health insurance is the primary funding source for those requiring inpatient services, Private Health Insurers offer limited mental health outpatient benefits.

Payroll costs, driving 77% of the overall cost base, were €22.4M. Nursing, Medical and Allied Professions comprise direct clinical care posts, the costs of which amount to €16.6M or 74% of total pay. Pay for necessary support services e.g. catering, accommodation and maintenance was €3.2M, a 14% share. Administrative payroll at €2.6M was 12% of total pay. The year on year increase of €0.8M or 3% arises primarily from exceptional employer pension charges.

Non Pay costs increased €0.17M to €6.7M accounting for 23% of total expenditure. Establishment expenses amount to €3.2M or 48% of total non pay. It 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 €1.7M constitute 26% of non pay covering clinical, pharmacy and catering supplies. A further €1.7M or 26% expended on administration costs covers staff education and training, insurances, IT, legal and other professional fees.

Summary

The Board of Directors recognise the challenging financial situation arising from the significant loss in 2013 and is putting in place a plan of corrective action. In the Hospital, mental health inpatient care reimbursement rates remain below rates for equivalent services in the market. This requires that the Hospital achieve an upward adjustment in the Private Health Insurance inpatient reimbursement rate and furthermore, seek that insurers reimburse for outpatient services in line with the independent hospital market. Likewise in Saint Joseph's Centre the current reimbursement rates set by the National Treatment Purchase Fund are inadequate to fund in the long run the standards of care mandated by the Health Information & Quality Authority.



Income & Expenditure Account

	Year Ended 31 December 2013			Year Ended 31 December 2012		
	Hospital	St Joseph's	Total	Hospital	St Joseph's	Total
Income	27,400,337	5,939,700	33,340,037	26,646,533	4,609,680	31,256,213
Expenditure						
Remuneration	22,428,359	4,803,242	27,231,600	21,647,952	4,114,841	25,762,793
Non Pay Overheads	6,712,208	805,330	7,517,539	6,543,105	791,041	7,334,146
Gross Expenditure	29,140,567	5,608,572	34,749,139	28,191,056	4,905,882	33,096,939
- Deficit / Surplus	-1,740,230	331,128	-1,409,103	-1,544,524	-296,202	-1,840,726

Balance Sheet At Year End

	2013	2012
	€	€
Fixed Assets		
Financial Assets	0	0
Current Assets		
Debtors and Prepayments	6,231,275	7,072,341
Bank and Cash	592,487	99,671
	6,823,762	7,172,012
Creditors - Amounts falling due within one year	4,164,395	3,105,190
Net Current Assets	2,659,367	4,066,822
Total Assets Less Current Liabilities	2,659,367	4,066,822
Creditors - Amounts falling due after more than year	0	0
Net Assets	2,659,367	4,066,822
Capital and Reserves	2,659,367	4,066,822

Income Analysis 2013

	Hospital	St Joseph's	Total €
Inpatient/Residential Service	25,809,625	4,374,025	30,183,650
Outpatient/Day Services	555,630	323,738	879,368
Other	1,035,082	1,241,937	2,277,019
	27,400,337	5,939,700	33,340,037

Income Analysis 2012

	Hospital	St Joseph's	Total €
	25,264,064	4,239,192	29,503,255
	409,037	326,478	735,515
	973,432	44,011	1,017,443
	26,646,533	4,609,680	31,256,213

Pay Analysis 2013

Pay Category	Hospital	St Joseph's	Total €
Nursing	10,098,580	3,324,974	13,423,554
Support Services	3,225,960	1,031,514	4,257,474
Medical	3,822,061	0	3,822,061
Allied Professions	2,692,185	66,740	2,758,925
Admin	2,589,573	380,014	2,969,587
	22,428,359	4,803,242	27,231,600

Pay Analysis 2012

	Hospital	St Joseph's	Total €
	10,495,386	2,640,500	13,135,885
	3,133,973	1,043,747	4,177,720
	3,623,903	0	3,623,903
	2,551,034	31,895	2,582,929
	1,843,655	398,700	2,242,355
	21,647,952	4,114,841	25,762,793

Non Pay Analysis 2013

Expense Category	Hospital	St Joseph's	Total €
Administration	1,735,819	240,988	1,976,808
Consumables Relating To Direct Patient Care	1,772,861	352,807	2,125,668
Establishment	3,203,528	211,535	3,415,063
	6,712,208	805,330	7,517,539

Non Pay Analysis 2012

	Hospital	St Joseph's	Total €
	1,860,463	236,177	2,096,640
	1,725,149	317,372	2,042,521
	2,957,493	237,492	3,194,985
	6,543,105	791,041	7,334,146

Positive Moments

We found genuine kindness, care and compassion in Saint Joseph's. You treated our Dad with such dignity and respect

A smile or a kind face does not take a lot but means so much especially when unwell

Thank you so much for lifting me many times above the rough waters on my new journey. I'm forever grateful for your patience, kindness and knowledge

Thank you for all the help and kind words you have given us. Any young person who goes into Ginesa Suite is lucky to have a dedicated and friendly team like all of you

Thank you for all your kindness to M. He got such good care, especially the love and tenderness given to him. We never had a moment's worry about him and he was as happy as could be

In this busy world we sometimes forget there are still nice people who do nice things. Thanks for being such a wonderful reminder

Thank you for all the support, pep talks, encouragement and chats. I couldn't have got to where I am today without you all

Thank you so much for your kind words, generosity and openness to making us patients feel safe in what we say and do. I was broken, dejected when I came. I am leaving optimistic, positive and happy



**Saint John of God Hospital and
Saint Joseph's Centre**

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