



Saint John of God Hospital clg

HOSPITALITY COMPASSION RESPECT

Where listening creates hope



2021

Annual Report

Our Vision & Mission

Saint John of God Hospital

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

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

Saint Joseph's Shankill

Our Mission is to provide dementia specific services, dedicated to providing person-centred care focussing on the social, emotional, psychological and physical needs of people at all stages of dementia, where feelings matter most. In a spirit of true hospitality, everyone at Saint Joseph's is valued and recognised as a person who really matters.

**Our values are Hospitality,
Compassion, Respect.**



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Registered Charity
Number:
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Registered
Company Number:
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welcome



Chief Executive's Report

It is my pleasure to welcome you to the 2021 Annual Report for Saint John of God Hospital CLG.

This report outlines some of our achievements, activities and also some of the challenges faced by the Board of Directors, colleagues and volunteers across our three services: Saint John of God Hospital Stillorgan, Saint Joseph's Shankill and Mental Health First Aid Ireland (MHFA).

After the tumultuous and unprecedented events of 2020, we had hoped for some reprieve from the impact of Covid-19, which continued to present obstacles for our clinical services at Saint John of God Hospital Stillorgan and Saint Joseph's Shankill. The ongoing vigilance and commitment of our clinical and non-clinical colleagues meant we managed and maintained the infection prevention and control requirements to ensure the safety of patients, residents, visitors, volunteers and colleagues. Our nursing colleagues played an enormous role in this endeavour as did our colleagues in accommodation and household services as they had to constantly deep clean and sanitise as well as deal with a 400% increase in the management of clinical waste due to Covid-19.

Services continued to run, albeit admissions to both sites were prevented at several points throughout the year due to public health constraints due to active Covid-19 cases in both locations. This was one of the most difficult aspects of the pandemic, as it meant that when these cases arose that those in need of either our mental health or dementia services had to wait until public health restrictions lifted and we were permitted to admit to the particular suite or lodge. We commend our colleagues for their perseverance and diligence and for the excellent care provided despite the difficult circumstances brought about by the continued prevalence of Covid-19 in the country.

We had introduced tele-health and virtual services at the start of the pandemic, little knowing that we would still need such things in 2021. It turned out to be essential for all three of our services. In Saint Joseph's Shankill, the day service had to remain online until July of 2021 when we were permitted to re-open a physical day service. Virtual solutions also ensured that the dementia café could continue and that when cases arose and face-to-face visiting had to be restricted that residents/patients could have virtual visits with their families and friends. In the hospital, tele-health continued with Zoom and telephone digital clinical consultations as well as access to the DBT (Dialectical Behaviour Therapy) service online and Occupational Therapy virtual services. The much needed virtual EDRC (Eating Disorder Recovery Centre) Programme continued as well as Family Support Groups via Zoom, the Eating Behaviours Groups and Interpersonal Relationship Group.

The Hospital maintained its affiliation with University College Dublin, Trinity College Dublin, Royal College of Surgeons in Ireland, Dublin City University and the University of Limerick for undergraduate and postgraduate healthcare professional programmes for medical, nursing, occupational therapy, pharmacy and psychology and we continued to provide essential training and clinical placements for these professions. Saint Joseph's Shankill continued to provide clinical placements for UCD undergraduates as part of Saint John of

God Hospital's role as an affiliated healthcare provider for the Undergraduate and Postgraduate Mental Health Nursing Programmes in University College Dublin.

In 2021 we completed an upgrade of all external lighting to LED fittings, the installation of new energy saving smart lighting in several areas and the commissioning of the new green solar harvesting system. In the hospital, we maintained our ECO Accreditation with Dun Laoghaire Rathdown County Council and, in both Stillorgan and Shankill; we maintained excellent results in the annual DGSA (Dangerous Goods Safety Audit). This audit monitors our management of dangerous items such as clinical waste, specimens, pharmacy waste, medical gases, chemicals and chemical waste, in line with EU and Irish legislation and regulations.

Across all three services, colleagues continued to innovate and strived to provide the best possible treatment and care in the case of the Hospital and Saint Joseph's Shankill and the best training in terms of MHFA Ireland.

Other achievements and developments within the individual clinical departments in the hospital are detailed in the following pages and are a testament to the commitment to excellent clinical care. Similarly there are further details of developments and achievements of the non-clinical departments of the hospital which demonstrate the important contribution that these departments make not only to patient care but also to the smooth running of the hospital.

The hospital is regulated by the Mental Health Commission (MHC) and, since 2019, two approved centres operate from the hospital i.e. Ginesa Adolescent Service and the adult service of Saint John of God Hospital. Both approved



centres were inspected in 2021. Ginesa was inspected in August 2021 and received a compliance rating of 88% with findings of compliance for 28 out of 32 applicable regulations and codes of practice. The adult approved centre was inspected in November 2021 and achieved a compliance rating of 89% with findings of compliance for 33 out of the 37 applicable regulations and codes of practice.

Saint Joseph's Shankill is regulated by the Health Information & Quality Authority (HIQA) and was inspected in April of 2021. HIQA inspected the service against 12 of the Older Persons Services Regulations and found the centre to be compliant with 8 regulations, substantially compliant with another 3 regulations and non-compliant with 1 regulation i.e. Regulation 24 Contract for the Provision of Services. This finding of non-compliance was because "the occupancy of the bedroom being offered to the resident was not clear in 2 of the contracts inspected". This was rectified following the inspection.

Overall, the MHC and HIQA inspections of our clinical services in Stillorgan and Shankill were very positive and we will address the areas highlighted for improvement. The hard work of all colleagues led to the positive inspection feedback for all three inspections.

In Saint Joseph's Shankill, the annual Butterfly Audit of the residential service was conducted by Meaningful Care Matters in April 2021 and all six lodges were given the rating of "outstanding". This was a wonderful achievement to celebrate in the year in which Saint Joseph's celebrated the 60th Anniversary of its foundation in 1961. Saint Joseph's has evolved over those sixty years into the specialist dementia care service that we have today and the essence of what we do there was captured in the documentary produced and aired by Virgin Media "We Need To Talk About Dementia".

It was a huge relief for all connected with Saint Joseph's that the funding crisis was resolved just before Christmas 2021 thanks to the support of Minister Stephen Donnelly, Minister Mary Butler and our colleagues in HSE Community Healthcare East. This will ensure the sustainability of this important service and allow it to continue to contribute towards the enhancement of dementia care in Ireland. More details of the many and varied activities, events and achievements in Saint Joseph's Shankill can be found further on in this annual report.

MHFA Ireland celebrated its 7th birthday in 2021 and it continues to go from strength to strength. By April of 2021, MHFAI had trained over 10,000 people in mental health first aid. During the twelve months of 2021, 3,807 people had been trained in mental health first aid so that by year end close to 13,000 individuals had been trained. 542 people were trained in Youth Mental Health First Aid (YMHFA) in 2021 and the number of YMHFA instructors increased by 14. Following on from our work with the EU Parliament, MHFA International approved MHFA Ireland to deliver mental health first aid training to the EU Commission and European Council. This means that MHFA Ireland material is now in use across the three main institutions of the European Union. We continue to deliver MHFA training to corporate clients around the country

as well as clients of VHI Corporate. Through our partnership with the HSE, we provide MHFA Adult and Youth Courses and Instruction Training to non-governmental agencies (NGOs), statutory agencies and community groups across the country so that citizens can help each other when someone that they know or encounter is developing a mental health problem or experiencing a worsening of an existing mental health problem or a mental health crisis.

Research activities continued across our services, all of which contribute to enhancing the treatment, care and services that we provide and it helps us to make changes which improve our services. In 2021, several research studies commenced in the hospital and Saint Joseph's Shankill and some of the studies which commenced in 2019 or 2020 concluded. Research projects were presented at national and international fora. Ms Aoife Carolan, Senior Pharmacist, won best poster discussion at the European Society for Clinical





Pharmacy Symposium for her research on OPTIMISE, which is an intervention to improve screening for physical health problems in a psychiatric setting. Dr Amy Watchorn and Dr Niki Nearchou were awarded runner-up for the best poster category at the Saint

John of God Hospitaller Ministries Research Study Day 2021, while Dr Keith Gaynor was awarded best presentation for his research on “The Psychological Impact of Covid”. Many colleagues from the hospital and Saint Joseph’s Shankill also presented at national and international conferences during the year.

2021 saw a continued focus on quality improvement and building on work from previous years we continue to apply Lean Six Sigma methodology to our quality improvement initiatives. This year eight Green Belt projects were undertaken by colleagues from pharmacy, medicine, administration, quality assurance, human resources, catering and nursing. Several of the projects involved two disciplines or more. A Black Belt project also commenced.

Recruitment and retention has been a very significant challenge in 2021 for both the hospital and Saint Joseph’s. We saw much change across several departments, particularly in clinical areas. While this trend was common in other healthcare settings, nonetheless it caused significant stresses in our services and in particular for colleagues as shortfalls and vacancies hit service delivery directly. This resulted in bed closures, closing of waiting lists and difficult working conditions for colleagues. All staff, despite the situation, continued to provide services to patients, residents and their families as well as to all departments across the organisation. The jobs market within the health and social care sector in Ireland is likely to remain challenging for some time to come so we are working on ways and various initiatives to retain staff and to

attract new staff to come and work with us. Continuous focus on recruitment and retention will be required in order to address the current vacancies, particularly within the nursing department. A recruitment and retention committee has been set up to examine this issue. Similarly we will seek to stabilise medical recruitment and other clinical posts in the hospital.

Volunteers play a significant role in supporting our work. From the ten directors who serve voluntarily on our Board of Directors, to the members of our Consumer & Carer Council (Hospital) and Residents and Representatives Committee (Saint Joseph’s Shankill) to the fundraising volunteers and the volunteers who visit the hospital and Saint Joseph’s and share their unique talents and experience to enhance the lives of patients, residents, families and staff on a daily basis, we owe each and every one of them much gratitude for giving of their precious time for the benefit of others. We acknowledge their contribution internally but it has also been acknowledged externally by Minister Joe O’Brien, Minister of State with responsibility for Community Development and Charities at the Department of Rural and Community Development during National Volunteering Week in May 2021. Their efforts and the efforts of our colleagues who coordinate volunteering activities has also been acknowledged and Saint Joseph’s was awarded Investing in Volunteers Accreditation in January 2021.

The voice of those who use our services is extremely important and in both the Hospital and



Saint Joseph's Shankill we are very fortunate to have several active fora that make an essential contribution to how we plan and operate the services.

The Hospital's Consumer & Carer Council makes a very significant contribution to the development of the services and works with various departments to advise and give feedback in relation to various areas of development that are in progress over the year. They work closely with the clinical staff to ensure that the programmes that we are changing or introducing meet the needs of people availing of them.

In Saint Joseph's Shankill, the Residents' Committee similarly plays an important

role and receives updates on service plans and gives feedback on various issues, developments and matters pertinent to the quality of life of the residents living there. They also go through the Annual Quality & Safety Review (a report required under HIQA regulations) with the Executive and make contributions before it is finalised.

Advocacy services were provided by Irish Advocacy Network (adult inpatient mental health service) and YAP Ireland (child and adolescent inpatient mental health service) throughout 2021 and when Covid-19 restrictions were in place they adapted to the changed situation to provide this necessary service to adults and young people in the inpatient services at the Hospital.



The Pastoral Care Department continued to foster spiritual care which reflects the example set for us by our founder Saint John of God and which was a support to patients, residents and their families and staff in times of need during 2021. This is a key objective of Saint John of God Hospital clg and is in line with our ethos, mission and philosophy of care as the spiritual health of an individual is as important as their mental and physical health.

Finally, it remains for me to express my sincere appreciation to all of my colleagues, our volunteers and our Board of Directors for their work and commitment and we look forward with hope and hospitality to the year ahead in the manner of our founder Saint John of God.

Emma Balmaine, Chief Executive

Board of Directors



**William
Cunningham**
Chairman



Elaine Collins
From January



Mary Collins
To November



Laura Cuddihy
From March



**Margaret
Heneghan**
From May

**Br Ronan (John)
Lennon O.H.**



**Dr Bernadette
Mangan**
To November



Tom McConologue
To March



**Br Gregory
(Patrick) McCrory
O.H.**



**Ronan
McGoldrick**
From January



**Professor
Kieran C. Murphy**



David Pierce



**Professor
Rory Shelley**
From January

Management Team



Emma Balmaine
Chief Executive



Dr Richard Blennerhassett
Clinical Director
To October



Geraldine Corr
Director of
Nursing



Adrian Doherty
Human Resources
Manager



Orlaith Donoghue
Head of
Occupational
Therapy



Br Hugh Gillan OH
Head of Pastoral
Care



Dermot Hickey
Head of Social
Work
From March



Professor Dolores Keating
Head of Pharmacy



Joe Kelly
Head of
Operations,
Quality and Data
Protection



Aidan MacMahon
Accountant



Patricia McCoy
Director of
Nursing, St.
Joseph's Shankill
From July



Fergal Rooney
Head of
Psychology



Norma Sheehan
Director of
Nursing, St.
Joseph's Shankill
To March



Rebekkah Woolfson
Head of Social
Work
To March

Consultants



**Dr Richard
Blennerhassett**
Clinical Director
To November



Dr Cian Denihan



Dr Ruth Loane
To August



**Dr David
McNamara**



**Dr Stephen
McWilliams**



Dr Alan Murtagh
To May



**Dr John
O'Donovan**



Prof Colin O'Gara



Dr Mira Pesic
To January



Dr Maria Romanos

Clinical Director's Report

The year 2021 seemed to just sneak in as we were all absorbed in the pandemic and the daily pressures of caring for patients, their families and trying to keep our staff as safe as possible. So much had been done to make services more interactive and telepsychiatry friendly. This required a significant effort all round, on both sides of the screen. So many thanks to all and the Administration staff who helped reorganise virtual clinics and to reassure traditional patients that we could meet their need by phone or screen.

Dr Maria Romanos continued to develop the eating disorders programme with a virtual day service for these individuals who were unable to be seen in person or hospitalised. There was significant pressure on these services as the number of individuals suffering from eating disorders increased dramatically during 2021. Dr Denihan continued to provide support to those with emotional regulation and mood disorders. His team's online DBT approach informed us of new, unrealised challenges that the team rose to meet.

Dr David McNamara also continued to care for another group that found the lockdown – and with it changes in exam structures, on-line classes, and limited opportunities for socialisation – a challenge, the Adolescent Ginesa service.

The Addiction Team, headed by Prof. Colin O'Gara, continued to provide a rapid and motivated service for individuals with difficulties with alcohol, substances, gaming and gambling. His attention to these issues in the media helped focus our attention.

The Psychiatry of Later life Team lost Dr Ruth Loane to her well-earned retirement in August 2021 and Dr John O'Donovan ably stepped up and provided services to all that needed it. As we are aware, cocooning from Covid-19 was not so comfortable for our older patients.

Dr Stephen McWilliams provided services for those with psychosis and mood disorders while serving on and contributing to a significant number of operational Hospital committees.

The hard work and good cheer of all the Registrars was much appreciated throughout the pandemic and Drs Caoimhe Ní Shuilleabhain, Marie Oppeboen and Attila Szigeti all worked to cover outpatients and colleagues on much needed leave.

Dr Leena Naughton also stepped up to subsume the busy role of the Tutor for the Psychiatry Registrar. Dr Richard Blennerhassett retired as Clinical Director in November and Dr Ian Daly kindly stepped in as an interim Clinical Director prior to the arrival of the new Clinical Director, Professor Jennifer Hoblyn, at the beginning of 2022.

Occupational Therapy services, led by Orlaith Donoghue, provided patient information and wellness recovery programmes. There were individual and group activities delivered both face-to-face and using video platform technologies throughout the difficulties of ward closures necessitated by Covid-19. Handbooks to assist with social distancing and tips for minding wellness during Covid-19 and how to stay well after the pandemic were developed and well received. OT Students from TCD, UCL and NUIG were



facilitated across our services. Movement and task-based groups focusing on sleep, motivation for change, art and pet therapy, yoga and mindfulness were a few of the many activities offered to enhance life skills and recovery.

Pharmacy Services continued their award-winning ways to help us provide safe care to all. Professor Dolores Keating's lead of her team and her Lean Learnings will help us drive even better, state-of-the-art, patient-centred services in the future. Aoife Carolan presented her research on OPTIMISE an intervention to improve screening for physical health problems in the psychiatric setting and won an award for the best poster discussion at the European Society for Clinical Pharmacy Symposium.

The Department of Psychology's Fergal Rooney and his team continued to provide support and services to those in need while enhancing their understanding and insight into their difficulties. This team were ideally located to ensure the vital continuity of the physical and psychological care between inpatients and outpatients using telephone and video platforms. The position of Psychologists on all the multidisciplinary teams has ensured that all inpatients were able to avail of access to psychological care as needed. Support was given to a TCD Doctorate student and a Masters' student at Utrecht University,

helping to spread our international reputation. Fergal represented the service on various operational committees and helped design the virtual day hospital Athrú. Dr Keith Gaynor authored a workbook "Living Well with Covid" which was distributed via the Hospital's website. Colleagues also participated in Dialectic Behaviour Therapy (DBT) and Compassion Focussed Therapy (CFT) trainings and community-based talks on psychological wellbeing were provided and lectures given in both UCD and TCD. Four research projects were presented at the Annual Research Day and Dr Gaynor was awarded the Best Presentation prize while Drs Watchorn and Nearchou were both runners-up.

The Social Work team worked tirelessly to bridge the gap during the pandemic between so many of our patients and their family members across the country and the globe. They provided assessments of patients' social, emotional, interpersonal, and socio-economic issues and then followed with interventions as needed. These interventions included family work, individual and couples counselling, psychoeducation, discharge planning and advocacy services all of which are a vital part of their remit. Dr Dermot Hickey will be moving on in 2022 to continue to provide care for those who are disenfranchised and underserved; we wish him well.

The Chaplaincy services headed by Br Hugh Gillan continued to provide daily services to those in need – a kind word, a warm smile from him to keep us all going through those difficult and dark days of 2021 and into the hopeful sunshine of 2022.

Professor Jennifer Hoblyn, Clinical Director

Saint Joseph's Shankill

Saint Joseph's Shankill, is the largest care home in Ireland solely dedicated to dementia care. Our vision is to lead the way in dementia care in Ireland through innovation, education and community engagement. Developing best practices that others can replicate, where families, staff, volunteers and communities are supported, engaged, and empowered to ensure that people living with dementia enjoy the quality of life they deserve.

Our funding crisis that was highlighted publically in 2019 was finally resolved at the end of 2021, and so we can look forward to a sustainable future where we can build on our achievements and participate in the national strategy of best practice solutions for people living with dementia.



Celebrating 60 years

At a small outdoor ceremony on Monday 20th December, Saint John of God Brothers and staff gathered to plant an olive tree and bury a time capsule, to recognise the 60th anniversary of Saint Joseph's. Speaking at the ceremony Emma Balmaine, Chief Executive of Saint John of God Hospital CLG, (Saint Joseph's is a service of the hospital), remembered all the people and their families who have been cared for over the past 60 years, and acknowledged all the staff and volunteers who have played their part in the development of this very special dementia-specific home.

Fr Michael Francis delivered a special blessing as the tree was planted and the capsule buried. Br. Donatus Forkan, Provincial of Saint John of God Brothers West European Province presented Saint Joseph's with a specially commissioned painting of Saint Joseph by Carla Senf.

Covid-19

The Covid-19 global pandemic continued into 2021 and Ireland was in level 5 lockdown throughout January and February. Visiting remained routinely closed except for compassionate reasons and was managed according to IPC guidelines.

The primary responsibility of managing the risk of infection with Covid-19 and for control of the outbreak lies with the Saint Joseph's Shankill management team, within their responsibilities for resident care and infection control.

Adherence to the public health guidelines was continued throughout the year, and the management, implementation and communications of all of the guidance was very resource heavy, but internal systems and responsibilities were well defined.

Visiting

Visiting restarted on 22nd March 2021. It was lovely to see family members and friends coming back in to visit their loved ones. From 29th March 2021 our amazing team of Meet and Greet Volunteers helped us to facilitate two visits for each of our residents each week.

Achievements in 2021

Butterfly Accreditation

Importantly the quality of life of all the people in our care has increased dramatically as a result of the Meaningful Care Matters (MCM); Butterfly Model of Care.

Meaningful Care Matters carried out our Butterfly Audit on 9th April 2021.

In May we became the first home in Ireland to be rated as 'Outstanding' after our audit report was published for the successful implementation of our person-centred care model under the new methodology and ratings system from MCM. Our Butterfly Approach demonstrates an exemplary dementia care culture where people can thrive.

Saint Joseph's Day Care

Virtual day care continued throughout the first half of the year led by our day care nurse and supported by volunteers. On average we found approximately 6-8 people attending each afternoon, with the families also often joining in on the fun.

Despite the challenge of Covid-19, we continued to ensure that we maintained contact with both our day care attendees and their families through a range of new supports which were developed and successfully implemented.

On the 12th July, the Day Care Club reopened, welcoming 12 people (in 2 pods) into the redecorated room. Two Healthcare Assistants, one Registered General Nurse and one Accommodation Assistant supported the club members, and volunteers joined the pods on different days during the week.

On Sunday, 28th March 2021 Saint Joseph's Shankill featured in a documentary called 'We need to talk about dementia' presented by Martin King on Virgin Media One. Martin explored his family's experience of living with dementia and he visited us to see how we care for people living with dementia.



We had a visit from Minister of State with responsibility for Community Development and Charities, Joe O'Brien, to celebrate National Volunteering Week in May. The Minister of State described Saint Joseph's as a fantastic example of just how much a volunteering spirit can contribute to local community development. We issued a press release to local and national press, with picture coverage in two national papers.

Nationwide filmed a piece about Saint Joseph's which aired in June. It was a wonderful piece featuring, residents, family members and volunteers and even showcased our Triobike in the park meeting local people.

The Residents Representatives Committee (RRC)

The RRC is to enhance the experience of the residents that live in Saint Joseph's and their families in relation to current service provision and future service developments.

The Committee is made up of residents' family representatives, one of whom chairs the meetings and a volunteer representative. The two Clinical Nurse Managers (CNM2) facilitate the group. A total of seven virtual committee meetings were held during the year 2021. Covid-19 updates were given at each meeting as guidelines changed frequently including the visiting and Outbreak Management Plan for Saint Joseph's.

Health Information and Quality Authority (HIQA)

We had an unannounced inspection by HIQA 30th April 2021. Feedback overall was very positive. The inspector commented on the lovely, happy atmosphere and the warm welcome she received.

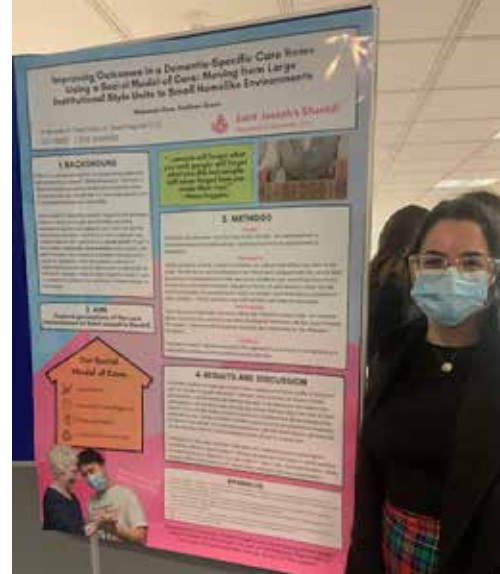
The inspector found the following: compliant in 8 areas of regulation, substantially complaint in 3 regulations and one non-compliance. An action plan was devised in response to the report to address the issues and a detailed plan was implemented.

Research

Due to Covid-19 we had a delayed start on our research project "Improving Outcomes in a Dementia Specific Care Home Using a Social Model of Care: Moving From Large Institutional Style Units to Small Homelike Environments."

McKenzie Dow commenced work as the research assistant on the project and completed a literature review and interviews with staff and families about the model of care.

We submitted an abstract to the 2021 Saint John of God Research Day, and although conclusions are yet to be made, we were given a commendation for the research subject and work so far. We also submitted an abstract to the



Global Dementia Conference in London, and we were successful in our submission for a poster presentation at the conference in June 2022.

**ERASMUS +
Programme Adult
Education Strategic
Partnership - KA204**

'DEMENTIA RIGHT; Developing a rights-based approach to dementia'

This is a pan-European project and culminated in a conference (led by Saint Joseph's Shankill in Ireland with simultaneous events in Greece and Turkey) sharing the findings and four outputs to stakeholders in each country.

Retirements

Director of Nursing

Norma Sheehan, Director of Nursing, retired on 26th March 2021. Norma was instrumental in leading Saint Joseph's in achieving and maintaining our Butterfly Home accreditation with Dementia Care Matters (now Meaningful Care Matters) by transforming our culture of care. We wish Norma all the best for her retirement.

The new Director of Nursing, Patricia McCoy, started on 19th July 2021.



Conferences

13th Annual International Dementia Conference

The team at Saint Joseph's Shankill presented at the 13th Annual International Dementia Conference which was held online on 4th-6th October 2021. Representatives presented on our model of care, our staff wellbeing and resilience interventions, our volunteer and community programme and our schools programme, infection control implementations and our innovative communication tool 'life on your lap'.

Fundraising

- The Monkstown Hospital Foundation donated €7,635.50 for 20 x emergency wheelchairs and a projector for Glendalough Lodge and a new audio visual system for Delgany Lodge.
- Donation of €20,000 to Saint Joseph's Shankill for installation of an AV system for sensorial imaging and sound in Delgany and Glendalough lodges.
- Alzheimer Society of Ireland (ASI) donated €15,563 as a thank you for our participation in their one hour national TV documentary entitled 'We need to talk about dementia', hosted by Martin King.
- Monthly Giving Club raised €3,244 from 13 monthly donors.
- Facebook Giving €4,367.80 raised in 2021.
- Hospital Saturday Fund granted us €11,575.86 for the installation of an outdoor awning that created a wonderful shaded area in the enclosed garden, with artificial grass, so residents can enjoy an outdoor space protected from the elements.
- Niall Goulding raised money by committing to losing weight and sought sponsorship from family and friends.
- Donation of €1,500 made for outdoor visiting pods.
- Newpark TY - Pick my Pet fundraiser raised nearly €1,000.
- A donation of €3,000 from a relative for a Magic Table / Tovertafel in Kilcrouney Lodge.

Our volunteer band 'The Young Ones' mid-performance during our ice-cream party in the summer

Funding Crisis Resolution

In December 2021 Emma Balmaine, Chief Executive, signed a new agreement with the HSE which secured the future of Saint Joseph's Shankill.

We are also very grateful to Ministers Donnelly and Butler and all the politicians current and past who engaged with us and brought our case to national attention.

We know that all our residents and day care club members, our wonderful team of staff and volunteers are all thankful for this good news. We can now look to the future together with optimism and a sense of renewal and create new opportunities to reach out and support more people living with dementia in our community and throughout the island of Ireland.





Joan Haechlar (centre) pictured with her daughter Monica and grand-daughter Anna during one of their visits to her

- Musician Volunteers zoomed into lodge living rooms to entertain the people who live in Saint Joseph's Shankill.
- School Ambassador Volunteers.

2021 was another challenging year. Our Meet and Greet team helped us to facilitate visiting for family members and friends of the people who live in Saint Joseph's Shankill. Many of our current volunteers changed their roles in order to support us.

Investing in Volunteers and Volunteer Committee

Investing in Volunteers (IiV) is the gold standard for all Volunteer Programmes. Saint Joseph's Shankill applied to be considered for this quality standard in March 2020 and received official certification in January 2021.

Based on the success of the Steering Committee for the Investing in Volunteers Award, it was suggested by one of the volunteer members to establish a Volunteer Committee.

Virtual Dementia Café

In March 2021 we started our Virtual Dementia Café over Zoom. Our Virtual Dementia Café is open to people living with dementia, their families, friends, healthcare professionals and anyone with an interest in dementia.

Each café lasts for about 1 hour and takes place over Zoom. There is a speaker introducing a different



Community and Volunteer Programme

By the end of 2021 there were 200 active volunteers. However, the majority were not able to volunteer due to the Covid-19 pandemic. In 2021 there were limited active roles in Saint Joseph's including: Meet and Greet Volunteers, Day Care Volunteers, Gardening Volunteers, Volunteer Hairdresser, TrioBike Volunteers, Dementia Café Volunteers. Thirty six volunteers were recruited in 2021.

We also continued to facilitate virtual volunteering in 2021:

- Day Care Volunteers helped us to facilitate virtual Day Care for an hour each afternoon (Monday to Thursday) until August 2021 when in-person Day Care returned.
- Buddy Volunteers had weekly chats over Zoom with their Buddy.

topic each month with time for discussion at the end. We want to create a welcoming and warm atmosphere in our café. At the moment it is a virtual space where people can share experiences and get support and information.

Topics included: The Butterfly model of care in Saint Joseph's Shankill (March 2021), Stress Management (April 2021), Memory technology and resource centre (May 2021), Foot Care (June 2021), Fair Deal for Nursing Homes (July 2021), Enduring Power of Attorney (September 2021), Alzheimer Society of Ireland Dementia Advisors: Signposting Supports and Services for People Living with Dementia (October 2021), Autumn Memories of Childhood (November 2021) and The Mealtime Experience (December 2021).



Dementia Tennis Club

Our tennis programme was suspended in 2020. In January 2021 we restarted our tennis programme in collaboration with Enjoy Tennis. Our tennis coach Zoomed into our cinema area to facilitate this.

Community Hairdresser

Our Community Hairdresser comes to Saint Joseph's once a month to cut, colour and style hair for the people in our care. However, this service was suspended during subsequent lockdowns in 2021 but has returned since March 2021.



Secondary School Programme

Our Secondary School Programme was suspended in March 2020. In preparation for the beginning of the school year 2020/2021 a new Transition Year Programme was developed that could be done remotely. Saint Joseph's Shankill registered as a Gaisce Challenge Partner in order to be able to facilitate students who were working towards their Bronze Award.

Our School Ambassador Programme to raise awareness about dementia was developed and offered nationwide in 2021. In the school year from January 2021 to May 2021 there were 28 presentations facilitated to 950 students. From September 2021 to December 2021 there were 8 presentations facilitated to 551 students.

Staff members Suzanne, Sinoy, Agnes, Pradeep, Catherine, Sinead and Stephanie, enjoying the Kerala Indian banquet, hosted during our celebration of our Indian culture day



On The Frontline

Orlaith Donoghue, Head of Occupational Therapy Department

My name is Orlaith Donoghue and I am the Head of the Occupational Therapy Department here at Saint John of God Hospital, where I have worked in various guises on and off since 1995, having taken some time out to raise my family in the middle! (Mind you experience has taught me that in fact you never stop in that particular role!) My experience has included clinical sojourns with various multidisciplinary teams, a five year stint in the Dublin County Stress Clinic, and working with amazing multidisciplinary colleagues to create the hospital's Wellness and Recovery Programme (WRAP®) service in 2011, and introduce Mental Health First Aid in 2014.

In between all that, there has been the richness of collegiate working, the opportunities to mix and mingle with great people, both staff and patients, and appreciate the grounds of Saint John of God Hospital. Over the years of working at Saint John of God Hospital I have seen many changes and challenges, and if I have learnt anything during that time, it is that effective communication is the key to most things.

One of the things I love about my job is its diversity and effective communication is what makes it work. I work a three day week and, in that time, I currently manage a team of eleven staff members, incorporating 3.6 WTE OTs (of a required 8.6wte!), art & music therapists, instructors for the gym, yoga and meditation, a newly appointed Activities Co-ordinator and two volunteers. Staffing has never been more difficult and keeping morale up while ensuring quality service delivery, appropriate supervision and solid opportunities for CPD with ever depleting resources is a constant challenge and a daily part of my job.

Another aspect of my job which I love, although not in the job description, is 'juggling' and I have a great team of jugglers! The Occupational Therapy team's commitment and drive has never ceased to inspire and amaze me. Occupational Therapists themselves are by nature 'doers' and all our extended team definitely share that attribute. Never was this more evident than during Covid when 'juggling' came into its own for us all. They came to work each day, both in person and virtually as the environment dictated, juggling their personal and family responsibilities with their work demands and ensured that patients continued to have access to a full range of therapeutic groups and activities while all the time ensuring that facilities were maintained to the highest Covid-19 standards and showing that craic was still possible even when social distancing!



In facing all our challenges the Occupational Therapy Department continued to provide a 7-day service providing both group and individual opportunities for patients to engage in meaningful occupation spanning self-care, rest/relaxation skills, productivity, leisure & recreation – a masterclass in juggling!

Flexibility, team work and being part of ‘something bigger’ is always a motivator for me and a sense of humour always goes a long way... the OT team along with all our hospital colleagues undertook a lot of extra work in response to Covid-19. In our case at times groups had to be delivered by suite, or moved to virtual delivery altogether.

To their credit nothing stopped; much was adapted yes, but stopped no – from the gym to the ward-based groups to functional assessments, the virtual Eating Disorder Recovery Programme, Motivation & Change and Post Discharge Support – everything ran. Where patients or suites had to be isolated for periods, activity packs were issued and virtual groups were offered: to manage that takes unending flexibility, team work and a definite sense of being part of ‘something bigger’, all served with a good dollop of humour.

When you consider all of the above it's very hard to describe a typical day as they are all ever-changing and totally dependent on service and staff need. A day could consist of a mix of any of the following:

- delivering or preparing a practical group session, such as mindfulness or relaxation,
- an educational workshop such as lifestyle balance, coping or better sleep,
- staff supervision or support,
- giving MDT cover,
- individual working with a patient,
- working on a report,
- interviewing to recruit more staff,
- reviewing the latest patient survey outcomes for programme planning and review.



No day is the same and nor would I want it to be. Being based in the 'basement' I often joke with colleagues that I work best below stairs and coming above ground is a conscious decision! Lunch in the staff restaurant is not always possible and sometimes lunch itself is optional but coffee with a colleague is always a plus and a walk in the grounds a delight.

Financial Review (2021)

Income and Expenditure Account

	Year Ended 31 December 2021		
	Hospital	St. Joseph's	Total
	€	€	€
Income	35,258,997	5,900,081	41,159,078
Expenditure			
Remuneration	26,594,980	5,595,049	32,190,029
Non Pay Overheads	7,925,563	957,576	8,883,139
Gross Expenditure	34,520,543	6,552,625	41,073,168
(Deficit) / Surplus	738,454	(652,544)	85,910

	Year Ended December 2020		
	Hospital	St. Joseph's	Total
	€	€	€
	33,435,765	4,975,825	38,411,590
	24,979,158	5,299,927	30,279,085
	7,607,746	914,309	8,522,055
	32,586,904	6,214,236	38,801,140
	848,861	(1,238,411)	(389,550)

Balance Sheet At Year End

	2021
	€
Tangible Fixed Assets	1,796,127
Current Assets	
Debtors & Prepayments	8,410,703
	8,410,703
Creditors- Amounts falling due within one year	
Creditors and accruals	3,711,871
Bank Overdraft	1,831,146
	5,543,017
Net Current Assets	2,867,686
Total assets less current liabilities	4,663,813
Capital and reserves	
Long Term Loan	291,934
Restricted Funds	-
Unrestricted Fund	4,371,879
Reserves	4,663,813

	2020
	€
	2,193,156
	7,583,412
	7,583,412
	3,387,035
	1,603,564
	4,990,599
	2,592,813
	4,785,969
	500,000
	-
	4,285,969
	4,785,969

Analysis

Income Analysis 2021

	Hospital €	St. Joseph's €	Total €
Inpatient/Residential Service	31,339,492	4,209,872	35,549,364
Outpatient/Day Services	1,256,298	421,476	1,677,774
Mental Health First Aid	1,701,150	-	1,701,150
Other	962,057	1,268,733	2,230,790
	35,258,997	5,900,081	41,159,078

Pay Analysis 2021

Pay Category	Hospital €	St. Joseph's €	Total €
Nursing	12,505,127	3,905,621	16,410,748
Medical	4,439,321	-	4,439,321
Allied Professions	3,758,991	34,427	3,793,418
Support Services	3,418,526	1,298,444	4,716,970
Administration	2,473,015	356,557	2,829,572
	26,594,980	5,595,049	32,190,029

Non Pay Analysis 2021

Expense Category	Hospital €	St. Joseph's €	Total €
Administration	1,951,317	252,587	2,203,904
Consumables Relating To Direct Patient Care	2,046,327	327,152	2,373,479
Establishment	3,927,919	377,837	4,305,756
	7,925,563	957,576	8,883,139

Income Analysis 2020

	Hospital €	St. Joseph's €	Total €
	30,771,788	4,125,265	34,897,053
	867,329	418,947	1,286,276
	817,720	-	817,720
	978,928	431,613	1,410,541
	33,435,765	4,975,825	38,411,590

Pay Analysis 2020

	Hospital €	St. Joseph's €	Total €
	11,046,269	3,687,408	14,733,677
	4,595,268	-	4,595,268
	3,501,661	34,171	3,535,832
	3,380,605	1,238,948	4,619,553
	2,455,355	339,400	2,794,755
	24,979,158	5,299,927	30,279,085

Non Pay Analysis 2020

	Hospital €	St. Joseph's €	Total €
	2,123,389	269,274	2,392,663
	1,845,374	402,301	2,247,675
	3,638,983	242,734	3,881,717
	7,607,746	914,309	8,522,055

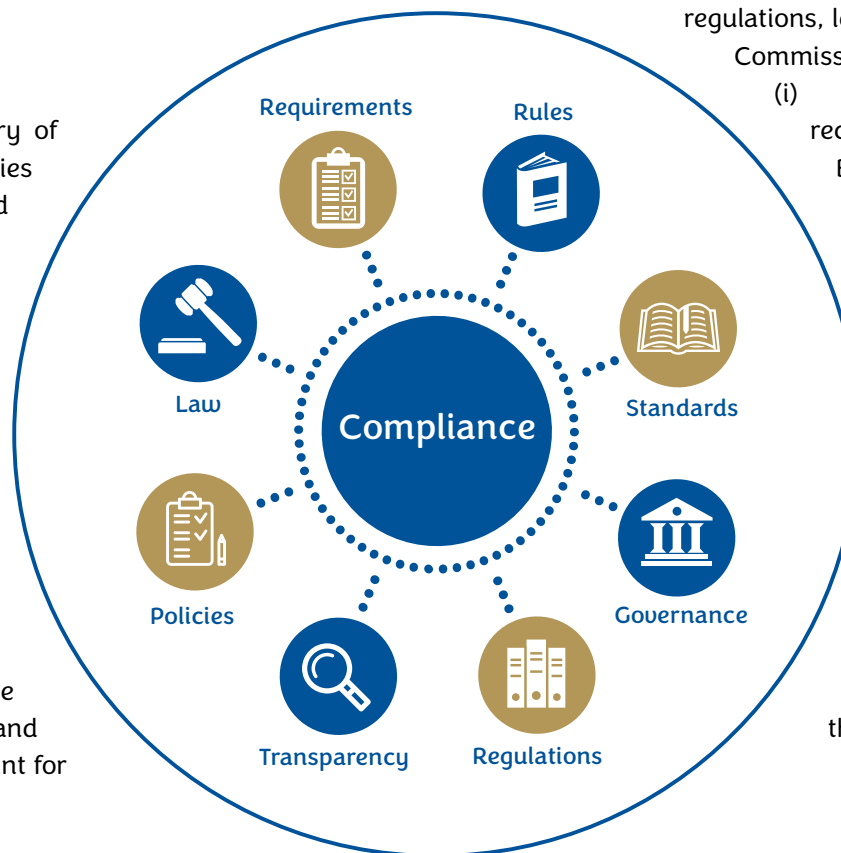
Clinical Governance, Quality & Safety

The Clinical Governance, Quality & Safety Board Sub-Committee (CGQSBSC) assists the Board of Directors in its oversight responsibilities to ensure the appropriateness and quality of the services provided at Saint John of God Hospital CLG. It reviews clinical risk and evaluates the consistency of clinical governance practice and procedures in line with regulatory and statutory obligations, good professional practice and guidelines, and in accordance with the philosophy, ethos, values and the policies and procedures of Saint John of God Hospital Services.

The Sub-Committee:

- (a) Monitors and reports on the operational delivery of services to patients/residents and their families in accordance with hospital policies, accepted practice guidelines, and patterns of outcome including adverse outcomes.
- (b) Monitors patients'/residents' (and where appropriate their families') experiences and access, and staff and visitor safety.
- (c) Oversees the development of a quality and safety assurance framework with key performance indicators (KPIs) to assure patient/resident safety, service delivery and outcomes.
- (d) Oversees and approves the development of quality, safety and risk management plans (other than financial risks) and regularly evaluates the risk registers and risk management activities, and provides a supervisory function and reporting point for their operation.

- (e) Provides a reporting point for the Clinical Governance, Quality & Safety Executive Committee.
- (f) Oversees and monitors processes for complaints, compliments and comments.
- (g) Oversees arrangements to facilitate staff to raise concerns about the quality and safety of patient/resident care.
- (h) Monitors matters of compliance with standards, regulations, legislation, rules of the Mental Health Commission, HIQA, etc.
- (i) Reports regularly, and makes recommendations as necessary, to the Board of Directors.



The non-executive director memberships of the Committee in 2021 were:

Dr Bernadette Mangan (Chairperson), Mr William Cunningham, Br Gregory McCrory O.H., Professor Kieran Murphy and Professor Rory Shelley.

Each year this committee sets annual key performance indicators for reporting at its meetings throughout the year.

Total numbers - 2021

The Clinical Governance, Quality & Safety Executive Committee (CGQSEC), 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 sub-committees that provide regular reports to the executive committee: Hospital Clinical Audit, Saint Joseph's Clinical Audit & Nurse Practice Development, Health & Safety, Hospital Consumer & Carer Council & Advocacy, Saint Joseph's Residents' Committee, Clinical Effectiveness & Quality Improvement, Risk Management, Patient Satisfaction & Complaints Committees of the Hospital and Saint Joseph's and Saint Joseph's Shankill Clinical Governance Committee.

The Executive Committee also receives reports and Learning Notices from the Local Incident Management Team in relation to patient safety incidents reviews. The Executive Committee approves policies and guidelines and receives recommendations brought forward by the various sub-committees along with updates from each committee on a monthly basis. This governance structure is critical to our delivery of clinical services and safety of those who use our services, visitors, staff and volunteers.

Hospital

Inpatient admissions **1,332**
 Involuntary admissions **101**
 Assisted admissions **60**
 Outpatient appointments
 (all clinical disciplines) **12,959**
 Mental Health Tribunals **85**

Saint Joseph's

Residents St Joseph's **57**
 New residential admissions **25**
 Virtual Day Care attendances **91**
 Day Care places in person from July **60**
 With Covid-19 restrictions day-care reopened at 50% capacity (60 places per week) but is now working on a phased increase to bring it up to 80 places per week while continuing to meet our IPC requirements.

Staff & Volunteers

Hospital Staff **327**

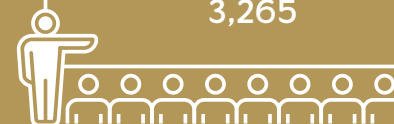
St. Joseph's Staff **101**

St. Joseph's active volunteers **110**

Total Staff **428**

Mental Health First Aid Ireland

Total number of people trained
3,265



Adult 2 day courses
1,063

Workplace 2 day courses
2,202

Youth 2 day courses
542

Adult Train the Trainers
25

Manager Awareness sessions
132

Staff Awareness sessions
42

Compliments

Hospital Compliments

To the wonderful team at St. John of God Hospital. Thank you from the bottom of our hearts for all your help and support.

For all of you, without exception, who showed me such kindness and such expert help. It was greatly appreciated.

Just a little note to say thank you for always being there... for everyone! You are always so kind and caring, always with a smile, always asking how life is. Your warmth and compassion is second to none and is so very appreciated.

Sincere thank you for your support during my time here. I know you made a big difference to my family.

To all the staff. Just want to say thank you for all your help. Really appreciated all you have done for me since I came in. You were all so kind and nice to me. God bless you all.

I wish to thank all of the nurses, doctors and staff on Carrig Fergus unit for your care, compassion and hospitality during my recent stay with you. With your care and help I have once again good mental health in my life and feel a new person. Also thank to all of my fellow patients for those kindnesses to me and I wish them all a speedy recovery. God bless you all in the great work that all of you did. You are in my prayers.

St. Joseph's Shankill Compliments

I feel so fortunate that my mother is resident at St Joseph's. I wish everyone with dementia could be treated as she is.

We are incredibly grateful our parent is living in St Joseph's. It is an excellent facility. And it really is the best on offer. Thank you so much very sincerely, for all your enormous efforts to look after them, especially through two years of Covid. Well done.

You guys are really the flagship for how things should be!

I feel that mum is well cared for with the staff being very mindful of her specific needs while ensuring that she feels some normality. A family away from family. Thank you.

We were delighted to welcome Nicola and her team of volunteers to Loreto Bray to talk with our Transition Year students. Our students learned about Saint Joseph's Shankill, the services they provide to people living with dementia and the ways in which dementia affects individuals. Our students were really taken with the ways in which they can support and assist family members with dementia and they now have an understanding as to how dementia affects a person's mental abilities. It was refreshing and lovely for our students to hear about the memory boxes in particular. I would recommend the talk to any Transition Year group.

POSITIVE

words



you are
doing
good

you are
powerful

you
are
intelligent

you are
showing
up for
you

you have
wisdom

you make
spaces
better

you have
SO MUCH
to offer

you
are
loved

you
are
a
gift

you
are
enough

you
are
deserving

YOU
make a
positive
impact

you
are
worthy

you
GOT
this!

you
are
valued

you
make a
difference

you
are a
joy

you
deserve
to be
loved

you are
worthy
of good
things

you
are
brave

you are
UNIQUE

you
are
amazing

you
are
beautiful

YOU HAVE
important
things to say

you
are
grateful

you
LIGHT
up the
world

you have
good
ideas

you
are
capable



Saint John of God Hospital,
Saint Joseph's Shankill &
Mental Health First Aid Ireland

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