

**Saint John of God Community Services
Annual Report 2014**



Contents

- 2 About Saint John of God Community Services
- 2 Mission and Values
- 3 Structure and Governance
- 4 Community Services Board of Directors
- 5 Service Provision
- 6 Message from Group Chief Executive

Services Review

- 7 Cluain Mhuire Community Mental Health Services
- 8 Saint John of God Lucena Clinic Services
- 9 Suzanne House
- 10 Saint John of God Carmona Services
- 12 Saint John of God Kerry Services
- 13 Saint Augustine's School, City Gate, STEP
- 14 Saint John of God Kildare Services
- 15 Saint John of God Menni Services

Management Team Review

- 16 Corporate Strategic Development
- 17 Programme Quality and Safety
- 18 Human Resources
- 19 Information and Communications Technology (ICT)
- Estate Management and Development
- 20 Research in Saint John of God Hospitaller Ministries
- 21 Director of Finance Report

Statistics

- 24 Services Activity Report
- 25 SEAI Project and HIQA

Saint John of God Community Services

Saint John of God Community Services Limited provides services to Children and Adults with Intellectual Disabilities and Mental Health issues. As part of Saint John of God Hospitaller Ministries, the Irish arm of the Hospitaller Order of Saint John of God, it supports up to 6,700 children and adults annually with over 3,000 staff and volunteers, including members of the Order.

The Hospitaller Order of Saint John of God

Founded by Saint John of God (1495 – 1550), is an international health care organisation with over 350 centres in 50 countries world-wide. It provides a wide range of social, education, welfare and health services. In Ireland, the Order provides mental health services, care for older people and services for children and adults with intellectual disabilities through a number of separate companies.

Ethos

Based on the beliefs and values of Saint John of God, the philosophy of the Order's work is that people are the creation of God, with intrinsic dignity.

Our Mission

To identify, respond and support the needs of individuals, in the manner of Saint John of God.

Our Vision

A society inspired by Hospitality, where the potential of each individual is achieved.

Our Values

- "Compassion is feeling with another in their discomfort or suffering, striving to understand the other's experience with a willingness to reach out in solidarity".
- "Excellence is giving the optimum standard of care and service, striving to exceed generally accepted standards, supporting and trusting individuals to take part in making decisions that affect them and to exercise choice and control in their lives".
- "Hospitality means putting into practice in the everyday lives of the people we serve the love, respect and kindness that they deserve as fellow human beings made in the image and likeness of God. This is made clearer by reference to the values of Compassion, Excellence Justice and Respect".
- "Justice is a balanced and fair relationship with self, our neighbour, all of creation and with God which respects the unique dignity, integrity and human rights of every person".
- "Respect is recognising the sacredness of all creation, treasuring the unique dignity of every person, safeguarding them and rejecting all forms of discrimination".



Compassion



Excellence



Hospitality



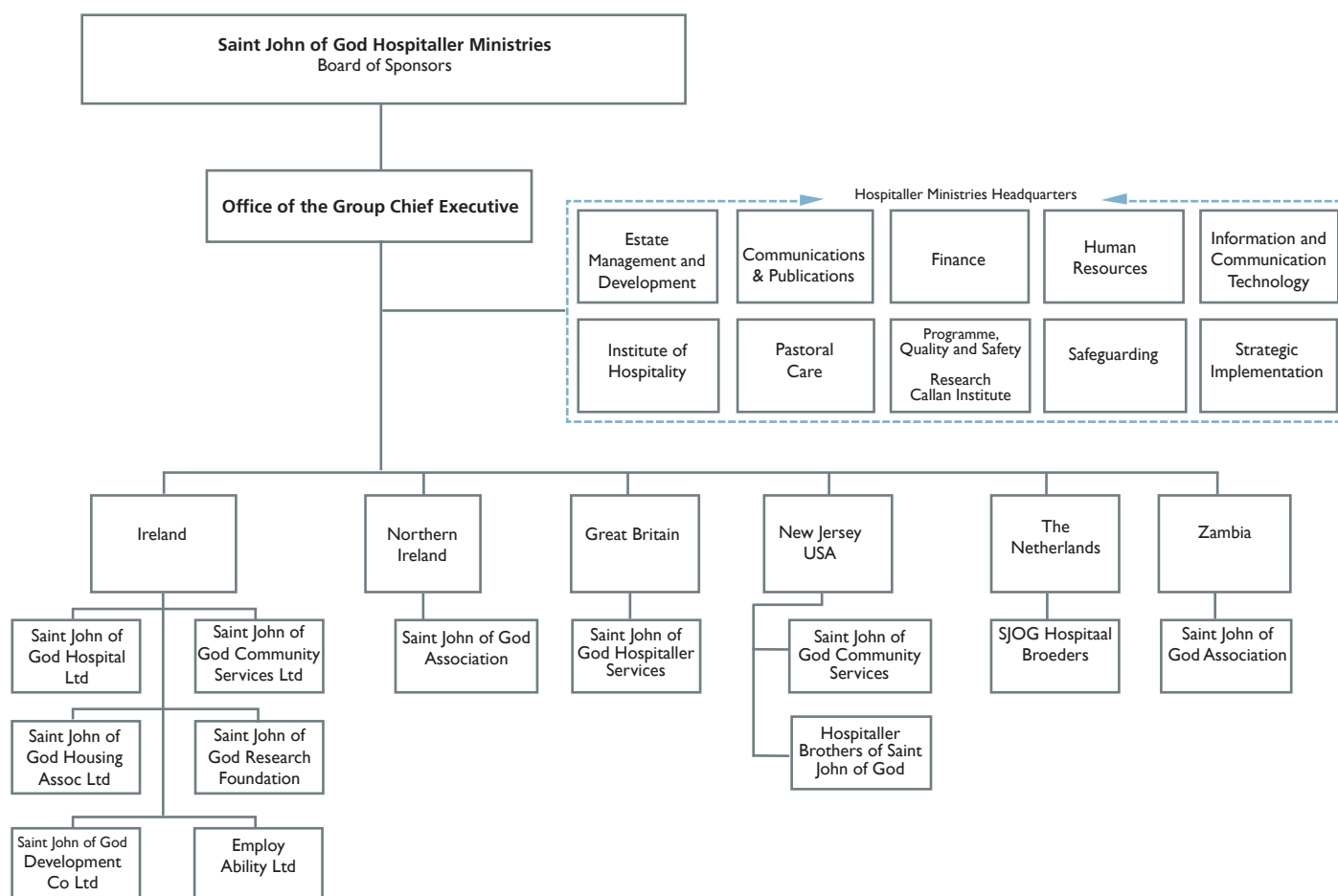
Justice



Respect

Structure and Governance

As a member of Saint John of God Hospitaller Ministries, Saint John of God Community Services Limited is governed by a Board of Directors with the Chief Executive accountable for the overall performance of the organisation, the delivery of the strategic plan and for the day to day running of the organisation under the delegated authority of the Board. Hospitaller Ministries Headquarters provides support across various functions to all companies and entities within Saint John of God Hospitaller Ministries, including Saint John of God Community Services.



Saint John of God Community Services Limited Board of Directors



Anne Gunning



Brid Clarke



John Pepper



Michael Noone



Paul Robinson

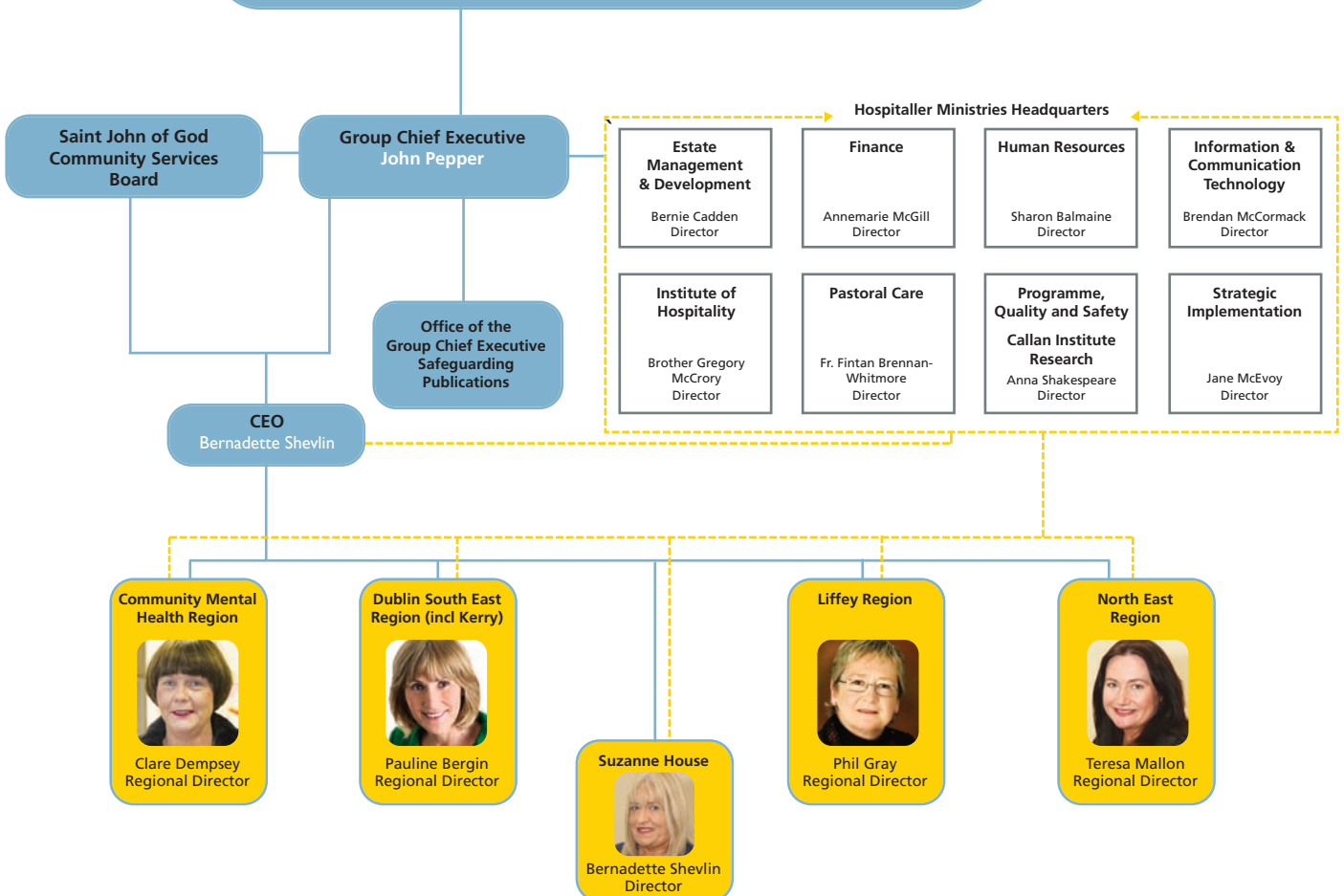


Br. Fintan (William)
Brennan-Whitmore, OH



Br. Donatus (William)
Forkan, OH

Saint John of God Hospitaller Ministries Board of Directors



Service Provision

Saint John of God Community Services

COMMUNITY MENTAL HEALTH REGION

Incorporating Cluain Mhuire and Lucena Services

Cluain Mhuire Community Mental Health Service provide community mental health programmes for the adult population of Dun Laoghaire-Rathdown.

Saint John of God Lucena Clinic Services provide child and adolescent mental health programmes in Dublin South, parts of Dublin West and Co. Wicklow.

DUBLIN SOUTH EAST/KERRY REGION

Incorporating Carmona Services, Saint Augustine's School, STEP, City Gate and Kerry Services

Saint John of God Carmona Services provide a network of day, education, training, employment and residential services to children and adults with intellectual disabilities who reside in South East Dublin and North Wicklow. A respite service is also available to these children and adults.

Saint Augustine's School is a co-educational day and boarding school providing educational, social, recreational and vocational training programmes for children with special education needs, described as mild general learning disabilities. Pupils are in the main from the HSE Dublin Mid-Leinster area.

STEP supports men and women presenting with mild intellectual disabilities in the Dublin Mid-Leinster area to achieve employment through career planning, work options, education, training and continuous learning.

City Gate supports individuals with mild intellectual disabilities in the Dublin Mid-Leinster area to access their own housing.

Saint John of God Kerry Services provide training, employment, social and residential programmes for children and adults with intellectual disabilities in County Kerry.

LIFFEY REGION

Incorporating Kildare and Menni Services

Saint John of God Kildare Services provide a network of day, residential and respite services to children and adults with intellectual disabilities in North Kildare.

Saint John of God Menni Services provide residential and day services to children and adults with intellectual disabilities in Dublin South City, Dublin South West and Dublin West.

NORTH EAST REGION

Provide residential and day services to children and adults with intellectual disabilities in Louth, Meath and Monaghan.

SUZANNE HOUSE

Provides specialised individual respite care for children with high medical support needs in a small homelike environment.

Message from the Group Chief Executive Saint John of God Hospitaller Ministries



During 2014, Saint John of God Community Services Limited was confronted with unprecedented external challenges while at the same time engaged in a very radical geographic reconfiguration with a corresponding organisational restructuring. The latter resulted in a reduction from nine services down to four regions.

The new arrangements came into effect in May 2014 with the following regions:-

- Saint John of God Community Mental Health Services
- Saint John of God Community Service Dublin South East/Kerry Region
- Saint John of God Community Service Liffey Region
- Saint John of God Community Service North East Region

The span of accountability, responsibility and control by the leadership of the regions increased considerably. With the exception of the North East Services, this placed onerous demands on all the Regional Directors who were reassigned to new regions. The response of the Regional Directors demonstrated an exceptional commitment to embrace the necessary changes, accept significant additional responsibilities and show inspirational leadership to their colleagues in the regions. Everyone concerned demonstrated that they are all exemplars of Hospitality in today's world and in so doing are committed to providing services in the style of Saint John of God and his trusted companion John of Avila (Angulo). This initiative, which was undertaken without any external prompting, demonstrates our commitment to achieving greater efficiencies in the context of the Value for Money process.

The capacity of Saint John of God Community Services like many other voluntary organisations to implement existing and emerging policies on the ground was seriously compromised due to the acute financial crisis in the sector, with an incremental reduction of 18% in its financial allocation since 2008. It proved impossible to deliver the necessary level of service to the required standard with the resources that we received from the Health Service Executive and this resulted in a serious budgetary deficit at the end of 2014.

Saint John of God Community Services welcomes the introduction of HIQA's Standards/Regulations in Residential Disability Services. These Standards/Regulations offer a much needed protection to existing quality standards and are a support to enhancing quality standards for persons with intellectual disability who are supported in residential settings. We are using our best endeavours to ensure compliance with the Standards/Regulations. However, there are significant resource requirements, both capital and revenue, in achieving compliance. We have had to invest in service settings in order to achieve compliance despite their deficit situations. Resources have not been forthcoming for this. It is a matter of grave concern to Saint John of God Community Services that the enabling HIQA legislation did not allow for a phasing of timescales within which to achieve full compliance, nor was there a full regulatory impact assessment carried out pre the enactment phase.

While Saint John of God Community Services will continue to operate in an environment that is ambiguous, complex, uncertain and volatile, I am confident that our spiritual tradition and Mission together with our Culture and Values will continue to be a huge source of competitive advantage into the future.



John Pepper
Group Chief Executive

Cluain Mhuire Community Mental Health Services

30 years of referrals to the Cluain Mhuire Community Mental Health Service

In recent decades mental health services have become increasingly community based and multidisciplinary. At the same time the media focus and public discourse around mental health and suicide in particular has increased and there is some evidence that this has increased help-seeking behaviours. However, very little is known about whether referrals to mental health services have changed. This study, carried out in Cluain Mhuire during 2014 by Dr Leonard Douglas and Dr Larkin Feeney, aimed to compare referrals to Cluain Mhuire over a 30 year period.

New referrals were randomly sampled from 4 time-points over a 30 year period; 1983; 1993; 2003 and 2013, using MHIS and paper records. Original referral letters were retrieved and anonymised. Referrals were compared with regard to the referring agency; gender; age; number of words in the referral letter; whether psychoactive medications were already being prescribed; whether or not the patient was admitted to the associated psychiatric inpatient unit immediately following their assessment and whether or not the patient remained an active patient of the service on 31/12/13. The primary reason for referral was identified from the letters. It was noted if the referral was marked urgent or if it made reference to recent or current self-harm, death wish or suicidal ideation. A reference to counselling or any other form of talking therapy was also recorded. Staffing and population changes over the period were also considered.

The number of new referrals received by the service increased twenty-fold over the study period: 49 in 1983; 157 in 1993; 641 in 2003 and 995 in 2013 (although it was likely that cases were missed from 1983 and 1993 due to non-registration). Over the 30 years there was a significant decrease in the proportion of referrals expressing concern about psychosis but no change in the proportion concerned with anxiety or depression. The proportion of referrals that were marked urgent increased from 18% in 1983 to 43% in 2013. There was a very significant increase in the proportion of referrals which noted recent or current self-harm, death wish or suicidal ideation between 1983/1993/2003 and 2013. There was a significant decline in the proportion of patients admitted to hospital following their initial assessment between 1983/1993 and 2003/2013. A significantly lower proportion of people referred to the service in 2003 were still attending at the end of 2013 than of people referred in 1983 or 1993. Referrals in 2013 were longer and much more likely to contain requests for psychotherapy.

The study concluded that there had been a dramatic increase in referrals to Cluain Mhuire over the past 30 years. Those referred in 2013 were more likely to be in suicidal crisis and the referrer was more likely to be seeking a psychological intervention on their behalf. This likely reflects greater awareness of suicide risks among referrers and the population in general, as well as a greater willingness to talk about suicide. Similarly, the requests for talk therapy indicate greater

awareness of its benefits as well as better availability due to the development of community services. This study demonstrates that the work of community mental health teams has changed and is increasingly concerned with emotional crises. Although services are now more multidisciplinary, more resources are needed in order to meet this increased demand and to prevent the quality of care provided to those with severe enduring mental illness being compromised.



Saint John of God Lucena Clinic Services

Lucena Dialectical Behaviour Therapy (DBT) Service for Adolescents

DBT is a form of psychotherapy and a comprehensive programme of care that provides multiple treatment modalities to address interpersonal and environmental factors that maintain suicidal behaviours and enhance personal skills in problem solving, self regulation and motivation. DBT is the leading evidence based treatment for chronically suicidal adults diagnosed with borderline personality disorder. The treatment has been formally implemented in the Cluain Mhuire Adult Mental Health Service.



Young people are increasingly presenting to the child and adolescent service with high levels of distress and who cope by harming themselves or engaging in other high risk behaviours such as school drop-out, substance abuse, violent behaviours, eating disorder and unhealthy relationships etc. The statistics tell us that up to 11% of adolescents who attempt suicide will actually die by suicide and up to 77% of adolescent suicide attempters fail to attend or complete treatment. New treatment avenues need to be explored and DBT adapted for adolescents is described as promising to good with one recent randomised controlled trial in Norway providing support for DBT as viable and effective treatment for suicidal adolescents who have difficulty regulating their experience of emotions (Melhum et al., 2014).

At Lucena, we have identified young people with multiple challenges, who feel suicidal and in severe emotional distress, and engage in self-injurious behaviour, as a priority treatment group. DBT fits with the recovery model and the goal of providing the least restrictive, safest highest quality evidenced based treatment to young people at the right time in their lives.

DBT fits with the goals that the Lucena Clinic is committed to:

1. Therapeutic approaches that optimise engagement with young people who may find it difficult to commit and engage with supports.
2. Supporting and addressing the needs of families and carers.
3. Preventing entrenchment of symptoms or maladaptive coping strategies into adulthood
4. Providing effective treatment packages that equip young people to manage their emotional experiences, enhance their relationships and to thrive and build positive futures.
5. Training and supporting staff to be effective practitioners, minimising burden of stress by maximising team collaboration and capability to implement evidenced based treatment programmes.

Implementation

The Lucena Clinic decided to implement DBT as a pilot treatment, to see if it could provide effective support to young people to fulfil their potential and lead calmer more fulfilling and empowered lives. Training in DBT is intensive and demands an 8 month commitment to 80 hours of training. We were successful in securing funding from the National Office for Suicide prevention (NOSP) to pay for the direct cost of training 8 clinical staff and for the provision of expert supervision to the team for a year.

Lucena DBT Team Mission Statement:

Adolescents with suicidal behaviour, poor coping skills, emotional regulation difficulties, relationship problems, and non-suicidal self-injurious behaviours are increasingly being referred to our service for assessment and treatment. We are committed to preventing the entrenchment of symptoms and maladaptive coping strategies and aim to support and equip young people to manage their emotional experiences, enhance their relationships and to thrive to build positive futures for themselves into adulthood.

Future Development

The National DBT Team are aiming to capture and research the outcomes for DBT implemented in CAMHS settings and this Nationwide Irish study will be part of the first major implementation study of DBT applied in both child and adult mental health services in Europe. Lucena Clinic may seek to train more staff in this treatment as client and staff feedback has been very positive.

Suzanne House

A Fun Day was held at Suzanne House on Thursday 14th August 2014. Thankfully the sun made an appearance and staff, children and their families were greeted by a Shetland pony on entering the front gates. Staff, friends and volunteers made the day special with a delicious barbeque, face painting, a bouncy castle and a disco.

In 2014 fundraised monies went towards equipping two bedrooms with multisensory equipment including soothing bubble tubes to help improve visual development, colour recognition, visual perception and communications skills and fibre optic sprays which have therapeutic benefits and stimulate the minds of children helping them to identify the variety of colours.



Sensory Equipment



Saint John of God Carmona Services

Carmona Services celebrated its 50th Anniversary in 2014 and to mark the occasion a beautiful opening ceremony of the newly completed sensory area was held in August 2014.

The garden based on Dunmore Campus was constructed to provide natural sensory opportunities for the men, women and children, within an accessible and safe environment. It provides a space for reflection, sensory exploration, and somewhere for tactile therapeutic gardening to take place. It was a special project that was part funded by MSD Ireland who chose Carmona Services as their 'Partner in the Community' for 2014 and the Killiney Lions Club who hosted a hugely successful Fashion Show in the Killiney Castle in April 2014.



Park before renovations



Park after renovations



Day Services

Eighteen Job Seekers from Carmona Services took part in National Job Shadow Day on the 9th April, this initiative brings Job Seekers with disabilities and local employers together for one day to highlight the valuable contribution job seekers with disabilities can, and do, make at work. One Service User, Conor Coffey from Dalkey Education Centre, along with Supported Employment Supervisor Sinead Kennedy and Greg Barry Chairperson, IASE featured on the panel for the RTE Morning Edition show in relation to their own experience in both taking part in National Job Shadow Day and promoting its value to Job Seekers and perspective employers.



Sport continues to play a vital role in the lives of all of the service users. Fourteen athletes from Carmona Services took part in a variety of sports at the 2014 Summer Special Olympics in June which were held in Limerick. Athletes came home triumphant with ten gold, three silver medals and four bronze medals and nine ribbons achieved across a range of sports including bowling, bocce, aquatics, table tennis and football.

Additional sports partnerships were also established with Carmona Services and the Leinster Tennis Council and St Benildas Secondary School Stillorgan further extending our connections into the wider community.

Residential Services

July 2014 saw 60 volunteers, from the Dublin Airport Authority (DAA) through the Difference Days Organisation, arrive at three of the Group Homes. Supported by our own maintenance department the gardens were given makeovers.

Not only was there extensive labour required for the project but also materials all of which were supplied by the donating project along with low maintenance bedding plants and shrubs provided by Cintra, Carmona's Horticultural Training Programme for service users, to add colour and creativity for years to come.

Children's Services

The Parents Plus Early Years and Children's Programmes were delivered in 2014 for the first time, to parents in Carmona Children's Services. Parents Plus an evidence based parenting programme focuses on parenting in a positive way using video clips and practical tips with valuable group discussion. Adaptations were made to the programme under the guidance of Dr. John Sharry, co-author of the Parents Plus Programme to suit the parents of our service users. Further courses of 'Parents Plus' are scheduled for 2015 and will include for the first time, the Adolescent Programme for parents of teenagers. Twenty three parents completed courses which ran in the Spring and Autumn of 2014.

The Outreach Programme in collaboration with the RUA (Raising Understanding and Awareness about Oneself, Friendships, Relationships and Sexuality) Programme as part of Callan Institute worked with Deansgrange Public Library to successfully stock a range of books on Friendships, Relationships & Sexuality suitable to the client group. Outreach & RUA continue to promote the use of libraries as a resource for children and families in the community. Evening meetings for parents of children and teenagers commenced in 2014 and are held quarterly in the Library and include resources, discussion and support.

Saint John of God Kerry Services

Martin Murphy attends our Skills for Life programme in the Institute of Technology, Tralee which resulted in Martin successfully completing a Level 3 Art Course in Tralee Community College. Martin completed many beautiful art pieces during this course which culminated in submitting a piece of art work for an exhibition that was displayed in the Ashe Memorial Hall for a week in early February 2014. Martin has written a piece about his painting below:

"This fine piece of art was drawn during my class sessions in the Community Development Project in Tralee Co Kerry. I worked very hard on drawing the locomotive. The theme of the exhibition was "The Past". I wanted to represent old transport as part of the exhibition's theme. The exhibition was held in the Ashe Memorial Hall on Denny Street in Tralee. It lasted for 9 days before it was time to take it down. I am very proud of myself for making it this far".

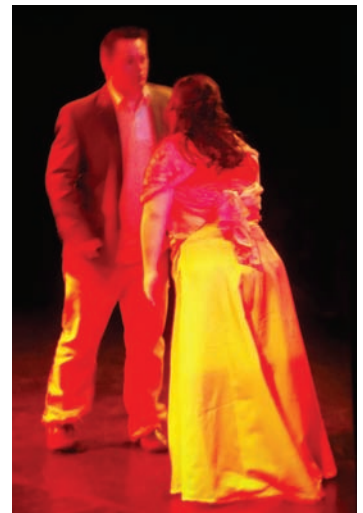
It is a much revered ritual in educational institutions everywhere. At the end of every academic year, graduating students, whether they are little kids in preschool or young adults in college, walk solemnly towards the stage elegantly garbed in their robes and tassels and the ladies and gentlemen of St. John of God Kerry Services Skills for Life Programme are an integral part of the Institute's graduation celebrations. The conferring ceremony took place in the Brandon Hotel, Tralee on Friday, 24th of October 2014. All those that completed the Skills for Life Programme, graduated with the Health and Leisure students from the Institute of Technology, Tralee. It is a very proud day for the students, families and staff alike.



Martin enjoying the exhibition



Joe Burkett, Producer with Maurice Flavin, cast member "I have a Dream"



David Malone, male lead and Mary Nelligan, female lead



Graduation Day at Institute of Technology, Tralee



Cast and crew in final preparation for "I have a Dream" musical extravaganza

Saint Augustine's School

The highlight of the school year is the Graduation night where all graduates, families and staff come together to celebrate all of the hard work over the years in Saint Augustine's. This year, 23 students graduated from Saint Augustine's and we celebrated at the Tara Tower Hotel in Booterstown in June.

Our theme was "Shooting Stars" on the night and various special awards were presented such as:

- Student of the year
- Vocational student of the year
- Work Experience person of the year
- Sports person of the year
- Music person of the year

City Gate

'A place to call home' – Paddy and Claire who have moved from homelessness to a house they can finally call home with independent living support from City Gate.

Paddy and Claire have a one year lease and as well as supports from STEP, were supported by City Gate to source the property and to settle in. It has been exceptionally difficult to source properties in the local area and in this case the landlord informed us he wanted us to have his property as he was impressed by the work being done by the Order generally.

STEP - Barista Training

In 2014 STEP contacted Skillsnet who are funded to source free of charge training for job seekers and employers. Skillsnet suggested Barista Training and Coffee Culture ran the training for STEP, Menni, WALK, Carmona and Kildare Services. Participants received a Level 1 Barista Certificate. Coffee Culture adapted the training in line with participant needs and at the end, all were confident using specialist equipment and had a better understanding of the coffee process.

Trainee feedback was positive and participants were pleased with their improved skills. One person has since remarked that his boss is very happy with his new skills!



Illustration by Paul Hogan

Saint John of God Kildare Services

Mark Smith at the Institute of Technology Tallaght, where he was invited as guest speaker.

Mark was invited to ITT to share his achievements and experiences with 3rd year students studying for the Bachelor of Arts in Applied Social Care Practice. Mark amazed them with his stories about representing Team Ireland, swimming back crawl at the Special Olympics in North Carolina in 1999, taking home a silver medal. Mark also shared his experiences as a student in NUI Maynooth as part of the Inclusive Learning Initiative, where he studied Anthropology for three years and achieved a Diploma. Mark subsequently gained employment in NUI Maynooth working with the students union and plays a vital role in promoting inclusion in the University. The students were motivated to hear Marks life story so far and later commented that Mark had left a lasting impression on them and had changed their perceptions of what people with intellectual disabilities could achieve with the right supports. Congratulations Mark.



Mark at ITT

Employment Services - Job Shadow Initiative

National Supported Employment Week and Job Shadow Day (Wednesday 21st April 2014) saw 20 service users from Saint John of God Kildare Services avail of one day's work experience throughout Co. Kildare in a variety of businesses ranging from local cafes to retail warehouses.

Job Shadow Day is designed to give individuals with disabilities the unique opportunity to discover and learn about the skills and education required to succeed in the work place. Now in its 7th year, the experience provided on Job Shadow Day has proven to be invaluable for the employers, workers and people with disabilities involved. Last year, over 625 individuals with a disability shadowed at 501 employment sites in Ireland, with 34 securing a permanent job placement as a direct result. 113 jobs have been secured through the initiative since 2008.



Shelly Brennan in Mucky Duck Pub



Aine Walsh in Walsh's Pharmacy



Jane Ryan in Chill Cafe



Ian Dolan in Divine Word



John Ryan and Paul O'Neill with Sgt John Hickey

Saint John of God Menni Services

Doing my own thing by Jenny Malone

I moved into my apartment two years ago, at that time I had two staff supporting me. Before I moved in first I used to get angry a lot with my family and with staff. A lot of the times I used to miss out on activities because I was in bad form and then I used to sit by myself in a room to try and calm down. At that time I was missing my nanny who died years ago. I have learned to manage my anger now. Moving into my apartment was really important to me because I had my own space and I could do what I wanted to do. I helped the staff to understand how to support me to control my anger by giving me my own space.

When I moved in first, the staff helped me with cooking my meals, taking my medication, keeping my apartment clean and doing my laundry. They also helped me to go out in the community, meet up with my friends and go to the clubs that I like. Then I started to learn lots of new skills in my apartment. It was hard to learn these skills at first because it was a bit scary becoming independent, but then I realised I could cope by myself, I started to enjoy learning lots of skills. My favourite skill is doing my own washing, it was hard to learn how to do this but now it's my favourite job. I keep my apartment really clean and I enjoy hoovering my apartment and washing the dishes. The only thing I don't like to do is dressing my bed and putting my duvet cover on my duvet, this drives me bonkers, but it has to be done. I also do lots of fun things with my day service. I am learning how to travel by train to town and I go to the gym and go for coffee afterwards. I also go swimming. I am so busy now that I have a picture timetable in my apartment that helps me to know what I am doing every day and what chores I need to do.

I have learned so many skills and I have becoming really independent. Now I don't need any staff to stay with me in the night-time because I can stay by myself. Staff come in and supports me for a couple of hours in the evening to help me work towards and achieve my goals but I can support myself now. My mum and sister come to visit and I make my mum a cup of mint tea and my sister has juice. Sometimes my mum stays overnight with me and we watch DVD's. I like it when my mum comes to stay we have lots of fun together. I like to go home for dinner at the weekends and see my brothers and sisters and my mum. It is really relaxing and my mam is a great cook!

I love having my own apartment. I met the inspectors from HIQA and I showed them around my apartment. They asked me questions about what I was doing and if I enjoyed doing my activities. I told them the story about my drama group when I broke my toe doing the thriller dance and I had a plastic boot for six weeks. The inspectors thought I was hilarious and were really impressed with everything I had achieved and said that I was doing really good and really impressed them.

I'm looking forward to learning new skills in my apartment and achieving lots more goals and doing my own thing!!!

Jenny Malone
Menni Services



Management Team Review

Corporate Strategic Development



Jane McEvoy
Director of Strategic
Implementation

The Strategic Implementation Department is responsible for communicating the vision, priorities and goals of Saint John of God Hospitaller Ministries Corporate Strategy 2013 - 2016 and supporting the Chief Executive and Regional Directors within Saint John of God Community Services in fulfilling their obligations with regard to same. Some examples of actions carried out in supporting the Strategy within Saint John of God Community Services in 2014 include:

- **Heritage, Identity, Culture, Ethos and Values**
Hospitality Teams set up in each service to support the specific ethos and identity of Saint John of God within services.
- **Building Capacity and Relationships**
Over 110 people have moved from living on campus based settings into their own accommodation in the community over the last 7 years.
- **Innovation, Quality and Risk**
Baseline Assessments carried out in each service against National Standards for Residential Services for Children and Adults with Disability.
- **Sustainability and Resilience**
Procurement savings of in excess of €800k were made in 2014. This was mainly due to adoption of some OGP Contracts, HSE Contracts and implementation of SJOG Contracts.

In addition, a review of the Strategic Plan for Saint John of God Community Services itself, commenced in late 2014, to ensure the plan remains dynamic and responsive to the constantly changing social care environment.

Programme Quality and Safety

2014 was yet again a year of great change for the Programme Quality and Safety Department. Following the commencement of Regulation in November 2013, the Group Chief Executive and the Board of Saint John of God Community Services Limited in January 2014 approved the secondment of eight staff from across the services to undertake the role of Quality Advisors in order to promote and support a culture of quality and safety.

A significant function of the Department during 2014 was to complete a full baseline assessment of all 69 designated centres against the Health Act 2007 (Care and Support of Residents in Designated Centres for Persons (Children and Adults with Disabilities) Regulations, 2013, with particular emphasis on support for staff in preparation for registration.

In compliance with Regulation 23 the Department was instructed by the Board to undertake unannounced visits to each designated centre on behalf of the Registered Provider at six monthly intervals. These visits provide an opportunity for the Programme, Quality and Safety Department to monitor and provide assurance to the Registered Provider on the quality of the service being provided at the designated centre and the level of compliance with regulations.

The department has also undertaken training and practice development sessions focusing on quality improvement in the areas such as:

- The role of the Keyworker
- Meaningful Day
- Rights
- Record Keeping and Documentation
- Mealtime Experience and
- Action Planning

The team have supported each designated centre to develop and take ownership of risk management policies which assist staff to identify and take appropriate measure to reduce risk in their areas of responsibilities promoting the health, safety and wellbeing of all service users.

A number of policy documents were developed and launched during 2014, including:

- Application for Supports
- Policy on Using a Total Communication Approach
- Falls Prevention and
- Policy on Food and Nutrition.

All policies included a flowchart to assist staff in the process of implementation of the policies. We look forward to continuing our support for services in 2015 and working towards achieving compliance within our disability and mental health services and ultimately improved quality of service and outcomes for the men, women, children and families we support.



Anna Shakespeare
Director of
Programme Quality
and Safety
Department

Human Resources



Sharon Balmaine
Director of Human
Resources

In 2014, the Human Resources function at Hospitalier Ministries Headquarters provided advice, service, representation and guidance to enable management at all levels in Saint John of God Community Services Limited to deal effectively with all matters concerning the employment of people. The following areas outline where the Human Resources Department has had a direct impact on Saint John of God Community Services Limited:

Human Resources Intranet: During the year the department developed a Human Resources website which will assist Human Resources staff and newly recruited employees to access policies, procedures and protocols in a user friendly manner. This project will continue to be developed into 2015.

Learning and Development: The key area of focus for 2014 was equipping our Persons in Charge and front line staff with the necessary training to allow compliance with the regulations as set out in the Health Act 2007. Supervisory Development programmes continued and a new initiative Values Based Mentoring was piloted successfully and will now form part of the core supports available to all managers across our services.

Occupational Health and Safety: The Human Resources Department continually endeavours to keep the health and safety of all our staff a priority in everything we do throughout our Services. The following key areas were achieved in 2014:

- Ancillary Safety Statements were reviewed and appropriately amended.
- The development and delivery of health and safety training programmes continued i.e. Manual and Patient Handling, Fire Safety Awareness and Safety Representative.
- A new Health & Safety Induction Programme was standardised.
- Terms of Reference for Regional Safety Committees were approved and implemented.
- Development of a Fire Safety Management Programme was completed.

Workforce Planning: The Human Resources Department continues to support our Services in delivering the appropriate staffing levels and key skill mixes necessary to deliver our services effectively against the backdrop of a national moratorium on recruitment across the health services.

Information and Communications Technology (ICT)

The Information and Communication Technology Department (ICT) is responsible for the support and maintenance of all computer applications, hardware and the network infrastructure used throughout Saint John of God Community Services Limited. Our primary aim is to facilitate our staff during the delivery of care to those who use our services, while at the same time ensuring the privacy, integrity and resilience of our data and systems. Based in Stillorgan the department currently provides support to over 1100 co-workers and a similar number of PC's, laptops and other ICT devices across our Services.

- **ICT Support:** All requests for ICT help and support are focused through the ICT service desk. Requests for assistance can be by e-mail or by telephone.
- **Operations:** ICT looks after the data and telecommunications network and server infrastructure across all sites.
- **Project Management:** Responsibility lies with ICT for the successful implementation of any new or updated ICT systems, ensuring compatibility with current systems
- **Development:** The software development team is responsible for the key clinical systems MHIS & IDIS, which have been wholly developed in house over a number of years. The team works closely with end-users to design, develop, test and implement new functionality to better support service delivery. The team is also responsible for all websites and intranet sites in our Services.
- **Policy and Advisory:** ICT offers advice on technical issues, investigates new technologies and also defines ICT policies and best practices for ICT users to ensure the privacy, integrity, reliability and appropriate use of information resources.



Brendan McCormack
Director of ICT

Estate Management and Development

The Estate Management & Development Department provides an advice, project management and procurement service in respect of all major capital developments across all Services of the Company. The Department strives to ensure good governance in respect of the safe keeping and use of the organisation's assets. The Saint John of God Housing Association Limited and Dundalk Voluntary Housing Association Limited come within the remit of the Department. Both entities are approved voluntary housing associations that develop and provide high-quality, affordable housing for people with an intellectual disability. The Department works in partnership with Saint John of God Community Services Limited to promote and develop community living for people with special needs. In 2014, Kevin Lunny joined the Department as Planning and Development Manager, whose contribution has been a considerable asset to the work of the Department. In addition, the Department provides support and information to Services on Freedom of Information matters.

One of the most important strategic objectives of Saint John of God Community Services Limited is to move our service users from large institutional settings into smaller community-based accommodation. The Department is working with Saint John of God Community Services Limited to assist in the implementation of the HSE's Report: "Time to Move on from Congregated Settings - A Strategy for Community Inclusion", June 2011. The Department is heading up a number of Development Committees in respect of the Congregate Settings, which will inform the Department's strategy over the next 3 – 5 years.



Bernie Cadden
Director of Estate
management and
Development

Research in Saint John of God Hospitaller Ministries

The Research Department continued its role in providing individual consultation to 100 staff members and advice to both internal and external researchers engaging in 79 research projects. The Research educational seminar series delivered 27 seminars with 80 participants. In all, 20 staff members conducted research for academic study at Doctoral and Masters level and for DClin/MD. The Ethics Committee approved 33 new projects.

Just over 100 delegates attended the 24th Research and Evaluation Study Day: Research in Action guest speakers in the morning addressed staff on a variety of topics. The afternoon session highlighted the high quality of research being undertaken across services with six oral research presentations and sixteen poster presentations. Winners of the perpetual trophy were Dolores Keating, Head of Pharmacy, Saint John of God Hospital (oral) and Imelda Coyne, Nurse, research team member on the Lucena ITrack project (poster).

The Saint John of God Research Grants Scheme awarded €121,314 to four research projects, two in Malawi (in Intellectual Disability and in Adult Mental Health); and two in Adult and in Child and Adolescent Mental Health areas. There were 3 winners of the Eadbhard O'Callaghan Bursary Award, Eric Roche, and Kevin Madigan and Caragh Behan who travelled to Tokyo and Florence to present their research findings. The Health and Wellbeing Research Strategy Group work continued with a survey 'on the readiness of the organisation to implement a nutrition and exercise intervention' and funding for a 'physical health intervention in Detect'.

The Annual General Meeting of the Irish Disability Studies Association was hosted in Saint John of God Hospital by the Research Department. There were 19 peer-reviewed publications and 62 national, international and internal oral/poster presentations.

Publications - Intellectual Disability

- Kelly, A., Devitt, C., O'Keeffe, D., & Donovan, A.M. (2014). Challenges in Implementing Inclusive education in Ireland: Principal's views of the reasons students aged 12+ are seeking enrolment to special schools. *Journal of Policy and Practice in Intellectual Disabilities*, 11 (1) pp-68-81.
- Hagan, L., & Thompson, H. (2014). It's good to talk: developing the communication skills of an adult with an intellectual disability through augmentative and alternative communication. *British Journal of Learning Disabilities*, 42, 66-73.

Child and Adolescent Mental Health Research

- McNicholas, F., Orakwue, N. (2014). Safe and judicious paediatric psychotropic prescribing. *Irish Med J.* 107(2):41-3.
- McNicholas, F., Orakwue-Ononye, N., O'Hanrahan, S. (2014). Paediatric psychotropic prescribing practices in Ireland. *Irish Journal of Psychological Medicine*, 31, pp 7-20.
- Fitzgerald, M., McNicholas, F. (2014) Attitudes and Practices of healthcare professionals in the management of ADHD who responded to a European survey. *Irish Journal of Psychological Medicine*, 31(1):31-7.
- McNamara, N., McNicholas, F., Ford, T., Paul, M., Gavin, B., Coyne, I., Cullen, W., O'Connor K., Ramperti, N., Dooley, B., Barry, S., Singh, S. P. (2014). Transition from child and adolescent to adult mental health services in the Republic of Ireland: an investigation of process and operational practice. *Early Intervention in Psychiatry*, 8 (3):291-7.
- McNicholas, F., Healy, E., White, M., Sherdian-Perira, M., Dooley, B., O'Connor, N., & Coakley, S. (2014) Medical, Cognitive and Academic Outcomes of Very Low Birth Weight Infants at Age 10-14 years in Ireland. *Irish Journal of Medical Science*. 183(4):525-32
- Paton, K., Hammond, P., Barry, E., Fitzgerald, M., McNicholas, F., Kirley, A., Robertson, H., Bellgrove, M., Gill, M., & Johnson, K. A. (2014). Methylphenidate improves some but not all measures of attention as measured by the TEA-Ch in medication-naïve children with ADHD. *Child Neuropsychol.* 1-16. 20(3):303-18

Adult Mental Health Research

- Doyle, R., Turner, N., Fanning, F., Brennan, D., Renwick, L., Lawlor, E., Clarke, M. (2014). First-episode psychosis and disengagement from treatment: a systematic review. *Psychiatric Services*. 1; 65(5):603-11.
- Gaynor, K., Dooley, B., Lawlor, E., Lawoyin, LR. (2014). Predicting uptake of group CBT in a first-episode psychosis cohort. *Cogn Behav Ther.* 2014;43(2):105-10
- Lyne, J., Renwick, L., Madigan, K., O'Donoghue, B., Bonar, M., Grant, T., Kinsella, A., Malone, K., Turner, N., O'Callaghan, E., Clarke, M. (2014). Do psychosis prodrome onset negative symptoms predict first presentation negative symptoms? *Eur Psychiatry*. 29(3):153-9.
- McCormack, M., Tierney, K., Brennan, D., Lawlor, E., Clarke, M. (2014). Lack of insight in psychosis: theoretical concepts and clinical aspects. *Behavioural and Cognitive Psychotherapy*, 42(3):327-38.
- O'Donoghue, B., Lyne, J.P., Fanning, F., Kinsella, A., Lane, A., Turner, N., O'Callaghan, E., Clarke, M. (2014). Social class mobility in first episode psychosis and the association with depression, hopelessness and suicidality. *Schizophr Res.* 157(1-3):8-11.
- O'Donoghue, B., Lyne, J., Kinsella, A., Turner, N., O'Callaghan, E., Clarke, M. (2014). Detection and characteristics of individuals with a very long duration of untreated psychosis in an early intervention for psychosis service. *Early Intervention in Psychiatry*. 8(4):332-9
- O'Donoghue, B., Roche, E., Shannon, S., Lyne, J., Madigan, K., Feeney, L. (2014). Perceived coercion in voluntary hospital admission. *Psychiatry Research*. 30;215(1):120-6.
- Roche, E., Madigan, K., Lyne, J., Feeney, L., O'Donoghue, B. (2014). The therapeutic relationship following psychiatric admission. *Journal of Nervous and Mental Disease* 202(3):186-192.
- Smith, D., Roche, E., O'Loughlin, K., Lyne, J., Madigan, K., Feeney, L. (2014) Satisfaction with Services Following Voluntary and Involuntary Admission. *J Mental Health* 23(1):38-45.
- Turner, N., Foley, SR., Kinsella, A., O'Callaghan, E., Clarke, M. (2014) Putting television's portrayal of schizophrenia into reverse: an evaluation of the impact on public opinion. *Early Interv Psychiatry*. 8(4):366-74.
- McWilliams, S., Kinsella, A., O'Callaghan, E. (2014). Daily weather variables and affective disorder admissions to psychiatric hospitals *International Journal of Biometeorology*. ; 58(10).

Director of Finance Report

RESULTS FOR YEAR ENDED 31ST DECEMBER 2014

The financial year 2014 was significantly challenging for Saint John of God Community Services Limited.

In 2014 costs increased at a faster rate than income. The total costs increased by €5.3k to €156.3m and income increased by €0.7m to a total income of €151k. The deficit for the year increased to €5.2m compared to €0.5m the previous year.

The HSE total revenue allocation for 2014 amounted to €125.5m as compared to €124.5m in 2013 an increase of €1m in the year.

There was a €2.3m increase in direct salaries and agency costs which amounted to €117.5m (net of lump sums and pensions) as compared to €115.2m in 2013.

As in previous years there was no funding allocated for payroll increments, but the Company honoured commitments made to pay increments to staff.

In total the non-pay costs in 2014 were €30.5m. The main areas of cost incurred were the following:

	€
Drugs, Medicines and Surgical	3,095k
Heat, Power & Light	2,409k
Maintenance	3,248k
Psychiatric In Hospital Beds	3,808k
Rent and Rates	5,106k
Transport Patients	1,997k

The cost of drugs, medicines and surgical equipment increased by €0.7m in the year. The cost of maintenance increased by €1.3m in the year. This was primarily to improve the living accommodation for the men and women we serve within the resources available.

From 1 November 2013, the Health Information and Quality Authority (HIQA) is responsible for the regulation of residential and residential respite services for children and adults with disabilities provided by some of our Services. In 2014 there was increased activity from the regulator and the extra cost of complying with the regulations was an issue in the increase in pay and non pay costs.

All costs had to be closely managed and these cost containments are testament to the significant efforts by Directors of Services to curtail costs, re-negotiation of contracts, and obtain better value for money through tendering for goods and services in line with public procurement policies.

This was also achieved through continuous cost reduction and cost containment measures, and new innovative ways of delivering services. The change in levels of service and quality of services delivered to our clients was kept to a minimum, due to the huge efforts by all staff in the company.

The Directors of Services and respective Management Teams are to be commended on their financial management performance during another very difficult financial year.



Annamarie McGill
Director of Finance

Saint John of God Community Services Limited is an approved agency of the Nominated Health Agencies Superannuation Scheme (NHASS). Superannuation is collected from employee's payroll and the income collected forms part of the baseline funding of the company and is credited to the Income & Expenditure account when received. Payments in respect of pensions and lump sum payments are charged to the Income and Expenditure account as amounts become payable. No provision has been made in respect of benefits payable under the scheme as the liability is underwritten by the Minister for Health & Children. This will become a more significant issue for the company as there is an increase in superannuation costs with an increase in the number of pensioners and a reduction in superannuation income as the staff numbers are reducing. This is a national issue and is similar to that applying to many publicly funded organisations. With effect from 31 December 2012 the Nominated Health Agencies Superannuation Scheme (NHASS) was closed to new members.

With effect from 1 January 2013 the Single Public Service Pension Scheme (SPSPS) commenced. Most new employees will be members of the Single Public Service Pension Scheme (SPSPS) which will provide Consumer Price Index linked defined benefit pensions based on career average pay. Pension contributions are remitted to the Department of Public Expenditure and Reform.

The company managed its cash flow tightly. However as at 31 December 2014 had net current liabilities of €5.2m being the difference between the current assets of €10,718k compared with current liabilities of €15,877k. This is partly due to the deficit in the current year The Company acknowledges and is grateful for the support of Saint John of God Hospitaller Ministries to enable the Company to meet its liabilities as they fall due.

Since Saint John of God Community Services commenced trading in 2009, a reduction in the annual HSE revenue allocation of over €20 million has been absorbed, while maintaining high standards, good financial management and remaining faithful to the Saint John of God mission underpinned by our values.

Summary Income and Expenditure Account

YEAR ENDED 31 DECEMBER 2014

	2014	2013
	€	€
Ordinary Expenditure		
Pay Expenditure	(125,854,643)	(123,339,437)
Non-Pay Expenditure	(30,472,995)	(28,641,050)
	<u>(156,327,638)</u>	<u>(150,980,487)</u>
Ordinary Income		
Other Operating Income	25,633,855	25,967,600
	<u>(130,693,783)</u>	<u>(125,012,887)</u>
Deficit on Ordinary Activities		
HSE Revenue Allocation for the year	123,135,120	121,369,655
HSE Direct Income	2,393,308	3,084,330
	<u>125,528,428</u>	<u>124,453,985</u>
Total HSE Income		
	<u>(5,165,355)</u>	<u>(558,902)</u>

Balance Sheet

AS AT 31 DECEMBER 2013

	2014	2013
	€	€
Current assets		
Current Investments	1,727	1,981
Stocks	177,722	147,368
Debtors	9,558,462	9,079,556
Cash and Bank	981,036	2,394,983
	<u>10,718,947</u>	<u>11,623,888</u>
Current Liabilities		
Creditors and Accruals	15,877,349	11,616,935
	<u>(5,158,402)</u>	<u>6,953</u>
Net current (Liabilities)/Assets		
Financed by:		
Reserves	(5,158,402)	6,953

Services Activity Report

SAINT JOHN OF GOD COMMUNITY SERVICES LIMITED ID STATISTICS

	Start of Year	End of Year
Children/Adults Attending Day Programmes	2,368	2,379
Children/Adults in Residential Settings	882	859
Permanent Residents	91	89
Permanent residents receiving a day service	791	770
Day Attendees Only	1,578	1,609
Total	2,460	2,468

SAINT JOHN OF GOD COMMUNITY MENTAL HEALTH SERVICES STATISTICS

ADULT MENTAL HEALTH - CLUAIN MHIURE COMMUNITY MENTAL HEALTH SERVICES

Acute Bed Nights

Average Monthly Number	25
------------------------	----

Community Accommodation

High Support Places	21
Low Support Places	9
Support to Independent Living Places	66

Day Centres

Burton Hall Average Daily Attendances	74
Burton Hall Number on Register	127
Venegas Club House Average Daily Attendances	55
Venegas Club House Number on Register	72

Outpatients Clinics

Return Appointments	8,048
New Patients	736

CHILD AND ADOLESCENT MENTAL HEALTH - SAINT JOHN OF GOD LUCENA CLINIC

Day Hospital

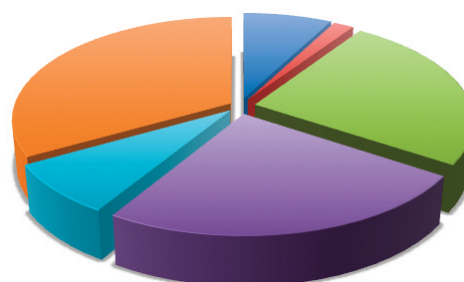
No. of Places	16
New Referrals	175
Total Attendances (per day)	10
Total No. of Persons Attending	141

Outpatient Clinics

New Attendances	1,204
Repeat Attendances	3,341
Total No. of Attendances	29,223

Saint John of God Community Services Limited Breakdown of Staff Complement by Care Group Staff Complement as at 31st December 2014

Management/ Admin	166.30
Medical/Dental	37.72
Nursing	541.79
Health & Social Care Professionals	529.77
General Support Services	173.91
Other Patient and Client Care	722.30
Total Staff	2141.62



SEAI Project

The Sustainable Energy Authority of Ireland was established as Ireland's national energy authority under the Sustainable Energy Act 2002. SEAI's mission is to play a leading role in transforming Ireland into a society based on sustainable energy structures, technologies and practices.

Since 1st January 2011 all public sector bodies are required to report details of their energy performance directly to SEAI each year – in accordance with SI 542 of 2009. These regulations transpose the Energy End Use Efficiency and Energy Services Directive (Directive 2006/32/EC) into Irish law. To date, data from 2009 to 2014 have been submitted on behalf of Saint John of God Community Services.

Total Usage for Saint John of God Community Services Limited in 2014

Total usage of electricity	5,388,245 kWh
Total usage of Gas	17,969,980 kWh
Total usage of Oil	769,969 Litres
Total usage of Diesel	218,945 Litres
Total usage of Petrol	73,856 Litres
Total usage of LPG	49,741 Litres
Total usage of Kerosene	37,420 Litres

HIQA – Regulation

With the introduction of HIQA (Health Information and Quality Authority) Regulations in November 2013 we are now obliged to work within the remit of the Health Act 2007 (Registration of Designated Centres for Children and Adults) with Disabilities Regulations 2013. Accordingly our Designated Centres (69 in total) must work and take actions to become compliant with HIQA standards. The work towards registration is progressing and Saint John of God Community Services will continue to strive to improve the quality of all services it provides.

No of DCs called for registration in 2014	11
No of DCs receiving registration in 2014	2
No of inspections by HIQA in 2014	24

Saint John of God Community Mental Health Services

Cluain Mhuire Mental Health Services

Lucena Clinic Services

Saint John of God Community Service Dublin South East/Kerry Region

Carmona Services

Kerry Services

STEP

Citygate

St Augustines

Saint John of God Community Service Liffey Region

Kildare Services

Menni Services

Saint John of God Community Service North East Region

Suzanne House

Auditors: PricewaterhouseCoopers, One Spencer Dock, North Wall Quay, Dublin 1

Bank: Bank of Ireland, College Green, Dublin 2

Solicitors: Porter Morris and Company, 10 Clare Street, Dublin 2

Saint John of God Community Services Limited is a company limited by guarantee.

Registered Office: Granada House, Stillorgan, County Dublin A94 D9N1, Ireland

Registered Company Number: 430744

Registered Charity Number: CHY18284

CRA Number: 20069865

