

# MENTAL HEALTH MATTERS

St. Patrick's Hospital  
Strategy 2008 - 2013



*St. Patrick's and St. Edmundsbury Hospitals are independently governed, not-for-profit providers of mental health services to people from all over Ireland.*





## Foreword

St. Patrick's Hospital was founded by the vision and bequest of Jonathan Swift, Dean of St. Patrick's Cathedral and author of many works including 'Gulliver's Travels'. He saw, more than 250 years ago, the need to establish proper care, treatment and protection for sufferers of mental illness.

St. Patrick's Hospital today is driven by that same combination of vision, energy and the will to provide the best and most effective treatments and services and to promote and protect the rights of everyone who suffers from mental illness.

This Strategic Plan reflects our understanding of the significant developments in policy, legislation and service provision which have taken place and continue to take place in the area of mental health. It sets out the goals of the organisation and the activities the organisation will engage in to achieve these goals over the next five years. To develop the plan, there has been widespread

consultation with service users, staff and other stakeholders and I would like to take this opportunity to thank everyone for their contribution.

The Strategic Plan sets out an ambitious direction for St. Patrick's Hospital and we are fortunate to have the support of a dedicated and committed staff who will work to ensure the strategy is implemented effectively. The commitment and initiative of the Board of Governors, Management, Service Users and Volunteers is also critical to our success.

In Ireland, acknowledgment of the rights of those who suffer from mental illness and the provision of adequate mental health services is still an aspiration. St Patrick's Hospital, through this strategy, is committing to building a range of treatment and support services and to advocating for and empowering those who suffer from mental illness to ensure their rights and welfare are protected.

**Paul Gilligan**  
**Chief Executive Officer**

## Introduction

Two hundred and fifty years ago, St. Patrick's Hospital was opened to provide services to those who suffer from mental illness. Since that time, the organisation has seen many changes in Ireland and abroad. Throughout these changes, St. Patrick's has always endeavoured to engender positive attitudes to mental health and to provide the best and most up-to-date diagnoses and treatments for sufferers of mental illness.

St. Patrick's today is an independently governed, not-for-profit mental health care organisation. It aspires to be the recognised leader in the provision of quality mental health care, in the promotion of mental health and in the protection of the rights and integrity of those who suffer from mental illness in Ireland. It engages in the following activities:

- Working with those who suffer from mental illnesses and with their families by providing in-patient, day care and out-patient services through specialty multi-disciplinary programmes
- Educating and training those experiencing mental health problems, clinicians, employees, patients, students, relatives and volunteers on the various aspects of mental health
- Increasing public understanding of the importance of mental health and the nature, extent and consequences of mental health difficulties.
- Promoting, funding and conducting research into the cause, treatment and prevention of mental health difficulties.

St. Patrick's has invested almost €200M in the past five years in providing services to sufferers of mental illness and plans to spend over €300M in the next five years to deliver the programmes detailed in this strategic development plan.

## Facilities & Services

St. Patrick's provides a therapeutic residential environment that allows for complete assessment, periods of respite and calm before and during treatment and a range of specialty multi-disciplinary treatment programmes. Each of these programmes contains a combination of drug treatment, psychotherapy, education and illness management training and is delivered through a combination of in-patient, day and out-patient care. The Hospital pharmacy provides a progressive advisory and medication review service.

The Hospital also provides a drop-in Mental Health Information Centre as a resource for patients, families and the general public. The Centre offers a confidential environment for accessing information on mental illnesses and on the services that are available, such as self-help groups, financial and social supports and local services.

St. Patrick's is strongly committed to research, training and education in the area of mental health and related activities. It is engaged in a number of innovative and groundbreaking research projects, including international collaborations in aspects of bipolar disorder and depression.

St. Patrick's is a University teaching hospital for Trinity College, Dublin and has recently appointed a Chair at Trinity College to lead its Research programme.

To develop its strategy, St. Patrick's has closely examined its existing services as well as the significant developments in policy, legislation and service plans and provision that have occurred in Ireland and internationally. Mental health policy is now driven by recognition of the rights of those who suffer from mental illness. The importance of providing a community-based mental health service and the need to combat the stigmatisation and the social exclusion of those who suffer from mental illness is fully recognised.

## Critical Issues

St. Patrick's believes that there are seven important issues affecting the treatment and prevention of mental illness in Ireland now:

- Growing public awareness of mental health issues and of the rights of those who suffer from mental illness.
- A movement towards a holistic, community-based, person centred model of mental health treatment.

- Specific sub-groups of vulnerable groups receiving inadequate specialised care.
- Ireland's changing population.
- The need to include those who suffer from mental illness as equal partners in the planning, management and evaluation of mental health services and in the treatments they receive.
- The need for Prevention Services.
- Growing role of technology in society and its application to the treatment of mental illness.

St. Patrick's has consulted Service Users, Staff and General Practitioners using a combination of open meetings, individual meetings and questionnaires and has learnt much about its current services and about aspirations for future services. This knowledge and expectation drives its initiatives, its vision and its goals.

## Our Role

Because of our independence, national accessibility, distinct range of services and commitment to consultation, we are uniquely placed to monitor, evaluate, highlight and respond to the changing landscape of mental illness within Ireland.

## Our Vision

We want to see a Society where all citizens are given the opportunity to live mentally healthy lives.

## Our Purpose

We aspire to provide the highest quality of mental health care, to promote mental health and to advocate for the rights of those who suffer from mental illness.

## Our Values and Principles

We are person centred in our focus. We strive to understand and meet our service users' needs and to include service users in all important decisions. We treat people with respect, dignity and compassion and strive to use all the resources of the organisation in a way that enhances our reputation, protects our assets and enables us to fulfil our mission.

We are keenly aware of and committed to our not-for-profit status and philanthropic purpose as intended by the Hospital's founder and laid out in its Charter. We are committed to evidence based service development and treatment, active participation of service users, and valuing diversity.

We are guided by the principles of Dean Swift, founder of St. Patrick's Hospital, and by the values of the Mental Health Act 2001, the European Charter of Human Rights and the United Nations Principles for the protection of persons with mental illness and the improvement of mental health care.

## Our Goals

We want to see a society where:

- Mental health is valued and actively promoted.
- Mental illness is accepted and better understood.
- Those suffering from mental illness are viewed as equal citizens and their rights are fully acknowledged.
- Those suffering from mental illness are included, as active participants, in all structures that impact on their lives.
- There are adequate services available to support and treat those who experience mental health problems and their carers.
- There are sufficient initiatives undertaken to promote the prevention of mental health difficulties.

## Our 5-Year Plan

Over the next five years, St. Patrick's will focus on:

- **Service delivery:** we will develop a range of new mental health treatment and prevention services and will enhance our current range of specialised programmes.

We will strive to meet the highest standards of quality in all of the services we provide.

- **Advocacy:** we will campaign and lobby at a national level to combat the stigmatisation of mental illness and to ensure that those suffering from mental illness are fully included in Irish society and their rights are acknowledged.
- **Developing service user participation:** we will ensure that those suffering from mental illness will be given the opportunity to participate as equal partners in the planning of mental health services and in the treatment programmes developed to help and support them. In particular, we will seek to model best practice for the full inclusion of those suffering from mental illness.
- **Research and Training:** we will strive to be an international leader in mental health research and will continue to facilitate the highest quality training and education in the mental health professions.

## Service delivery

St. Patrick's acknowledges that all of its services should be consistent with and should complement the range of services being provided by other statutory and voluntary service providers. In this context, it acknowledges and supports Government commitment, outlined in the policy document *"A Vision for Change"*, to establish a comprehensive range of community-based and general hospital based mental health prevention and treatment services. It also acknowledges the need to provide a holistic range of services to those experiencing mental health problems and to provide these services, where possible, in their own communities.

Within this context, St. Patrick's intends to further develop its range of services. In addition to enhancing its existing range of national specialised in-patient acute treatment programmes and

non-residential day treatment programmes, it will develop a range of community mental health services, a mental illness assessment service and a mental illness recovery centre. It will also develop technology-based support services for service users and professionals with whom the hospital is working.

These services will be delivered through a multi-disciplinary team model, providing the necessary balance between psycho-therapeutic and biological treatments and will complement rather than replace the community-based support services being provided to service users by the Health Services Executive.

St. Patrick's is committed to ensuring that its treatment programmes are continually evaluated and will develop integrated evaluative measures to ensure those participating on the programmes are benefiting.

## New Service Initiatives

Between 2008 and 2013, St. Patrick's will develop the following new services:

### Child and Adolescent Services

St. Patrick's will develop a Child and Adolescent mental health service consisting of a range of mental health treatment programmes.

### Community Mental Health Support Centres

St. Patrick's will establish a range of community-based regional centres which will cater for those sufferers from mental illness who can be best supported and helped within their own community and for those leaving the hospital's in-patient services and recovery centre. This service will be developed in partnership with General Practitioners, community counsellors, voluntary agencies and other health providers. It will provide treatment and education advice and web-based support to these service partners.

### Mental Illness Recovery Centre

St. Patrick's will establish a comprehensive mental illness recovery centre, offering appointment-based programmes to those experiencing mental illness. This centre will include multi-cultural programmes to cater for sufferers of mental illness from different ethnic backgrounds.

### Multi-disciplinary Assessment Service

St. Patrick's will establish a multi-disciplinary assessment programme, providing a comprehensive mental health assessment service to General Practitioners and community mental health teams.

### Web-based Mental Health Support

St. Patrick's will establish a comprehensive web-based support service for those using its in-patient services and those returning to community-based care. This service will provide a variety of I.T. based mood monitoring and one-to-one education and counselling supports.

## Existing Services Development

St. Patrick's will also enhance and further develop existing services:

### **Addictive Disorders**

St. Patrick's will expand and develop its range of specialised programmes focused on the treatment of addictive disorders and Dual Diagnosis disorders. It will also develop a new cocaine addiction programme.

### **Anxiety Disorders**

St. Patrick's will expand and develop its range of specialised programmes focused on the treatment of anxiety disorders and on the treatment of obsessive compulsive disorder.

### **Psychosis Recovery**

St. Patrick's will expand its specialised Schizophrenia programme focusing on a rehabilitation and life skills management model.

### **Psychiatry of Old Age**

St. Patrick's will develop a specialised mental health treatment centre for the older adult. This centre will work with those older

people suffering from acute mental illness through the provision of highly specialised programmes, specialised neuropsychological assessment and focused out-patient support.

### **Young Adult Programme**

St. Patrick's will further develop the young adult programme catering for those aged between 18 and 25. This programme will continue to provide a service to those experiencing illnesses such as depression, other mood disorders and psychosis and may also focus on those within this age group experiencing chemical or alcohol dependence.

### **Psychosomatic Disorders**

St. Patrick's will expand and develop its range of specialised programmes focused on the treatment of psychosomatic disorders and, in particular, its eating disorders programme.

### **Affective Disorders**

St. Patrick's will expand and develop its range of specialised programmes focused on the treatment of depression, suicide prevention and bipolar disorders.

## Advocacy

We are committed to being an independent advocate and voice for those experiencing mental illness, harnessing voluntary effort and public support to represent their best interests. Over the next five years, we will focus our advocacy, campaigning and educational activities on the objectives of this strategy:

- Acknowledgement of the rights of those suffering from mental illness.
- Increased awareness and knowledge of mental illness.
- De-stigmatisation of mental illness.
- Provision of adequate mental health services.

## Developing service user participation

Over the next five years, we will focus our efforts on ensuring that sufferers of mental illness are included, as active participants, in all structures that impact on their lives. We will develop best practice models and will provide a support and

consultancy service to those organisations and institutions wishing to include and involve service users and their carers actively in their structures.

## Research and Training

Over the next five years, we will enhance our research department to enable us to engage in focused research on both the medical and social factors contributing to mental illness. We will seek to build on our unique relationship with Trinity College Dublin and to further develop our international reputation as one of the primary service-based research institutions.

## Education

We will continue to work in partnership with Trinity College Dublin and other professional bodies to develop and facilitate the highest standard of training for all mental health professionals.

## Our Targets

St. Patrick's has set itself the following targets under six key headings:

- People experiencing specialised mental health problems will be receiving the specialised treatment and support they need from St. Patrick's.
- St. Patrick's will be recognised as the leading service provider in the area of specialised mental health treatment in Ireland.
- Society will have a better understanding of mental illness and there will be less stigma attached to mental illness.
- Those suffering from mental illness and their carers will play an active role in the structures and services being developed to support them.
- There will be sufficient mental health services established to support and treat those suffering from mental illness.
- There will be adequate mental health prevention initiatives.

## The Practicalities

The Mental Health Matters strategy identifies how St. Patrick's is committed, over the period to 2013, to making a real difference to the lives of those who suffer mental health difficulties. This strategy is supported by the Board, staff, volunteers, service users and their carers who make up St. Patrick's and who are determined to ensure that those who suffer from mental illness are given every support and help possible to enable them to live a fulfilling life. We are committed to providing services of the highest quality and to being efficient, effective, accountable, honest and prepared to learn from our experiences.

## Staffing and Service Delivery

St. Patrick's holds its staff in the highest esteem and regards them as its most important asset in enabling the fulfilment of its mission to make a difference to the care of those with mental illness. The hospital strives to create an environment where people can be innovative and experience satisfaction in their work.

We have 500 people actively delivering services and support. To ensure that we can deliver the programmes we wish to provide, we will need to increase our staff numbers by 10 to 15%.

## Investment

Over the last five years, St. Patrick's has invested almost €200m in the provision of services to those suffering from mental illness.

To deliver our programmes to the standard required and to respond to changing needs, we expect to invest in excess of €300m over the next five years. This money will be sourced through treatment fees and fund-raising.

## Refurbishment

St. Patrick's acknowledges that to provide the highest standard of care to those being treated for mental health illness, it is important to provide the highest standard of physical surroundings. To ensure this, we are committed to comprehensive refurbishment and development of our facilities over the next five years.

## Funding

St. Patrick's is a not-for-profit service provider that primarily funds its activities through the fees it receives for these services. To date, it has charged the minimum fees required to fund the services it provides. However, additional staffing, accreditation and governance requirements will add further costs.

It is clear that to progress this strategy, it will be necessary for the Hospital to develop a broader range of funding sources, including drawing on the substantial goodwill and public support existing for the work of the hospital and the alleviation of mental illness. The Hospital will strive to provide the financial stability to enable provision of a range of services free-of-charge where appropriate.

## I.T.

The Hospital recognises that I.T. is essential to the delivery of high quality mental health care. It will upgrade its I.T. systems to ensure that the highest quality information is available and accessible within St. Patrick's.

## Regulation

St. Patrick's is registered with the Mental Health Commission as an Approved Centre for the treatment of mental illness. Continued commitment and a systematic approach to quality care will ensure the achievement and maintenance of the highest standards of service provision.

## Evaluation

We will measure the impact of the Mental Health Matters strategy by:

- Asking users of our services about their experiences of our work.
- Conducting independent evaluations of our services and activities.
- Integrating evaluative mechanisms into the treatment programmes we provide.
- Carrying out regular surveys of public opinion.
- Analysing Government and other official statistics on mental health.



*Vhi Healthcare, the largest funder of independent mental health services in Ireland, will partner with St Patrick's Hospital in the delivery of its ambitious five year plan. Vhi Healthcare will support a wide range of initiatives which promote the development of multi-disciplinary outpatient facilities, community-based mental health services, online support services and also improving in-patient services for children and adolescents.*



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