

# Annual Report and Financial Statements 2022



**Cover Image**

Front row left to right: Dr Kieran O'Driscoll (*Consultant Neuropsychiatrist*) | Mr John Mc Neilly (*Bloomfield Hospital Board Chairperson*)

Back row left to right: Ms Helen Rourke (*Assistant Director of Nursing*) | Mr Satish Punchoo (*Assistant Director of Nursing*)

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# Chairperson's Statement

Bloomfield Care Centre CLG, trading as Bloomfield Hospital ("Bloomfield") continues to deliver on its founding principles, in providing Mental Health care, for those people with neuro degenerative conditions, that are not currently being met, by the public health system ("the unmet need").

The Board of non-executive Directors at Bloomfield, are mostly members of the Religious Society of Friends (Quakers) in Ireland, giving of their time willingly and voluntarily, to set and deliver its strategic plan for the future, and support the daily operations as necessary.

The year of 2022 brought the "perfect storm" to the doors of Bloomfield, with the continuing challenges associated with the COVID-19 pandemic, the continued under funding from the HSE which resulted in multiple members of the Senior Management team resigning, (CEO, Clinical Director, Head of HR, Head of Compliance, Director of Nursing), and a less than satisfactory inspection by the Mental Health Commission.

Under the strong leadership of Joe Kelly (CEO), all of the Senior Management positions are filled with a strong cohesive team, reinvigorating the culture, quality of care that Bloomfield strives to bring to every resident within our care.

Without the support of the staff at Bloomfield, who stuck with us throughout all of the ups and downs, Bloomfield would not have recovered so effectively, we are grateful and proud of you all, in assisting us to continually provide safe, high quality care to all of our residents. A big Thank-You goes out to you all.

## Change in Thinking

The Board of Directors, and myself as Chairman, recognised that as a Section-39 organisation, under the Mental Health Act, we were close to last, in a very long list of organisations, looking for increased funding from the HSE and the Department of Health, for the services that we provide. In 2022 we re-visited the Vision / Mission that was created previously, to validate it was still appropriate, and that it set out to utilise the skills of the teams and assets at Bloomfield, in the most effective ways possible.

The closure of the Nursing Home, a difficult decision, was part of the considerations for the future. The team led by Joe Kelly (CEO), developed a transition plan, making sure that each person resident at New Lodge Nursing Home, was assisted in finding alternative accommodation, that best suited their needs. I am sorry for the disruption caused to each of our residents, their families and friends, and wish them well in their new homes. Bloomfield started Nursing Home care in the 1950's, when the independent living residents on the Donnybrook site, became less physically capable, requiring a higher level of care. The last resident vacated New Lodge Nursing Home in December 2022.

In 2022, the financial negotiations with the HSE, became more robust. Costs at Bloomfield were escalating (salaries, energy, medication, cost of compliance and more), requiring a significant up lift in "bed rates" (euros per bed per night) for each of our services.

The future for Bloomfield holds some exciting challenges, as we continue our journey in the provision of Mental Health Services in Ireland. We are starting to draw up plans to further specialise in "neuro degenerative" conditions, focussing more to the complex end of each of these conditions. We have already increased our bed capacity for Huntington's Disease sufferers, and will continue to specialise in this field.

## Compliance under the Mental Health Commission

Huge amounts of energy and effort have been expended in addressing the items identified by the inspectorate of the Mental

Health Commission (MHC). Topics were mostly concerning the condition of our premises and Governance, both at a Management and Corporate level. Care delivered to our residents was not flagged as a major concern.

## Visit to Bloomfield Hospital by Minister Mary Butler, Minister for Mental Health

The Visit to Bloomfield Hospital by Minister Mary Butler in May 2022 was a welcome boost and provided encouragement to all staff, who were under great pressure with the COVID-19 pandemic and other work pressures, such as staffing shortages due to recruitment challenges nationally. The time that the Minister spent engaging with our patients was hugely appreciated by all. The visit presented the opportunity to personally apprise the Minister of the necessity for further Huntington's disease services. It was also an opportunity to make a strong case for a better funding mechanism for Section 39 Funded agencies particularly as Bloomfield Hospital provides national services at SRU and Huntington's disease specialties.

## Corporate Governance

In line with the principles of good corporate governance, the Bloomfield Hospital Board structure incorporated annual evaluation of the Board and its meetings; review of the Terms of Reference of Board sub-committees; review of duties and liabilities of Board members; compliance with legal and regulatory frameworks and GDPR compliance.

## Regulatory Compliance Programme 2022 - 2025

As part of the three - year re-registration programme Bloomfield Hospital committed to the implementation of a Regulatory Compliance Programme to ensure that all aspects of Bloomfield Hospital are continually in line with the Mental Health Act 2001 (Approved Centre) Regulations 2006, over the three-year registration period. Supported and guided by the Mental Health Commission, and their guidance documents, Bloomfield Hospital is committed to the utilisation of the regulations to continually improve the quality of care to each individual we provide care and services to.

## Note of Appreciation

The members of the Board of Management and of its subcommittees in 2022 deserve our thanks, namely:

- the Finance sub-committee,
- the Development and Maintenance sub-committee.

The Chairperson and members of the Board, give their time, voluntarily and without remuneration, in the interests of the hospital and the residents we serve.

Finally, our sincere thanks to all the staff and associated team members, that deliver care to our residents every day, the Senior Management Team (SMT), the Chief Executive, Joe Kelly and Clinical Director Dr Ian Daly. The Board is acutely aware of the extraordinary role that the management and staff have played in dealing with the COVID-19 pandemic. The Board extends its sincere gratitude for the invaluable contribution of every member of the team in maintaining service delivery to residents, while keeping the curtailment of services to a minimum.

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John McNeilly  
Chairman

## Chief Executive's Review

*"My heartfelt thanks to each and every staff member for your commitment and dedication to our residents and their families. You have faced extraordinary challenges in the past three years with COVID-19 in circulation and you have responded with professionalism and resilience – Bloomfield Hospital is very proud and very fortunate to have such an exceptional team of staff."*

I am pleased to be introducing the 2022 Annual Report for Bloomfield Hospital, my first as Chief Executive. I was delighted to be appointed as Chief Executive of Bloomfield Hospital on 21 February 2022.

Towards the end of 2021 and early in to 2022 Bloomfield Hospital experienced the perfect storm, a combination of unfavourable circumstances in relation to compliance, finance, facilities and senior management vacancies. This period also highlighted the remarkable resilience of this great organisation.

Our initial tasks supported by Deputy CEO/FC, Clinical Director, Interim Head of HR and Interim Director of Nursing was to stabilise the hospital compliance, finance and facilities position and develop a turnaround plan and recruit a new Senior Management Team. I was extremely fortunate to divert an experienced and professional Head of QRC to Bloomfield Hospital, identify a committed and knowledgeable Head of Facilities and finally recruit an experienced and professional Head of HR. With the experiences and knowledge of the existing team members we blended a new Senior Management Team and we went about developing a vision, purpose and roadmap for Bloomfield Hospital. I wish to acknowledge the strategic and blue sky thinking of our Clinical Director and his support on this journey. Our Deputy CEO/FC and Interim Director of Nursing were extremely supportive in the process of establishing teamwork and direction.

With positive engagement with National Office Mental Health HSE we commenced a financial stabilisation plan. We continued to work diligently and closely with MHC and we are grateful for the engagement, the understanding and encouragement of the Head of Regulation MHC. Our inspection report in Q4 2022 was marked improvement and we continued to work diligently on our continuous quality improvement initiatives. Our Facilities have been restored to their pristine levels. We continue to strengthen and develop our IPC, hygiene, cleanliness processes and procedures.

Not unlike many healthcare organisations recruitment and retention is a health sector wide issue with the cost and shortage of accommodation in the Dublin region. I appreciated the support and encouragement of the Chairman and the Board Members.

### Delivering Services for our residents

During 2022, Bloomfield Hospital responded to the ongoing difficulties and adjustments brought on by the third consecutive year of COVID-19. Service delivery approaches and resident and staff supports that were put in place at the outset of the pandemic remained constant and no effort was spared in the hospital's endeavours to meet the needs of our patient and staff populations during the unpredictability of COVID-19 and its impact of staffing levels throughout the year. All Bloomfield Hospital decisions taken in respect of COVID-19 are based on Public Health Guidelines, HSE and the best Clinical Microbiological advice available.

I wish to thank all staff for their support but particularly to the staff who were central to the planning, organising and deploying of our surveillance and protection measures.

The concerted efforts of all staff ensured that each resident was given every opportunity to benefit from an individualised care plan and continued therapeutic engagements; in particular to enable their maximum recovery potential and receive a personalised rehabilitation programme.

Visiting restrictions due to public health guidelines continued and we really appreciate that this was a very difficult period for residents and families throughout 2022. We acknowledge the huge sacrifices that were made by so many- our residents, their families and our staff.

### The Visit to Bloomfield Hospital by Minister Mary Butler – May 2022

The Visit to Bloomfield Hospital by Minister Mary Butler in May was a welcome boost and provided encouragement to all directors, management and staff and above all else our residents. It marked the official re-opening of our resident activities post COVID and our theme for the event "was living life to the fullest party." The time, interest and energy that the Minister invested to engage with the residents was memorable and hugely appreciated. The Minister went away with a very positive and progressive impression of Bloomfield Hospital. The visit presented the opportunity to personally apprise the Minister of the necessity for further Huntington's disease services. Minister Butler was accompanied by Deputy John Lahart TD who is from the constituency in which Bloomfield Hospital is located.

Chairman, Mr John Mc Neilly and Board Members Drewry Pearson and Kevin Conlon, Mr Joe Kelly Chief Executive, Roger Smyth Deputy CEO and FC, and Helen Rourke Interim Director of Nursing were also involved in the discussions with Minister Butler, emphasising the important role Bloomfield Hospital plays in the provision of Specialist Rehabilitation Services, Huntington's disease, Onset Dementia and Chronic Mental health along with psychiatry of later life which are the key specialist psychiatric and neuropsychiatric services at Bloomfield Hospital. There was discussion on the potential collaborative with HDAI on the development of an outreach service.

### Staffing Matters

Recruitment and retention was a health sector-wide issue in 2022. Bloomfield Hospital invested substantial effort into recruitment during the year and this remains a significant challenge for HR, and in particular for Nursing and AHP's. For Section 39 funded agencies like Bloomfield Hospital this challenge is exacerbated by our inability to align with HSE rates in order to attract key staff.



Mr Joe Kelly (Chief Executive, Bloomfield Hospital)

Mr John Mc Neilly (Bloomfield Hospital Board Chairperson)

Marc Dalton (Head of Facilities, Bloomfield Hospital)

### Preparations for the Assisted Decision Making (Capacity) Act 2015

In 2022, Bloomfield Hospital began to reflect, consider and prepare for the State's transition from the 'Wards of Court' legislation to the Assisted Decision Making (Capacity) Act 2015 (ADMA). This major change will have implications for processes currently in place at Bloomfield Hospital, and will require focus, energy and resources to ensure that Bloomfield Hospital manages the transition effectively.

### Digital Solutions

An Electronic Health Records (EHR) system supports the recording, updating and retrieving of information in the electronic health record and allows healthcare providers to deliver care more effectively. Such systems support many national and international healthcare organisations, automate care management processes, manage and control records, and comply with mental healthcare specific standards and regulations. In 2022, important progress was made in putting structures in place to enable the implementation of strategic electronic and digital solutions that support the management and care of our residents and modernise our recording process.

The first step on that journey was to scope and complete the tendering process for a quality management solution, using a review team to identify and evaluate the options in the market place but crucially systems that have the capability to integrate with HSE and Acute Hospital systems.

### The Bloomfield Hospital Board

On behalf of the management and staff, I would like to formally acknowledge all the work that the Board undertakes to maintain our governance structure to the highest possible standard. The Board guides us through difficult times and continues to promote the case for additional funding and more realistic service level agreements. Bloomfield Hospital is deeply appreciative to have the Board and Chairman, Mr John Mc Neilly who support the hospital as assiduously as they do. Thank you sincerely for your ongoing support, and your time and commitment to the hospital, which is given on a voluntary basis by every member of the Board.

Joe Kelly  
Chief Executive Officer

## Who we are

Bloomfield Hospital is an Independent Charity providing treatment, care, and support to adults with severe and enduring mental health needs, including specialist services for Huntington's disease. Bloomfield Hospital is Section 39 funded agency through the HSE and is regulated by the Mental Commission as Approved Centre under the Mental Health Acts 2001-2018.

Founded in 1812 by The Religious Society of Friends in Ireland, (Quakers in Ireland | Official Website of The Religious Society of Friends in Ireland (quakers-in-ireland.ie) ) Bloomfield Hospital provides care that is rooted in the principle of honouring the dignity of every person who comes through its doors.

The services provided at Bloomfield bridge the neurological and psychiatric disciplines. This joint approach is one aspect of what sets Bloomfield apart. Specialist mental health assessment, treatment, and support services are all provided from a purpose-built facility in Rathfarnham for adults with a range of serious and enduring mental health issues and neuropsychiatric disorders, such as those with Dementia, Alzheimer's disease, Schizophrenia, and Huntington's disease.

## What we do

We provide Multi-Disciplinary Team In-patient Services for the following programmes:

Speciality	Unit	Type of Service	Bed Number
Early Onset Dementia ( <i>High Dependency Unit</i> )	Laurel Hill	Psychiatric service	12
Specialist Rehabilitation Unit	Kylemore	Psychiatric service	15
Enduring Mental Illness	Owendocher	Psychiatric service	26
Enduring Mental Illness	Pearson	Psychiatric service	8
Psychiatry of Later Life	Donnybrook	Psychiatric service	37
Huntington's disease	Swanbrook	Neuro-rehabilitation service	24
Elderly Care	New Lodge Nursing Home	Frail Elderly Care	24
<b>Total Beds</b>			<b>146</b>

## Vision, Mission and Values

### Our Vision

At Bloomfield Hospital, our vision is that every person with mental health needs will live as an active member of our community and society and will be enabled to live life to the fullest.

### Our Mission

Our mission is to be a leader in the development of responsive, innovative, and excellent services for people with mental health needs. We will do this by identifying and addressing unmet needs in mental health care alongside our key partners, and by continually improving quality in mental health care through education, research, and advocacy.

### Our Values

Caring is at the heart of everything we do at Bloomfield Hospital and this care informs our community values that guide us in all we do.

**CARE** - we care for and about people.

We do this through:

- Serving the whole person;
- Dignity and respect;
- Honesty;
- Being advocates for change.

**JUSTICE** - we are just and we strive for Justice.

We do this through:

- Fairness;
- Equality;
- Civility;
- Honesty;
- The relentless pursuit of what is right.

**ENABLE** - we Enable people to live their fullest life.

We do this through:

- The intrinsic value of every person;
- Moving beyond empowering people to enabling them;
- Helping people's inner light shine.

**QUALITY** - we deliver Quality in all that we do

We do this through:

- A culture of learning;
- A commitment to challenge;
- A hunger for knowledge that will enlighten our practice;
- The relentless pursuit of excellence.

<sup>1</sup> New Lodge Nursing Home closed on 16 December 2022 - see page xxx Financial Review



Sculptor on the grounds of Bloomfield Hospital

## Bloomfield Hospital Board Members

Bloomfield Care Centre CLG (A Company Limited by Guarantee) t/a Bloomfield Hospital for the year ended 31 December 2022 has the following Directors:

John McNeilly (Chair)  
Helen Fanning  
Robin Goodbody  
Robert Haughton  
Drewry Pearson  
Sheilagh Reaper-Reynolds  
Colm O'Boyle  
Kevin Conlon  
Charles McGuinness  
Thorsten Niermeyer (*appointed 6 September 2022*)

## Bloomfield Hospital Senior Management Team

Bloomfield Hospital has defined the following organisational structure and decision-making policies.

The Directors, all of whom are voluntary and non-executive, delegate responsibility for managing of the company to the Chief Executive Officer (CEO), Clinical Director (CD) and the Senior Management Team. Joe Kelly was appointed CEO in February 2022.

The CEO reports to the Board of Directors. Reporting to the CEO are the Clinical Director, Dr Ian Daly, Interim Director of Nursing (DON), Helen Rourke, Deputy CEO & Financial Controller, Roger Smyth, Head of Human Resources, Fiona Monahan (appointed in August 2022), much appreciation to the Interim Head of HR, Karen Nicholson, Head of Quality Risk & Compliance, Aoife O'Connor and Head of Facilities, Marc Dalton.

The Deputy CEO & Financial Controller reports to the CEO or to the Board of Directors when the CEO is absent. He is responsible for the accounts function, ICT and is our Data Protection Officer.

The Clinical Director reports to the CEO. He is responsible for a team of psychiatric and medical doctors and allied health professionals.

The Director of Nursing reports to the CEO and is responsible for a team of Assistant Directors of Nursing, Clinical Nurse Managers, nurses, healthcare assistants and Activity Co-ordinators. Supporting the DON is a workforce planner and clinical records officer.

The Head of Human Resources reports to the CEO and is responsible for our Human Resources function, training and development.

The Head of Quality Risk & Compliance reports to the CEO and is responsible for co-ordinating the quality, compliance and risk management agenda in all our systems of care and is our Complaints Officer.

The Head of Facilities reports to the CEO and is responsible for our estate and facilities, including catering and cleaning, and is our Health & Safety Officer and Fire Safety Officer.



## 2022 in Brief

The Reviews above by both the Chairman, Mr John Mc Neilly and Chief Executive, Joe Kelly highlight their personal stand out moments for Bloomfield Hospital in 2022. There were many other significant developments some of which are outlined below.

### Senior Management Team

Bloomfield Hospital made a number of critical appointments to the Senior Management Team. Aoife O'Connor joined from St John of God Hospital as our Head of Quality Risk and Compliance, Marc Dalton came to us from Sodexo, in the role of Head of Technical Services and Facilities, and Fiona Monahan, our Head of HR arrived from AIB. They have been huge assets to Bloomfield Hospital and worked in a positive manner with our vastly experienced Clinical Director, Dr Ian Daly, our Interim Director of Nursing, Helen Rourke, and Roger Smyth, Deputy CEO and Financial Controller, all of whom work hard to ensure that the essence of Bloomfield Hospital grows from strength to strength.

### New Lodge Nursing Home

Bloomfield Hospital Board and Management Team identified a number of strategic objectives for the period 2022-2025. One of those objectives was the decision to close our nursing home (24 beds) in July 2022 in order to re-focus on our core mission in mental health, and in response to the increasing cost of operations which were not being funded by the Nursing Home Support Scheme "Fair Deal". We supported our residents and their families with compassion and empathy to find alternative accommodation. The last resident left New Lodge on 16th of December 2022.

### Fire remediation works resumption

In February 2020 in light of the Covid-19 pandemic and the subsequent impact and implications on the Healthcare Industry and in particular the Private Nursing Home environments, the Bloomfield Hospital Board and Management came to the decision to suspend, indefinitely, the completion of the fire remediation works. FCC (our Fire Consultant) reviewed this decision in terms of the overall site fire safety compliance remediation process and highlighted the implications that this would have on the overall compliance of the building. All fire safety maintenance with respect

to fire alarm, emergency lighting, fire doors and fire extinguisher (including all requisite quarterly and annual certification) continued to fulfil all statutory requirements both under Fire Safety and Health & Safety Legalisation. Once the criticality of the Covid-19 situation began to ease by the end of 2022 the Board and Senior Management Team made the decision to reinstate and prioritise the fire remediation works project, balancing the health and safety of the current residents and the COVID-19 risks in the community.

### Bloomfield Hospital and HDAI Collaborative

In conjunction with Huntington's disease Association Ireland (HDAI) we provided Minister Mary Butler, on her visit to Bloomfield Hospital, a business plan setting out a proposal to develop a community outreach team who would deliver specialist support to people with Huntington's disease. The proposal is to establish a demonstrator project which aims to:

Develop a 'golden thread of continuity' by providing an accessible first point of contact for people with HD and their families at an early point in their HD experience, and walk with them as their needs change over time. We expect that this initiative will receive initial funding for a pilot or demonstrator project in 2023 and supported by the Minister and the HSE.

### Electronic Risk Quality and Compliance System

In keeping with our mission to modernise our recording system and improve governance of same, an in-depth analysis of our existing processes was completed by our Head of Quality, Risk & Compliance. The outcome of this review was a recommendation to transition to electronic quality, risk & compliance management systems to ensure efficiency and reliability in high quality care. The Board supported the tender process for a suitable electronic system.

### Strategic Vision 2023- 2025

The Chief Executive and the Clinical Director commenced the preparatory work with support from the management team to devise and develop a strategic vision and purpose for Bloomfield Hospital over the period 2023-2025.

## Strategic Priorities 2022

### Service Outputs and Outcomes at Bloomfield Hospital

The Mental Health Commission suspended admissions to Bloomfield Hospital from 3 Jan 2022 to 3rd May 2022 as a result of Bloomfield Hospital's unsatisfactory level of compliance with the MHC Quality Frameworks.

From 1st February 2022 to 3rd May 2022 the management and staff at Bloomfield Hospital worked relentlessly to turnaround the financial stability and regulation compliance at Bloomfield Hospital.

The necessary commencement of fire remediation works reduced the admission capacity by ten (10) beds.

Therefore, Bloomfield Hospital prioritised admissions that were utilising beds in acute hospitals or acute mental health beds, Central Mental Hospital and Prison Services and which fitted the

profile of residents at Bloomfield Hospital but would allow the referral hospital use of the bed for a more appropriate admission. In that period, we had thirteen (13) high dependency admissions and four (4) HD admissions.

Q2, Q3 & Q4 (2022)	Total	Huntingtons Disease	High Dependency
Acute Hospitals	10	2	8
Nursing Homes	3	2	1
Central Mental Hospital	1	-	1
Acute Mental Health	1	-	1
Prison Services	1	-	1
CHO 3	1	-	1
<b>Totals</b>	<b>17</b>	<b>4</b>	<b>13</b>

Bloomfield Hospital played a pivotal role in alleviating bed occupancy pressures on major hospitals. With ever increasing pressures on both Acute Hospitals and Acute Mental Health beds it is vital that Bloomfield Hospital provides the appropriate specialist beds so that patients who are beyond the need for acute medical care or acute mental health care could be transferred to those beds. This approach is invaluable and supports the continued investment and admission to Bloomfield Hospital. We are extremely conscious that as an organisation we are responsive to the unmet need and ensure a smooth transition through effective referrals and admissions processes.

Developing a Strategic Financial Stability Plan for Bloomfield Hospital.

### Defining the Financial Underfunding

BDO Consulting were retained by the Board in Q1 2022 to support the Chief Executive and Senior Management Team to review, consider, and make recommendations based upon national and international best practice on the computed and determined financial strategy for Bloomfield Hospital. The objective was to measure and present the severity of the underfunding; to gauge the impact of on-going financial deficits on service delivery; to

assess the capacity and capability of Bloomfield Hospital to retain and develop care and clinical staff in order to deliver the highest quality services to our residents.

BDO Consulting established that Bloomfield Hospital has experienced chronic underfunding which has resulted in historical accumulated deficit of c.€2m for the financial periods 2017-2021. Over this period the organisation has completed the first phase remedial building works of c.€3.5m which required significant funds being used from the ever-dwindling reserves.

Several critical factors are impacting the financial picture at Bloomfield Hospital. In summary, these include:

- the disparity in pay rates between staff at Bloomfield Hospital and those equivalent grades across all disciplines in HSE facilities. This issue alone is creating significant challenges in staff retention and talent acquisition.
- Bed occupancy and bed rates at Bloomfield Hospital.
- Non-compliance with MHC regulations resulting in a closure to admissions.
- Requirement for significant and essential capital expenditure for MHC mandatory fire remediation compliance essential and necessary upgrade and refurbishment.

### Measuring the Financial Underfunding

Financial outcome (2017-2021)	2017 €000's	2018 €000's	2019 €000's	2020 €000's	2021 €000's	Total €000's
Total income	12,352	13,533	14,003	15,257	15,956	71,101
Total costs	12,866	13,509	15,661	15,527	15,561	73,124
Surplus / Deficit	(514)	24	(1,658)	(270)	395	(2,023)

### Analysing the Financial Underfunding

A funding gap of c€800,000 relating to necessary pay rate increases exists in 2022 for healthcare assistants (HCA's) and mental health support workers (MHSW).

€720,000 in additional annual payroll costs is necessary to fulfil the appropriate staffing and governance requirements of MHC.

A minimum capex requirement of c.€3,500,000 for fire remediation works which is ever increasing due to building cost inflation.

Bloomfield Hospital was projected to generate significant deficits if 2021 /2022 funding levels were maintained. The Hospital proposed a financial stability plan for HSE Mental Health to ensure that we begin a journey over a three-year period to stem those deficits which otherwise would have catastrophic and irreversible consequences for the residents, the staff and the organisation.

The key factor driving the projected deficits is the historical chronic underfunding of Bloomfield Hospital through low and unviable and unrealistic bed rates. A position which is unsound and untenable for the sustainability of the hospital.

### Improving the Financial Underfunding

In April 2022 Bloomfield Hospital and Mental Health HSE negotiated the initial agreement for a 15% increase in bed rates from historically bargain-basement bed rates. The bed rate is the driver of revenue for the HSE funding.

Based on the increases in operating expenses Bloomfield Hospital estimated that weekly per bed rates will need to be increased by 18% in 2022 and subsequently by 3 - 5% in 2023 and 2024 to reach a breakeven situation. This is based on current occupancy rates of 24 nursing home beds and 109 approved mental health beds. Bloomfield Hospital with the support of Mental Health HSE developed a business case for the estimates, budget and potential service plan for 2023 to be agreed between Department of Health and HSE to outline the initial pathway to financial stability for Bloomfield Hospital.

### Controlling the underfunding

The final stage of the final plan involves ensuring that we do not have recurring issues and keeping up to date with pay costs and other costs as they arrive.

### Developing our Mental Health Services

We continued to develop and use our expertise in HD and transition into Neuro-Rehabilitation. We are strengthening our expertise in Specialist Rehabilitation Unit and the continued unmet need in Early Onset Dementia and Enduring Mental Health. In 2022 we continued to strengthen, develop and maintain our core competencies in psychiatric services, early onset dementia, specialist rehabilitation unit and enduring mental illness in order to attract experienced consultants, allied health professionals and nursing and healthcare workers with psychiatric qualifications and experience, and to ensure staff development and promotional opportunities.

Bloomfield Hospital has and will continue to develop specialist neuropsychiatric and neuro- rehabilitation services such as:

#### Huntington's Disease Service (HD)

Huntington's disease is a rare and hereditary disorder of the brain which causes people to deteriorate physically, cognitively and mentally. It is a severe, progressive, genetic, and neuro-psychiatric condition. There is currently no cure for Huntington's disease. It can have a devastating impact on families – the distress of watching a family member deteriorate, the impacts of taking on caring responsibilities, and the worry of children and grandchildren inheriting the disease. It is estimated that there are approximately between 700 and 1,000 people in Ireland currently living with Huntington's disease, and more than 3,000 people living at risk.

At the end of 2022, a Planning and Strategy Group of Bloomfield staff across all disciplines visited Topaz Overduin HD Services in the Netherlands. On their return the energy, enthusiasm and commitment of the Group was palpable. A number of working groups were established to reimagine our HD Service working on Model of Care, Equipment and Facilities, Partnerships and Community, Topaz Interface, Staff Training & Development, MDT Planning and Development. We will produce a strategic plan for re-energising and reimagining our HD service with the ultimate aim of establishing a HD Centre of Excellence.

We are the only national HD inpatient service. We aim to grow our HD service offering from the current twenty-four (24) beds and increase to thirty (30) beds.

#### Elderly Care Services

The objective of New Lodge Nursing Home since its opening has been to provide tender person-centred quality care to our residents, in an environment of respect for the personal dignity, privacy and individual faith/beliefs of each person. By reason of continuing changes in best practice and the revisions and pace of regulatory compliance of late, coupled with the size of our nursing home at twenty-four (24) beds, we took the decision in June 2022 to close the home.

Our decision was taken in the best interests of the residents, families and staff as we could no longer meet the continued and appropriate level of services in an ever evolving and fluctuating situation of regulatory demands and evidenced based care. The care of the residents has always been our highest priority and we committed to manage the transition in a caring, sensitive and best practice manner. We ensured on-going and regular communication, liaison and planning and prioritise the care of the residents.

The Health Information and Quality Authority (HIQA) were notified on 27th of July 2022 of the intention to voluntarily close the facility. In accordance with the regulatory requirements, a minimum of 6 months' notice of closure was initiated on this date, with a projected complete closure of the facility by 16 December 2022.

This development will allow Bloomfield Hospital to focus on its core mission and vision to be a leader in the development of responsive, innovative, and excellent services for people with mental health needs. We will do this by identifying and addressing unmet needs in mental health care alongside our key partners, and by continually improving quality in mental health care through education, research, and advocacy.

#### Empowering Our Staff

Bloomfield Hospital's staff is the organisation's most valuable asset. The goal of our Human Resources Department, fully supported by the Senior Management Team and all Hospital Departments, is to attract, sustain and engage a high performing and capable workforce to ensure the provision of quality care and the successful execution of strategic priorities. To achieve this goal the following actions will be implemented:

- An active focus on talent acquisition, retention and career development, with succession planning built in for all critical roles.
- The development and rollout of a suite of training and development programmes to support continuous improvement in best practice and innovative medical and nursing capabilities, management development for new and existing line managers, and leadership development for senior management staff.

#### Build Strategic Partnerships

We are grateful for the strategic partnership approach that we have enjoyed with the Mental Health Section of the Department of Health and the Minister's Office.. We continue to have an excellent partnership with HSE Mental Health and in particular with its Assistant National Director, Head of Operations, Quality and Service Improvement and his capable team.

We continue to build and strengthen links and synergies with our overseas partners, in particular Topaz Overduin in the Netherlands, Scottish Huntington's Association and the European Huntington's Disease Network to facilitate research innovation and teaching. We are exploring the opportunity to collaborate with the National Rehabilitation Hospital to develop ABI services.

# Financial Review 2022

Bloomfield Hospital  
Financial outcome 2022 on service activities

Financial Year End	2022 €	2021 €
Income from beds	17,759,074	15,995,476
Other income	104,681	109,577
<b>Total income</b>	<b>17,863,755</b>	<b>16,105,053</b>
Direct cost	18,063,039	15,614,451
Other costs	47,376	47,081
<b>Total costs</b>	<b>18,110,415</b>	<b>15,661,532</b>
<b>Surplus / deficit on service activities</b>	<b>(246,660)</b>	<b>443,521</b>
Loss on investments	(961,612)	1,202,374
<b>Surplus / deficit</b>	<b>(1,208,272)</b>	<b>1,645,895</b>

Our Statement of Financial Activities sets out the financial outcome for 2022 which was a deficit of €1,208,272 (2021: surplus €1,645,895). Net Expenditure was €246,660 and Net Losses on Investments was €961,612.

## Income

During 2022 our income was mostly derived from our Approved Centre Psychiatric Hospital activities funded by the HSE through service arrangements with the National Mental Health Office and Community Health Organisations (CHO) Mental Health, Disabilities and Older Persons teams. We take referrals from all 9 CHOs and across the three (3) social care groups. Some income came from our nursing home service funded by the Nursing Home Support Scheme, 'Fair Deal' and associated private contributions. There is no material private bed income. We have no private health insurance funding.

Our income from charitable activities in 2022 was €17,759,074 (2021: €15,995,476) which was an increase of 11% on 2021. Average occupancy fell by 1%, however the mix of beds changed. The demand for our Huntington's Disease care services increased while the Psychiatry of Later Life bed demand fell.

The HSE classifies Bloomfield Hospital as a Section 39 funded agency however only a small number of our beds are grant funded. Most of our bed income arises on a bed-occupied basis, which means we don't receive any income from a vacant bed. The majority of our psychiatric services comprise long stay residential care services with average lengths of stay greater than 10 years. The remaining beds typically have average lengths of stay of 2 years. The nature of our Psychiatric Care Services is a difficulty for the HSE to fund medical cost inflation as the government generally won't provide new funding for existing services. This creates a chronic situation where our income is less than required. We negotiate all our beds rates with the HSE's National Office for Mental Health. We provide an 'open book' and are fully transparent in our income and expenditures. However, there are delays often by years before our bed rate increases. This results in ongoing retention and recruitment problems which makes service delivery and regulatory compliance very challenging. The bed rate for only some of our services was increased after negotiations with the HSE in 2022.

## Fundraising

We did not have an active Fundraising function during 2022. We received donations totalling €19,176 for the year (2021: €17,220).

We are deeply grateful for and appreciate the kind support we receive from benefactors which we use to help our residents live their lives to the fullest.

## Expenditure

Total expenditure on charitable activities in 2022 was €18,063,039 (2021: €15,614,451) which is a 16% increase on 2021 expenditure. Payroll costs accounted for 56% of the increase in expenditure. To stabilise staff numbers, our healthcare staff who are aligned to HSE grades had their 2022 pay increased up to the October 2021 pay scales. Other staff had equivalent pay increases applied. A large number of vacant and senior posts were filled during the year. To remedy a number of regulatory non-compliances, additional investment was required in cleaning, repairs, maintenance and external support on governance issues. Inflation also had a significant impact on consumables and energy costs. Our remedial works programme recommenced following their suspension in 2020 due to the Covid19 pandemic. These capital works resulted in higher depreciation costs.

## New Lodge Nursing Home

Our nursing home service closed in December 2022. Due to the ever-increasing requirements of the regulator, the Health Information & Quality Authority (HIQA), it had become too challenging to attract and retain a sufficient number of staff with the necessary skills and experience at the rates the National Treatment Purchase Fund (NTPF) was offering. New Lodge Nursing Home was no longer financially viable and closure became inevitable. External support was procured to ensure that we supported all our existing residents to find alternative accommodation and that we complied with all the requirements of HIQA during the shutdown process.

## Investments

Proceeds from the sale of our previous site in Donnybrook and the Kylemore Clinic site in Ballybrack are held in investment portfolios. The goal of these investments is to preserve the initial capital from the effects of inflation and to provide a fund for the future development of our services and renewal of our buildings. Our capital is invested in a wide spread of asset classes, industries and geography following ethical and sustainable principles. The Finance Committee entrusts the day to day management of these portfolios to professional investment managers.

During 2022, the impact of the war in the Ukraine, rising inflation and rising interest rates, the value of our investments decreased by €961,612 (2021: increased €1202,374).

## Reserves

It is our policy to retain sufficient reserves to safeguard the continuity of our charitable activities from unforeseen future shocks, to meet our contractual obligations on time, to renew our built environment and to shut down our services in an orderly manner. Our reserves are reviewed annually by the Finance Committee when approving our Statements of Financial Activities. The Finance Committee ensures that our reserves are sufficient to meet our requirements.

## Going Concern

Based on the outcome for the Financial Year 2022 our position at year end and the on-going engagement and support from the HSE, our Board of Directors believes we have adequate resources to continue our charitable activities for the foreseeable future. For this reason, our Board continues to adopt the 'Going Concern' basis for preparing our financial statements.



Dr Kevin Foy (Consultant Neuropsychiatrist)

Deputy John Lahart (TD, Dublin South West Constituency)

Ms Mary Butler (TD, Minister for Mental Health)

Mr Joe Kelly (Chief Executive, Bloomfield Hospital)

The Visit to Bloomfield Hospital by Minister Mary Butler TD, Minister of State at the Department of Health with special responsibility for Mental Health and Older People in May 2022 was a welcome boost and provided encouragement to all staff, who were under great pressure with the COVID-19 pandemic and other work pressures. The Minister's engagement with our residents was hugely appreciated.

The visit presented the opportunity to address the necessity for further funding for Huntington's disease services. It was also an opportunity to make the case for a better funding for Section 39 Funded agencies particularly as Bloomfield Hospital provides national services at SRU and Huntington's disease specialties. Deputy John Lahart TD, (Dublin South West) was also in attendance.

## Reports from Our Hospital Services and Specialties

### Nursing Service Highlights from 2022

- i. Visit to Topaz Huntington's Disease (HD) Service in the Netherlands to benchmark Bloomfield Hospital against best international practice in terms of care and support for HD and contribute to the development of a Bloomfield Hospital HD Strategy.
- ii. Develop an accredited and specific training module for staff training in HD.

### Nursing Service Goals for 2023

- i. To review, revise, strengthen and develop Bloomfield Hospital's Palliative Care Service.
- ii. To train a critical mass cohort of staff to level 2 Palliative Care Service provision.

### Quality Risk and Compliance Service Highlights from 2022

- i. Bloomfield ensured its compliance with the Health & Safety Authority Regulations in relation to dangerous goods by appointing EcoOnline as DGSA Inspectors for the hospital. A mock inspection was carried out in Q2 2022 which provided Bloomfield with a baseline assessment and the information required to implement a quality improvement plan in order to increase compliance. We have planned in Q3 2023 an official inspection by the DGSA Inspector and we look forward to an improvement in compliance.
- ii. Bloomfield deployed a new online system for chemical & gas safety management called "Chemical Manager" which was applied to all Bloomfield PCs and all staff received training on accessing the system to ensure fast and efficient access to safety data sheets and risk assessments.
- iii. The Head of Quality, Risk and Compliance commenced a tendering process for a quality management system. Several systems were reviewed with demonstrations scored on a scale of essential needs. QPulse Quality Management System scored the highest in for functionality and costings and therefore was awarded the contract for Bloomfield.
- iv. Bloomfield implemented a new Local Incident Management Team (LIMT) to ensure all serious incidents and near misses are reviewed in line with policy, both internal and national policy
- v. The Bloomfield Action Log was designed and implemented to track quality improvements across many committees & departments
- vi. The Bloomfield Green Campus Committee was established with a multi-disciplinary membership to work towards achieving a green flag for the Bloomfield Campus.

### Quality Risk and Compliance Service Goals 2023

- i. Implementation of QPulse and all of its modules to include:
  - Occurrence Reporting (incidents, complaints, complaints, medication events, safeguarding events)
  - Document Control
  - Training Management
  - Risk Assessment & Risk Registers
  - Audit
  - Quality Improvement Planning
  - Business Intelligence and Statistics
- ii. In line with the QPulse project, the QRC Department will transfer all manual/paper documentation to QPulse in a standardised manner to QPulse
- iii. Achieve 100% in the DGSA inspection
- iv. Commence Quality & Safety Training with all staff

### HR Service Highlights from 2022

- i. Successful recruitment of new CEO, Clinical Director, and a number of Senior Management appointments including Head of QRC, Head of Facilities and Technical Service and Head of HR.
- ii. Achieved pay parity for Nursing staff, aligned to HSE 2021 Consolidated Salary Scales.

### HR Service Goals for 2023

- i. Employee Engagement strategy to address talent attraction and retention;
- ii. Focus on Staff Training strategy to ensure workforce capability and competency, and to meet MHC compliance requirements;
- iii. Employer Value Proposition and Branding.

### Facilities and Technical Services

#### Facilities and Technical Services Highlights from 2022

- i. New heating gas burner install completed giving us a saving of 30% with hot water of 65C being maintained at all times in storage.
- ii. Improved all aspects of the building to meet the statutory and regulatory requirements.

#### Facilities and Technical Services Goals for 2023

- i. Completing and meeting the phased targets of the fire remedial works.
- ii. Revised Asset list will be completed by the end of 2023.

### Dietetic Services Highlights from 2022

- i. Establishment of the Huntington's Disease Future Planning Feeding Care Pathway with easy read / pictorial guidelines for residents with Huntington's Disease to make informed decisions around their wishes for future tube feeding / risk feeding.
- ii. Group healthy eating workshops with Pearson and Owendoher residents to help improve their awareness to make healthy informed choices around healthy eating.

### Dietetic Services Goals for 2023

- i. Induction nutrition training for both Health Care Assistants and Nursing staff so as core principals around healthy eating, menus, malnutrition, special diets etc. can be adopted with confidence from the off-set of recruitment.
- ii. Recruitment of one whole time Clinical Specialist Neurodisability Dietitian to support this ever-expanding area of Neurodisability within Bloomfield such as Huntington's Disease, neuro-rehab etc.

### OT Service Highlights from 2022

#### CORU OT Audit

CORU is Ireland's multi-profession health and social care regulator. It comprises the Health and Social Care Professionals Council and the Registration Boards established under the Health and Social Care Professionals Act 2005. CORU's role is to protect the public by promoting high standards of professional conduct, education, training and competence through statutory registration of health and social care professionals. The Code of Professional Conduct and Ethics requires that each OT professional ensures that their knowledge, skills and performance are of a high standard, up to date and relevant to their practice and that they participate in continuing professional development (CPD) on an ongoing basis. A random selection of registrants are required to submit their CPD record for audit. A member of the OT was audited by CORU's Occupational Therapists Registration Board and deemed compliant

with their CPD audit requirements which reflects positively on the profession and the organisation.

#### Slí na Sláinte

Is an innovative scheme developed by the Irish Heart Foundation and supported by the HSE to encourage people of all ages and abilities to walk for leisure and good health. The programme uses attractive signage at kilometre intervals to encourage people to walk more frequently and to enjoy the benefits of a healthier lifestyle. To date there are over 220 routes around the country. The Slí Network is both nation-wide and international with Heart Foundations in ten countries having implemented the scheme to date. Bloomfield Hospital with the support of OT in conjunction with the Irish Heart Foundation has mapped a regular hospital walking route to be designated as a Sli na Slainte for regular use by both residents and staff.

#### OT Service Goals for 2023

- i. To fill and maintain staffing levels in the OT department for 2023 period.
- ii. The last year and half has very clearly shown that the future of work is now, and upskilling and skills growth are an integral tool for retaining and developing employees for organisational growth and strategic positioning. In order to, future proof the organisation, it sometimes can be challenging to identify the skills and competencies that different audiences will find valuable to stay with Bloomfield Hospital thus, developing for future performance.

As Bloomfield Hospital considers opportunities to upskill our employees, empowerment, engagement, and planning are critical. Listening to our employees needs and wants, then acting on them, will position us for future success. With this strategic intent a member of the OT department is currently completing further education (level 9 cert in Project management) and hopes to use their knowledge with developing their role and contributing to service developments at Bloomfield Hospital.

#### Psychology Service Highlights from 2022

- i. Psychology and OT department collaborated in the planning and presenting of HSE "The Specialist Rehabilitation Units Educational Webinar" on 9th June 2022 This half-day seminar for Referring and Commissioning Managers and Staff of the HSE focused on the Intervention and Discharge Process on the SRU, with the aim of promoting the SRU and reaching a wide audience of HSE staff to increase awareness of this specialist service.
- ii. Psychology department designed and delivered a bespoke training course in Family Therapy – Introduction & Interventions for a variety of disciplines throughout the hospital for eight (8) weeks from February to April 2022. Nursing Staff, OT, Psychology, Psychiatry and Mental Health Support Workers attended the course to gain a deeper understanding into the process of family therapy which is invaluable working in Bloomfield Hospital

#### Psychology Service Goals for 2023

- i. Bloomfield Hospital will continue to provide support to one of our Senior Psychologist in completing a Professional Diploma in Clinical Leadership from RCSI to enable the strategic development of the Psychology Department.
- ii. To develop the neuropsychology component of the psychology department by appointing a neuropsychologist and assistant psychologist to increase Bloomfield Hospital's specialism in neuropsychiatry and to support our strategic ambition of becoming a Centre of Excellence for Neuropsychiatry and Rehabilitation in the future.

#### Social Work Service Highlights from 2022

- i. The recruitment of two Social Workers, Dermot Hickey and Breffni Lavin, meant that all residents had access to Social Work support.
- ii. Advance Care Planning is thinking about, talking about, and recording the choices, values, and preferences for care at end of life. Discussing what a resident wants with their loved ones, or with their GP or healthcare team, is an important part of Advance Care Planning. Advance Care Planning helps protect resident choices, even if they are ill and cannot express them. The Social Work Service was centrally involved in progressive work with the Advanced Care Planning Working Group in Swanbrook to ensure that our residents and their families as appropriate are supported and guided utilising the Irish Hospice Foundation, Think ahead Planning Guide to record the Personal Wishes and Care Plan, Advance Healthcare Directive and Medical Summary Form for the resident.

#### Social Work Service Goals for 2023

- i. Allocate a dedicated Social Work resource to the HD Service.
- ii. Assist in the relaunch of the Volunteering Programme in Bloomfield Hospital which provides a vital dynamic to the residents' therapeutic care and promotes our local community partnerships.

#### Speech and Language Therapy Service (SLT) highlights from 2022

- i. Increased SLT staffing allocation
- ii. Successful recruitment for a second Speech and Language Therapist

#### SLT Service goals for 2023

- i. SLT have commenced work with other MDT members on establishing a future feeding decision making pathway for residents with HD
- ii. SLT have launched a redesigned swallowing guideline document with pictures and colour coding, to help communicate resident specific IDDSI food and fluid recommendations and individualised swallowing strategies.
- iii. SLT will launch a new "EDAR bundle", which will streamline the documentation process for residents who choose to eat and drink with acknowledged risk.

#### Physiotherapy Highlights from 2022

- i. In 2022, the physiotherapy department-initiated group fall prevention exercises sessions in Donnybrook Ward, aimed at reducing the risk of falls among residents,
- ii. Provided regular one-on-one sessions to the residents, tailoring the interventions to individual needs and offering a variety of gym equipment and personalised exercise programs, with the outcome of promoting overall fitness and well-being among our residents.

#### Physiotherapy 2023 goals

- i. The physiotherapy department is planning to increase the number of fall-prevention exercise sessions in multiple wards. This expansion will allow us to reach a larger population of residents, providing them with valuable education and exercises to prevent falls.
- ii. Additionally, the department introduced weight management sessions for residents who required assistance in managing their weight. These sessions likely included nutritional guidance, exercise recommendations, and support to help residents achieve their weight management goals.
- iii. To promote overall fitness and well-being, the physiotherapy department expanded the residents' access to more gym-based activities. This likely involved providing additional equipment, exercise classes, and opportunities for supervised workouts within the facility.

### Physiotherapy Gym

In our gym, we have included a range of state-of-the-art equipment to cater to the diverse needs of our residents. One of the key machines is the Tunturi E30R, which provides a low-impact cardiovascular workout. This equipment is ideal for individuals who want to improve their cardiovascular health without putting excessive strain on their joints. We encourage residents to use the Tunturi E 30 R during their designated gym sessions to boost their overall fitness levels.

Another valuable addition is the Multi gym resistance training machines. These machines target specific muscle groups, allowing residents to engage in strength-building exercises. Whether it's the leg press machine to strengthen the lower body or the chest press machine for upper body workouts, our residents can benefit from improved muscle strength and endurance. Our physiotherapy team provides guidance and supervision to ensure residents use these machines safely and effectively.

Additionally, we have incorporated a range of free weights and exercise balls, which offer versatility and aid in functional movements. Residents can perform various exercises such as

bicep curls, tricep extensions, or core-strengthening exercises using free weights. The exercise balls provide stability challenges and help improve balance and core strength. Focusing on our HD patients we have included MOTomed Movement Therapy, which is developed for people with movement restrictions, and users can train while seated in a wheelchair or from a chair for cardiovascular needs, as well as muscle reinforcements. They can enjoy a customized workout by adjusting the resistance or based on their fitness goals and abilities.

Physiotherapists are always present during gym sessions to provide guidance, support, and supervision. They ensure that residents use the equipment safely and correctly, preventing any potential injuries.

By offering a variety of gym equipment and personalized exercise programs, we aim to promote overall fitness and well-being among our residents. Through regular use of the equipment and guidance from our physiotherapy team, residents can experience improved strength, balance, cardiovascular health, and a higher quality of life."











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