

Annual Report and Financial Statements 2023



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Chairperson's Statement



John McNeilly
Chairman

A message from our Chairperson

"Unmet need" was the driving force behind those visionary members of the Quaker community, who gathered funds together back in 1805, to start a person centric care system, to look after people who suffered from "disorders of the mind".

When our first patient was admitted in 1812, there were no regulations, no standards of care, no inspectors to monitor what and how things were done. It was down to the professionals of the day, who developed the model of care, created the standards and held themselves accountable to holding to those standards.

Today, Bloomfield Hospital, the trading name for Bloomfield Care Centre CLG, emulates and stays true to those founding principles, as much as is physically possible. Bloomfield has been at the centre of the development of in-patient care for people with Huntington's Disease; we have been at the forefront of kick-starting Specialist Rehabilitation, allowing individuals to return back into their communities. This is today's "unmet need".

We continue to look at where we can add value, for individuals who find themselves outside the mainstream health system, providing a home, looking after them, but also thinking of their families and friends. After all, we are all in this together.

Bloomfield Hospital is an Approved Centre under the Mental Health Act (Since the completion of the stage two building work in 2008).

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

Change in Thinking

I started an initiative last year, which I labelled "Change in Thinking". It was necessary for The Board of Directors of Bloomfield Hospital, to take a look at Bloomfield in the mirror, and ask ourselves "What is it all about" and "Why are we here".

This strategy, led to the closing of our Nursing Home in 2022, which caused much upheaval, for residents and families, as they moved to new care providers. Although Bloomfield supported the transfers wherever possible, we do recognise the impact that our decision had on the lives of our former residents. We wish each and every one the best of luck in their new homes.

The beds vacated by the Nursing Home, have been used to help re-structure Bloomfield on its pathway to future excellence. During the remedial works that we have been undertaking over the last few years, we were able to make some bold decision about the layout and purpose of each of our units. We made the decision to remove most of the four bedded rooms, replacing them with individual ensuite rooms. This decision reduced the overall hospital's bed capacity. It was felt that it was much more important, to give each resident the privacy and dignity, which they have earned throughout their lives, by being in their own room and not having to share.

The vacant unit, allowed us to move the other units around the facility, to their best suited location. The focus was on giving the patient the best possibility to living a fuller life. Ambulant

residents can now gain access to the dining room and gardens by themselves, promoting increased independence. Less ambulant patients, and those requiring palliative care are in areas more suited to their needs.

MHC Compliance

Bloomfield Hospital continued to work closely and proactively with the Mental Health Commission (MHC) and thanks to the hard work and commitment from all of our staff, our summary compliance percentage improved from 85% to 94% in 2023.

Appointment of our Director of Nursing

We had the pleasure of announcing the appointment of our new Director of Nursing, Ms Cathy Shelley, who joined us in January 2023. We wish her every success and happiness in her role. I wish to personally acknowledge Helen Rourke, who acted up, working closely with me and the other Department heads, while the search for the new Director of Nursing took place. Helen's knowledge, experience, skills, clinical and people leadership, led the team through the previous difficult years. Thank-you Helen. Welcome Cathy.

Clinical Director

I would like to thank Dr Ian Daly for his Consultant Psychiatrist expertise, leadership and strategic thinking during his tenure as Clinical Director, and for his support and assistance to the Board of Bloomfield over many years. Ian brings great ideas, a "can do" attitude and a network of friends, colleagues and connections that is amazing. His great commitment and enthusiasm as a member of the Senior Management Team, and to myself as Chairperson of Bloomfield Hospital Board, will be missed. We all hope that Ian will stay connected with Bloomfield, to offer advice and give ideas for future direction.

Dr. David Denton, Consultant Psychiatrist, was appointed the new Clinical Director in November 2023. David brings with him a depth of psychiatric experience, from his previous roles to Bloomfield. We wish David a long and happy career at Bloomfield.

Pharmacy Service

I wish to express the sincerest and deepest thanks, of the Board, to Paddy Byrne from Byrne's Pharmacy Life Pharmacy, for his, and his father before him, who provided Pharmacy services to Bloomfield for over 50 years. Paddy sat on several Bloomfield sub-committees, helping to keep us up-to-date with changes, and to drive improvements wherever possible.

Dr. Kieran O'Driscoll, Consultant Neurologist

Dr. Kieran O'Driscoll, Consultant Neuropsychiatrist, who retired at the end of 2023 after a very accomplished career, was a tremendous advocate and supporter of our Huntington's Disease Unit, working closely with the Huntington's Disease Association of Ireland (HDAI). Kieran was well respected by the patients, families and staff at Bloomfield, and will be missed.

In closing

Mental Health care provision in Ireland does not "just happen" by itself. It takes effort, a lot of it; skilled professionals who are willing to push boundaries; patience and plenty of it; teamwork and the ability to look out for each other; mixed in with a desire, to make the lives of each of our patients, that little bit better each day.

Bloomfield Hospital could not exist without the staff that work in our Hospital today.

Connections with our local politicians, in particular John Lahart (TD), continued during 2023. John has visited and supported Bloomfield as his busy schedule allows.

In June 2023 we appreciate that Mr Barry Andrews MEP, Dublin Constituency, invested the time, interest and energy to engage with the residents and staff which was memorable and deeply valued.

We sincerely and greatly appreciate the continued support and assistance of Minister Mary Butler, TD, Minister for Mental Health.

The Interest and support for Bloomfield Hospital and the Voluntary Sector from Mr Bernard Gloster Chief Executive of the Health Services Executive is sincerely appreciated and from his team particularly in the National Office for Mental Health HSE, led by Dervila Eyres who has provided us with ongoing support and assistance.

Regulations that are always increasing, inspections occurring more often, training requirements that seem to be never ending, but every time I visit Bloomfield up on the hill, I see smiles, hear laughter, receive warm welcomes, have honest and open conversations with members of the team. This is how I know we are so lucky to have the best of the best working at Bloomfield. You just blow me away. From the bottom of my heart thank-you so much for everything you do, everything you say, every act of kindness shown to our residents.

The Senior Management team that we have in place currently, must be the best around. The experience within the Department Heads and Senior Managers, that sit around the Board room table during Board Meetings, is astonishing. Towards the end of 2023 and into 2024, the Senior Managers presented new ideas, improvements, suggestions for change to the Board. This is so welcome and refreshing, please don't allow it to stop. Together we will bring Bloomfield into the future.

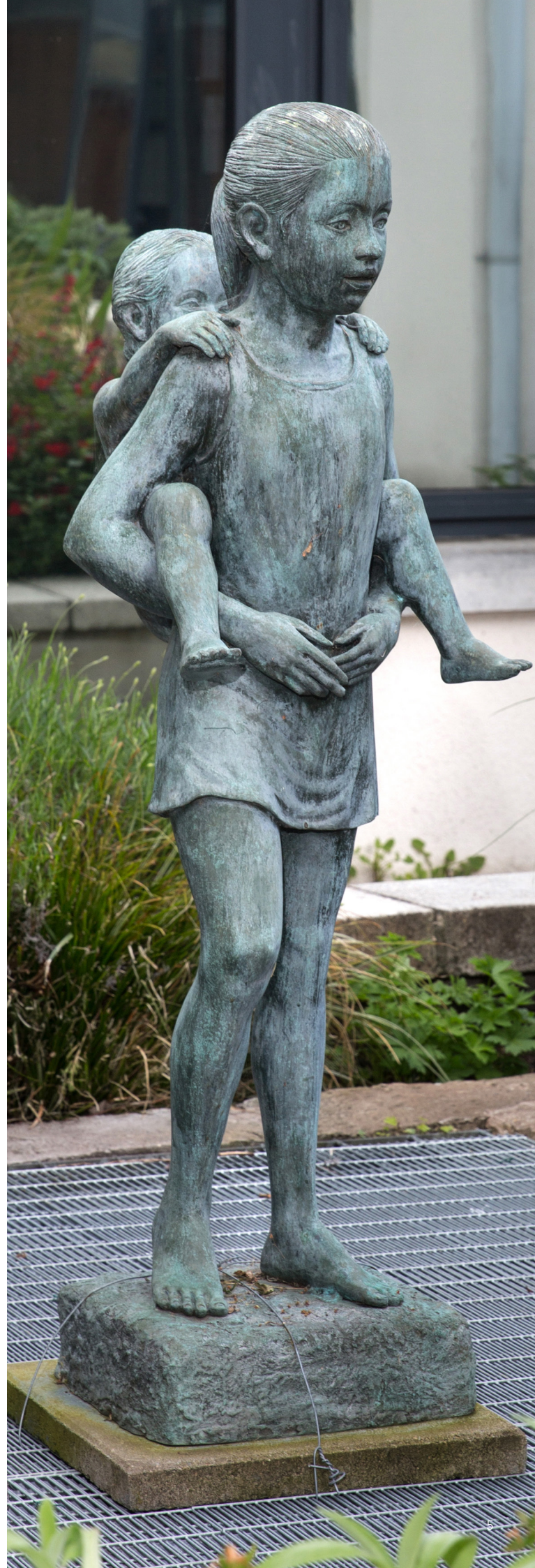
Joe Kelly, our Chief Executive Officer (CEO), continues to lead Bloomfield. Joe works seamlessly with our partners, regulators, funders, supporters and the team, to ensure that potential issues are dealt with quickly and efficiently. Thank-you Joe for everything that you have and will continue to do at Bloomfield.

There are several Board sub-committees that help with the governance at Bloomfield. In particular Finance, Development and Maintenance and Nominations. Thanks to each convenor and all the attendees, Directors and Managers, who take on this extra work load.

Lastly, to thank the members of the Board, who give up their time freely and often, to assist me and the staff, to further the vision for Bloomfield Hospital.

Every person with mental health needs, will live as an active member of our community and shared society, and will be enabled to live life to the fullest.

John McNeilly
Chairman



Chief Executive's Review

"Welcome to our 2023 Annual Report, a year of recovery and expansion that I am delighted to share with you in this report. My heartfelt thanks as always to each and every staff member for your commitment and dedication to our residents and their families."



Joe Kelly
Chief Executive Officer

Despite the lingering challenges posed by the Covid-19 pandemic and the global economic and environmental instability, 2023 proved to be a year of gradual recovery and progress for Bloomfield Hospital. We experienced our busiest and most successful year ever demonstrating our commitment to providing essential care and support to those in need.

Bloomfield Hospital was not immune to other geopolitical events in 2023 such as the continued war in Ukraine and the large spike in the inflation rate, the fallouts of which impact us, as they did almost every other organisation. Challenges new and old, expected and unexpected, do not deter us at Bloomfield Hospital from our ongoing commitment to realising our vision; 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.

Strategic Plan 2023-2025

Bloomfield Hospital sets out its growth strategy for the period 2023-2025. The Strategic Plan was approved by the Board of Bloomfield Hospital at the Board meeting of 27 February 2023. In the current volatile economic environment, three years is the optimum period to forecast the strategic development of the hospital. The strategic plan sets out a planned and organised transition from the provision of frail elderly and psychiatry of later life services to a refocus on mental health services in line with the history, ethos and purpose of Bloomfield Hospital.

Our strategy will be aligned with national policy and vision, and in particular the direction of Sláintecare which is Government Policy. We acknowledge the pioneering work of our Quaker Founders since 1812 and we will ensure that the North Star of our mission, vision and values will guide our journey of strategic development and growth.

Bloomfield Hospital delivers specialist services in both the psychiatric and neuropsychiatric sector which will demonstrate the uniqueness of our organisation and services, and will differentiate us from other healthcare providers. We will consolidate and strengthen our unique Specialised Rehabilitation Unit. This 15-bed unit specialises in the rehabilitation of people with complex psychoses and the continued unmet need in Early Onset Dementia and Enduring Mental Health.

The Hospital will realign and rebrand as Bloomfield Hospital in line with the more specialist service offering and in recognition of the Specialist Multi-Disciplinary Teams that distinguish Bloomfield Hospital from other healthcare services.

Financial Planning and Stability

With continued positive engagement with the National Office for Mental Health HSE, we continued to stabilise the financial position at Bloomfield Hospital with further much needed increases in bed rates.

Quality Improvement and Compliance

We continued to work closely and proactively with the Mental Health Commission (MHC) and thanks to the hard work and commitment from all of our staff, our summary compliance percentage improved from 85% to 94% following our inspection between 28 February and 3 March 2023. MHC Inspection Reports are available on <https://www.mhcirl.ie/what-we-do/regulation>

The following quality initiatives were identified on this inspection:

- We developed a new medication prescription and administration record (MPAR) to facilitate better management of anticipatory prescribing of palliative care medications.
- Bloomfield Hospital developed an end-of-life care booklet for families.
- The introduction of a wellbeing programme for staff.
- Staff recognition events, such as 'long service recognition' to celebrate staff who had reached significant career milestones, were also introduced.
- We achieved a Gold Award from the Irish Heart Foundation for the Happy Heart Healthy Eating Programme.

Q-Pulse online quality and risk management system was implemented in Bloomfield Hospital. This system electronically manages documentation for incidents, complaints, audits, risk registers, staff training, and staff performance reviews.

A Bloomfield Green Campus Committee was established as an initiative to reduce the approved centre's carbon footprint by integrating efficient energy use, reducing waste, and increasing recycling. We planted an orchard comprising of apple, pear and peach trees in our beautiful outdoor grounds for our residents and staff to enjoy.

We developed a new risk assessment tool for the Specialised Rehabilitation Unit (SRU).

Senior Management Team Appointments

We had the pleasure of announcing the appointment of our new Director of Nursing, Ms Cathy Shelley, who joined us in January 2023.

Cathy qualified as a mental health nurse and has occupied a variety of nursing and managerial roles in both London and Dublin. Throughout this time, she has harnessed her passion for the delivery of high-quality patient care. Most recently, Cathy was Assistant Director of Nursing in Community Healthcare East HSE which afforded Cathy an opportunity to embrace change and new learning within a large division in the HSE that encompasses Dublin and Wicklow. Her previous role as Deputy Director of Nursing at Saint John of God Hospital since April 2013 afforded Cathy opportunities and challenges to which she responded with great enthusiasm and a growing sense of confidence.



Deputy John Lahart (TD)

Mr Barry Andrews (MEP)

I wish to gratefully and professionally acknowledge Helen Rourke who acted up in this position since June 2021 and has worked in the roles of CNM2 and Assistant Director of Nursing in the Hospital since 2011. Prior to that, Helen held management positions in both Mental Health and Disability services since 2005 and enthusiastically took on these leadership roles. I wish to acknowledge the significant contribution that Helen has made to the provision of excellent standards of safe and effective care, through her development of the nursing team.

In November 2023 I was delighted to announce the appointment of Dr David Denton as the next Clinical Director at Bloomfield Hospital. Dr David was a Consultant Psychiatrist of Old Age at the Oxleas NHS Foundation NHS Trust, London, UK Greenwich Older Adult CMHT and prior to that was the Clinical Lead, Dementia Sussex Partnership NHS Foundation Trust. David is an established Consultant in Old Age Psychiatry with a special interest in dementia, palliative care, research, and leadership and management.

David has completed MRCPsych, MSc Psychiatry and PGCert courses and has commenced an MBA. He has successfully led on lean thinking quality improvement projects in both Trusts as well as being a sub investigator for studies at the Cognitive Research Unit, Sussex.

I would like to thank the Chairman John Mc Neilly, Board Members Kevin Conlon and Sheilagh Reaper Reynolds and the entire Board for their assistance, support and encouragement in filling this important position. I would also like to thank our Head of HR, Fiona Monahan and the HR Team for supporting and facilitating the recruitment campaign and the onboarding process.

I would like to thank Dr Ian Daly for his Consultant Psychiatrist expertise, leadership and strategic thinking during his tenure as Clinical Director, and for his support and assistance to the staff of Bloomfield, as a member of the Senior Management Team, and to myself as Chief Executive of Bloomfield Hospital.

Dr Kieran O'Driscoll retired at the end of 2023. Kieran led on the treatment and care programme for Huntington's Disease at the Hospital. We appreciate his commitment and experience as Neuropsychiatrist.

GP Service

We were delighted to enter in to a new General Practice relationship with Scholarstown Family Practice. Scholarstown Family Practice has been serving the local community for more than 30 years in General Practice, Sports Medicine and Physiotherapy and Occupational Health. Led by the experienced and affable Dr Alan Byrne and Dr Ronan Murray, the practice has been an essential service and support to us. Dr Kavita Nathan, an experienced GP has joined our team, ably assisted by the experienced and committed Dr Rita Connolly and Dr Betty Maguire.

Pharmacy Service

In April 2023, Paddy Byrne from Byrne Pharmacy made the decision to step down as Pharmacist to Bloomfield Hospital. I would like to acknowledge and express a huge gratitude to Paddy for his tireless work on behalf of the management, staff and above all else the residents of Bloomfield Hospital for his thirty-two (32) years providing pharmacy services, and for the fifty (50) years of Byrne Pharmacy delivering this service to Bloomfield Hospital. We appreciate the support from Byrne's Pharmacy in the smooth transfer of service to the new service provider.

Digicare

As part of our ongoing commitment to enhancing patient care and safety, we successfully transitioned to an electronic medication management system, digicare.ie. We are committed to ensuring the continued success and effectiveness of this electronic medication management system through ongoing training, monitoring and quality improvement initiatives. The implementation of this electronic system represents a substantial step forward in our efforts to streamline processes, improve efficiency, and ultimately enhance the quality of care provided to our residents.

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 challenging times and continues to promote the case for additional funding and more realistic and reasonable service level agreements. Bloomfield Hospital is deeply appreciative to have a 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

INTERNATIONAL WOMENS DAY



Leticia Medina
(HR)

Fiona Monahan
(Head of HR)

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 under the Health Act 2004 and 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) 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.

For more than 200 years, Bloomfield Hospital has provided specialised treatment, care, and support to adults with a range of severe and enduring mental health issues and neuropsychiatric disorders including Huntington's disease, Alzheimer's disease, dementia, schizophrenia, and Parkinson's disease. Over this time, we have cultivated a reputation for excellence in our inpatient services. Of the many adults in Ireland who may develop severe mental health issues at some point in their lives, those with the most complex and challenging needs are referred to us at Bloomfield Hospital.

Bloomfield Hospital provides care that is rooted in the principle of honouring the dignity of every person who comes through its doors based upon our distinctive Vision, Mission and Values as championed by our founders the Religious Society of Friends in Ireland (Quakers in Ireland). Bloomfield has a long history and wealth of experience in providing mental health care. 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.

We have developed a proven track record and positive reputation as a provider of the care and support that these patients need and deserve.

- Current National Services provided by Bloomfield Hospital:
- Specialist Rehabilitation Unit – one of only two in Ireland.
 - Specialist Huntington's disease service – the only in-patient service in Ireland.

- Current Regional Services provided by Bloomfield Hospital:
- High Dependency Service – early onset and frontotemporal dementia.
 - Psychiatry of Later Life Service.
 - Chronic and Enduring Mental Health Service.

Situated at the foothills of the Dublin Mountains in Rathfarnham, South County Dublin, we have a modern purpose-built facility that enables a focus on ensuring that our residents enjoy life to the fullest, in a safe, comfortable and homely setting. We have extensive outdoor gardens and pathways for our residents to enjoy safely, along with a full range of indoor and outdoor activities. We are strategically positioned just off the M50, and easily accessible for admissions and for family visits.

All inpatient care is provided by our on-site multidisciplinary teams that include psychiatrists, neuropsychiatrists, psychologists, neuropsychologists, occupational therapists, physiotherapists, nurses, social workers, pharmacists, and general practitioners.

Our person-centred care approach includes a comprehensive and tailored care plan with treatment recommendations for each individual. This method includes building agreement with the individual concerned, their family, and other caregivers to design an appropriate treatment and care plan.

Our aim is to improve the quality of life of those we care for and to give them and their families the therapeutic support they need to facilitate their journey together. We are a second home for these people, and our door is always open.

We are committed to building a learning bank as opportunities for research, innovation, teaching, and affiliation attract excellent clinical staff and provide the best patient care environment.

We are growing and strengthening our partnerships with universities and third level institutions including our current arrangements with Trinity College Dublin (TCD) and University College Dublin (UCD) as we move towards the development of a Huntington's Disease (HD) centre of excellence. We are committed to partnering with staff, professional colleges, and academic institutions in facilitating a dynamic education, innovation, and research environment.

We continue to develop educational and research linkages across other independent mental health hospitals, HSE-managed mental health services, and Tallaght University Hospital, supported by joint academic appointments in appropriate areas.

Our 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 are a key component in facilitating research innovation and teaching. In addition, we are increasing our collaboration with the Irish Hospice Foundation and Our Lady's Hospice Harold's Cross.

What we do

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

Speciality	Unit	Type of Service	Bed Number
Huntington's Disease	Killakee	Neuropsychiatric service (<i>National Service</i>)	21
Specialised Rehabilitation Unit	Kylemore	Psychiatric service (<i>National Service</i>)	15
Early Onset Dementia (<i>High Dependency Unit</i>)	Laurel Hill	Psychiatric service	12
Enduring Mental Illness	Owendoher	Psychiatric service	26
Enduring Mental Illness	Pearson	Psychiatric service	8
Psychiatry of Later Life	Donnybrook	Psychiatric service	31
Future Service	Swanbrook	New Service TBC	18
Total Beds			131

Vision, Mission and Values

Our Vision

We believe that every individual has the right to live as an active member of our community. That's why we enable our clients to live their life to the fullest through our specialist approach that champions innovative, holistic and person-centred care.

Our Mission

We are Bloomfield Hospital, and we are on a mission to provide outstanding treatment and support to adults with enduring mental health needs and high dependency conditions.

Our Values

Our values guide us in all that we do:

- We Care for and about our people.
- We are just and we strive for Justice.
- We deliver Quality in all that we do.
- We Enable people to live their fullest life.

It is these beliefs that empower us, and that drive us forward each day. This is who we are. This is Bloomfield.





Satish Punchoo
(ADON)

John Mc Neilly
(Chairman)

Directors and Company Information and Advisers

For the year ended 31 December 2023

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

Company registered number
 412474

Charity registered number
 20005344

Registered office
 Stocking Lane Rathfarnham Dublin 16

Company secretary
 Roger Smyth

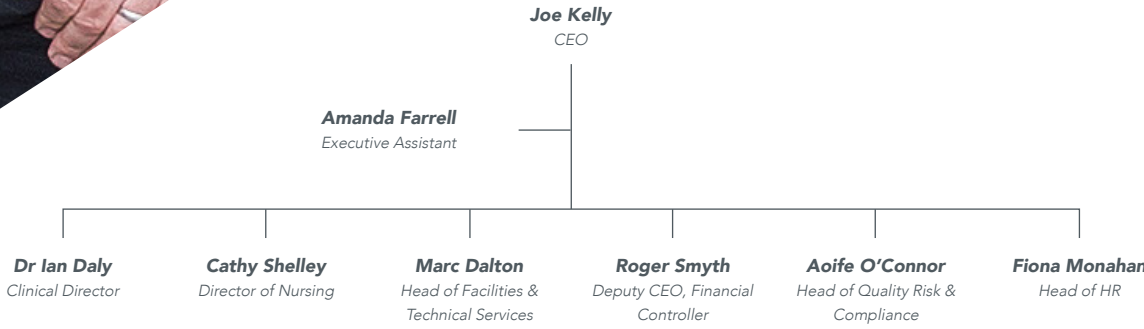
Chief executive officer
 Joe Kelly

Independent auditors
 Ormsby & Rhodes

Bankers
 Bank of Ireland Dundrum

Solicitors
 Orpen Franks Solicitors

Senior Management Team



Strategic Alignment 2023 Achievements and Performance

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 2023. There were many other significant developments some of which are outlined below and which are aligned to the Bloomfield Hospital Strategic Plan 2023-2025.

The Visit to Bloomfield Hospital by Mr Barry Andrews MEP and Deputy John Lahart

The visit to Bloomfield Hospital by Mr Barry Andrews MEP, Dublin Constituency, in June was a welcome boost and provided encouragement to all management and staff, and especially to our residents. The time, interest and energy that Mr Andrews invested to engage with the residents was memorable and deeply appreciated. Mr Andrews went away with a very positive and progressive impression of Bloomfield Hospital. The visit presented the opportunity to personally apprise Mr Andrews of the necessity for further Huntington's Disease services. Mr Andrews was accompanied by Deputy John Lahart TD who is from the constituency in which Bloomfield Hospital is located and is a great supporter of Bloomfield Hospital.

Mental Health Commission (MHC) and Compliance

In December 2023 the MHC published a number of Inspection Reports including Bloomfield Hospital's which demonstrated high levels of compliance with rules, regulations and codes of practice across all centres. Bloomfield Hospital achieved an overall compliance rating of 94% which is a remarkable turnaround from late 2021 and early 2022.

Bloomfield's HD Café – a welcoming, information and support meeting for anyone affected by Huntington's Disease (HD)

On 22 March 2023, with an easing in COVID-19 restrictions and fully supported by the Huntington's Association of Ireland (HDAI), Bloomfield Hospital relaunched our HD Café. The purpose of the Café event is to support people affected by Huntington's along with their families and those who care for them. The event is held in partnership with the Huntington's Association of Ireland (HDAI). People living with Huntington's, their families, friends, and those who are interested in supporting the Huntington's community, are all welcome to attend. The HD Café is organised and facilitated by Bloomfield's specialist HD team, and is free of charge. The event allows time for those impacted by Huntington's Disease to meet in a supportive environment, to ask questions relating to HD and the care Bloomfield provides as the only national in-patient HD service, and to share lived experiences.

Financial Stability

The Hospital was pleased with the progress on its strategic objective of service growth and financial stability. The Hospital projected a financial surplus from operational activities for year end 2023 of c. €600,000. In line with its strategic objective of tackling its chronic underfunding Bloomfield Hospital, with the support of a business case from HSE Mental Health Operations, received a 3% uplift on bed rates as part of increased revenue funding in budget estimates for 2023.

ISS Ireland and Neylons Facility Management

Following a competitive tendering exercise, Bloomfield Hospital awarded its Catering Contract to ISS Ireland with the agreed shared objective of balancing nutrition, increasing hydration, and meeting allergy and dietary needs as healthcare professionals to nurse residents to optimal health. Our menus are specifically designed to address the needs of patients, healthcare professionals and visitors.

Bloomfield Hospital is very proud of the high level of hygiene and cleanliness achieved on a daily basis by Neylons Facility Management. The working relationships and the high standards of our outsourced service partners are key inputs in providing the best care and comfort for our residents.

Essential Service outputs and outcomes at Bloomfield Hospital

In 2023 management and staff 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.

Bloomfield Hospital prioritised admissions that were utilising beds in acute hospitals, or acute mental health beds, or community care services and which fit Bloomfield's resident profile but would allow the referral hospital use of the bed for a more appropriate admission.

In the year ending 2023, we had twelve (12) high dependency admissions and five (5) Huntington's Disease admissions.

Bloomfield Hospital played a pivotal role in alleviating bed occupancy pressures on major hospitals in the HSE. 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 can 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.

Admissions 2023

Year end 2023	Total	Huntingtons Disease	High Dependency
Acute Hospitals	7	3	4
Acute Mental Health	4	-	4
CHO 3	5	2	3
Internal Transfer	1	-	1
Nursing Homes	-	-	-
Totals	17	5	12

Financial Review 2023

Bloomfield Hospital Financial outcome 2023 on service activities

Financial Year End	2023 €	2022 €
Income from beds	18,953,695	17,759,074
Other income	136,203	104,681
Total income	19,089,898	17,863,755
Direct cost	17,868,863	18,063,039
Other costs	86,475	47,376
Total costs	17,955,338	18,110,415
Surplus / deficit on service activities	583,336	(351,341)
Loss on investments	1,134,560	(961,612)
Surplus / deficit	1,717,896	(1,208,272)

Our Statement of Financial Activities sets out the financial outcome for 2023 which was a surplus of €1,717,896 (2022: deficit €1,208,272). Net Expenditure was €583,336 and gains on Investments was €1,134,560.

Income

During 2023 our income came mostly 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 3 social care groups. There is no material private bed income and we have no private health insurance funding.

Our income from charitable activities in 2023 was €18,953,695 (2021: €17,759,074) which was an increase of 6% on 2022. 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 us as a S.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 that we don't get 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. Expenditure increases for medical inflation and the change in residents needs and presentation are ongoing cost pressures for Bloomfield Hospital which are generally outside our annual HSE Budget.

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. We do not get regular and consistently competitive bed rate increases which makes service delivery and regulatory compliance very challenging. The bed rate for some of our services was increased after negotiations with the HSE in 2023.

Fundraising

We did not have an active Fundraising function during 2023. We received donations totalling €30,695 (2022: €19,176). We are deeply grateful and appreciate all the support we receive which we use to help our residents live their lives to the fullest.

Expenditure

Total expenditure on charitable activities in 2022 was €17,868,863 (2021: €18,063,039) which is a 1.07% decrease on 2022 expenditure. Payroll costs accounted for 56% of the increase in expenditure. To stabilise staff numbers our healthcare staff who are aligned to HSE grade had their pay increased to the October 2021 pay scales. Other staff had equivalent pay increases applied. A large number of vacant posts were filled during the year.

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. Another goal of our investment strategy is ensuring adequate and appropriate reserves in line with our reserves policy. 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.

The value of our investments in 2023 increased by €1,134,560 (2022 decreased by €961,612).

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 reserves are sufficient to meet our requirements.

Going Concern

Based on the outcome for the Financial Year 2023, our position at year end and the ongoing 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.

Departmental Objectives and Activities

Key Achievements in 2023 at a Glance

Clinical	Nursing	Finance	QRC	HR	Maintenance	Organisation
Clinical therapies and interventions across all disciplines	Medication management review	Occupancy	MHC compliance	Recruitment	Fire remediation works	Digicare; Electronic pharmacy system
New GP plus regular locum rota	Activity co-ordinator centralised programme	Bed rates / revenue	DGSA compliance	Training	WiFi	Key strategic partnerships & alliances
Neurologist visiting arrangement and MOU with Tallaght University Hospital	Palliative care process	I&E Surplus	QPulse – introduction	Policy & Process	Heating	Volunteer programme
On call link to palliative care consultant OLH	Medical emergency process review	HSE compliance audit	Medical records management	Employee Engagement	Catering	HD Café
	UCD collaboration	Funding		Re-branding and Marketing	Ergonomic	UCD Higher Diploma in Mental Health nursing
	ISBAR communication tool	Audits – HSE compliance and annual			Grounds and outdoor areas	Inter-departmental collaboration

Clinical Services Key Achievements 2023

Physiotherapy team:

1,259 individualised regular exercise sessions in 2023, averaging 104 sessions per month, plus 30 group sessions.

Delivered group fall prevention exercises.

Senior Physio completed MSC Exercise Physiology and Rehabilitation.

Psychology team:

Re-opened "Hospital Community Shop" which is organised and managed by SRU Residents.

Bloomfield Hospital representation by Senior Psychologist at Highfield Healthcare's SRU Symposium, presenting on the topic 'The Use of Therapeutic Community to Repair Attachment and Trauma Injury in Psychosis', A Lived Example.

Occupational Therapy:

Increased activities provided for residents, including Irish Dog Therapy and musical entertainment.

Increased services/treatments for residents including comfort chairs for postural support, pressure relief and comfort of residents in wheelchairs; sensor floor mats for residents at risk of fall; air cushions and gel cushions to prevent pressure sores.

Social Work:

Supported the relaunch of Bloomfield's Volunteer Programme. Presentation with Safeguarding Ireland to Bloomfield on the new Assisted Decision-Making Act.

Organised for local national school students to perform a Christmas musical for our residents.

Supported a Dutch Social Work Student (Avans University of Applied Sciences) to complete her dissertation – "Unlocking Rehabilitation in Bloomfield Hospital" – while on placement in Bloomfield.

Nursing Department Key Achievements 2023

Completed a thorough Medication Management Review and subsequent procurement process for a new pharmacy provider following the retirement of our existing pharmacy service. Stacks Pharmacy, our new pharmacy service, brings an electronic prescribing and medication management system called Digicare which will enable our efforts to streamline processes, improve efficiency, and ultimately enhance the quality of care provided to our residents.

Reviewed, evaluated and centralised Activity Co-ordinators' programme to offer a greater selection of activities to our residents.



Franklin Macaliniao
(Nurse)

Luisa Sanchez
(HR)

Sukanya Hadap
(HR)

Radhika Tandon
(HR)

Following liaison and consultation with Our Lady's Hospice and Care Service, our Nursing team completed a review of our palliative care policy, our Advanced Healthcare Directive policy, and DNAR policy. A cohort of staff completed the Dublin Certificate in Evidence Based Palliative Care to develop their theoretical knowledge in palliative care symptom management.

A systemic review of our medical emergency process was completed, including trolley location, contents, stock and scenario training with improvements implemented.

We continue to strengthen and develop our relationship with UCD embarking on a wider sponsorship programme for nurses to complete the Higher Diploma in Mental Health Nursing.

We deployed the ISBAR (Introduction, Situation, Background, Assessment and Recommendation), framework which represents a standardised approach to communication which can be used in any situation.

Our use of INEWS (Irish National Early Warning System) assessment tool was reviewed and updated.

A comprehensive review of our handover template which includes ADLs (Activities of Daily Living), huddles, specimens and wound care updates was completed and improvements implemented.

A roster review was conducted to identify more efficient resourcing solution and a reduction of agency usage. This allows us to maximise our workforce planning, reduce costs, and provide more consistent care to our residents.

Female re-catheterisation was a Nurse-led initiative to reduce the need for transfers to Tallaght University Hospital Emergency Department.

Quality, Risk & Compliance Team Key Achievements 2023

Mental Health Commission inspection results increased from 85% in 2022 to 94% in 2023.

A new Quality & Safety Training initiative was developed and implemented, incorporating QPulse, Quality, Risk and Health & Safety.

Following Bloomfield's successful Dangerous Goods Safety Adviser (DGSA) inspection, compliance in the areas of chemical, waste and

gas management was notably high demonstrating our culture of safety and commitment to best practice.

A systemic review of our Medical Records Management was completed and a subsequent action plan devised and implemented to address gaps and areas for improvement.

Following completion of module design and testing, QPulse training for staff was rolled out across the Hospital. QPulse now supports:

- Occurrences (Incidents, Complaints, Positive Feedback)
- Document Control
- Training
- Statistics
- Audits
- QIPs
- Risk

HR Team Key Achievements 2023

While recruitment continues to be a challenge across the Irish healthcare sector, Bloomfield successfully onboarded 52 new staff to various roles in the Hospital, including Clinical Director, Director of Nursing, GP, Healthcare Assistants, Nurses, Allied Health Professionals and Admin staff.

Bloomfield's new Wellbeing programme, "Recharge" was launched with Wellness Week, an eventful week of online and in-person activities designed and arranged for staff under the pillars of physical, mental, financial and social wellbeing. A number of other events were organised for staff throughout the year, including celebrations to mark International Nurses' Day, gratitude and recognition events, Pride, national and international sporting events, and International Women's and Men's days.

There was a stringent focus on mandatory training completion throughout 2023, resulting in ensuring staff are up to date with skills and best practice requirements, and alignment to MHC requirements.

A significant number of HR policies were reviewed and updated in line with legislative and organisational changes. A number of new policies were introduced including Domestic Leave, Leave for Medical Care Purpose, Remote Working, and Long Service Recognition policies.

To enable Bloomfield Hospital to promote its services more effectively and professionally, and to support our recruitment and retention strategy, extensive marketing and rebranding work is underway, the outputs of which will include an increased social media presence and the launching of a new website.

Finance Team Key Achievements 2023

To maximise occupancy, there has been a focus on admission of higher value referrals.

Ensured the agreed bed rate increases were delivered by the HSE including the transfer of Older Person Beds to Mental Health Rates. Ongoing collaboration with each Head of Department in Bloomfield ensured that budgets, variance analysis and ad-hoc financial information to support decision making was managed effectively throughout the year.

On the Income & Expenditure side, a surplus was achieved in 2023 while maintaining our workforce levels and higher MHC compliance standards.

Additional funding of €500k was secured towards Fire Remediation works. Ongoing consultation with CEO & Head of Facilities ensured a sustainable pace of work was maintained.

HSE Compliance Audit was successfully completed to a positive outcome.

For Bloomfield's Annual Audit, books of account were maintained in a manner which helped to deliver a clean audit report and minor Management letter recommendations.

Personal Private Property and Possessions Regulation compliance was aided by strong processes in pocket money management, which was in compliance with the Mental Health Inspection.

Maintenance & Facilities Team Key Achievements 2023

As part of Fire Remediation Works, a number of improvements have been completed:

- Upgraded bedrooms in Swanbrook Unit from 4-bed to single ensuite rooms for maximum comfort;
- Gabion walling was installed to shore up the fire road at the rear garden and improve aesthetics.
- New heating installed for ensuites, and flush radiant panels in the ceiling (removes radiators) reducing ligature risk in Swanbrook.
- LED ceiling spot installed to replace wall mounted lighting, reducing ligature risks.

The Wi-Fi upgrade allows nursing and clinical staff to complete pharmacy medication management online, and enhances online capability for residents, staff and visitors.

Replacement heating timers have been connected to our WIFI for improved efficiency and cost reduction. This improved system reduces the risk of ensuite radiators being too hot.

The appointment of ISS (International Service System) as Bloomfield's new Catering Partner has seen an improved catering service to staff and residents, including better food quality and choice, allergen tablet located in the staff restaurant, new tea and coffee station to minimise congestion and queuing, and menu display screen for meal planning.

A number of Ergonomic enhancements were completed to maximise residents' comfort including wall murals mounted, new ergonomic tables and chairs for Donnybrook Dining area, new anti-ligature radiator covers installed in ensuites, EWTN (Global, Catholic Television, Catholic Radio, and Catholic News Network) updated to our TV systems allowing residents to view Mass.



Lazaro Pagtalunan
(Clinical Nurse Manager)

Joe Kelly
(CEO)

A significant amount of work has been done to Bloomfield's grounds to make outdoor areas more accessible and enjoyable for residents, staff and visitors.

Key Organisational Goals for Bloomfield Hospital for 2024

With continued cross departmental collaboration, cooperation, commitment and energy Bloomfield Hospital sets its key organisation wide goals for 2024:

Growth strategy: Identify an appropriate service for our new unit aligned to workforce modelling, with a planned re-opening of Swanbrook unit in Q3 2024.

Stakeholder management: Continue to forge a strong working relationship with HSE and new RHA, and to grow our external strategic network, partnerships and alliances.

Employer Value Proposition (EVP): is a set of benefits and rewards that attract and retain employees. We will review and refresh our

current EVP to ensure maximum benefit to our staff and leverage our new social media comms strategy and increased online footprint to engage internal and external staff.

HD Café: Build on the positivity and demand by hosting more regular events.

HD Symposium: Host this key event to strengthen our connections with key overseas HD partners, benchmark against international standards, and share best practice.

IT Services: Review and strengthen our IT infrastructure, cyber security, and digital capability.

Attendance, Rostering & Payroll: With the retirement of our current Time Management System, (TMS) system, a procurement process will undertake to identify an appropriate provider for our rostering, attendance, and payroll operations.

Annual Report Conclusion

Our Annual report emphasises and highlights our achievements based upon our vision, mission and values which we hope will inform, inspire and invite the readers of our report to take part or support us in our purpose of putting our residents and their families at the centre of everything we do.

Our Annual Report has the clear objective of demonstrating the effectiveness and impact of Bloomfield Hospital and our important and significant role in the mental health services sector in Ireland. We acknowledge the visionary commitment of our Quaker Founders since 1812 which continues through the work and commitment of the Board of Bloomfield Hospital.

In our Annual Report we want to remain transparent about governance, financial management and control and explaining exactly what projects and initiatives that our sponsors, Minister Mary Butler and Mental Health Section Department of Health, Mr Bernard Gloster Chief Executive, HSE, Dervila Eyres and her team at National Office Mental Health Operations HSE and the Community Health Organisations (CHOs) are supporting with funding. Our key stakeholders always appreciate our transparency and openness in financial matters.


Our Annual Report provides our residents, board, management and staff with great hope for the future of Bloomfield Hospital and encourages all our stakeholders and supporters to dream with us and invest further in the therapeutic environment that we are creating together.

Bloomfield Hospital deeply appreciates the financial support, encouragement and engagement with our key stakeholders and supporters and our Annual Report will provide the reassurance for and gratitude to the importance each stakeholder and supporter is for our mission.

We work closely and are guided and supported by the Mental Health Commission (MHC) who are on a mission to promote, encourage and foster high standards and good practices in the delivery of mental health services in Ireland. We share those objectives by ensuring high levels of compliance and engaging in insightful self-assessment through the National Quality Framework initiated by the MHC.

We are pleased to be active members of Mental Health Reform (MHR) which is Ireland's leading national coalition on mental health. MHR's vision is of an Ireland with accessible, effective and inclusive mental health services and supports. We found the open and positive sector dialogue with Bernard Gloster CEO HSE organised by MHR to be supportive, informative and a real acknowledgement of the services provided by the voluntary sector bodies like Bloomfield Hospital.

We have made enormous progress in 2023 on so many fronts, governance, compliance, financial stability and service development and we have a momentum at the end of the year that will set us up for success in 2024.



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