

coolmine  
therapeutic community



# Growth and Development Annual Report 2007



coolmine  
therapeutic community



# ““ Coolmine Therapeutic Community

passionately believes that everybody should have the opportunity, supports and enabling environment to overcome addiction and to lead a productive life. We are proactively implementing change while continuing to provide the best quality residential and community services possible to empower people to end their dependence on drugs and alcohol and realise their right and potential to become participating and valued members of society.

””

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To protect the identity of our clients, their names and any references to their family members have been changed in their stories, otherwise all other details represent real life stories as told by clients. All illustrations represent artwork completed by clients during their time spent on rehabilitation programmes with Coolmine Therapeutic Community.

# Highlights of 2007



## Some key events from 2007 include:

We established formal client participation structures and employed two graduates of our programmes to act as client advocates. A client forum was also established.

We continued to build on our community stabilisation and detoxification initiatives by providing a detoxification option on admission within our residential women's service.

We employed a child care worker in preparation for the admission of women with their children into our residential women's service in 2008. This was made possible with the continued support of the **South Inner City Local Drugs Task Force**.

We increased our step down or community housing projects from two houses in 2006 to four houses in 2007. This was made possible with the continued support of **Fingal and Dublin City Council**.

We were successful in increasing the capacity of the community employment scheme. This was made possible by the continued support of **FAS**.

We commenced a refurbishment programme in conjunction with Architects Donaghy & Diamond which will see all of our buildings refurbished by the end of 2009.

We continued our participation in the Community of Communities quality improvement programme to ensure best practice and partnered with Alpha House and Phoenix Futures in England and Phoenix in Bulgaria.

We completed an extensive integrated training initiative in Motivational Interviewing with all our staff. This initiative was in partnership with **UCD** and funded by the **Probation Service** and the **HSE**.

We played an active role as a representative for the Voluntary Drug Treatment Network in the consultation and preparation of the Rehabilitation Report published as part of the National Drug Strategy in May 2007.

“ *Build a better life for my children, they are still young enough to adjust and hopefully they won't remember as much as time goes on, and they can be proud of me and I can be proud of them. The future is looking bright, where as before Christmas it was looking very bad.* ”

Tom  
Graduate

# Chairman's Foreword



The implementation of our strategic plan "2006-2009 A Pioneering Record – A Dynamic Future" has continued apace. Paul Conlon and his team have worked tirelessly to give effect to the detailed plans, changes and actions which are required to bring the strategy to fruition. His report details these actions and developments.

The Board is pleased to report that the refurbishment of both Coolmine Lodge and Ashleigh House is nearing completion. The support of our funders – **Department of Community, Rural and Gaeltacht Affairs, The South Inner City Drugs Task Force** and the **National Drugs Strategy Team** is gratefully acknowledged. Our original premises at Lord Edward Street now requires considerable renewal and we are pleased to report that Dublin City Council has approved significant funding to assist us in this regard.

In all 103 people accessed residential treatment in 2007 and 49 availed of our Drug Free Day Programmes. Coolmine was involved in 543 interventions across a variety of programmes.

I am pleased to report that our revised service offerings appear to be meeting with strong approval ratings from our clients and that they are perceived as being relevant and responsive to their needs.

We again thank our funders, **HSE, FAS, Probation Service, South Inner City and Blanchardstown Task Forces, Fingal County Council, Dublin City Council, NDST** and the **Department of Community, Rural and Gaeltacht Affairs**.

The thanks of the Board also goes to the tireless work of our staff and managers. I am always in awe when graduates make reference to our staff and their input in the rehabilitation and integration process.

Our task next year will be to institute a formal fundraising programme and I will report on the progress in that regard in our next Annual Report.

Brian Ward  
Chairman

“ As time in Coolmine passed, I started coming out of myself and slowly started to stop resisting change. I have some great memories of Coolmine and the process that made it possible for me, the junkie no good Darren, to become me the loving and caring Darren. ”

Excerpt from Darren's story on the night of his graduation



# Growth and Developments



## Paul Conlon, Chief Executive

In 2007 we continued to implement our *Strategic Plan - A Pioneering Record, A Dynamic Future*. The implementation of this plan, which provides a framework and direction for the developments and improvements of the services we offer, has insured that 2007 was a year of continued growth and development for Coolmine Therapeutic Community.

One of the issues which continues to face many of our clients is the persistent difficulty in accessing services which clearly meet their needs. This year, in keeping with our policy of removing these barriers, we continued to build on our community stabilisation and detoxification initiatives by providing a detoxification option on admission within our residential women's service. These services are now linked in with the "progression routes" initiative provided by a number of general practitioners and other voluntary agencies.

This year we also for the first time employed a child care worker in preparation for the admission of women with their children into our residential women's service. This service was made possible with the continued support of the **South Inner City Local Drugs Task Force**. Both of these changes make our services more accessible for our clients.

Another issue which many of our clients struggle with is the need for sufficient education, training, employment and housing options on completion of their primary treatment. This year we were successful in increasing the capacity of our community employment scheme by the provision of an additional supervisor, in order to meet client needs.

We also increased our step-down or community housing projects from two houses in 2006 to four houses in 2007. These improvements in services were made possible with the continued support of **FAS**, **Fingal** and **Dublin City Council**. It is our policy to increase the integration options for our clients and these service improvements enhance their aftercare and recovery.

Finally we commenced a refurbishment programme in conjunction with Architects Donaghy and Diamond which will see improvements in the quality of all of our facilities in due course.

Priorities in 2008 will include the continued need to increase staffing levels and staff client ratios particularly in the area of aftercare and



family support; the provision of a dedicated career guidance service for all of our clients; the continuation of our refurbishment plans and the development of a step-down and aftercare facility for the considerable numbers accessing our services from Cork City and County.

The commitment of our front line staff, administrative and management team, has been crucial again to our achievements in 2007. I would like to take this opportunity to thank them personally for their hard work and dedication. We will continue to invest in our staff by providing quality training into the future.

Finally, as an organisation we will continue to put in place structures to ensure that our clients have a continuum of care and a greater voice in society and within Coolmine. This year we established formal client participation structures and employed two graduates of our programmes to act as client advocates. This will ensure that we truly listen to our client base and provide a service that is more responsive to their changing needs.

Paul Conlon  
Chief Executive.

“ Before I joined I was using quite a bit but I found that by coming on the programme I've cut down an awful lot of my usage. It's given me something to do during the day, somewhere to go. It's given me something to get up for in the morning. I've found with this programme it really has given me something to look forward to. ”

*Malachy, after 4 weeks on the Welcome programme*

# Range of Services



Graduate art

## Access

Ease of access to our primary treatment services is crucial. This is enabled through ongoing contact and assessment with our clients at:

- Outreach Service, Prison and Communities.
- Drop-in facilities at Lord Edward Street.
- Stabilisation Day Programme at St John's Lane West.

## Primary Rehabilitative Treatment

Research has consistently shown that longer stays in treatment produce better outcomes. It is therefore our goal to ensure that as many clients as possible can access our services and complete at least six months of our primary treatment programmes. These services are:

- Our men's residential service at Coolmine Lodge
- Our women's residential service at Ashleigh House.
- Our drug-free day programme at Lord Edward Street.

The Therapeutic Community model is a treatment and rehabilitation approach where clients live in small structured drug-free communities. The goal is to encourage psychological and lifestyle changes to enable people to maintain a drug-free existence. The treatment approach is based on peer support and participants are expected to contribute to the general running of the community and to their own recovery by actively participating in educational activities, group and individual therapy.

## Moving on and integration

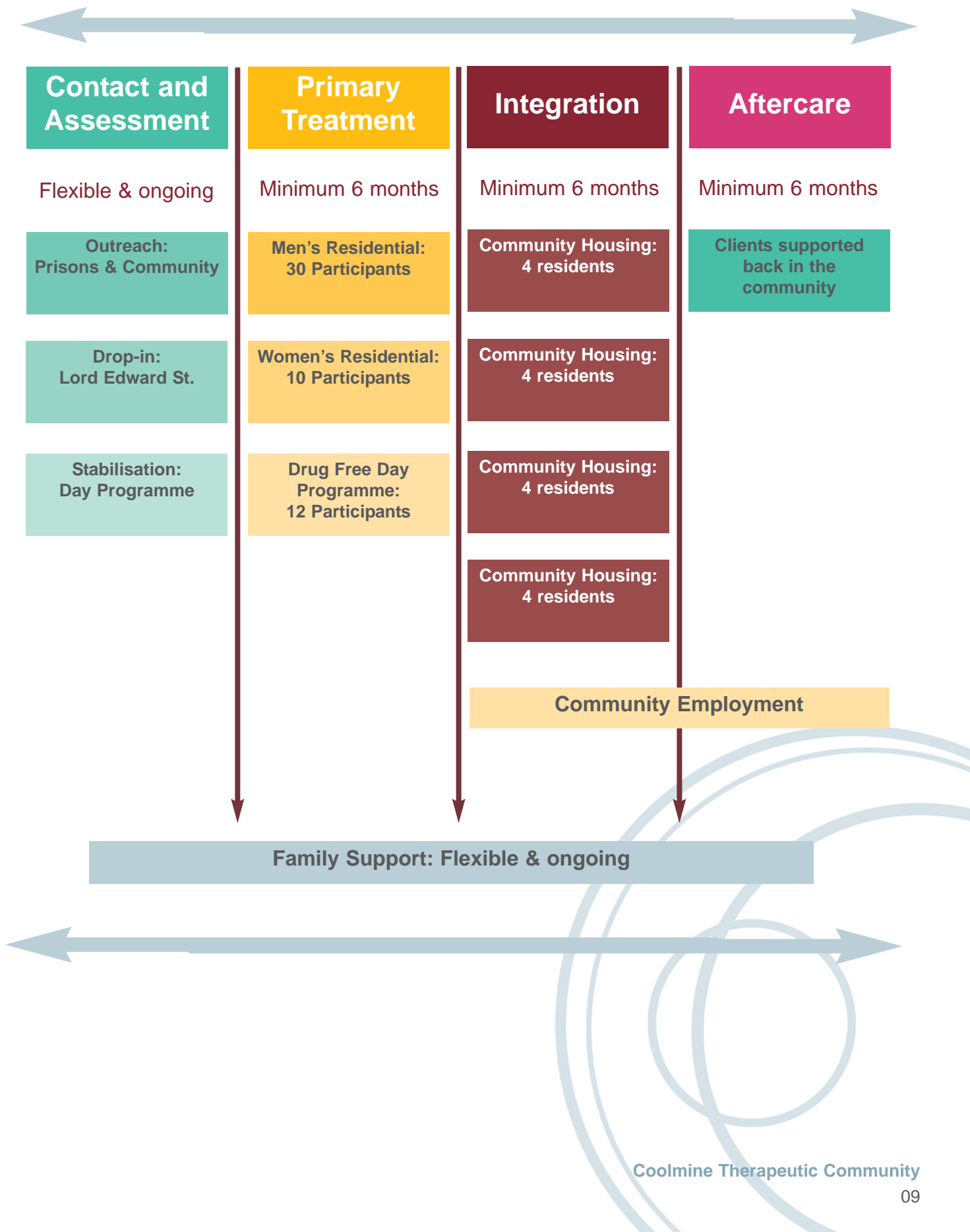
The following range of services are provided as part of our education and aftercare:

- Four step-down or community housing projects.
- A dedicated aftercare and family support service
- A community employment scheme.



# Range of Services

## Rehabilitation Services Structure



# Service Reports



Graduate art

## 1. Outreach Services

Our outreach team is based at 19 Lord Edward Street and in addition to providing a drop-in facility, the team provides outreach services to a number of prisons and community services. The bulk of the team's work consists of providing assessment and referral and it functions as the main pathway for people accessing our community and residential services.

### Prison

In Mountjoy main prison we provide one-to-one contact, counselling and assessment and our staff also facilitate two group sessions per week at the Mountjoy Medical Unit. The team works alongside other organisations in providing the transition programme for prisoners in the Training Unit through a weekly relapse prevention group and one-to-one support.

**In 2007, we assessed a total of 226 individuals in prisons, of whom 26 were admitted to Coolmine services. A total of 48 group sessions were provided in the Mountjoy Medical and Training Units.**

### Community

The community outreach work provides the main gateway to those considering accessing drug treatment services in general and often Coolmine services in particular. Contact is established through many channels such as other agencies, homeless services and GP's. There remains a significant amount of family and self referrals, which is encouraging.

**The total number of individuals assessed by the community outreach team was 529 of whom 157 were admitted to Coolmine services.**



# Service Reports

## 2. Stabilisation Day Programme

The overall aim of this motivational programme is to engage and work with those individuals who are actively using drugs and alcohol. The only requirement to join the programme is to contemplate current use and to provide the opportunity for participants to make an informed decision about their future. The programme includes counselling, group work, support with accessing accommodation, guidance on detoxification alternatives and an introduction to the most appropriate service providers. This structured day programme works with twelve individuals at any one time and lasts a minimum of twelve weeks.

**In 2007 we worked with 64 individuals, 28 of whom had achieved a planned move on by the end of the year. 9 progressions were internal to Coolmine drug free services, including 7 to Coolmine Lodge. A further 19 progressions were external, mostly to Cuan Dara, St. Michaels, Safety Net Programme, The Lantern, Dublin Simon and Cedar House.**



## 3. Drug Free Day Programme

This service is based at Lord Edward Street, Dublin 2 and provides a six-month abstinence based, rehabilitative programme for twelve participants at any one time. New participants are admitted on a rolling basis as vacancies occur. The overall aim of the programme is to provide a safe environment in which clients can develop the skills for a drug-free and independent way of life. This is achieved through the provision of group work and one-to-one counselling. The group programme consists of health promotion, relapse prevention, social skills training, self and peer evaluation.

**In 2007 we worked with 49 individuals 11 of whom were women. 8 of these were referred through the Probation Service and 11 clients progressed to Coolmine Aftercare Services.**

“ To sort of stand apart from it gave me the ability to function in the normal things that I was doing because in the beginning, this whole situation was so overwhelming, it was on your mind day and night. What I learnt from the group allowed me to stand back and cope.

”

Brendan  
Parent



# Service Reports



Graduate art

## 4. Men's Residential

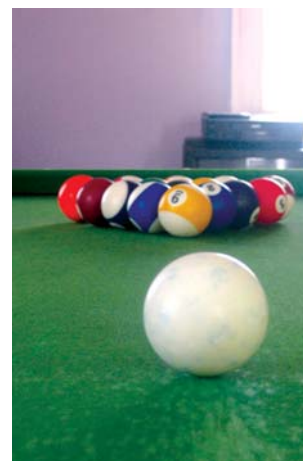
This service is based at Coolmine Lodge and provides a six month, abstinence based, rehabilitative residential programme for men. The aim of the programme is to encourage psychological and lifestyle changes and to enable people to maintain a drug-free existence. The treatment approach is based on peer support and participants are expected to contribute to the general running of the community and to their own recovery by actively participating in educational activities, group and individual therapy. This year saw the reduction in length of the programme from nine months to six months and also the introduction of a consistent client case management system. We reduced our total capacity from thirty clients in residence at any one time to twenty five. However this capacity will increase again to thirty following refurbishment in 2008.



In 2007 there was a total of 57 admissions 22 of those were referred by the Probation Services. 20 individuals progressed to Coolmine's step down or community housing projects. Seventeen clients completed the V.E.C. early school leavers programme.



REMEMBER WHERE YOU CAME FROM  
 SOONER OR LATER ITS YOUR FAULT  
 WHAT YOU PUT IN YOU GET OUT  
 WHAT GOES AROUND COMES AROUND  
 DO YOUR THING AND EVERYTHING ELSE WILL FOLLOW  
 CHANGE IS A PROCESS NOT AN EVENT  
 YOU ALONE CAN DO IT BUT YOU CANT DO IT ALONE  
 I AM MY BROTHERS KEEPER  
 ACT AS IF THINK AS IF FEEL AS IF AND BE  
 BELIEVE IN YOURSELF AND ANYTHING IS POSSIBLE  
 HONESTY CONSISTENCY RESPONSIBILITY  
 HE WHO DO NOT EXAMINE HIS PAST IS DOOMED TO REPEAT IT  
 IN ORDER TO KEEP IT YOU HAVE TO GIVE IT AWAY  
 PROBLEM METHOD SOLUTION  
 CONTRACTS KILL IMAGE KILLS HANG TOUGH



# Service Reports

## 5. Women's Residential

This service is based at Ashleigh House and provides a six month, abstinence based, rehabilitative residential programme for women. The aim of the programme is to encourage psychological and lifestyle changes and to enable people to maintain a drug-free existence. The treatment approach is based on peer support and participants are expected to contribute to the general running of the community and to their own recovery by actively participating in educational activities, group and individual therapy. This year saw the commencement of a refurbishment programme in preparation for the admission of women together with their children in 2008. We also put in place childcare facilities and employed a dedicated child care worker.



“ This is the longest I've been without drugs in 30 years. I'm 5 months drug free now and 6 months drink free. I've realized it's never too late to come into treatment, no matter what age you are, I'm the eldest here, I'm in my 40's. ”

Paula, Ashleigh House resident

In 2007 there was a total of 23 admissions. 11 of those were referred by the Probation Service. 4 individuals completed a methadone detoxification programme with the support of their GP/prescriber on site. 8 individuals progressed to Coolmine's step-down or community housing projects.





# Service Reports



Graduate art

## 6. Step Down Facilities.

Coolmine has always provided aftercare support for clients who complete our primary treatment programmes. During the consultation process for our strategic plan our clients clearly highlighted accommodation as one of the top priorities for them following completion of primary treatment. With this in mind Coolmine set about sourcing community housing or step-down facilities in order to bridge the gap between treatment and independent living. We established two community based projects in 2006 and increased this to a total of four houses in 2007. This was made possible with the continued support of **Fingal** and **Dublin City Council**.

In 2007 there was a total of 41 admissions to our community houses, 10 of these were women. 17 were referred by the Probation Service. 9 individuals were supported with long term housing. 10 individuals found full time work, 13 individuals found part time work. 6 individuals participated in voluntary work and 5 individuals accessed full time training.

10 individuals progressed to Coolmine aftercare service.





# Service Reports

## 7. Aftercare and Family Support Service

As previously mentioned, Coolmine has always provided aftercare support for clients who complete our primary treatment programmes. In 2007 we continued to provide this service to those who successfully found their own accommodation and/or moved back to the family home following a minimum of six months residing at one of our step-down facilities. This support takes the form of informal contact and support, weekly group meetings and fortnightly individual key working sessions. Family members are supported individually by our family support worker and once per week they participate in family support sessions.

**In 2007 there was a total of 23 admissions from our community houses and our Drug Free Day Programme and of these 7 were women. 11 were referred by the Probation Service. 12 individuals returned to family home. 6 individuals accessed private rented accommodation. 11 accessed full time employment. 11 accessed part-time employment. 6 accessed full time training. 65 individuals availed of our family support work during the year.**

**18 individuals graduated in 2007.**

## 8. Community Employment Scheme

Our community employment programme is structured to provide meaningful work placements for individuals to experience the workplace in a structured and supported environment. In 2007 we were successful in increasing the capacity of our community employment scheme with the provision of an additional supervisor in order to meet client needs. We are very grateful to **FAS** for their support in this initiative. We are also particularly grateful to **Tallaght Rehabilitation Project, Bryr Project, RDRD, Rynn Voyager, St Catherine's Foyer, Corduff Crèche, Oxfam Ireland and Dublin Simon.**

**In 2007 we worked with a total of 24 individuals. 3 individuals progressed to full time education, 7 individuals were placed within Coolmine services. 13 individuals were placed with external employers listed above.**

“ Through Coolmine I know that there are a lot of us who think alike and suffer with addiction. I'm also learning how my addiction has affected my family and anyone who was ever close to me. It's not easy but I really don't want to go back to drugs and it's all thanks to Coolmine that I can look forward now. ”

Vincent – Coolmine Day Programme

# Quality and Good Practice



Graduate art

In 2005, 2006 and in 2007 we have submitted full service reports to all of our funders and have encouraged regular visits to our centres as well as the ongoing monitoring of outcomes. We are actively seeking to put in place service level agreements with the **HSE** and the **Probation Service** in 2008 which will incorporate evaluation criteria. While there has not been any formal system of monitoring, our funders have been consulted on our strategic plan and have been very supportive of our agenda for change.

In order to place qualitative monitoring and evaluation on a systematic footing, in 2005 we joined the Community of Communities, a quality network of therapeutic communities established in 2002 by the Royal College of Psychiatrists Research Unit in the UK. The aim of this is to enable therapeutic communities to demonstrate and improve the quality of their work through an annual, standards based review process. Through the Community of Communities, strong links have developed with the Ley Community in England and Alpha House, one of the many services provided by Phoenix Futures also in the UK. Thus, following internal self-evaluation, which included the entire community, we were evaluated by our peers at the Ley Community in 2006 and by Alpha House in 2007.

This ongoing process is very beneficial and a number of development needs were identified and incorporated into our plans for 2008. We look forward to the 2008 reviews and we thank our colleagues in the Ley Community and at Alpha House for their generosity and support.

Coolmine played an active role as a representative for the Voluntary Drug Treatment Network in the consultation and preparation of the Rehabilitation Report published in May 2007 as part of the National Drug Strategy. As a result of this and our proactive attempts to introduce standards which can be monitored, we have been invited to participate in a **HSE** working group on quality standards with a view to establishing a quality framework and network here in Ireland.

*'Repackaging Coolmine: Introducing Change into a Traditional TC'* a paper presented by Paul Conlon in May 2007 at the European Federation of Therapeutic Communities conference in Luvelinjia was well received by our peer organisations in Europe.

# Staff Development

Coolmine is committed to ensuring that our staff have the competencies to meet the needs of the community and the client group. We believe that good human resource practices are vital in supporting and empowering staff and managers in their work. Our clients are best supported by staff teams who have the knowledge, understanding and skills to work effectively.

In support of our aim to develop employee capabilities, management and staff development programmes are ongoing. The core training for staff in 2007 involved the completion of a comprehensive Motivational Interviewing (MI) programme for all staff, provided by Dr Hilda Loughran and Dr Mary Ellen McCann from UCD. In addition to this, two of our managers participated in Cognitive Behavioural Skills Training (CBST) provided by the **HSE** and another two of our managers travelled to the UK to participate in Therapeutic Community (TC) training provided by Phoenix Futures. It is our intention to provide the CBST and TC training in-house to all staff in 2008 and to run refresher courses in MI on an ongoing basis.

In 2007, as in 2006, we completed a staff and client satisfaction survey and held one full organisational review day with all staff. As a result of this we will review all of our employee benefits and pay in 2008.

## Partnerships

In 2007 we continued to build on the relationships with our funders, the **HSE, the Probation Service, FAS, the Homeless Agency, South Inner City and Blanchardstown Local Drugs Task Forces, the National Drugs Strategy Team** and the **Drugs Strategy Unit** within the **Department of Community Rural and Gealteacht affairs**.

We have maintained good working relations with a number of peer organisations and we are very grateful to Merchants Quay Ireland, Anna Liffey Project, Focus Ireland, Dublin Simon and the Salvation Army.

We continue to be active members of the Homeless Network, the Voluntary Drug Treatment Network and the European and World Federation of Therapeutic Communities.

“ I’ve never been this happy in my life and the happiness is due to myself. I couldn’t have done it without the support of Coolmine; I know it’s about what you put in, but without that support I would have been lost. I had no idea, no self awareness no goals in life, I didn’t even know what I wanted to do. ”

Amy – Graduate



# Client Participation

As mentioned previously we completed a client and staff satisfaction survey in 2006 and 2007. One of the clear messages we received from our client base was the need to communicate better with and involve participants more in the decisions and work of our programmes. In May 2007 the board of Coolmine approved a proposal to set up formal client participation structures within Coolmine. This led to a consultation process with all clients which resulted in recommendations regarding weekly client meetings, staff communications, six weekly service user forums across the organisation with senior managers and board members in attendance if requested. Finally it was recommended that two graduates of the programme be employed to facilitate these structures and to act as client advocates. Both of these posts were filled and we look forward to reporting on the success of this initiative in next year's annual report.

“ It's hard but I have hope now. I'm loving going in there every day, its helped me so much in my life. I have so many more opportunities that I wouldnt have had if I was still on drugs. ”

Daniel – Coolmine Day Programme

At Coolmine we strongly believe that we have a lot to learn from our clients and we want to ensure that we systematically encourage participation and feedback so that we can provide a more effective service.

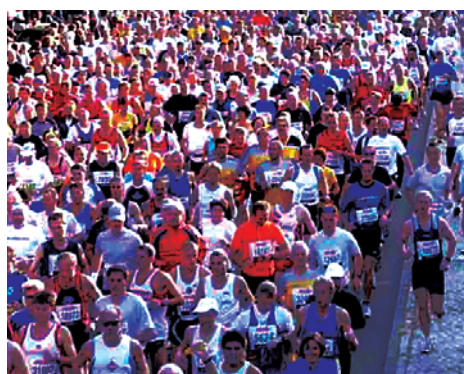
WE ARE HERE BECAUSE THERE IS NO REFUGE  
FINALLY FROM OURSELVES  
UNTIL WE CONFRONT OURSELVES IN THE EYES  
AND HEARTS OF OTHERS WE ARE RUNNING  
UNTIL WE SUFFER OTHERS TO SHARE OUR SECRETS  
WE HAVE NO SAFETY FROM THEM  
AFRAID TO BE KNOWN WE CAN KNOW NEITHER  
OURSELVES NOR ANY OTHERS-WE WILL BE ALONE  
WHERE ELSE BUT IN OUR COMMON GROUND  
CAN WE FIND SUCH A MIRROR?

HERE TOGETHER WE CAN AT LAST APPEAR  
CLEARLY TO OURSELVES  
NOT AS THE GIANT OF OUR DREAMS  
NOR THE DWARF OF OUR FEARS  
BUT AS UNIQUE BEINGS-PART OF A WHOLE  
WITH OUR SHARE IN ITS PURPOSE  
THIS GROUND WE EACH TAKE ROOT AND GROW  
NOT ALONE ANYMORE AS IN DEATH  
BUT ALIVE TO OURSELVES AND TO OTHERS

# Fundraising

Coolmine is a registered charity and as such, a non profit organisation. We depend almost exclusively on the **Probation Service, Fas, Local Drugs Task Forces** and the **HSE** for our funding. Each year we increase the services we offer and continue to accept referrals nationwide.

We are always keen to meet with volunteers who can help us raise the much needed finance to continually improve the services we offer. Events such as Golf Classics, Marathons, Sky dive's are invaluable sources of additional funding.



We are particularly interested to hear from companies that would like to become strategic partners and help us to plan long term by guaranteeing financial support over a three to five year period. We have many capital and service related projects that we will be undertaking as part of our strategic plan and have broken each one down into specific cost components for which we would welcome sponsorship.



We look forward to establishing a full time fundraising and marketing department during 2007/8 with a view to communicating our message more effectively and fostering a strong fundraising base for the coming years.

# Coolmine TC

Consolidated Statement of Financial Activities for year ended 31 December 2007

	<b>2007</b>	<b>2006</b>
<b>Income</b>		
<b>HSE</b>	658,844	399,000
<b>LDTFs</b>	549,979	426,594
Probation Service	680,000	600,000
CES Training Grants	212,687	236,135
Client Contributions & Donations	326,795	264,550
Once off payment	10,000	199,000
<b>TOTAL Income</b>	<b>2,438,305</b>	<b>2,125,279</b>
<b>Expenditure</b>		
Drug Rehabilitation	1,623,493	1,240,389
CE Scheme	211,254	237,521
Governance/Running Costs	461,807	459,328
Administration	171,395	161,758
<b>TOTAL Expenditure</b>	<b>2,467,949</b>	<b>2,098,996</b>
<b>Net Movement in Funds</b>	<b>(29,644)</b>	<b>26,283</b>



# Coolmine TC

Consolidated Statement of Financial Activities for year ended 31 December 2007

	<b>2007</b>	<b>2006</b>
<b>Fixed Assets</b>		
Property	1,076,297	1,056,199
Equipment & Fixtures	22,408	50,193
	<u>1,098,705</u>	<u>1,106,392</u>
<b>Current Assets</b>		
Debtors	48,346	32,365
Cash at bank	128,199	569,581
<b>Deduct Current Liabilities</b>	(152,504)	(86,023)
<b>Net Current Assets</b>	<u>24,385</u>	<u>515,923</u>
Total Assets less current liabilities	1,588,644	1,622,315
Deduct Creditors due after one year	(195,000)	(210,000)
<b>Net Assets</b>	1,393,644	1,412,316
<b>Financed By</b>		
Capital	<u>1,393,644</u>	<u>1,412,316</u>

The associated financial extracts commentary is based upon the full accounts which have been audited by Gilbride & Co. Chartered Accounts, Dublin. The full accounts of Coolmine TC, a registered charity, are lodged with the Companies Registration Office and copies may be obtained from Coolmine TC upon request.

# Appendix 1

## Staff Team

<b>Chief Executive</b>	Paul Conlon
<b>Service Managers</b>	Clive Burkett
	Pauline McKeown
<b>Managers</b>	Paul Hatton
	Martin McKenna
	Yvonne Booth
	David Madden
<b>Finance Officer</b>	Pat Gallagher
<b>Human Resource Officer</b>	Ita Burkett
<b>Support Services</b>	Hugh Martyn
	Conar Lyons
<b>Outreach, Drop in and Family Support</b>	Gerry Ryan
	Patricia Carberry
	Orla Kelly
<b>Welcome Programme</b>	Tony Short
<b>Drug Free Day Programme</b>	Paul Meleady
	Susan White
<b>Women's Residential</b>	Catherine Meleady
	Mary Flood
	Pamela Fitzpatrick
	Maria Hickey
<b>Men's Residential</b>	Patrick McDonnell
	Marian Slavin
	James Kelly
	Michelle McKeon
	Thomas Kearns
<b>Integration and Aftercare Service</b>	Stephen McKenzie
	Noeleen O'Kelly
	Paddy Scanlan
<b>Community Employment</b>	Marie Berkovcova
	June Murtagh

# Appendix 2

## Profile of Management Team

### **Paul Conlon** – Chief Executive

Paul joined CTC in November of 2004 and has worked with the board and staff throughout 2005 to put in place a strategic plan for the future. Paul has thirteen years experience in the voluntary sector and has held service development and management positions previously in Ireland and England. Paul holds an M.Sc. in Clinical and Public Health Aspects of Addiction.

### **Clive Burkett** – Services Manager

Clive joined CTC in 1991 and has held a number of positions including management positions within the organisation. Clive was recently promoted to the role of Services Manager with responsibility for our Men's Residential, Outreach, and Day Programme services. He has had extensive training in counselling and is an accredited member of IAAAC. He is about to complete a BA in Psychology.

### **Pauline McKeown** – Services Manager

Pauline joined CTC in June 2005 and was promoted this year to the position of services manager with responsibility for our community employment scheme, women's residential, and integration and aftercare service. Pauline has 11 years experience and held management positions previously in Ireland and England. Her qualifications include an M.Sc. in Drug and Alcohol Policy.

### **Paul Hatton** – Manager

Paul joined CTC in August 1983 and is Coolmine's longest serving staff member. He worked on the Outreach team for over 14 years before taking up a management position within our residential services and more recently was instrumental in the development of our Integration and Aftercare Programme. Paul holds a Diploma in Effective Group Work, a Certificate in Housing Management, and is an accredited member of IAAAC.

### **David Madden** – Manager

David joined CTC in July 2007. He has 10 years management experience in both the public and voluntary sector. He brings a broad range of experience working in the community with a wide range of vulnerable people in a variety of settings and capacities. He holds an M.Sc. in Rehabilitation Studies.

### **Martin McKenna** – Team Leader

Martin joined CTC in January 2004 and worked as an Outreach Worker for two years before joining the management team in March 2006. He holds a Diploma in Management & Employee Relations, a Diploma in Group Dynamics, Diploma in Counselling and Addiction Studies and is an associate member of IAAAC.

### **Yvonne Booth** – Team Leader

Yvonne joined CTC in January 2007. She had several years experience of management in a residential setting dealing with young people before joining Coolmine. Yvonne holds a B.A. in Applied Social Studies, a Diploma in Drugs Counselling & Interventions and is currently two years into a B.A. in Counselling and Psychotherapy.



# Appendix 3

## Profile of Board Members

### **Brian Ward** (Chairperson)

Brian Ward was appointed as chairman in January 2006 (for a three year term). He has been a member of the Coolmine board for the last four years. He is managing partner of the recruitment specialists, MERC Partners.

### **Jim Muddiman**

Jim Muddiman was appointed Company Secretary of Coolmine in December 2005. He was a partner with the accountants, KPMG, for 20 years before retiring from the firm in 2004 to pursue various business and other interests.

### **Catherine Bent**

Catherine Bent was appointed to the CTC board in September 2005. She runs her own consultancy business specialising in the areas of Marketing and Public Affairs. Previously, she was the Marketing Director and member of the Management Team of Mars Inc.

### **Benny Cullen**

Benny Cullen has been associated with Coolmine since 1980, coming as a parent with a problem. He was involved with the Family Association until 1991, holding the positions of President and Treasurer during that time. Benny has been a Coolmine board member since 1991. He is a chartered mechanical engineer and has been retired for some years.

### **Joanne Fenton**

Joanne Fenton is a consultant psychiatrist working with homeless individuals and in the Coombe Hospital. She joined the board of Coolmine in December 2005 and she has a special interest in addiction psychiatry and women's health.

### **Liam Hickey**

Liam was CEO of Coolmine from 1999 to 2000. He has been Director of St. Joseph's Children Detention School, Clonmel since August 2000. He joined the Coolmine board in 2001 and has also been appointed by the Minister of State for Children as a member of the Special Residential Services Board.

# Appendix 4

## Profile of Board Members

### **Barry O'Loughlin**

Barry O'Loughlin has been involved with Coolmine since 2000 when he started to help with the gardens. He joined the Coolmine board in 2004. Barry, who holds an MA in Development Studies, is a retired college lecturer and works professionally with NGOs in Ireland and abroad.

### **Shane Butler, Ph.D.**

Shane Butler, who joined the board in 2006, is a Senior Lecturer at the School of Social Work and Social Policy, Trinity College, Dublin. He is Course Director for the M.Sc. in Drug and Alcohol Policy and teaches on the Diploma in Addiction Studies, amongst other courses. His main research interests are in the area of drug and alcohol policy. He has served on a number of governmental committees.

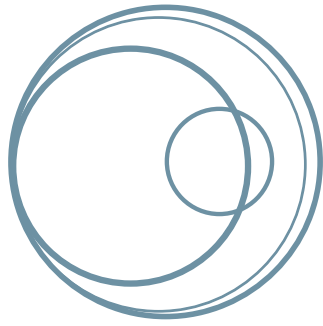
### **Maire Twomey**

Maire Twomey joined the board in 2006 and has practiced as a community-based social worker for 16 years. She managed the Social Work Service of Dublin City Council, which provides a social service to 25,000 people with a staff of thirty, for four years. She was also responsible for managing the Dublin City Council's Homeless Services for three years. Maire is currently Executive Manager, Corporate Services with Dublin City Council, having held the position of Training and Development Manager for two years.









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