

coolmine
therapeutic community



'Helping people, help themselves'
Annual Report 2008



coolmine
therapeutic community

Vision

Coolmine Therapeutic Community believes that everyone should have the opportunity to overcome addiction and lead a fulfilled and productive life.

Mission Statement

Coolmine Therapeutic Community provides a range of quality community and residential services to empower people to end their dependence on drugs and alcohol.

Values

Dignity & Respect

* We ensure the dignity and respect of individuals by actively listening and holding a non-judgmental attitude which is supported by our service standards.

Compassion

* We believe that compassion is demonstrated through responsible love, concern and understanding for each other.

Honesty, Consistency and Responsibility

* This value lies at the core of what we believe and is demonstrated by accountability and transparency in all areas of our organisation.

Safety & Security

* We believe in the physical and psychological safety and security for all through the implementation of sound policy and procedure.

Committment to Quality

* We are committed to quality through evidence based practice, research and continuous improvement of our standards and resources.

Contents

Highlights 2008	04
Chairman's Foreword	05
Chief Executive's Report	06
Range of Services	08
Service Reports	10
Quality & Good Practice	16
Client Participation	17
Staff Development	17
Partnerships	18
Fundraising & Financial Statements 2008	19
Appendices	23

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 2008



Highlights of 2008

We entered into a partnership arrangement with the community based Tolka River Rehabilitation Project in Blanchardstown. Here we are working to re-establish an existing community based programme in partnership with the Blanchardstown Local Drugs Task Force and others.

After some three years of development and lobbying we finally received adequate funding for our stabilisation programme. This programme is now delivered in partnership with the Ana Liffey Drugs Project. This programme is supported by the homeless agency and funded by the Department of Community Rural and Gealtacht Affairs.

We continued to build our capacity to facilitate detoxification by providing a detoxification option on admission within our men's residential at Coolmine Lodge as well as at our Women's residential at Ashleigh house.

During 2008 we started accepting women with their young children into residential treatment at Ashleigh house with the support of an onsite childcare worker and crèche facilities.

With the support of a private donation and the Shout Inner City Local Drugs Task force we were able to hire for the first time the services of a carrier guidance counsellor and commence the process of strengthening access to training, education and employment for our clients.

We increased our step down or community housing projects from four houses in 2007 to five houses in 2008. This was made possible with the continued support of Fingal and Dublin City Council.

We began the process of working in partnership with the HSE's Rehabilitation Integration Service, Keltoi and Focus Ireland. This initiative will greatly enhance the move-on housing options for our clients form treatment.

We completed the refurbishment of our women's residential project at Ashleigh house and commenced the refurbishment of our men's Residential Programme at Coolmine Lodge.

We completed the implementation of our first strategic plan, 2006 to 2008 and commenced the consultation process for the development of our next three year plan 2009 to 2011.

“ *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



Coolmine is about change – our clients want to change their lives and to progress from their dependence on drugs. In turn, our organisation must be responsive to the changing needs of all our various stakeholders.

Coolmine has made considerable strides in the implementation of best practice initiatives such as the setting up of client forums and formal clinical governance structures which, we believe, will result in a more responsive and professional service.

2008 has seen many developments in our services – which are set out in detail in the Chief Executive's report. In all some 766 people availed of programmes with Coolmine.

The Board has sanctioned refurbishment work at Lord Edward Street and it is planned to relocate our administration to Ashleigh House.

In these times of pressure on budgets Coolmine has entered into joint arrangements with a number of kindred organisations such as Focus Ireland, Ana Liffey, and Keltoi with the intention of eliminating costly duplication in services. Coolmine continues to focus on its principal objectives of helping clients to a drug-free life.

We are thankful to our funders for their support and we reiterate our thanks to our managers and staff for their continued commitment. In turn, I would also like to thank my fellow board members for their support and assistance.

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 2008 we completed a review of our 2006 to 2008 Strategic Plan - A Pioneering Record, A Dynamic Future. This review highlighted for us the considerable progress we have made over the past number of years, in particular in improving the quality of services we provide within Coolmine Therapeutic Community. Our achievements over this period include the following:

- The establishment of formal client participation structures and forums.
- The establishment of a stabilisation day programme for active drug users in partnership with Ana Liffey Drugs Project.
- The establishment of clinical governance structures alongside the introduction of a measure of detoxification within our residential services.
- The establishment of 24/7 cover within our residential services and bringing the staff/client ratio within acceptable limits.
- Shortening the length of stay in all three primary treatments facilities to average of six months.
- Changing the culture and way of working in Ashleigh House to accommodate mothers with their children.
- The establishment of five community or aftercare houses to support those who complete our primary treatment programmes.
- The establishment of part-time career guidance and counselling service.
- Improving how we use our Community Employment scheme to benefit our clients.
- Commencing a refurbishment plan for all three of Coolmine's main facilities, two of which have been completed.
- Improved funding and commencement of a fundraising strategy.

I strongly believe that, in working together as a community, we have made a significant difference to the lives of those who have become



part of Coolmine TC. Over the course of the next Strategic Plan which is to be completed by 2012, we have the opportunity to enhance what we do so that we can ensure that we offer the best standard of service and support to those who require it.

Priorities in 2009 will include: the launch of our next three year strategic plan, 'Supporting People in Changing Times', the continued need to increase staffing levels and staff client ratios particularly in the area of aftercare and family support: the completion of our refurbishment plans and the development of a step down and aftercare facility for the considerable number 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 2008. Their flexibility and commitment, particularly at a time of tightening budgets, has been greatly appreciated. I would like to take this opportunity to thank them personally for their hard work and dedication and state clearly that as an organisation we will continue to work to increase the range of services and staffing within them for our clients. We will continue to invest in our workforce by providing quality training into the future.

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.

(drop in facilities will cease temporarily in 2009 due to refurbishment at our Lord Edward Street Site. Our stabilisation programme continues to be provided from the Focus Ireland site at St John's Lane West. We are very grateful for the support shown to us by Focus Ireland during this period)

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 quickly 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.

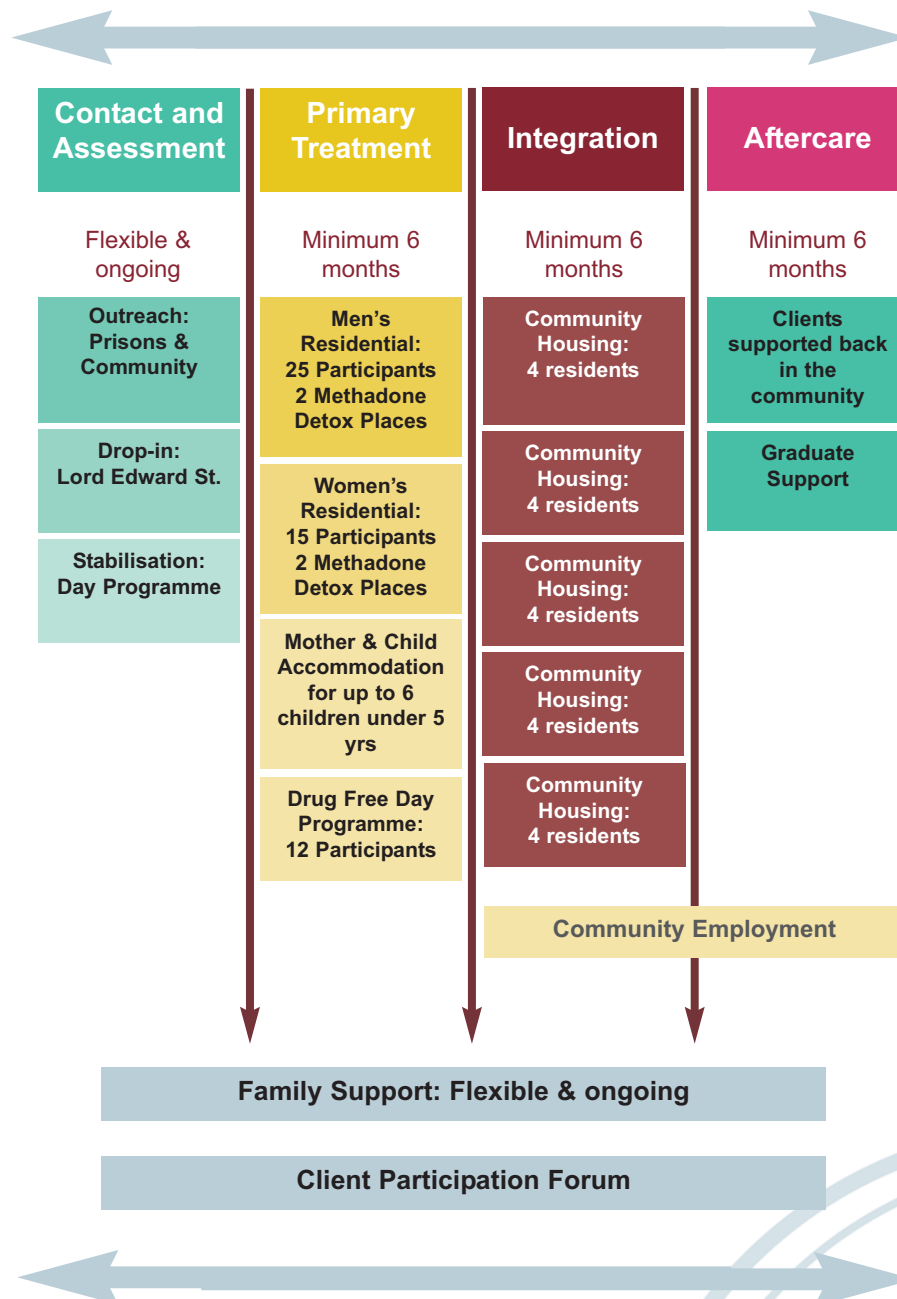
Moving on and integration

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

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

Range of Services

Rehabilitation Services Stucture



Service Reports



Graduate art

1. Outreach Services

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

Prison

In addition to one -to-one contact, counselling and assessment in Mountjoy main prison, our workers facilitate two group sessions per week in Mountjoy's 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 2008, the team assessed a total of 56 individuals in prisons, of whom 7 were admitted to Coolmine services. This represents a significant decrease from 2007. 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, for example, 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 team through community outreach was 392 of whom 163 were admitted to Coolmine services. 24% were from Community Probation and Welfare.



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 come onto the programme is to contemplate current use and to provide the opportunity for participants to make an informed decision and choice 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, now delivered in partnership with Ana Liffey Drugs Project, works with twelve individuals at any one time lasts for a minimum of twelve weeks.

In 2008 we worked with 70 individuals, 13 were women and a total of 21 participants achieved a planned move on by the end of the year. 6 progressions were internal to Coolmine drug free services 4 to Coolmine Lodge and 2 to Ashleigh House. 15 progressions were external mostly to Soilse, Beaumont inpatient detoxification, RDRD, Dublin Simon Detox, Camino Community, Bruree, Phoenix Community Employment Programme, Millennium Carving Programme, Pace and the Lantern Detox.

3. Drug Free Day Programme

This service is based at Lord Edward Street 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, socials skills training, self and peer evaluation.

In 2008 we had a total of 32 admissions 9 of whom were women, and 32% of which were referred through the Probation Service. 7 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 introduction of a measure of detoxification, provided to those on admission if appropriate. We also commenced the refurbishment of Coolmine Lodge in 2008.



In 2008 there were a total of 52 new admissions 25% of those were referred by the Probation Service. We had 6 admissions for detox and 5 of those completed. 24 individuals in total progressed to Coolmine's step down or community housing projects. Ten clients completed the VEC early school leavers programme.



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 and 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 we began accepting women with their young children into residential treatment at Ashleigh house with the support of an onsite childcare worker and crèche facilities.



In 2008 there were a total of 28 admissions. 27 % of those were referred by the Probation Service. 5 individuals completed a methadone detoxification programme with the support of their GP on site. 8 individuals progressed to Coolmine's step-down or community housing projects. A total of 33 individual women were worked with of whom 90% were mothers. We piloted 2 mothers and children admissions to Ashleigh House. Both progressed with support plans in place.

“ 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



Service Reports

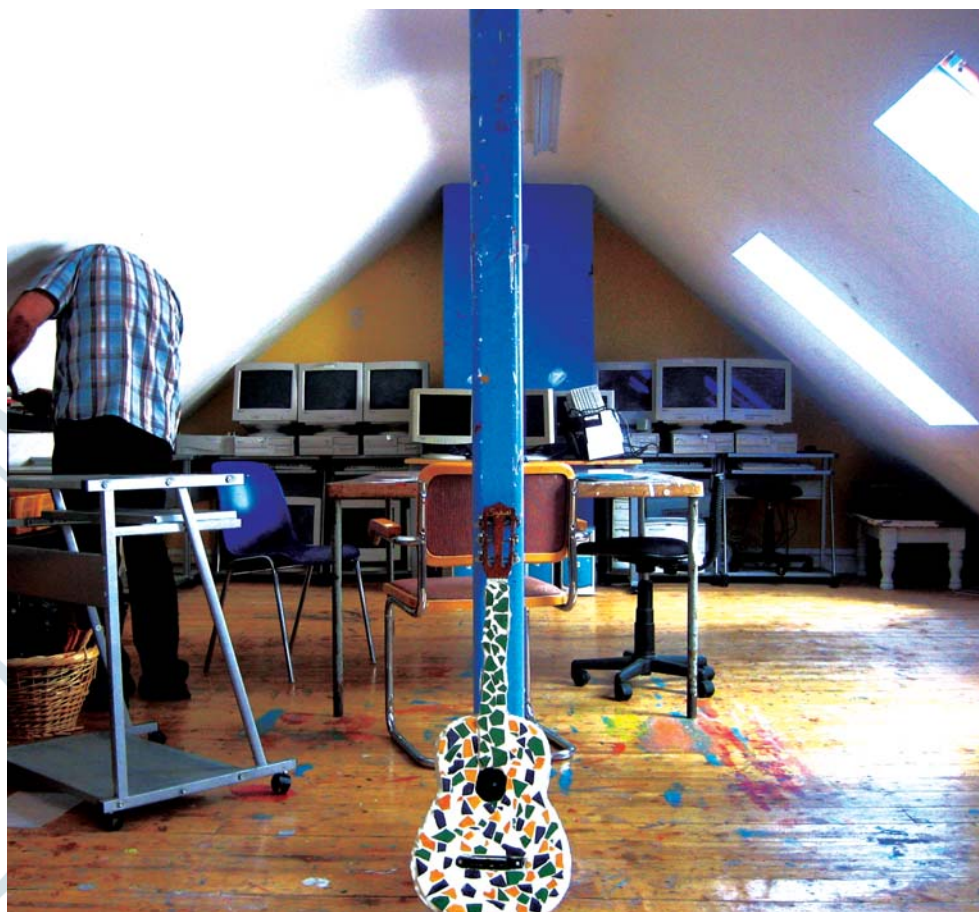


Graduate art

6. Step Down Facilities.

Coolmine has always provided aftercare support for clients who complete our primary treatment programmes. Housing and accommodation has been one of the top priorities for us in the past number of years. 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, two more in 2007 and increased this to a total of five houses in 2008. This was made possible with the continued support of Fingal and Dublin City Council.

In 2008 there were a total of 35 admissions to our community houses, 8 of these were women. 42% were referred by the Probations Service. 12 individuals were supported with long term housing. 14 individuals found full time work, 11 individuals found part time work. 5 individuals participated in voluntary work and 20 individuals accessed various training options. 12 individuals progressed to Coolmine aftercare



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 2008 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 on a one-to-one basis by the provision of a weekly support group.

In 2008 we worked with a total of 23 individuals. 2 individuals progressed to full time education. 11 individuals had placements within Coolmine services. 12 individuals were placed with external employers. 5 progressed to part or full time employment.

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.

“ 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, Research and Best Practice



Graduate art

Every year we submit 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 2009, which will incorporate evaluation criteria. While there has not been any formal system of monitoring, our funders have been consulted on our development plans and have been very supportive of our agenda for change.

In order to place qualitative monitoring and evaluation on a systematic footing, 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 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 Oxford, England and Alpha House, one of the many services provided by Phoenix Futures also in the UK. We look forward to the 2009 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 also participated and represented the voluntary sector on the HSE working group on quality standards, with a view to establishing a quality framework and network here in Ireland. In addition to this we also now represent the voluntary sector on the National Rehabilitation Implementation Committee charged with implementing the actions outlined in our new national drugs strategy.

The First International Conference on Motivational Interviewing (ICMI) was held in Interlaken, Switzerland, in June 2008. The main goal of this meeting was to bring together researchers, experts and professionals who use motivational interviewing (MI) in various settings and disciplines. A paper entitled 'Motivational Interviewing and Influencing Change in A Therapeutic Community' was presented by the authors Dr. Hilda Loughran; Dr. Mary Ellen McCann and supported by our Chief Executive Paul Conlon. This paper was very well received.

Client Participation

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

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 with recommendations regarding weekly client meetings/staff communications, client forums across the organisation, which senior managers and board members in attendance if requested. Two former graduates of the programme were hired early in 2008 to implement the recommendations, facilitate the establishment of the proposed structures and to act as advocates and representatives for the clients.

Both individuals have excelled in their work and a considerable amount of learning has been achieved in addition to more regular communication between staff and clients. A graduate support programme has emerged from this process in addition to a mentoring programme to be provided by graduates to current participants. Both workers have also represented Coolmine externally and have proactively participated in Coolmine Graduations. Coolmine is committed to ensuring that its staff has 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. In support of our aims, management and staff development programmes are ongoing within Coolmine in order to develop employee capabilities.

“ 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

Staff Development

In 2008, as in 2007 and 2006, we completed staff and client satisfaction surveys and held a number of organisational review days with all staff and clients as part of the consultation process in developing our next Strategic Plan 2009 to 2011. As a result of this consultation process, ongoing training and development will be formally scheduled and accounted for during the course of the next three years.

Our clients are best supported by staff teams who have the knowledge, understanding and skills to work effectively.

Partnerships

In 2008 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, Dublin Simon, Peter McVerry Trust and the Salvation Army.

“ 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

Specifically our stabilisation programme is now linked in well the Ana Liffey Drugs Project and we jointly provide a pathway for clients wishing to get away from street life and activity.

Focus Ireland have been very generous with their ongoing support to our clients coming out of treatment and we are very happy with the new arrangements with the HSE Rehabilitation Integration Team and Keltoi.

Also 2008 saw Coolmine entering a formal working partnership with the Tolka River Rehabilitation Project to re-establish a community rehabilitation programme in Blanchardstown.

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

Fundraising

During 2008 Coolmine created the first formal marketing and fundraising function with a view to attracting investment to augment that of the core funders of the HSE, Probation Service, Local Drugs Task Forces and Fas.

Recognising the need for a signature annual fundraising event plans were put in train for the Coolmine Dublin Bay Cycle which will be an annual event commencing in April 2009. The short term objective is to secure a key corporate sponsor for this event thus anchoring it as the highlight of the Coolmine fundraising calendar. Other events such as Street Collections, A Night at the Dogs etc will combine to provide a steady income stream over time.

Although Coolmine is Ireland's longest established Therapeutic Community, the organisation has not courted the media to any great extent. In a change of direction a planned programme of engagement with the media commenced in September resulting in primetime radio, TV and newspaper coverage. It is intended to consolidate this PR activity with bi-monthly media releases to reinforce the positive message of 'Living Life Without Addiction'.

Although 2008 saw a marked downturn in the global economy, the board of Coolmine remains committed to implementing the entirety of its fundraising strategy. A key to assisting in the delivery of this strategy is securing corporate partnerships. A programme of research and engagement was initiated in October to help identify compatible partners and various projects were identified as propositions for funding.

Historically, economic downturns have yielded an increase in volunteerism and Coolmine intend to focus on the many opportunities that this can present in fundraising and PR activities as part of its strategy.

The year ahead will provide many financial challenges for Coolmine but we are confident that our long term fundraising strategy will deliver our goal to maintain Coolmine at the forefront of addiction services in Ireland.

Coolmine TC

Consolidated Statement of Financial Activities for year ended 31 December 2008

	2008	2007
Income		
HSE	668,541	658,844
LDTFs	644,063	549,979
Probation Service	725,800	680,000
CES Training Grants	263,792	
Community Rural & Gealteacht Affairs	195,900	212,687
Tolka River Project	36,000	
Client Contributions & Donations	392,875	326,795
Once off Payment		10,000
TOTAL Income	2,926,971	2,438,305
Expenditure		
Drug Rehabilitation	1,944,030	1,623,493
CE Scheme	265,803	211,254
Governance/Running Costs	759,559	461,807
Administration	172,107	171,395
TOTAL Expenditure	2,969,393	2,467,949
Net Movement in Funds	-42,422	-29,644

Coolmine TC

Consolidated Statement of Financial Activities for year ended 31 December 2008

	2008	2007
Fixed Assets		
Property	1,369,220	1,076,297
Equipment & Fixtures	42,482	22,408
	1,411,702	1,098,705
Current Assets		
Debtors	54,289	48,346
Cash in hand & at bank	77,567	594,097
Deduct Current Liabilities		
Creditors due within one year	258,558	-152,504
Net Current Assets	-126,702	23,961
 Total Assets less current liabilities	 1,766,343	 1,588,644
Creditors due after more than one year	-401,131	-195,000
Net Assets	1,365,212	1,393,644
Financed By		
Capital	1,365,212	1,393,644

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

Chief Executive	Paul Conlon	
Head of Services	Pauline McKeown	
Head of Development	Declan Arthur	
Programme Development Manager	Clive Burkett	
Community Services Manager	Paul Hatton	
Residential Services Managers	Yvonne Booth	
	David Madden	
Team Leaders	Tony Shortt	
	Patricia Carberry	
Finance Officer	Ivelina Doicheva	
Human Resource Officer	Ita Burkett	
Support Services	Hugh Martyn	
Welcome Programme	Patrick McDonnell	
	John Kidd	
	Maeve McCaughey	
Drug Free Day Programme	Sue White	
	Chris Kennedy	
Women's Residential	Catherine Meleady	Paula Hughes
	Pamela Fitzpatrick	Romy Paust
	Marie Hickey	
Men's Residential	James Kelly	Thomas Kearns
	Michelle McKeon	Sean McDonald
	Stephen McBride	Paul Meleady
	Rita Furlong	Michael Lawlor
Community Services:	Marian Slavin	Linda Patton
	June Murtagh	Dave Levins
	Gerry Ryan	Eugene Connolly

Appendix 2

Profile of Management Team

Paul Conlon – Chief Executive

Paul joined Coolmine in November of 2004. With 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 – Programme Development Manager

Clive joined Coolmine 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 holds a BA in Psychology.

Pauline McKeown – Head of Services

Pauline joined Coolmine 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.

Declan Arthur – Head of Development

Declan Arthur joined Coolmine in July 2009. A graduate in marketing, Declan has over 20 years commercial experience across a broad range of industries including ICT, Financial Services, Engineering, Agri Food and Energy. He has also worked extensively on a voluntary basis with NGO's at home and overseas.

Paul Hatton – Manager

Paul joined Coolmine 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 Coolmine 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.

Yvonne Booth – Team Leader

Yvonne joined Coolmine 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 having been a member of the Coolmine board for a number of years previously. 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 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 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.

Notes

[illegible]



Coolmine Therapeutic Community

Living Life Without Addiction

Coolmine Therapeutic Community
Ashleigh House
Damastown
Dublin 15

01 640 4087

www.coolmine.ie



coolmine
therapeutic community

Coolmine TC is a charity limited by guarantee - reg. no CHY 5902