



**COOLMINE**

OVERCOMING ADDICTION, SUPPORTING RECOVERY

# **2016 ANNUAL REPORT**

PATHWAYS OF CARE  
TO RECOVERY



## VISION

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

## MISSION STATEMENT

Coolmine 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**

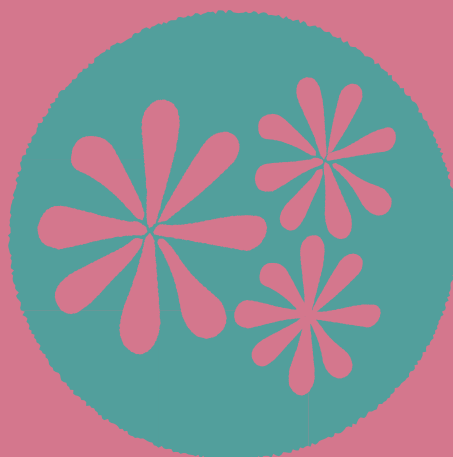
This value lies at the core of what we believe and is demonstrated by accountability and transparency in all areas of our organisation.

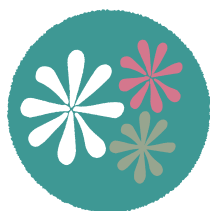
### **SAFETY & SECURITY**

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

### **COMMITMENT TO QUALITY**

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





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*"I spent the first three weeks in Ashleigh detoxing and although it was physically and mentally draining it was made so much easier by the help and support of my peer in Ashleigh and the staff, especially the crèche staff. I was able to go to groups and talk about what was going on for me while being safe in the knowledge that my child was being very well taken care of in a safe and secure environment that was only a few doors away".*

*-Aoife*





## CHAIRMAN'S INTRODUCTION

Even as the country emerges from several years of deep recession, demand for addiction services continues to rise.

Coolmine has sixty adults and eleven babies living with us currently in our residential facilities – thirty four men in Coolmine Lodge and twenty four women and eleven babies in Ashleigh House Damastown.

In collaboration with strategic partners and in addition to our residential services, we provide a wide range of services along a continuum of care, including day programmes, nursing service, counselling, career guidance, job and training opportunities, housing and family support. Over fifty people attend our outpatient programmes daily in Dublin city. We offer the only mother and child residential service in Ireland, catering for women with children and pregnant women who are seeking help with addiction. 57% of Coolmine clients are from counties outside Dublin.

Responding to clients' presenting needs are at the core of our work. We work with people who are vulnerable, marginalised and often from dysfunctional backgrounds with complex medical and psychiatric needs. We see a prevalence of second and sometimes third generation families with addiction problems. Our work, especially in Ashleigh House, provides us with the opportunity to break that generational cycle of addiction, through working with parents and their children.

Increasing difficulty with accessing safe and supported housing when clients have completed a minimum of five months residential rehabilitation is a cause of continuing concern.

Coolmine provided services to over 9,000 individuals in 2016 through our outreach services, pre-entry group support placements, our assessment and referral interventions and our drug free day programmes. We continue to see a significant number of admissions from the Irish prison estate.

To provide local support in Dublin 15 to individuals with dependent alcohol use, Coolmine provided a Community Alcohol Programme (CAP) and worked with a total of 55 clients, 71% being from Dublin 15/Dublin North area.

264 individuals progressed across the organisation to step down, aftercare and graduate services, as their care plan progression and recovery supports were in place.

Coolmine has an established research culture and this year work continues on a Parents Under Pressure programme evaluation with Trinity College Dublin and Griffith University, Australia. The results of which will be published in 2018. The two year TCD/Coolmine Longitudinal Study "Pathways through Treatment" which we published in 2016 provided evidence based research which demonstrated to government, our stakeholders and taxpayers that treatment actually works, not just for individuals, but for families and communities and broader society in Ireland. Some key findings were:

- 72% of Coolmine clients remain illicit drug-free two years after treatment
- 98% of clients were not engaged in criminal activity after 24-months
- Client employment rose from 3% at intake to 25% after 24-months
- Engagement in education rose from 2% at intake to 17% after 24-months



We remain focussed on quality services to ensure best possible outcomes for clients. Critical to best outcomes is our continuous staff training and development programme.

Effective governance is essential in order to achieve Coolmine's vision that everyone should have the opportunity to overcome addiction and lead a fulfilled and productive life.

In 2016, our Board took initiatives to ensure good governance including a review and evaluation of Board performance by the Institute of Public Administration (IPA) review and evaluation of Board performance. As well as active Standing Board Committees, Audit and Risk, Finance and Clinical Governance, we established seven ad hoc Working Groups in 2016 to address emerging issues. In addition, in 2016 we reviewed our safeguarding vulnerable adults' policy, client complaints



policy, as well as whistle-blower and disciplinary procedures.

We comply with the triple lock of good governance recommended by the Charities Institute of Ireland and the Charity Regulator – namely compliance with the Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations in Ireland, the Statement of Recommended Practice for Accounting and Reporting by Charities (SORP) and Fundraising Principles.

Our quality standards are audited by the Royal College of Psychiatry (UK). CCQI accreditation was awarded by the RCP(UK) for the highest clinical standards to our men’s residential Coolmine Lodge and to Ashleigh House centre for women and children.

This is the first year of our ambitious Strategic Plan 2016-2018. An update on implementation of the Plan is presented for approval at every Board meeting. We contributed three submissions to the Department of Health consultative process on the new National Drugs Strategy - one from Coolmine, one from our Parents Support Group and one following consultation with the our clients.

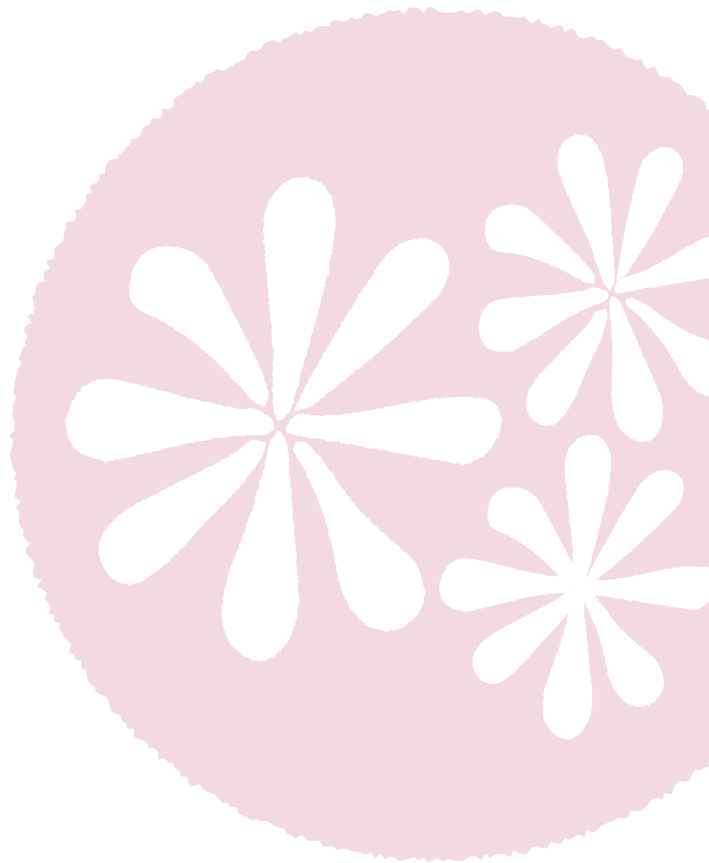
Our Chief Executive Pauline McKeown was on maternity leave for most of 2016. The Board of directors wish to sincerely thank Amy Roche for her effective stewardship from January to September 2016.

Darren Connolly resigned in 2016 after 6 years acting as our financial expert on the Board. We thank him for the significant role he performed.

On behalf of the all board members, I wish to express thanks to our skilled and consistently committed staff, under the excellent leadership of our Chief Executive.

Coolmine board members contribute their time and expertise on a voluntary basis and I thank each one for their guidance to me and their strong commitment to achieving Coolmine’s objectives.

Alan Connolly  
Chairman







## COOLMINE'S BOARD OF DIRECTORS AND EXECUTIVE TEAM:



Alan Connolly  
Chairman



Carthage Conlon  
Company Secretary



Darren Connolly  
Resigned December  
2016



Neil Bolton  
Vice Chairman



Siobhán McGee



Eddie Mathews



Sean Hosford



Dick Brady



Patricia Doherty



Pauline McKeown  
Chief Executive



Amy Roche  
Head of Services



Dr. Joanne Fenton  
Clinical Lead



Paul Donnelly  
Head of Finance &  
Support Services



John Carroll  
Head of Human  
Resources



## CHIEF EXECUTIVE'S REPORT

In 2016 Coolmine provided over 9,000 information contacts and worked intensively with over 1,350 individuals impacted by problematic substance use, more than ever before, and from within existing resources.

The culmination of 5 years research work came to fruition in 2016 as we published our first ever longitudinal outcome study. We are extremely proud of this achievement. The study notes that 72% of study participants were free from illicit drug use two years after intake to a Coolmine service providing tangible evidence that treatment with Coolmine works. The study also responds to the national, European and international call for rigorous drug treatment programme evaluation and rehabilitation outcome studies in recent years. We are very proud to be the first addiction provider in Ireland to deliver a longitudinal outcomes study.

2016 marked year one of Coolmine's three-year strategic plan; Overcoming Addiction; Supporting Recovery 2016-2018 and solid progress was achieved.

We enhanced our multi-disciplinary team supports through our Clinical Nursing team, on site psychiatry service and Tusla Child & Family Agency engagement at our Child Protection and Welfare Working Group for advice and expertise. In addition, we introduced opioid substitution treatment placements for pregnant women during the later phase of their pregnancy in line with HSE Clinical Guidelines for Opioid Substitution Treatment. This supports safe delivery of new-borns whilst allowing mothers to make informed decisions about their readiness to detox post-delivery and in consultation with their clinician.

All the above measures developed the capacity and accessibility of the only mother and child residential treatment programme in Ireland. We also achieved two roll outs of the Parents Under Pressure (PuP) programme, from within existing resources, and saw 3 staff progress to fully PuP therapist accreditation. All of these measures establish the foundations for further expansion of our unique service provision for high risk families to break generational cycles of addiction in 2017.

Coolmine continue to see a growing demand for Therapeutic Community treatment from the prison population. In 2014 43% of all admissions were from prison/probation services; in 2015 this rose to 50% and again to 59% in 2016. We welcome the Joint Irish Prison Service and Probation Service Strategic Plan 2015 - 2017, containing & strategic action that commits

to examine the potential for a prison based drug free therapeutic community to facilitate better outcomes for prisoners' post release. Coolmine averages 95 male prisoners and 12 female prisoners seeking admission to Coolmine monthly. Furthermore, we see a 20% higher early leavers rate from prison clients than community based admissions to our residential TCs. A drug free prison TC would meet this demand for service. It would enable formal treatment to commence in custody and decrease early leavers in community based addiction TCs.

In 2016 we continued to focus on the delivery of high quality services, and ensuring the best possible outcomes, for our clients. We invested in our staff through our annual organisational training plan, consisting of core training and responsive training programmes, for all staff, volunteers and student placements. Examples include Community Reinforcement Approach, Occupational First Aid, Child Protection, Key Working and Case Management. We placed a particular focus on Therapeutic Community Curriculum training to develop our staff and create resources, skills and foundations for future TC growth of service.

Also, we received our annual peer review accreditation by the Royal College of Psychiatry (UK) Communities of Communities Quality standards (CCQI) for residential TCs. In 2017, we shall have a full review of our accreditation in both Coolmine Lodge and Coolmine Ashleigh House. To further ensure excellence in corporate clinical governance internal audits took place including medication audits. 2017 shall see us build on our internal audit programme and monitored through members at our Audit and Risk committee, Clinical Advisory Group and policy sub-committee.

Coolmine believe that a rehabilitative continuum of care must include access to childcare, education, employment, health, housing and training to allow clients to become meaningful participants in society. As such, we continued our inter-agency model of working to enhance client outcomes through partnership with various statutory, voluntary and community agencies in 2016. Notwithstanding this position, the lack of safe appropriate housing, a place to call home for our clients and their children, presents a significant barrier to maintaining recovery. As a national treatment provider, we average 57% of residential clients from outside Dublin. Many clients choose to resettle in the Dublin area as they establish aftercare support networks to maintain their recovery such as education/training courses, healthcare, childcare and peer groups. However, as they do not have a local connection they face challenges to accessing secure accommodation post treatment.

In 2016 we achieved 102 housing outcomes and 59 employment/education outcomes for clients supporting





their long-term recovery. However, these figures do not meet one third of the presenting housing needs of our clients, and their children, post residential treatment. In 2017, we shall review and enhance partnership agreements to further increase access to treatment and rehabilitation services and to maximise aftercare supports nationally, particularly housing for high risk families and for single client placements, to support recovery.

Coolmine shall continue to maintain professional, collaborative and responsive relationships with all statutory funders during 2017. Through open, accountable and transparent communication we shall report on the value for money provided by our range of service to the most vulnerable members of Irish society today. Priority and urgent funding areas emerged in 2016 including additional night cover in our 34 bed male residential TC Coolmine Lodge and funding to deliver Community Alcohol Programme (CAP) service. We shall seek to address these early 2017.

On behalf of our clients, staff and volunteers we thank you for your support in 2016, without which we could not have delivered our services nor supported the positive and long term change in our clients lives- thank you. We look forward to your continued support in 2017.

Pauline McKeown  
Chief Executive

*“My concept in Coolmine was: Believe in yourself, and everything is possible. My key-worker, Michelle, always told me that if you change your negativity around to the positive, you’ll do very well in life”.*

-Anto





## 2016 STATISTICS

### OUTREACH, ASSESSMENT AND SUPPORT SERVICES


**9000+**  
Support contacts provided



**1300+**  
Individuals accessing  
assessment and support

**103**  
Clients assessed for methadone  
detoxification admission

**265**   
Men attending pre entry groups

**145**   
145 Women attending pre entry  
groups (45 seeking mother and  
child places)

**67**  
people accessing a daily  
drop in service

**306**  
New admissions to Coolmine's  
primary treatment services

**162**  
assessments  
completed in the Irish  
Prison service 

### PROGRAMMES & SERVICES

  
**30**  
Clients supported in the Contingency  
Management Programme  
25 new admissions  
18 progressions to further treatment


**47**  
Clients worked with in our  
**Stabilisation Day Programme**  
37 new admissions  
25 progression to further treatment


**27**  
Clients worked with in the  
Cannabis/Mental Health  
19 new admissions  
19 completed the full  
programme 

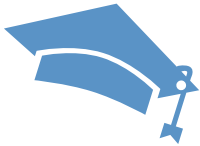
**54**   
Clients worked with in our **Drug-Free  
Day Programme**  
42 new admissions  
19 aftercare progressions


**51**   
Clients worked with in the  
**primary treatment phase of the  
Community Alcohol Programme**  
6 aftercare progressions  
45 average participant age

**16**   
Mothers\* with children  
permanently on site were  
supported in 2016

**66**   
Women resided with us in  
**Ashleigh House**  
43 new admissions  
5 maternity transfers  
76% were mothers  
38% Dublin admissions  
62% national admissions

**17**   
Children lived in  
**Ashleigh House full-time**  
100% accessed on site early years  
crèche and pre-school service  
50 mothers availed of the high risk  
families support service  
11 detox placements  
91% completion rate

**26**   
Women progressed  
to Aftercare

**12**  
women graduated/ completed all  
phases of treatment in 2016 



## PROGRAMMES AND SERVICES

# 134



Men worked with in men's residential  
100 new admissions  
57% prison/probation referrals  
85 progressions to step down/aftercare  
75% methadone detox completion rate

# 14

14 fathers in the Lodge engaged in the Parent under Pressure programme

# 845

Individual 1:2:1 sessions with Career Guidance officer

# 309



Clients seen by career guidance service

# 101

Clients applied for education/training opportunities



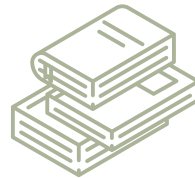
# 13

Clients gained Community Employment places in Coolmine



# 14

Clients accessed in-house Literacy support



# 39

High risk families availed of the PuP programme

## PROGRAMMES AND SERVICES

# 29

Community Employment Scheme participants  
17 client placements  
5 progressed to employment



# 102

Housing outcomes achieved  
43 family/friends accommodation  
18 accessed local authority/social housing  
13 adult & 2 family placements to Coolmine's community housing  
11 to transitional housing  
8 to private rented  
7 to emergency accommodation



# 175

Individual physical, psychiatric and detox assessment prior to admission



# 245

Medical referrals as part of client care planning



# 5598

Nursing assessments and reviews were made during 2015



# 307

Client psychiatric reviews

# 30

Weekly Recovery Through Nature sessions delivered in 2016  
1350 conservation volunteer hours delivered by 40 clients

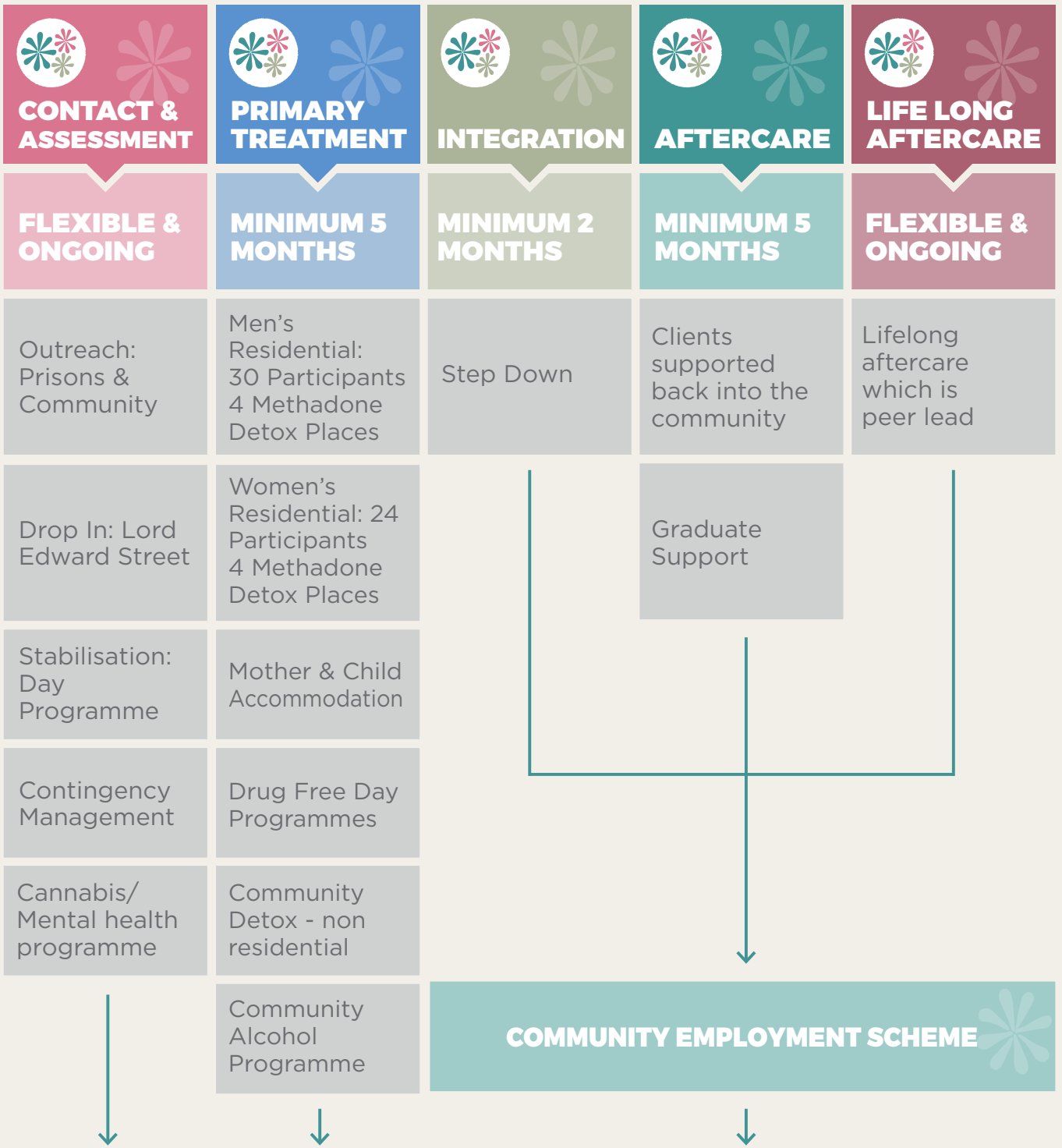
# 35

Family members are supported each week through our family support group  
48 weekly peer led family support groups delivered





# RANGE OF SERVICES



**RECOVERY SERVICES**  
 Nursing and medical services  
 Counselling and Psychotherapy support  
 Parent Under Pressure programme  
 Housing and Resettlement support  
 Career Guidance Service- Transition to employment & Return to education programmes  
 Education and Literacy support programme  
 Client Participation Strategy- weekly service user feedback meetings & six weekly organisation wide client forum meetings

**FAMILY SUPPORT SERVICES**  
 Weekly open support groups; one to one support & CRAFT groups





ABOUT  
COOLMINE

## What we do

Coolmine provides treatment and rehabilitation services to support people with substance misuse issues since 1973.

### 1. Contact, assessment & stabilisation services:

We provide access to our treatment services through contact, assessment, keyworking and group supports. We work in partnership with agencies nationally including Ana Liffey Drugs Project, Merchants Quay Ireland and ADAPT Community Drug Team for treatment options, assessment and pre-entry group supports.

### The following range of contact, assessment and stabilisation services are provided by Coolmine:

- Outreach and assessment in Irish prison estate
- Outreach and assessment in the community
- Drop in service at Coolmine House, 19 Lord Edward Street
- Pre-entry groups in Dublin 1, Dublin 2 and Dublin 15
- Stabilisation Day Programme at Coolmine House
- Contingency Management Programme at Coolmine House
- Cannabis/Mental Health Programme
- Assessment for residential and/or community detox

### 2. Primary treatment services:

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

### The following primary treatment services are provided by Coolmine:

- Residential methadone detoxification placements
- Men's residential TC service, Coolmine Lodge
- Women's residential TC service at Ashleigh House and mother and child programmes)
- Structured drug free day programme in Coolmine House, 19 Lord Edward Street
- (Community detoxification placements available)
- Community Alcohol Programme
- Parenting Under Pressure Programme

### 3. Integration and aftercare services:

We provide a range of integration and aftercare programmes to support clients as they transition from high support to community living, work, training and employment.

- Step down programme
- Aftercare services
- Community Housing (limited to six placements)
- Lifelong graduates service
- Community Employment Scheme

### 4. Recovery services:

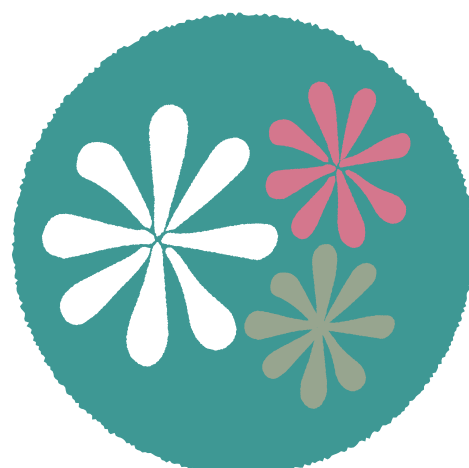
- Medical services
- Health Promotion
- Housing support
- Education and literacy support
- Career guidance service
- Counselling/Psychotherapy services
- Parenting Under Pressure programme
- Recovery Through Nature programme
- Client participation strategy

### 5. Family Support Services

- Weekly open support groups
- One to one support

Our Family Support Group meets on a weekly basis to offer guidance, help and advice to anyone who is affected by a loved one's addiction. The service has been running since the early eighties and is a peer led service. This is a safe place for families to come together and talk about their issues in a secure environment, with the focus being on those people in the group who are affected by a loved one with an addiction. In addition to the weekly group setting, one to one support is also offered, by volunteer peer family support members for crisis intervention and emotional support.

Family support workers are trained in 'Responding to Alcohol and Drug Problems in the Family; The 5 Step Method' and they meet with each family member on a one to one basis to discuss their individual needs.







## PARENTS UNDER PRESSURE

Coolmine are committed to breaking down the barriers for women seeking treatment and support. The majority of women who present for support and treatment with their substance use have a range of complex issues including mental health problems, trauma relating to histories of abuse, domestic violence and homelessness. In relation to parenting, many of the women experience significant parental adversity which include they themselves experiencing little love or affection, histories of childhood maltreatment and trauma and an inability to regulate or manage their own emotional state or impulse affect.

In 2009, we opened our mother and child programme. This allowed mothers to access residential treatment accompanied by their child(ren), under the age of 5, for the duration of their treatment. The service has evolved and developed to include case management and individualised care plans, not only for the mothers, but also their children. In doing so we became acutely aware that we needed to help mothers develop secure attachments with their children.

In 2014 we formally introduced the strengths based Parents Under Pressure programme (PuP) to empower parents to believe that they can parent for their baby or child(ren) needs. During 2016 we formalised delivery of the PuP programme, to focus on the emotional regulation of mothers and subsequent lack of attachment to their child(ren), as part of our overall service delivery to high risk families impacted by problematic substance use, in Ashleigh House.

PuP is an internationally recognised intervention for high risk families that supports parents with addiction issues to build their strengths as a parent, develop secure, safe and caring relationships with their children

and learn practical parenting life skills. Within this strength-based approach, the family environment becomes more nurturing, less conflictual and child behaviour problems can be managed in a calm non-punitive manner. Since its' introduction there has been a significant reduction in reported levels of parental anxiety, depression and stress and evidence of a more consistent care giving relationship between parent and child. In turn, a strength and a difficulty questionnaire demonstrates a noted improvement in children's developmental outcomes, where parents are meeting the child's physical, emotional, behavioural, social and cultural needs.

PuP's 12-14 week modular programme was delivered twice during 2016 by qualified PuP therapists in Coolmine. 50 women participated in the PuP programme. Parallel with this group intervention; one to one intensive support with everyday family structure and routine was provided to 17 mothers and their children, both during and post the group programme.

PuP promotes positive re-enforcement to identify parents and child's strengths as opposed to weaknesses. For many of our women, this was very different to other parenting programmes as they were often faced with negative views of both themselves and their children.

On reviewing video footage of an interaction with a PuP participant and her 4 year old son, this mother noted:

*Looking at (Son) on video, at first I was waiting on the negative of what I should be doing, but looking at him, I was like ah God, he's gorgeous and he is actually so good and actually I'm not too bad either, it was lovely.*

During 2017 in partnership with Trinity College Dublin we shall commence with a formal evaluation of PuP.



**Clients reported significant improvements in all health outcomes, physical health, psychological health and quality of life**



## JOY'S STORY

While I was in Ashleigh House, I did the Parenting under Pressure course. When I first started it, I didn't like it to be honest, it was bringing up a lot of feelings for me as a parent and I viewed myself as a bad parent due to my addiction and how I wasn't capable of looking after my own children.

I was riddled with guilt but the more I went on the more I got a better understanding of myself as a parent. I was for the first time able to see I had actual strengths and was not only focusing on the negatives. It showed me how to handle situations with my children that I usually found very hard and set up boundaries. I would have carried a lot of guilt from my using so I would have always given in to my children easily, not able to tell them no and I would overcompensate by buying them anything they wanted cause I felt so guilty all the time.

Today I give them my time which is what they actually want and I am there for them. I got great learning from this course and found it very beneficial to me...when I finished my programme in Coolmine I was able to use what I learned from doing PuP and put it into action in dealing with being in recovery and being a mother to three children which can be very stressful at times. So I used the tools I got and I am so grateful that this programme was on offer to me. The facilitator was great at explaining to us as a group how to do things and I needed that, for me to be shown how to do it, cause I didn't know and then just listening to us and helping us through that.

I would recommend PuP as a great learning piece for any mother to do.

Joy



## DONNA'S STORY

I came to Ashleigh House because I surrendered to drink and drugs. I was a broken woman arriving in the door. I was destroyed by my chaotic and unpredictable life style and I wanted a better life for me and my children. I wanted to be there for them, I wanted to rebuild my relationship with my family. I found the programme very challenging. Coming in to a house full of strangers trying to get to know them and let them know me, but I quickly settled in and felt very welcome. I found it difficult to trust people to be open and honest with them and myself, but I soon started using groups.

I slowly let my barrier down and it felt ok to be the real Donna without being judged. I could relate to my peer and I felt that they could relate to me, I didn't feel alone anymore. I got very honest about my past, about how my addiction affected my kids and family and where my addiction brought me in my life. I have now accepted a lot of my stuff, I've healed from it and I have moved on from it. The best part of the programme is being a mother.

When I came in to Ashleigh House pregnant and a few weeks later I had my son Paul. When Paul and I came home from hospital the support I got from the girls and staff was brilliant. I even got maternity leave from the full programme. I was still in Ashleigh House with Paul but I didn't have to get up early or go to groups or departments, I just spent time with Paul so I could bond. After 3 weeks I felt ready and went back to the structure which helped me a lot. I got structure with Paul and his routine is brilliant now. Paul went in to crèche after 3 weeks, the staff in there are amazing, they made me feel ok with leaving Paul so I could go and work on myself. It has being tough with a new born baby and doing the programme but I've loved every minute of it.

The best part is waking up every morning to his smile; it reminds me that I want to be the best mother I can to him. I also do PuP, Parents under Pressure. It's a 12 week programme and it's giving me the tools to be a better parent to all my children. I'm finished phase 1 this week I will start step down for 8 weeks then aftercare.

My future is looking very bright, in time I will have my 3 kids back living with me, I've plans to go to college in September. I just want a simple life me and my kids. I will use the tools I have learned from Coolmine Ashleigh House to remain drug and alcohol free ,structure ,use my supports and if I'm struggling I won't be afraid to ask for help. What I love about Ashleigh House is you can always come back the door never closes we're like a big family these days. It's the little things I appreciate.

Donna





## GOVERNANCE

Coolmine Therapeutic Community (Coolmine TC) is constituted as a company limited by guarantee without share capital. Its purpose, objectives and how it conducts its business are set out in its Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association by a Board of Directors. The principal objectives of the company are to operate, administer, promote, establish, organise, assist and support therapeutic programmes and communities to support the recovery and re-socialisation of persons addicted to drugs.

### STRUCTURE, GOVERNANCE AND MANAGEMENT

Governance in Coolmine is assured by way of a strong skills based Board, continuous review of compliance with the Code of Governance, regular communication and Board sub-committees consisting of Finance, Audit & Risk, Clinical Advisory Group and the Client Forum. Coolmine's Board has nine directors. Annually, two Board directors retire from office, based on longest serving membership. As per Coolmine's Protocol for Directors, the term of office for a Board Director is three years, with an option for reappointment for a second term at the Annual General Meeting (AGM). Following an induction process, inclusive of site visits, all new Board members sign a Code of Conduct which sets out their role and required considerations for their term of office. The main duties of the Board include the overall strategic management of the company, setting the organisational vision, overseeing the annual operating budgets, review of service activity, annual risk review and ensuring effective governance.

The Board of Directors is fully committed to maintaining high standards of governance. Coolmine is fully compliant with the Governance Code for the Community, Voluntary and Charitable Sector in Ireland as a Type C organisation since 2015. A review of the Code is conducted annually.

The Board of Directors work in a voluntary capacity and do not receive any remuneration. There have been no contracts or arrangements entered into during the financial year of material interest to a Director.

Board of Directors meetings are held four times per year and standing committees meet two weeks before board meetings. Ad hoc working groups are appointed as necessary.

### BOARD STANDING COMMITTEES

- **Audit and Risk**  
Membership: Neil Bolton (Chair), Eddie Matthews (Board), Sean Hosford (Board), Patricia Doherty (Board), Paul Donnelly (Head of Finance & Support Services), Pauline McKeown (Chief Executive)
- **Finance**  
Membership: Darren Connolly (Board, retired 2016), Sean Hosford (Chair), Paul Donnelly (Head of Finance & Support Services), Pauline McKeown (Chief Executive)
- **Clinical Advisory group:**  
Membership: Dr Joanne Fenton (Chair & Clinical Governance Lead), Anita Harris (Secretary), Jo Hanna Ivers (TCD), Suzi Lyons (HRB), Mark Kennedy (MQI), Paul Hatton (Continuing Care Manager), Amy Roche (Head of Services), Lisa Larkin (Residential Services Manager), Julie Walsh (Nurse Team lead), Mick Frost (Client Co-ordinator), Peter Moylan (Staff representative)

### WORKING GROUPS DURING 2016

- Review of Services Manager role - Siobhan McGee, Eddie Mathews
- Review of Chief Executive job description - Sean Hosford
- Board succession planning and review of Board skills to 2018 - Siobhán McGee
- Board Nomination Committee - Sean Hosford, Dick Brady, Alan Connolly
- Review of Memo and Articles of Association - Carthage Conlon
- Review of compliance with the Companies Act 2014 and the Charities Act 2014 - Carthage Conlon
- Review of senior management structure - Eddie Mathews, Patricia Doherty, Alan Connolly





## BOARD OF DIRECTORS AND SUBCOMMITTEE MEETING ATTENDANCE 2016

Board Director	Board Meetings Attended (Eligible meetings in 2016)	Subcommittee and working Group Meetings Attended (Eligible meetings in 2016)
Alan Connolly (Chair)	4 (4)	4 (4)
Neil Bolton (Vice Chair)	2 (4)	2 (3)
Carthage Conlon (Secretary)	3 (4)	3 (3)
Darren Connolly	2 (3) Resigned December 2016	4 (4)
Siobhan McGee	4 (4)	2 (3)
Eddie Matthews	3 (4)	4 (5)
Dick Brady	2 (4)	2 (3)
Sean Hosford	2 (4)	4 (4)
Patricia Doherty	4 (1) Appointed September 2016	2 (2)

## BOARD PERFORMANCE AND SUCCESSION PLANNING

Consistent with good governance practice, the Board decided to undertake a review of its own effectiveness. As part of that process, the Institute of Public Administration (IPA) was commissioned to undertake an independent review and provide a report for the board's deliberations. The methodology employed included a data gathering stage and an anonymised confidential survey for completion by all members of the Board.

The governance categories addressed within the survey included: teamwork, leadership, relationships, communications, member contributions, meeting effectiveness, board minutes and papers, risk management, performance indicators, accountability and performance reporting, board process, funder relationships, board culture and board effectiveness. Board members were also afforded the opportunity to include additional comments and perspectives on the functioning and operation of the board and arrangements more generally.

The final report and survey was examined and considered by the Board. The evaluation provided evidence of strong consistency in the functioning and performance of the Board of Coolmine. There was high levels of affirmation and positive responses on various aspects of the governance arrangements within the Board. Notwithstanding, the review pointed to a number of areas to consider for improvement. These include operational matters in relation to board meetings, communication outside meetings with board members and with the management team, board nomination and succession planning. A schedule to implement recommendations is underway.

A 2014 Board succession planning report was reviewed and updated by Siobhan McGee in 2016. Current board skills were identified together with future skills required by the board due to director rotation, up to the year 2018.

We comply with the triple lock of good governance recommended by the Charities Institute of Ireland and the Charity Regulator – namely compliance with the Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations in Ireland, the Statement of Recommended Practice for Accounting and Reporting by Charities (SORP) and Fundraising Principles.

Our quality standards are audited by the Royal College of Psychiatry (UK) and CCQI accreditation has been awarded by the RCP UK for the highest clinical standards in both Ashleigh House and Coolmine Lodge. During 2016 we focused on continued personal development through our internal training plan for all staff. In addition, in 2016 we reviewed our safeguarding vulnerable adults' policy, client complaints policy, as well as whistle-blower and disciplinary procedures.

## STRATEGIC PLAN 2016-2018

Our Strategic Plan is about achieving quality outcomes for clients, grounded on evidence based practice. The Plan has key performance indicators and target dates. A Strategic Planning Implementation Group (SPIG), led by the Head of Services, meets six weekly and ensures the delivery of the strategic objectives. The Chief Executive delivers a report on Strategic Plan implementation at every Board meeting.

The Chief Executive is responsible for the day to day running of the organisation supported by five managers comprising of Head of Services, Clinical Nurse Manager, Organisational Case Manager and part time Finance and Human Resource Management. During 2016 the Head of Services acted up to the Chief Executive position for nine months (maternity cover). Coolmine extend our gratitude to the management team who all embraced additional responsibility to ensure the smooth running of the organisation. During late 2016 a review of the senior management team structure commenced in order to safeguard delivery of Coolmine's Strategic Plan 2016-2018.







## PARTNERSHIPS, FUNDERS AND SUPPORTERS

Coolmine relies on funders and partners for support in delivering services which have helped thousands of people overcome addiction since we were established in 1973.

Amongst all our funders we would like to say a specific thank you to;

- Department of Justice & Equality via Probation Service
- Health Service Executive
- Department of Health
- Dublin City Council
- Department of Social Protection
- Local Drug and Alcohol Task Forces
- Léargas

Throughout 2016 we worked with a number of agencies and to each and every one we are very grateful for your cooperation and support. They include; Arbour House Cork, Community Employment Schemes, Dublin Simon Community, Focus Ireland, Fingal County Council, Dublin City Council, Irish Prison Service, Probation Service, Merchants Quay Ireland, Peter McVerry Trust, CKU Counselling service and Tolka River Project and Business in the Community.

We could also like to thank Ana Liffey Drugs Project, our strategic partner in for their continued support in outreach, assessment and pre-entry work.

To all our friends who donate monthly through our 'Friends of Coolmine Campaign', we would like to thank

you sincerely for this vital ongoing commitment.

We would like to thank our Community of fundraisers who ran marathons or took part in other events, who shook buckets at church gates collections, shopping centres and streets, all to raise money for Coolmine. Thanks also to all the clients and staff who go beyond their duties, and our expectations, to help Coolmine fundraise. We would like to thank the Dublin Male Voice Choir and the Blanchardstown Brass Band for their annual Christmas Gala Concert. The 2016 Gala Concert was dedicated to the memory of our former Chair, supporter and dear friend, the late Bill Foley.

Coolmine express a sincere thank you to the staff of Mallinckrodt Pharmaceuticals Ireland for their consistent, and much appreciated, volunteer hours in the facilities, grounds and gardens of Coolmine Ashleigh House. In addition, we extend a sincere thank you to Mediolanum Ireland for their support to the management team in our public relations, communication and promotion as well as front line volunteer hours. We acknowledge and thank the support from Deloitte and St Vincent De Paul also.

We, as always, would like to thank those in the media who have helped us highlight the issues surrounding addiction and the work Coolmine does in helping and supporting people through recovery.

Finally we would like to thank everyone who supported Coolmine, form the smallest to the largest gift, and to our 'friends' who donate monthly. Your support has helped so many people who rely on our services.

Your support is changing lives. You are making recovery possible!!







## FINANCIAL REVIEW

The Statement of Financial Activities and Balance Sheet for the year ended 31 December 2016 are provided in Appendix 1. The deficit for 2016 was €27,433 which compares with a deficit in 2015 of €12,984.

### Incoming Resources - Where we get our income

Income for 2016 was €3,092,044 compared to €3,298,152 in 2015.

The work of Coolmine would not be possible without the continuing support of funders. Principal funders include Health Service Executive/Department of Health (49%), Department of Justice & Equality via the Probation Service (18%) Department of Social Protection - CE Scheme (10%) and Dublin City Council (1%).

In addition, Coolmine's income is supported by resident contributions (normally the redirection of welfare benefit to Coolmine whilst they are in our residential services) (18%), other grant income and capital grant income (2%) and community fundraising (2%).

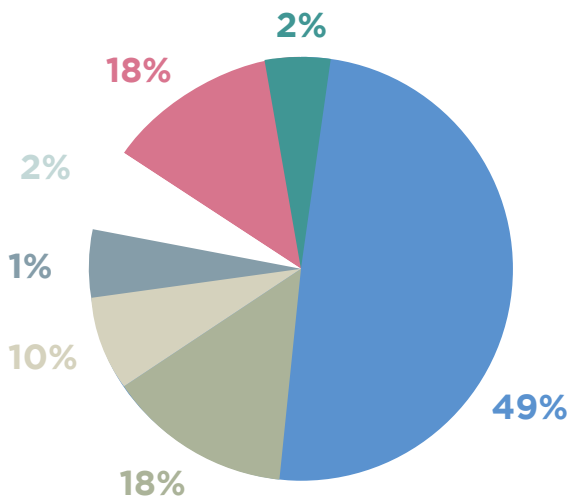
### Resources Expended - Where we spent our Funds








Expenditure for 2016 was €3,119,477 compared to €3,311,136 in 2015.

The incoming resources are wholly used to support the mission of Coolmine and to ensure that robust governance and stewardship procedures exist to safeguard clients and other stakeholders.

Income is adequate to maintain services but resource constraints do restrict the nature of the service and there is scope to do more if resource provision increased. Likewise, we carry some risks due to funding constraints and these are discussed in the section on risks and uncertainties.

## Sources of Income as %

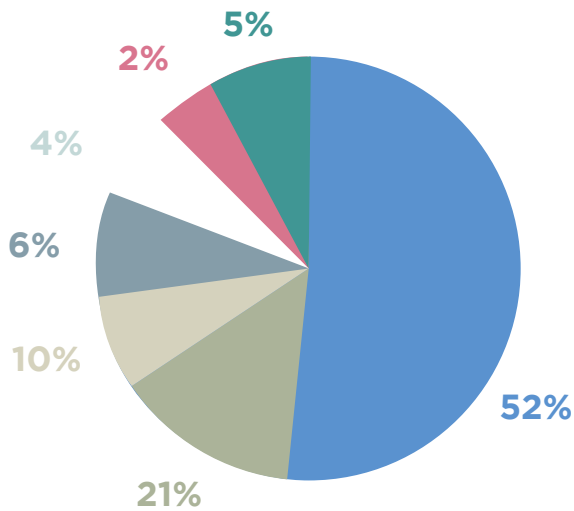


-  Department of Justice via Probation Service
-  Community Fundraising
-  Resident Contributions
-  Other Grant Income & Capital Grant Income
-  Dublin City Council
-  Department of Social Protection
-  HSE/Department of Health



## FINANCIAL REVIEW

### Areas of Expenditure by %



#### Areas of Expenditure

##### Residential Services

Areas of Expenditure	Staffing & Related Costs € ,000	Other € ,000	Total € ,000
Coolmine Lodge (Men's)	608	259	867
Ashleigh (Women & Children)	530	215	745

##### Sub-Total

**1,138      474      1,612**

##### Day Services

**343      34      377**

##### Other Services Supports

##### Management & Governance (Including Clinical Governance)

104      76      180

##### Nursing

125      12      137

##### Outreach & Community Houses

83      53      136

##### CE Scheme

321      3      324

##### Sub-Total

**633      144      777**

##### Organisational Support

##### Building & Other Maintenance

0      136      136

##### IT Systems & Support

(12,440)           6,712

##### Administration

##### Sub-Total

**106      247      353**

##### Total

**2,220      899      3,119**

#### Reserves Policy

The Board of Directors have examined Coolmine's needs for reserves in light of the main risks to the organisation. It has established a policy that the charity should maintain available reserves (namely reserves not

committed or invested in tangible fixed assets) at a level equivalent to 13 weeks expenditure, in order to meet the working capital requirements of the charity.

At the end of 2016 these reserves stood at €562,397 which represents just over nine weeks of expenditure.



## PRINCIPAL RISKS AND UNCERTAINTIES

### FUNDING & STAFFING

Coolmine is very dependent upon its' funding base to maintain services. Funding from state organisations accounts for 78% of total income and this is just about adequate to maintain services at current levels despite Coolmine operating at a deficit. Any reduction in funding will threaten front line services and indeed at the start of 2017 funding for our community alcohol programme has become uncertain and the service might therefore cease in 2017.

A further risk associated to funding is that Coolmine might lose experienced staff. It takes time for staff to build the level of experience and commitment to the Therapeutic Community treatment model and there is inherent benefit from staff who carry this acquired knowledge base. Loss of staff is a risk in any organisation but as the country continues to recover from economic recession there are increased work opportunities for staff. Additionally, in Coolmine there is an increasing expectation of wage movement after eight years of a pay and increment freeze. As a result, there is a heightened risk of increased staff turnover in Coolmine given that there are no funds to meet staff expectations of pay movement.

### REPUTATION (GOVERNANCE)

Coolmine is aware that as a charity, significantly supported by state funding, working with people who are frequently vulnerable, marginalised and often from dysfunctional backgrounds, there is a continuous risk that we might fail in our duty of care to ensure that the organisation operates to the highest standards of governance and stewardship.

To protect against this risk, the Board and Management of Coolmine, actively embrace compliance with the triple lock of good governance recommended by the Charities Institute of Ireland and the Charity Regulator - namely compliance with the Statement of Recommended Practice for Accounting & Reporting by Charities (SORP) alongside the Governance Code and Fundraising Principles. Coolmine recognises that active compliance is an ongoing and continuous task where as an organisation we seek to achieve continuous improvement.

### REPUTATION (ACTIVITY)

Staff play a key part in client care and their performance is constantly reviewed and monitored by our performance management system. We have a safeguarding vulnerable adults' policy and a client complaints policy, as well as whistle-blower policy and disciplinary procedures.

In addition, we have a Client Forum which is a client participation strategy lead out by a client co-ordinator who is either a former resident or programme participant. This provides regular client meetings where clients have an opportunity to discuss issues affecting them. The aim of this forum is to exchange views, discuss difficulties, resolve problems and suggest improvements; this forms a key hub for information exchange between management and clients which formulates feedback to staff.

Coolmine has a duty of care towards both clients and staff. Whilst we take this responsibility seriously it is compromised in our residential units at weekends and at night when funding constraints leads to staff working alone. This presents a high risk for staff and clients as it contains inherent risk. This is a significant risk which the Board and Senior Management will actively address in 2017.

This risk has been mitigated in Ashleigh House where additional funding has allowed double staffing cover to be implemented but applications for funding to implement the same in Coolmine Lodge have yet to be secured.

### OPERATIONAL RISKS

Our main operations take place in old buildings which require continuous maintenance to ensure they are fit for purpose. To a large extent this operational requirement is unfunded and presents a challenge to management to protect the health and safety of staff, clients and visitors and ensure that an adequate facility is in place to conduct our activities and provide suitable living accommodation in residential centres.

Increasingly we invest in IT systems as a means to manage and monitor caseload and to provide information to funders, health organisations and to manage client outcomes, interventions and progressions. Whilst this investment improves our management systems it also means that we are exposed to data risk and loss. In 2016 our systems became infected by ransomware virus and thankfully our back up procedures were robust enough to allow us to restore our systems without the loss of any data. In response to this attack we invested in enhanced firewalls and antivirus software which has blocked a significant number of similar attacks since. Coolmine is committed to taking all necessary steps to protect the integrity of our data but we also recognise that the threats to digital data are increasingly sophisticated and organised.



Coolmine Therapeutic Community  
(A company limited by guarantee, not having a share capital)  
**STATEMENT OF FINANCIAL ACTIVITIES**  
(Incorporating an Income and Expenditure Account)  
for the year ended 31 December 2016

	Notes	Unrestricted Funds 2016 €	Restricted Funds 2016 €	Total 2016 €	Total 2015 €
<b>Incoming Resources</b>					
<b>Generated Funds:</b>					
<b>Voluntary income</b>					
Donations, Gifts & Legacies		73,149	-	<b>73,149</b>	58,080
<b>Incoming Resources from Charitable Activities</b>					
Resident Contributions		-	521,365	<b>521,365</b>	437,573
Government Grants	<b>5</b>	-	2,497,166	<b>2,497,166</b>	2,540,431
<b>Other incoming resources</b>	<b>6</b>				
Investment Income		364	-	<b>364</b>	182
<b>Total incoming resources</b>		<b>73,513</b>	<b>3,018,531</b>	<b>3,092,044</b>	3,298,152
Expenditure on raising funds		-	2,314	<b>2,314</b>	8,950
<b>Net incoming resources available for charitable application</b>		<b>73,513</b>	<b>3,016,217</b>	<b>3,089,730</b>	3,289,202
<b>Expenditure on Charitable Activities:</b>					
Staff Costs	<b>7</b>	-	2,222,655	<b>2,222,655</b>	2,311,741
Establishment & Support Costs	<b>7</b>	55,815	501,000	<b>556,815</b>	627,528
Direct Costs	<b>7</b>	-	337,693	<b>337,693</b>	362,917
		55,815	3,061,348	<b>3,117,163</b>	3,302,186
<b>Total resources expended</b>		<b>55,815</b>	<b>3,063,662</b>	<b>3,119,477</b>	3,311,136
<b>Surplus/(deficit) for the year</b>		<b>17,698</b>	<b>(45,131)</b>	<b>(27,433)</b>	(12,984)
<b>Net movement in funds for the year</b>		<b>17,698</b>	<b>(45,131)</b>	<b>(27,433)</b>	(12,984)
<b>Reconciliation of funds</b>					
Balances brought forward at 1 January 2015		544,699	967,249	<b>1,511,948</b>	1,524,932
<b>Balances carried forward at 31 December 2016</b>		<b>562,397</b>	<b>922,118</b>	<b>1,484,515</b>	1,511,948

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.



Coolmine Therapeutic Community  
(A company limited by guarantee, not having a share capital)

## BALANCE SHEET

as at 31 December 2016

	Notes	2016 €	2015 €
<b>Fixed Assets</b>			
Tangible Assets	9	1,867,414	1,923,229
Financial Assets	10		355,513
		<b>1,867,414</b>	2,278,742
<b>Current Assets</b>			
Debtors	11	133,377	26,007
Cash and cash equivalents		641,120	465,496
		<b>774,497</b>	490,440
<b>Creditors: Amounts falling due within one year</b>	12	<b>(368,165)</b>	(373,227)
		<b>406,332</b>	(12,440)
<b>Net Current (Liabilities)/Assets</b>			
		<b>2,273,746</b>	2,266,302
<b>Total Assets less Current Liabilities</b>			
<b>Grants Receivable</b>	15	<b>(789,231)</b>	(754,354)
		<b>1,484,515</b>	1,511,948
<b>Net Assets</b>			
<b>Funds</b>			
Restricted trust funds		922,118	967,249
General fund (unrestricted)		562,397	544,699
<b>Total funds</b>	16	<b>1,484,515</b>	1,511,948





Coolmine Therapeutic Community  
(A company limited by guarantee, not having a share capital)

## CASH FLOW STATEMENT

for the year ended 31 December 2016

	2016	2015
	€	€
<b>Cash flows from operating activities</b>		
Net movement in funds	<b>(27,797)</b>	(13,166)
Adjustments for:		
Depreciation	<b>55,815</b>	57,888
	<b>28,018</b>	44,722
Movements in working capital:		
Movement in debtors	<b>(107,370)</b>	(1,063)
Movement in creditors	<b>29,815</b>	(174,557)
	<b>(49,537)</b>	(130,898)
<b>Cash flows from investing activities</b>		
Interest received	<b>364</b>	182
Transfer of investments to bank and cash	<b>355,513</b>	
Payments to acquire tangible assets	-	
	<b>355,877</b>	182
<b>Net (decrease)/increase in cash and cash equivalents</b>	<b>306,340</b>	(130,716)
<b>Cash and cash equivalents at 1 January 2016</b>	<b>334,780</b>	465,496
<b>Cash and cash equivalents at 31 December 2016</b>	<b>641,120</b>	334,780

### INDEPENDENT AUDITOR'S REPORT

to the Trustees of Coolmine Therapeutic Community

**(A company limited by guarantee, not having a share capital)**

We have audited the financial statements of Coolmine Therapeutic Community for the year ended 31 December 2016 which comprise the Statement of Financial Activities (incorporating an Income and Expenditure Account), the Balance Sheet, the Cash Flow Statement, the Accounting Policies and the related notes. These financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the company's members, as a body, in accordance with Section 391 of the

Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

#### Respective responsibilities of trustees and auditors

As described in the Statement of Directors' Responsibilities, the company's directors are responsible for the preparation of the financial statements in accordance with applicable law and the accounting standards issued by the Financial Reporting Council (Generally Accepted Accounting Practice in Ireland).



Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view, in accordance with Generally Accepted Accounting Practice in Ireland, and are properly prepared in accordance with the Companies Act 2014. We state whether we have obtained all the information and explanations we consider necessary for the purposes of our audit and whether the financial statements are in agreement with the books of account. We also report to you our opinion as to:-

- whether the company has kept proper books of account; and
- whether the Directors' Annual Report is consistent with the financial statements.

We report to the members if, in our opinion, any information specified by law regarding directors' remuneration and directors' transactions is not given and, where practicable, include such information in our report.

We read the Directors' Annual Report and consider the implications for our report if we become aware of any apparent misstatement within it.

### Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Directors' Annual Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient

evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error.

In forming our opinion, we also evaluated the overall adequacy of the presentation of information in the financial statements.

We have undertaken the audit in accordance with the requirements of the APB Ethical Standards including the APB Ethical Standard, Provisions Available for Small Entities, in the circumstances set out in Note 3 to the financial statements.

### Opinion

In our opinion, the financial statements:

- give a true and fair view, in accordance with Generally Accepted Accounting Practice in Ireland, of the state of affairs of the company as at 31 December 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014

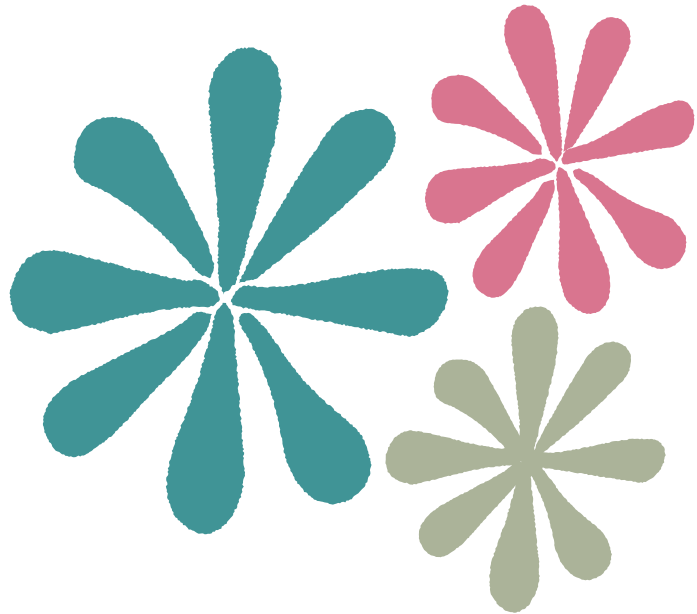
We have obtained all the information and explanations that we consider necessary for the purposes of our audit. In our opinion proper books of account have been kept by the company. The financial statements are in agreement with the books of account.

In our opinion the information given in the Directors' Annual Report is consistent with the financial statements.

Matters on which we are required to report by exception We have nothing to report in respect of the provisions in the Companies Act 2014 which require us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions specified by Sections 305 to 312 of the Act are not made.

**Neil Squires  
for and on behalf of  
SG CHARTERED ACCOUNTANTS & ADVISORS  
LIMITED**

Chartered Accountants and Registered Auditor  
32 Merrion Street Upper  
Dublin 2  
Ireland



*“Coolmine has saved my life, brought me back into society better than ever brought me closer to my family, helped me face responsibility and for once in my life I’m no longer running. I’ll always be grateful for everything they helped me with. The staff were amazing to me and I’m super”*

*-Michael*



# With your help we can change more people's lives.

 <b>FUNDRAISING</b>	 <b>COMPANIES</b>	 <b>WAYS TO DONATE</b>
Volunteer with us to help fundraise	Involve your company	Online, in person or by post
Fundraise for us through your own event	Payroll giving	Set up a Friends of Coolmine standing order
Take part in organised event (e.g. marathons, mini marathon)	Partnering with Coolmine	Become a major donor
	Staff volunteering opportunities	Donate in memory
		Leave a gift in your will

*"I'm enjoying the experience of motherhood again because, even though I have a 13-year-old, I didn't experience motherhood like other people would because I was a drug addict and my life revolved around that, you know? So I am enjoying being a mammy at the moment. It's keeping me going."*

Jane-





CHANGING LIVES

**Coolmine Therapeutic Community**  
**7 Ringwood Centre**  
**Damastown Close**  
**D15 E8FH**  
**Tel: 01 8270003**  
**[www.coolmine.ie](http://www.coolmine.ie)**  
**[info@coolminetc.ie](mailto:info@coolminetc.ie)**  
**[www.facebook.com/CoolmineTC](http://www.facebook.com/CoolmineTC)**

Coolmine Therapeutic Community is a registered charity CHY5902