



ANNUAL  
REPORT  

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2019



**TABOR LODGE**  
*Primary Residential Treatment Centre*



**TABOR FELLOWSHIP**  
*Secondary Residential Treatment Centre*



**TABOR RENEWAL**  
*Secondary Residential Treatment Centre*

# ANNUAL REPORT

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# 2019

# TABLE OF CONTENTS

- 04 Mission, Philosophy, Vision & Values
- 05 Tabor Group Organisational Chart
- 06 Chairman's Report
- 08 CEO's Report
- 10 Clinical Director's Report
- 12 2019 in Photos
- 14 Operations, Quality & Risk Report
- 16 30th Anniversary Celebrations
- 20 Appendix 1
- 22 Appendix 2
- 24 Appendix 3
- 26 Tabor Group Financial Statement
- 27 Tabor Group at a Glance



# MISSION

We offer hope, healing and recovery to those affected by addiction through our compassionate treatment, family and support services.

# PHILOSOPHY

At Tabor Group, we believe that addiction is a chronic progressive primary disease that cannot be cured; but those that suffer can be helped by abstinence and lifestyle changes.

We also believe that people who suffer from addiction are entitled to dignity and respect and that each person has, within himself or herself, the resources for recovery.

There is a spiritual dimension to our programme and clients are introduced to various 12-Step programmes.

# VISION

To be a Centre of Excellence for addiction treatment, research and advocacy

# VALUES

## Respect

Acknowledging the dignity of every person – regardless of his/her circumstances.

## Compassion

Having some understanding of what a person is going through and responding appropriately.

## Social Justice

Honouring each person's rights in a fair and equal manner.

## Team

Fostering a team approach in the interests of our common purpose.

## Excellence

Doing everything to the highest professional standards.



**BOARD OF DIRECTORS**

Denis Healy  
Aidan O'Sullivan  
Elaine Casey Buckley  
Fr. Martin Kavanagh  
Jerry Corkery

Maurice O'Connor  
Pat McCarthy  
Ray Keane  
Rosemarie Keane Cusack  
Sr. Joan O'Leary  
Margaret Lane

**CEO**  
Dr. Niall O'Keeffe

**QUALITY & RISK  
MANAGER**  
Miriam Rigney

**OPERATIONS  
MANAGER**  
John Calnan

**CLINICAL  
DIRECTOR**  
Mick Devine

**MARKETING  
MANAGER**  
Sharon O'Donoghue

**FINANCE  
MANAGER**  
Antoinette O'Brien

**TABOR  
LODGE**

**TABOR  
FELLOWSHIP**

**CONTINUING  
CARE  
PROGRAMME**

**FAMILY  
SERVICES**

**TREATMENT  
PROGRAMME  
SUPERVISOR**  
Brian Duncan

**ADMISSIONS  
MANAGER**  
Katie Coughlan

**SENIOR  
COUNSELLOR**  
Con Cremin

**CONTINUING CARE  
COORDINATOR**  
Paul Fearon

**FAMILY SERVICES  
DEVELOPMENT  
OFFICER**  
Alvina Cassidy

Counselling Staff  
Support Staff  
Administrative Staff  
Catering Staff  
Housekeeping Staff  
Night Staff  
Maintenance Staff

Counselling Staff  
Support Staff  
Administrative Staff  
Catering Staff  
Night Staff  
Maintenance Staff

Continuing Care  
Programme  
Facilitators

Family Recovery  
Programme  
Facilitators

CE Scheme Staff  
Volunteer Staff





# Chairman's Report

DENIS HEALY



The past year was a milestone year for us all here at Tabor Group. It marked the 30th anniversary of the foundation of the organisation, a proud achievement for everyone involved with us, past and present, over the last 30 years. We marked the occasion with various events throughout the year, including the official opening of Tabor Fellowship, our secondary residential treatment centre in Spur Hill and culminating with our own one-day National Conference in October.

Firstly, I would like to sincerely thank the Board of Directors for their continued dedication and huge commitment to the work of Tabor Group throughout 2019. Each director brings a vast range of invaluable skills and talents to our deliberations. They carry out their functions in accordance with the highest standards of governance, mindful always of their duty to work in the best interest of Tabor Group and, ultimately, its beneficiaries.

I would also like to thank all the staff across our addiction treatment centres for their work throughout the year. I, and the board are deeply appreciative of their work and commitment to Tabor Group and our clients consistently delivering services to the highest of standards. A special mention and thanks to the Management team also. They are a constant force working 24/7 for Tabor Group, effectively responding and adjusting to the needs of our clients, staff, and organisation.

The board and I are also very grateful and thankful to our CEO, Dr. Niall O'Keeffe, who has seamlessly adapted to his role since arriving in 2018 and is leading the organisation with exceptional enthusiasm, commitment, and energy.

When I look back on 2019, there were three main highlights for me. The first highlight was the launch of our exciting 10-year Strategic Plan, to help transform Tabor Group. This plan sets out our strategic vision and ambitious goals over the next 10 years to help the organisation enhance our services and better fulfil our mission to provide excellent addiction treatment services. This strategy builds on the current Strategic Plan 2015 - 2019 to bring Tabor Group through the next ten years of our development up until 2029, and I look forward to seeing this plan being implemented.

It will also continue the development of its clinical services and approaches to ensure excellence, support clients' sustainable recovery from addiction and meet emerging service needs. This of course will all be carried out while maintaining Tabor Group's fundamental approach which is to: acknowledge the dignity of every person; have compassion and understanding for all; honour each person's rights fairly; and, provide services to the highest professional standards.

The overall development for the next ten years will occur in line with the organisations vision "To be a centre of excellence for addiction treatment, research and advocacy". This vision is underpinned by 6 strategic goals, which form the basis for our strategic vision. I'd like to thank everyone involved in creating this plan, which was prepared over the last 12 months, after extensive internal and external consultations with clients, staff, board members and management as well as external stakeholders and funders. The vision and objectives that the strategy adopts, and in particular the actions that give these goals expression in very concrete ways, moves Tabor Group towards the more

progressive end of the spectrum in providing addiction treatment services to Cork and beyond.

The second highlight of the year for me was in April at the official opening of our secondary residential treatment centre, Tabor Fellowship, at Spur Hill. Tánaiste at the time, Minister Simon Coveney, along with the Mayor of the County of Cork, Councillor Patrick Gerard Murphy, officially opened the treatment centre which was built on the existing site of Tabor Fellowship and has increased capacity completing a treatment programme from 10 residents to 22. The facility also includes an additional 11 units of accommodation for people who have completed their secondary addiction programme but require a step-down model of independent living while having access to ongoing support and care.

On behalf of the board, I would like to thank the Department of Housing Planning and Local Government, Cork County Council and the HSE for their financial contribution for this project. Without their support this re-development would not have been possible.

The highlight of the year was undoubtedly in October where we hosted our own National Conference, to top off our 30th Anniversary celebrations. The event drew a large and high calibre list of speakers and attendees with over 150 guests in attendance to celebrate the development of addiction treatment over the years.

The conference aimed to continue to promote and encourage participation from all parts of the sector towards a shared appreciation and learning of what medical, psychosocial and peer-based approaches offer in the realm of addiction. This was delivered through workshops and talks from several speakers including industry leaders, clinicians, researchers and even through Tabor Group service users who were discussing their own personal experiences.

There are several other notable achievements throughout the year I would like to mention. Firstly, is the successful bedding down of our new board and sub-committee structures and processes. Thank you to all those involved for making this happen. Secondly, I am proud of the organisation's implementation of the recommendations based on the findings from 'An Evaluation of Tabor Group' report. This Trinity College Dublin report was commissioned by the board to review all of Tabor Group's services, and it is encouraging to see that these

recommendations were taken on board and implemented over the last 12 months. Another achievement I think deserves a mention this year, was the further progress made in the integration of all Tabor Group's services. The services, which were previously so disparate, have undoubtedly progressed again this year to achieve this long-term objective.

It is hard to look back at 2019, without the context of all that has happened in 2020, which has presented huge challenges for the Company on so many fronts due to COVID-19 and the fallout from it.

We hope we have been fair to our staff throughout. Being a Mercy company was a huge advantage to us, as with the support of the Hospital we managed to open up again relatively quickly and remain open safely for a large number of clients by availing of the testing supports which were made available to us.

The 2019 Financial outcome has been very disappointing - more so as the full extent of losses had not been expected at year end. This outcome, together with all that has happened in 2020, has led the Board and Management to undertake an extensive review of our operations. Restructuring proposal options have been developed and a decision on the preferred course of action will hopefully be made in the near future.

The Board are determined that the company remains financially strong while offering quality treatment to as many as possible of those who need to avail of our services.

In conclusion, I would like to thank my fellow Directors for their commitment, support and understanding during the year, and on behalf of the Board, to express our gratitude to management, staff, volunteers and friends of Tabor Group for their inspiring dedication to improving outcomes for clients and their families.

*Denis Healy*

**Denis Healy**  
**Chairman, Tabor Group**



# CEO's Report

DR. NIALL O'KEEFFE

Tabor Group's 30th Anniversary year, 2019, was another busy and productive year for the organisation. The new management team, and staff admirably met the challenges of the daily requirements of delivering a consistent high-quality service day after day.

During my first full calendar year in this position, it has become evident that Tabor Group's success in the delivery of treatment is a result of the dedication and loyalty of its staff, who live the values of the organisation in their work. Our clients are met with compassion, understanding and unfailing support in their efforts to live new lives in recovery. The work is hard and requires resilience, patience and genuine empathy for others. Our facilitators continue the excellent work begun in treatment in supporting clients and families in our aftercare programmes.

It is a privilege to work with all of these individuals, and of course the Board of Directors, who all give so much of themselves in selfless support of others who desperately need the lifeline of treatment on their journey to recovery. Those involved in Family Services, Continuing Care, Women's Groups, and pre-treatment meetings bolster the benefit of our residential treatment services. We are grateful to many who return to the service and give freely of their time to support and inspire others.

One of the highlights of the 2019 was our Staff Recognition Awards held in January. Our amazing staff were recognised for their contribution to Tabor Group, over the past 30-years. Collectively sharing over 500 years of service, with some celebrating a full 30 years of service.

The volume of enquiries into our services remained strong in 2019 across a broad demographic, presenting with a range of addictions and support requirements. Across our three residential centres, 295 people accessed treatment for addiction services over the 12 months.

We pride ourselves on working closely with many agencies, particularly the HSE, Southern Region & Cork Drugs & Alcohol Task Forces and Probation services who support us and help us offer the services we do and help enhance the client's success while both in treatment and in recovery afterwards. I feel these partnerships continue to evolve and fortify in a united way to help achieve the best possible outcome for our service users.

Throughout 2019, we put a key focus on bringing each of our primary and secondary services more closely together with a long-term goal of strengthening the Tabor Group brand. This was something that was carried out effectively during the year, including name changes of two of our treatment centres to Tabor Fellowship and Tabor Renewal. This is something that is an ongoing task for Tabor Group.

The financial accounts presented, signal the challenges incurred by the opening of the new Tabor Fellowship building in 2019, this along with increasing bad debts. This will need to be managed and matched by increase in revenues, in the years ahead.

As our Chairman Denis Healy mentioned in his report, 2019 was full of exciting events for our 30th anniversary year. In relation to the official opening of Tabor Fellowship, I would like to



take this opportunity to thank our partners in development, the Department of Housing Planning and Local Government, Rebuilding Ireland and Cork County Council. Without their support, the project could not have developed in the way that it did. I would also like to thank the Tánaiste at the time, Minister Simon Coveney, and Mayor of the County of Cork, Councillor Patrick Gerard Murphy, for officially opening Tabor Fellowship. It was a proud day for all at Tabor Group to showcase the time and effort put into the project.

The launch of our 10-year Strategic Plan sets out our strategic vision and ambitious goals to support the organisation and to enhance our services and better fulfil its mission to provide excellent addiction treatment services. Building on the achievements of the last 30-years, Tabor Group is committed to continuing to develop and grow the organisation. The next 10 years are going to be exciting for Tabor Group, although it will not be without its challenges, we are confident that its implementation will improve the lives of many in years to come. A hugely important measure to mitigate the risks and challenges faced is to implement policies to control our cost base, whilst providing support for people suffering from addiction and to innovate and improve our services.

The focal point of our 30th Anniversary celebrations, was our one-day National conference to celebrate the development of addiction treatment over the years. National and International leading practitioners and advocates were invited to share the grounds for their confidence that treatment works. This conference looked to continue to promote and encourage participation from all parts of the sector towards a shared appreciation and learning of what medical, psychosocial and peer-based approaches offer in the realm of addiction, through the experiences of service users, industry leaders, clinicians and researchers. The conference hosted five keynote speakers, 3 workshops and concluded with a plenary session. I'd like to give a special mention to Dr. Susan Broderick, who travelled from the United States to speak at the conference. Susan was a former Assistant District Attorney in the Manhattan District Attorney's Office and is Founder and CEO of Building Bridges to Recovery. She shared her personal journey in which she has experienced first-hand the impact of addiction.

Looking forward to the future we will embark on a range of activities to support organisational and service enhancement.

From a financial perspective, we will continue with our procurement programme in an effort to drive down costs where practical and enhance value for money.

From a client perspective, we will continue to ensure consistency of best practice treatment across our treatment centres and outreach services by utilising National Protocols to enable holistic support and treatment.

From a staff perspective, we will continue to develop opportunities for support, sharing of information and creating opportunities for personal and professional development.

The Tabor Group team and I look forward to taking on the challenges within the sector in partnership with our stakeholders, peers and policy makers.

*Niall O'Keefe*

**Dr. Niall O'Keefe**  
CEO, Tabor Group



# TABOR GROUP Clinical Director's Report

MICK DEVINE

2019 is an important year in the history of Tabor Group. 2019 marked the 30th year of Tabor Group's delivery of services for people with substance use disorder and other addictions. In April 2019 Tabor Group's purpose built secondary treatment facility at Fellowship House, Spur Hill in Togher, Cork was officially opened by An Tánaiste Simon Coveney. In October 2019 Tabor Group hosted an important seminar for the field of Ireland's Alcohol and Drug Services entitled "Achieving Optimum Outcomes for Addiction Recovery: A Collaborative Approach". In October 2019, Tabor Group Strategic Plan 2020 to 2029 was launched. Such events illustrate our growing confidence in ourselves as a leading treatment provider in the field of alcohol and drug services in Ireland.

## CLINICAL QUALITY

Evidence of this growing confidence will be apparent in all sections of this report and is also very evident in the quality of clinical services delivered by Tabor Group. Last year Trinity College's Evaluation of Tabor Group 2018 set the groundwork for quality improvement with recommendations that have been adopted by the board of Tabor Group and implementation is far advanced. Seamless transition between primary and secondary treatment settings is now readily available for clients when this best serves their needs. Variation in the length of stay of treatment episodes is now established and based on an assessment of the client's needs and with client's consent. Readmission to a further treatment episode is now available and accessible where appropriate. Guidelines on Managing the Challenging Nature of Addiction Treatment are developed and agreed with all clinical staff. A family programme for young persons has been delivered and is currently

under evaluation. Recommended Programme developments 'Implementation of HSE Case Management Protocols for Drug and Alcohol Services' and 'Roll out of Trauma Informed Care' are now embedded as standard practice of clinical service delivery at Tabor Group.

## CLINICAL VISION

This report also provided the impetus for the development of Tabor Group Clinical Vision: "To be a centre of excellence for addiction treatment, research and advocacy". A comprehensive and simple representation of Tabor Group Clinical Vision is a valuable communication tool internally and externally. It allows all stakeholders to clearly understand the scope of the services we see as necessary to provide to our clients for them to develop the resilience to effectively manage substance use disorders. This vision represents both the breadth and depth of our services. The breadth of our services includes 71 beds. We can offer the safety and security to clients who need primary, secondary and step down accommodation, according to the complexity of their needs. It illustrates that as well as offering safe accommodation we also make accessible to clients opportunities to enter education and to develop training in the skills necessary for employment. Other life skills are also on offer. Community based support for clients before and after residential treatment episodes for up to 2 years supports the client to take real responsibility for the management of their substance use disorder. The vision also illustrates the depth of our services. As well as recruiting 3 additional counsellors in the area of addiction, Tabor Group also recruited 2 specialist clinicians to manage Tabor Fellowship treatment programme and our community based continuing care services. Employing 20

accredited counsellors in the area of addiction equips us to invite the client to really explore their inner world and take stock of the impact of untreated substance use disorder and make necessary changes. Such a skilled workforce allows us deliver a person-centred service and to address the impact of childhood adversity and mental health challenges. This inner work on personal development fosters the growth of resiliency and sets the roots for long-lasting recovery. Such a depth of counselling capacity allow us to offer real and effective support to client's families as they seek to recover from the impact of substance use disorder on the whole family system.

#### TABOR GROUP NATIONAL CONFERENCE *"Achieving Optimum Outcomes for Addiction Recovery: A Collaborative Approach"*

A highlight of 2019 for Tabor Group was hosting a national conference for the field of alcohol and drug services. Regional, national and international professionals in the field presented on national protocols for drug and alcohol services, impact of childhood trauma on services users' efforts to manage substance use disorders and the impact of substance misuse on families and children. In Tabor Group presentation it was pointed out that the contribution of Tabor Group to achieving maximum outcomes lies in 8 strengths. Firstly; believing the client will find the self-respect to succeed in managing their disorder, the safe space and time in a residential setting offered to clients to come to terms with difficult circumstances, clear understanding of addiction, affiliation with the network of 12 Step Fellowships, providing an accredited counsellor delivered service, trauma informed care for clients, implementation of National Protocols for Drug and Alcohol Services, care for Family members.

The conference made a coherent contribution to 'achieving optimum outcomes for addiction recovery'. This is necessary at a time when addiction problems are increasing without a corresponding prioritisation of properly resourcing the infrastructure necessary to respond effectively to the severity of the problem.

#### TABOR GROUP STRATEGIC PLAN 2020-2029

Such a clear evaluation report from Trinity College and a clear Clinical Vision provided good foundation upon which to build Tabor Group Strategy 2020 -2029. A key moment in the process of developing this strategy was the realisation that our strategic objectives were of such a scope that it should be a 10 year strategy. While acknowledging the quality standard to which clinical services are currently delivered, strategic objective 2 states 'Further develop our addiction treatment services to ensure clinical excellence, support sustainable recovery and meet service users' needs'. Within this objective are actions and tasks to continually review clinical services to ensure staff adopt new clinical approaches, and that consistent and transparent clinical processes and practices are implemented across the

organisation. A clinical competency framework should also be established. The strategy also sets the challenge to progress from an addiction counselling approach to service delivery to an addiction psychotherapy approach. The strategy also underlines the importance of a research strategy so we can establish the efficacy of our treatment services with a strong evidence base. From such a strong base we can advocate for our client and for the proper resourcing of addiction treatment services nationally.

#### WHAT THE FUTURE HOLDS

Given that the strategy is for a 10 year period it challenges us to predict changes and anticipate clinical service responses. Predicted population growth in Cork city will treble in the next 20 years. With this is the expected growth in number of families 'very or extremely disadvantaged', predicted growth in illegal drug use, problematic gambling and eating disorders. Alcohol is set to remain Ireland's 'drug of choice'. Our strategy records the following facts; "Consumption of alcohol is deeply embedded in Irish society and culture and has a major impact on the country's health system, society and economy". "Alcohol use caused almost 7% of total deaths in 2016 in Ireland". "There are between 149,300 and 203,897 dependent drinkers in Ireland (aged 18-75 years)". In response to these facts the strategy challenges us to develop detox services, services to clients with gambling related problems, services to those with eating disorder, community based services, family services and to develop treatment responses to new addictions like shopping, gaming, and also to develop services to industry and to 'private' clients. Such services are developed to a certain level and the strategy challenges us to realise the full potential of Tabor Group in the next 10 years to become a leading provider of professional clinical services in Ireland. 2019 has confirmed our confidence that we are well placed to take on these challenges and follow through on the work done in 2019 and in the 30 years to date.

While we continue to enjoy strong support from our stakeholders we also need to convince others that the Tabor Group vision has credibility. Policy makers and public representatives need to be convinced that the Tabor Group vision ensures optimum outcomes for our clients and provides a template nationally for the development of services to those impacted by substance use disorders. This is necessary to establish services on a sound footing that allows our addicted population to come in from social exclusion, disadvantage and stigmatisation and they and their family are assured an equal opportunity to thrive in their lives.

*Mick Devine*

**Mick Devine**  
**Clinical Director, Tabor Group**





*Eli Lilly Global Service Day at Tabor Lodge*



*Donation to Medisan*



*2018 Annual Report Launch*



*Donation to Goldwings*





*Visit to Aiséiri*



*Service Day*



*Donation to Minane Bridge*



*2018 Annual Report Launch*



# Operations, Quality & Risk Report

## QUALITY

### Accreditation

Tabor Group retained its accreditation status from CHKS following a comprehensive site survey visit in March 2019, and achieved ISO 9001:2015 certification for the first time. Audit of the all areas of the service to international / national benchmarks takes place annually.

### Governance

A restructuring of the Board sub-committees took place in 2019. A Governance Committee was formally convened as part of this and the group met 7 times throughout the year. Much of the work of this committee was guided by the Charities Regulator and included completion of the self-assessment process to ensure continued compliance with the Charities Governance Code. Audit, Risk Management and reporting mechanisms were reviewed and agreed.

Sub-committee	No. of Meetings in 2019
Governance	7
Finance and Audit	4
Personnel and HR	3
Facilities	4
Treatment and Research	3

### Data Requests

There were no reported Data breaches in 2019. The organisation received four Subject Access Requests, all of which were processed in line with data protection legislation guidance.

### Training

The training matrix for the organisation provides a framework to ensure that employees have appropriate and certified skills and knowledge. Two distinct areas are identified -

safety training and Continued Professional Development.

### Safety Training

Safety training included 15 members of staff that completed the 3-day Occupational First Aid training to FETAC Level 5 certification. Additional safety training included Food Safety Training, Fire Safety Training and online modules in relation to Complaints Management and Risk Management (HSE online training). Five members of the Management Team attended training in the area of Complaints Management that was provided by HSE South.

### CPD for Counsellors

Support by the organisation for members of the counselling staff to transition to a FETAC Level 8/9 qualification has been put in place in 2019, and two counsellors have availed of this opportunity.

Continual professional development for counsellors in the form of a series of in-house workshops and also formal training in Motivational Interviewing, took place throughout 2019.

Training in GDPR was facilitated onsite for the management team and Board members in September 2019.

### Audit

An audit programme is in place across all areas of the service to monitor and report on quality. This includes the treatment programme (Records, Consent, Discharge Planning and Care Planning), finance, safety, incident reports and feedback from clients.

One example of an innovative change in process

following an audit is the establishment of the Admissions and Discharge Committee and the appointment of an Admissions Officer in Q2 2019 following an audit of calls received. This has resulted in cohesive, clear pathways for clients to access the most appropriate point of care for them, depending on their individual needs. It also provides for communication with other agencies that may be involved in their care – e.g., G.P., Community Drugs Workers and the H.S.E.

### Complaints

Two complaints were resolved within the required timeframes and to reported satisfaction of the complainants utilising the organisation’s feedback mechanism. Complaints management data is returned quarterly to the H.S.E.

### Networking with stakeholders

Members of the Tabor Group team (Board members and staff) visited two other residential treatment centres in 2019 to establish connections with other services in the sector. These were Cuan Mhuire in Farnanes and Aiseiri in Tipperary.

## RISK MANAGEMENT

### Safety Audit

There were 10 meetings of the Health and Safety Committees across the three centres in 2019. These took the format of a safety walkabout with a ‘go and see’ approach. Annual safety audits were carried out at each centre and the ensuing report recommendations informed the Safety Statements. Maintenance and upgrade of the premises was identified during the Safety Walkabouts and this information was provided to the Facilities Committee as part of the overall maintenance plan for the premises.

### Incidents Reported 2019

Centre	Incident Report Forms completed	See & Act Forms completed
Tabor Lodge	32	60
Tabor Fellowship	30	1
Tabor Renewal	5	1

Incident Type	Tabor Lodge	Tabor Fellowship	Tabor Renewal
Violence & Aggression	2	0	0
Medication	9	0	0
Client Issues	9	11	2
Facilities	46	7	1

## OPERATIONAL

### HR

Twelve people joined the team at Tabor Group in 2019, with a number of key appointments. These included that of Finance Manager, Catering Manager (Tabor Fellowship), Senior Counsellor (Tabor Fellowship) and Continuing Care Coordinator. Four counsellors joined the counselling team, along with a number of relief support staff.

An occasion to mark length of service within the organisation was held in February 2019.

There were three team meetings during 2019 where staff members from across the organisation came together for updates on developments, and information sessions on various topics of interest. This included an interactive session on self-care and wellness at one of the meetings.

### Facilities

#### Maintenance

A considerable volume of work was completed at Tabor Lodge throughout 2019 to improve the work, treatment and accommodation spaces. The schedule of work began in February with a team day, and culminated in September with a fantastic contribution from Eli-Lilly as part of their Corporate Social Responsibility initiative. This work included extensive renovations to the building and grounds.

#### Catering

The Catering Service for the secondary treatment services was centralised to Tabor Fellowship in June 2019, with meals delivered daily to Tabor Renewal.

Significant work was completed in implementation of procurement processes to ensure as much as possible value for money in the purchase of goods and services. This included appointing a single supplier for food products, cleaning products etc. across the centres. This applies also to contractors providing services to Tabor Group.

### IT

The need to upgrade the organisation’s IT system was recognised as a key strategic initiative to ensure accurate and timely information management. The tendering process for this was complete in Q4 2019 following a review of the existing system and identification of service needs in this area. This project will be progressed in 2020 to ensure the system is fit for purpose.

# 30TH ANNIVERSARY CELEBRATIONS



## TABOR GROUP

FOUNDED 1989

CELEBRATING 30 YEARS

The turn of the year in 2019 marked the 30th Anniversary of the foundation of Tabor Group. This was undoubtedly a very proud milestone for everyone involved in Tabor Group today and during the last 30 years.

### 30TH ANNIVERSARY MASS

In January, all Tabor Group board members, colleagues and clients, past and present, were invited to celebrate this wonderful occasion with a mass at Tabor Lodge, where it all began 30 years ago in 1989.





## STAFF RECOGNITION AWARDS

Of course, Tabor Group wouldn't have lasted 30 years, or indeed be where it is today, without the wonderful work of each and every staff member in all three residential centres - Tabor Lodge, Tabor Fellowship and Tabor Renewal. In February, we had a Staff Recognition Awards to show our admiration, respect and sincere gratitude for our staff's outstanding service, loyalty and commitment to Tabor Group. Team and Respect are two of our core values, and it is of the utmost importance that our colleagues are aware of how much they are appreciated.



## OFFICIAL OPENING OF TABOR FELLOWSHIP

In April, Tabor Fellowship was officially opened by An Tánaiste Simon Coveney TD, in the presence of the Mayor of the County of Cork, Councillor Patrick Gerard Murphy. This state-of-the-art facility is a significant milestone in the 30-year journey of Tabor Group and will allow us meet the growing needs of people suffering from addiction as well as setting out the foundation for future similar projects for Tabor Group as we continue to grow and evolve.



## 10 YEAR STRATEGIC PLAN

In 2019, Tabor Group published their 2020 – 2029 Strategic Plan, with Lord Mayor of Cork City, Cllr. John Sheehan and Mayor of County Cork, Cllr. Christopher O'Sullivan in attendance at the unveiling.

The 10 Year Strategic Plan sets out the strategic vision and ambitious goals to help the organisation enhance its services and better fulfil its mission to provide excellent addiction treatment services. The strategy builds on the current Strategic Plan 2015 - 2019 to bring Tabor Group through the next ten years of its development.

The overall development for the next ten years will occur in line with the organisations vision **“To be a centre of excellence for addiction treatment, research and advocacy”**. This vision is underpinned by 6 strategic goals, which form the basis for Tabor Group's strategic vision:

1. Ensure the long-term financial sustainability of Tabor Group
2. Further develop our addiction treatment services to ensure clinical excellence, support sustainable recovery and meet services users' needs
3. Deliver a research, education and advocacy to embed evidence-based practice and be a trusted national voice on addiction
4. Implement a HR Strategy which places the development and well-being of our staff at its core and ensures we have the most expert staff providing the highest quality services
5. Continue to develop our governance and management frameworks
6. Deliver a new treatment and research campus along with opportunities to collaborate and grow our services





## NATIONAL CONFERENCE

The highlight of the 30th Anniversary celebrations was the one-day National Conference held in the Clayton Hotel Silver Springs, to celebrate the development of addiction treatment over the years. With Simon Delaney as MC, 150 guests were in attendance from across Ireland, with attendees representing a wide variety of stakeholders including Service Providers, Statutory Agencies, Counsellors, Gardaí and other Health Professionals.

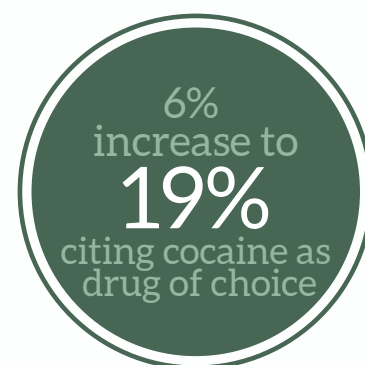
The conference aimed to continue to promote and encourage participation from all parts of the sector towards a shared appreciation and learning of what medical, psychosocial and peer-based approaches offer in the realm of addiction. This was delivered through talks from several speakers including industry leaders, clinicians, researchers and even through Tabor Group service users who were discussing their own personal experiences. One of the keynote speakers on the day was Dr. Susan Broderick, Founder and CEO of Building Bridges to Recovery and a Former Assistant District Attorney at the Manhattan DA's Office. The conference also included several workshops on the day which focused on specific areas in greater detail such as Gambling, Eye Movement Desensitization and Reprocessing (EMDR) therapy and Residential Secondary Treatment for addiction.



## APPENDIX 1

# Tabor Lodge Statistics

### AT A GLANCE



Assessments Undertaken 2019	No. of Clients	% of Clients
Assessments Only	268	
Admissions	185	69%
Completions	178	96%

Previously Treated	No. of Clients	% of Clients
Never Treated	101	55%
Total Previously Treated	78	42%
Treatment Status Unknown or Not Applicable	6	3%

Gender	No. of Clients	% of Clients
Male	136	74%
Female	49	26%

Age	No. of Clients	% of Clients
18-24	21	11%
25-34	53	29%
35-44	70	38%
45-54	30	16%
55-64	6	3%
Over 65	5	3%

Age - Male	No. of Clients	% of Clients
18-24	19	14%
25-34	41	30%
35-44	49	36%
45-54	23	17%
55-64	3	2%
Over 65	1	1%

Age - Female	No. of Clients	% of Clients
18-24	2	4%
25-34	12	24%
35-44	21	43%
45-54	7	14%
55-64	3	6%
Over 65	4	8%



Accommodation - Living with whom	No. of Clients	% of Clients
Alone	21	11%
Parents or Family	73	39%
Alone with child	11	6%
Partner Alone	16	9%
Partner and child	37	20%
Friends	5	3%
Other	18	10%
Not Known	4	2%

Accommodation - Living where	No. of Clients	% of Clients
Stable accommodation	170	92%
Institution (e.g. prison, clinic)	3	2%
Homeless	8	4%
Other unstable accommodation	3	2%
Not Known	1	1%

Employment Status	No. of Clients	% of Clients
Employed	74	40%
Unemployed	96	52%
Student	2	1%
Housewife/husband	3	2%
Retired/unable to work/disability	8	4%
Other	1	1%
Not Known	1	1%

Highest Level of Education	No. of Clients	% of Clients
Primary Level incomplete	0	0%
Primary Level	17	9%
Junior Certificate	36	20%
Leaving Certificate	83	45%
Third Level	47	25%
Not known	2	1%

Specific Drug of Choice	No. of Clients	% of Clients
Opiates	8	4%
Cocaine	36	19%
Cannabis	11	6%
Alcohol	121	66%
Stimulants	0	0%
Hypnotics & Sedatives	3	2%
Other Substances	2	1%
Other Problems - Gambling/Spending	4	2%

Main Reason for Referral	No. of Clients	% of Clients
Alcohol	121	66%
Drugs	60	32%
Gambling	4	2%
Food	0	0%
Other	0	0%

Source of Referral	No. of Clients	% of Clients
Self	85	46%
Family	33	18%
Friends	7	4%
Other Drug Treatment Centre	17	9%
General Practitioner	6	3%
Hospital/Medical Agency Excluding A&E	3	2%
Social Services	11	6%
Court/Probation/Police	8	4%
Outreach Worker	9	5%
Employer	0	0%
Mental Health Professional	6	3%

County of Residence	No. of Clients	% of Clients
Cork	150	81%
Kerry	13	7%
Tipperary	3	2%
Waterford	2	1%
Limerick	7	4%
Dublin	3	2%
Rest of Ireland	7	4%

## APPENDIX 2

# Tabor Fellowship Statistics

## AT A GLANCE



Assessments Undertaken 2019	No. of Clients	% of Clients
Assessments Only	87	
Admissions	68	78%
Completions	43	63%

Age	No. of Clients	% of Clients
18-24	24	35%
25-34	24	35%
35-44	16	24%
45-54	2	3%
55-64	2	3%
Over 65	0	0%

Marital Status	No. of Clients	% of Clients
Single	53	78%
Married	6	9%
Partner	5	7%
Separated	1	2%
Divorced	3	4%
Widowed	0	0%

Employment Status	No. of Clients	% of Clients
Employed	5	7%
Unemployed	63	93%

Accommodation - Living Where	No. of Clients	% of Clients
Homeless	12	18%
Own Home	1	2%
With Partner/Family	47	68%
Renting	7	10%
Council	1	2%

Highest Level of Education	No. of Clients	% of Clients
Primary Level	6	9%
Junior Certificate	19	28%
Leaving Certificate	32	47%
Third Level	11	16%

Background Issues	No. of Clients	% of Clients
Family History of Addiction	49	72%
Court Contact/Probation	15	22%
Self Harm	29	43%
Abuse (Physical, Emotional, Sexual)	3	4%
Psychiatric History	21	31%
Medication	28	41%
History of Violence	20	29%

Specific Drug of Choice	No. of Clients	% of Clients
Alcohol	61	90%
Ecstasy	58	85%
Cannabis	62	91%
Cocaine	64	94%
Prescribed Medication	41	60%
Heroin	12	18%
Methadone	8	12%
Speed	54	79%
LSD	30	44%
Gambling	18	26%
Other/Headshop	9	13%
Food	4	6%

Clients with Children	No. of Clients	% of Clients
One or more children	17	25%
No Children	51	75%

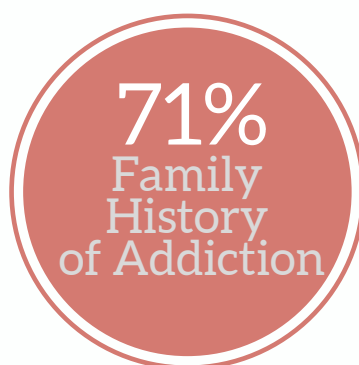
Source of Referral	No. of Clients	% of Clients
Tabor Lodge	31	46%
Talbot Grove	3	4%
Hope House	12	18%
Aislinn/Aiseiri	8	12%
Self Referral/Counsellor	2	3%
Cuan Mhuire/Fernanes	0	0%
Bushy Park	3	4%
Rutland	0	0%
Bruree	3	4%
Other	6	9%

Admissions by County	No. of Clients	% of Clients
Cork	35	51%
Kerry	4	6%
Limerick	1	2%
Mayo	3	4%
Waterford	2	3%
Donegal	1	2%
Mayo	3	4%
Dublin	2	3%
Galway	3	4%
Other Counties	14	21%



# APPENDIX 3 Tabor Renewal Statistics

## AT A GLANCE



Assessments Undertaken 2019	No. of Clients	% of Clients
Assessments Only	59	
Admissions	42	71%
Completions	31	74%

Age	No. of Clients	% of Clients
18-24	8	19%
25-34	18	43%
35-44	10	24%
45-54	4	9%
55-64	2	5%
Over 65	0	0%

Marital Status	No. of Clients	% of Clients
Single	32	76%
Married	1	2%
Partner	0	0%
Seperated	7	17%
Divorced	2	5%
Widowed	0	0%

Employment Status	No. of Clients	% of Clients
Employed	14	33%
Unemployed	28	67%

Accommodation - Living Where	No. of Clients	% of Clients
Homeless	4	10%
Own Home	8	19%
With Partner/Family	18	43%
Renting	8	19%
Council	2	5%

Highest Level of Education	No. of Clients	% of Clients
Primary Level	0	0%
Junior Certificate	10	24%
Leaving Certificate	15	36%
Third Level	17	40%

Background Issues	No. of Clients	% of Clients
Family History of Addiction	30	71%
Court Contact/Probation	7	17%
Self Harm	16	38%
Abuse (Physical, Emotional, Sexual)	24	57%
Psychiatric History	21	50%
Medication	29	69%
History of Violence	23	55%

Specific Drug of Choice	No. of Clients	% of Clients
Alcohol	39	93%
Ecstasy	16	38%
Cannabis	24	57%
Cocaine	24	57%
Prescribed Medication	30	71%
Heroin	4	10%
Methadone	4	10%
Speed	13	31%
LSD	9	21%
Gambling	4	10%
Other/Headshop	0	0%
Food	8	19%

Clients with Children	No. of Clients	% of Clients
One or more children	20	48%
No Children	22	52%

Source of Referral	No. of Clients	% of Clients
Tabor Lodge	12	29%
Talbot Grove	10	24%
Hope House	4	10%
Aislinn/Aiseiri	4	10%
Self Referral/Counsellor	1	2%
Cuan Mhuire/Fernanes	7	17%
Bushy Park	2	5%
Rutland	0	0%
Bruree	0	0%
Other	1	2%

Admissions by County	No. of Clients	% of Clients
Cork	21	50%
Kerry	4	10%
Limerick	1	2%
Mayo	0	0%
Waterford	0	0%
Donegal	3	7%
Mayo	2	5%
Dublin	4	10%
Galway	1	2%
Other Counties	6	14%

# Statement of Comprehensive Income

for the financial year ended 31 December 2019

	2019	2018
	€	€
INCOME	2,231,581	2,264,443
Depreciation	(124,953)	(82,610)
Grant amortisation	120,548	74,869
Staff costs	(1,832,163)	(1,511,015)
Other operating expenses	<u>(732,574)</u>	<u>(744,376)</u>
OPERATING (DEFICIT)/SURPLUS	(337,561)	1,311
Finance costs (net)	<u>(1,784)</u>	<u>(1,378)</u>
TOTAL (DEFICIT)/SURPLUS FOR FINANCIAL YEAR	<u><u>(339,345)</u></u>	<u><u>(67)</u></u>

Tabor Lodge Addiction and Housing Services Company Limited by Guarantee

# Balance Sheet

as at 31 December 2019

	2019	2018
	€	€
FIXED ASSETS		
Tangible assets	<u>5,391,447</u>	<u>5,493,134</u>
CURRENT ASSETS		
Debtors	133,076	103,907
Cash at bank	<u>2,055,494</u>	<u>2,294,830</u>
	2,188,570	2,398,737
CREDITORS (Amounts falling due within one year)	<u>(575,217)</u>	<u>(427,178)</u>
NET CURRENT ASSETS	<u>1,613,353</u>	<u>1,971,559</u>
TOTAL ASSETS LESS CURRENT LIABILITIES	7,004,800	7,464,693
CAPITAL ASSISTANCE	<u>(5,404,475)</u>	<u>(5,525,023)</u>
NET ASSETS	<u><u>1,600,325</u></u>	<u><u>1,939,670</u></u>
CAPITAL AND RESERVES*		
Capital reserve	1,500,000	1,500,000
Accumulated surplus	<u>100,325</u>	<u>439,670</u>
MEMBERS' FUNDS	<u><u>1,600,325</u></u>	<u><u>1,939,670</u></u>

#### ACCUMULATED SURPLUS AND CAPITAL RESERVE

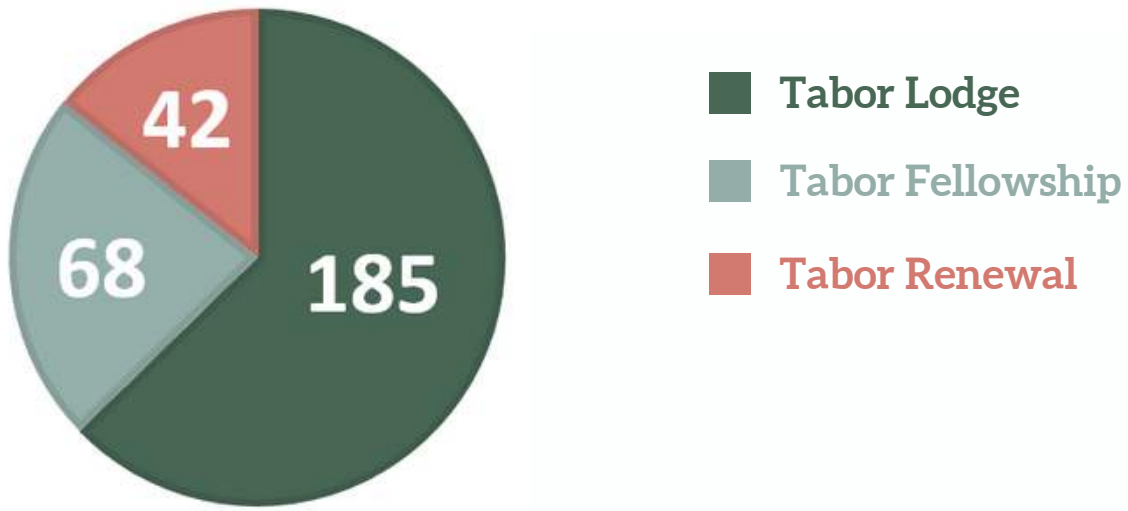
The capital reserve represents funds set aside by the directors specifically for the purpose of future capital development projects for the group.

The accumulated surplus includes cumulative surpluses or deficits from prior financial years.

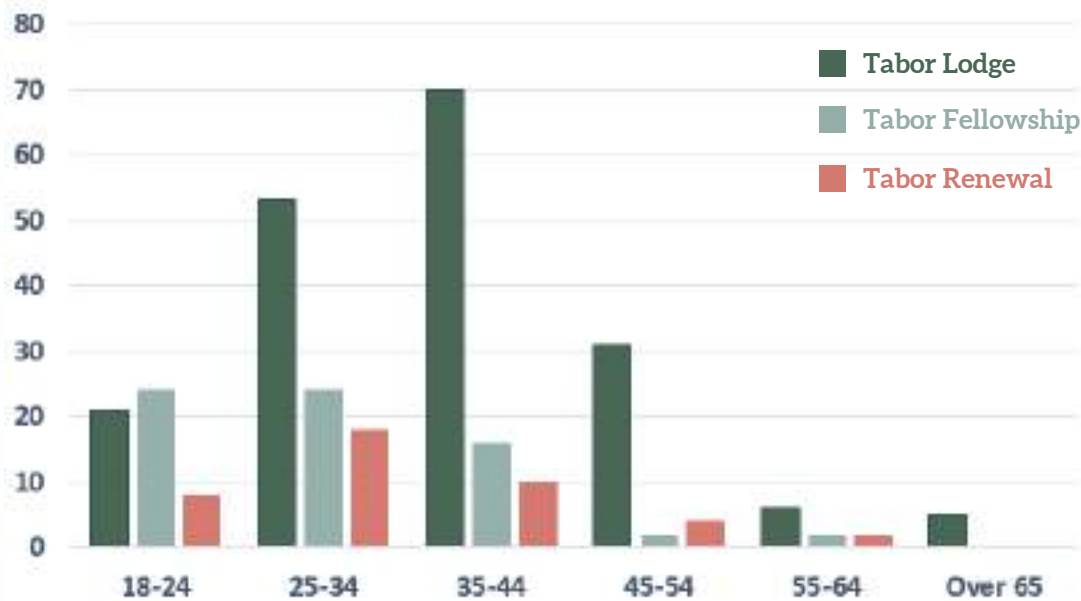


# TABOR GROUP AT A GLANCE

Tabor Group provided treatment for 295 People in 2019



## Age Profile at Each Treatment Centre



## Treatment Programme Includes:



Education



Group Therapy



Meditation



Accommodation



one-to-one counselling



Three Meals

382 people attended our weekly Family Day educational support programme in 2019



There are 16 acres of scenic woodlands at Tabor Lodge that residents can use for nature walks and meditation





**CRO NUMBER: 311070**  
**REGISTERED CHARITY NUMBER: 20042127**  
**REGISTERED OFFICE:**  
*"Tabor Renewal", Shanakiel, Blarney Road, Cork*  
[www.cro.ie](http://www.cro.ie)

**NEED HELP WITH AN ADDICTION?**

Call us in confidence on:

**021 4887110**

[taborgroup.ie](http://taborgroup.ie)

