



**TABOR
GROUP**

2020



Annual Report





05	Mission, Philosophy, Vision & Values
07	Organisational Chart
08	Chair's Report
10	CEO's Report
14	Clinical Director's Report
16	2020 in Photos
20	Operations, Quality and Risk Report
24	Admissions Department Report
26	Jenny's Story
27	Shane's Story
28	Tabor Lodge 2020 Statistics
29	Tabor Fellowship 2020 Statistics
30	Tabor Group Financial Statement
31	Tabor Group at a Glance

TABLE OF CONTENTS





MISSION

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

VISION

To be a centre of excellence for addiction treatment, research and advocacy.

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.

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.



TABOR
GROUP

BOARD OF DIRECTORS

Denis Healy (Chair)
Dr. Bobby Burns
Elaine Casey-Buckley

Jerry Corkery
Fr. Martin Kavanagh
Ray Keane

Rosemarie Keane-Cusack
Margaret Lane
Pat McCarthy

Maurice O'Connor
Sr. Joan O'Leary
Aidan O'Sullivan

CEO
Dr. Niall O'Keeffe

OPERATIONS
MANAGER
John Calnan

CLINICAL
DIRECTOR
Mick Devine

QUALITY & RISK
MANAGER
Miriam Rigney

MARKETING
MANAGER
Sharon O'Donoghue

FINANCE
MANAGER
Antoinette O'Brien

ADMISSIONS
MANAGER
Katie Coughlan

TABOR
LODGE

TABOR
FELLOWSHIP

COMMUNITY
BASED
PROGRAMME

CONTINUING
CARE
PROGRAMME

FAMILY
SUPPORT
PROGRAMME

TREATMENT
PROGRAMME
SUPERVISOR
Brian Duncan

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
Housekeeping Staff
Night Staff
Maintenance Staff

Counselling Staff
Support Staff
Administrative Staff
Community Based
Programme
Facilitators

Continuing Care
Programme
Facilitators

Family Recovery
Programme
Facilitators

CE Scheme Staff
Volunteer Staff

CHAIR'S REPORT

Denis Healy

The achievements in 2020 have been truly remarkable, particularly with the challenges we have faced during the past year. The impact of COVID-19 on our treatment operations, coming on top of a disappointing financial outcome in 2019 had the potential to seriously undermine our ability to offer comprehensive addiction treatment services to those individuals and families in need. These unprecedented challenges were tackled head-on with the full co-operation of our internal and external stakeholders. It is pleasing to have the following principal achievements to report.

The 2020 Financial outcome has been positive. Unfortunately, this also involved some temporary staff lay-offs. Additional financial support to the organisation was also gratefully received from both the government agency, Pobal, and the HSE.

Revised treatment programmes were agreed at year-end to better meet the changing demands in the sector and to put the organisation on a more long-term financially sustainable footing.

“ **ACHIEVEMENTS IN 2020 HAVE BEEN TRULY REMARKABLE, PARTICULARLY WITH THE CHALLENGES WE HAVE FACED DURING THE PAST YEAR** ”

While some services were affected for a period due to the pandemic, Tabor Group was one of the first to be able to resume admissions to residential treatment again in June 2020. This remarkable achievement was possible because of the speedy introduction of appropriate health and safety protocols to protect staff and clients, the full cooperation of all employees, and the support of the Mercy University Hospital who facilitated a quick turnaround time for COVID-19 test results.

While the pandemic and the consequential lockdowns created new issues and pressures for individuals and families impacted by addiction, it was remarkable that Tabor Group, in living



up to its values, met the needs and challenges in such an innovative and systematic way.

The relationships and bonds with other agencies and companies were strengthened by the sense of purpose in working together to overcome the many challenges. The roles of the HSE, Cork Local Drug and Alcohol Task Force, Community Drug and Alcohol Workers, HSE Addiction Counsellors, Probation Services, Local Authorities, UCC and the Private Health Insurance providers are particularly acknowledged.

“ RELATIONSHIPS AND BONDS WITH OTHER AGENCIES AND COMPANIES WERE STRENGTHENED BY THE SENSE OF PURPOSE IN WORKING TOGETHER TO OVERCOME THE MANY CHALLENGES ”

These notable achievements could not have been possible without the remarkable commitment from our Board of Directors. The various skillsets, together with the collective experience, ensured that the restructuring options under consideration, some of which were radical and far-reaching, were fairly debated, and considered. Hopefully, the best options in all circumstances have been adopted.

Great credit and thanks must also go to Dr. Niall O’Keeffe, CEO, and our Management Team who worked tirelessly and innovatively throughout

the year to bring us safely through 2020 and to the brink of hopefully a new dawn in 2021. I cannot commend them highly enough for their efforts.

It is no little achievement that despite the challenging limitations and constraints which the health requirements posed in 2020, that Tabor Group was able to adapt to remote working, relying on Zoom-type meetings, while all the time conforming to best governance practices and delivering positive outcomes.

I wish to thank Sisters Eileen and Julianne in particular, and all the other Tabor Group Members and Management Team for their ongoing support and encouragement. Let us hope that 2021 will bring brighter days and allow Tabor Group to pursue more actively the challenges and ambitions set out in our Strategic Plan.

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



Denis Healy
Chairman, Tabor Group

CEO'S REPORT

Dr. Niall O'Keefe

The year began as the busiest in our history, with almost full occupancy in our primary treatment unit in Tabor Lodge. Our new Admissions Team structure led by Admissions Manager Katie Coughlan and supported by Admissions Officer Ros Lisson led to a more efficient and effective process of assessing calls and meeting with clients. The transfer of assessments from Tabor Lodge to Tabor Fellowship has facilitated easier access to those wishing to avail of our services.

Tabor Group has seen unparalleled change during the past number of years, driven in the main by the development of our state-of-the-art Tabor Fellowship Campus. With all of

the positives the new development has brought, the introduction of 20 additional beds and related costs to our treatment service has created significant challenges for the viability of Tabor Group.

Much of 2020 was focused on seeking to develop a sustainable business plan along with an enhanced treatment model for the benefit of all our stakeholders. These challenges were set against the backdrop of an environment of uncertainty as a result of COVID-19 and the importance of managing the Health and Safety of all clients and staff. While significant in scale and nature, our change has been managed systematically and in collaboration with our stakeholders.

“ TABOR GROUP HAS SEEN UNPARALLELED CHANGE DURING THE PAST NUMBER OF YEARS, DRIVEN IN THE MAIN BY THE DEVELOPMENT OF OUR STATE-OF-THE-ART TABOR FELLOWSHIP CAMPUS ”

The €414,000 positive movement in our 2020 accounts compared to the previous year is a welcome outcome in such a short period and particularly with such significant operational and financial challenges. This turnaround was achieved with the support of Pobal, the HSE, and through tremendous hard work by the Board, Management Team, and the staff of Tabor Group.



Tabor Group treatment income charges in 2020 are slightly up on 2019, again, this is a positive outcome bearing in mind a period of six weeks where we were not in a position, to admit new clients. Expenditure was driven down through the monitoring of costs, cyclical tendering, and donations of food and services.

Revenue was also generated with new business offerings during 2020 including presentations to and support of industry coupled with a new pilot community-based non-residential support service for those in need of support with addiction led by Clinical Director Mick Devine.

Tremendous work was undertaken in the review of our policies and treatment programme, particularly whilst Tabor Lodge was closed. The production of a Tabor Group treatment manual which was led by Mick Devine, has been an invaluable resource in ensuring consistency of treatment across the service and a very important tool in measuring qualitative and quantitative outcomes for our service users. As a learning organisation, we will continue to review the programme on a regular basis.

Mick Devine maintains a keen eye on sectoral changes and works with the team to ensure best practice treatment for our clients. Mick is unwavering in his passion to support clients on their journey to recovery from addiction.

Alvina Cassidy led our Family Support Programme and took on all the challenges of public health restrictions through the use of technology, bringing a new shape to the programme, and allowing family members to benefit from the service across a broad geographic spread. Alvina has been particularly innovative in the delivery of family support.

Paul Fearon continued to lead the Continuing Care Programme for all clients on discharge from the residential services and ensuring that care plans were monitored, and clients supported in their early stages of recovery.

Con Cremin's experience and commitment were invaluable in Tabor Fellowship as stays were extended during the public health limits on movement and as the new programme continues to evolve. Con committed all of his time to the benefit of clients.

Brian Duncan ensured trauma-informed care was central to the holistic treatment of addiction in Tabor Group. Brian supervised the treatment programme in Tabor Lodge with care and compassion while always looking for the optimum outcome for clients.

“REVENUE WAS GENERATED WITH NEW BUSINESS OFFERINGS DURING 2020 INCLUDING PRESENTATIONS TO & SUPPORT OF INDUSTRY COUPLED WITH A NEW PILOT COMMUNITY-BASED NON-RESIDENTIAL SUPPORT SERVICE”

All of my colleagues continue to demonstrate their vocation for our services and in a time of great uncertainty both personally and professionally rowed in behind the needs of the clients and the organisation. Tabor Group is a 24 hours a day, 7 days a week, 365 days a year organisation and unless everyone is contributing effectively, we would not be in a position, to provide the treatment and support that we do. Issues do arise and Operations Manager John Calnan is tireless, solution-focused and the consummate professional in his response when called upon.



Creating awareness of our brand and services, particularly as digital media continues to evolve is a challenge and we are extremely fortunate to have Sharon O'Donoghue's expert knowledge to ensure that those most in need are aware of how we can support them.

Antoinette O'Brien, Finance Manager, has overseen significant change from both a technological and systematic perspective, ensuring financial data is available in an accurate and timely manner for the Board and Management.

We are reliant on our caring support teams and nurses, the renowned catering teams, the diligent and creative housekeeping & maintenance teams, our compassionate and insightful counsellors, and our detail-focused administration teams. Thank you all.

I would like to thank Sharon Whelehan for her tireless contribution to the organisation. Sharon has great foresight and ensures all things are as they should be. Sharon's work varies from administration to the Board, to account management in Tabor Fellowship and any other tasks needing to be undertaken.

To those whom I work with daily, (Often seven days) namely John Calnan, Miriam Rigney, Antoinette O'Brien, Mick Devine, Katie Coughlan, Con Cremin, Sharon Whelehan and Sharon O'Donoghue, I wish to thank you all for your unceasing and untiring dedication to the Tabor Group values and enhancing the lives of our clients and their families.

The achievements of 2020 would not have been possible without the support of many

individuals and organisations. The HSE team has once again demonstrated commitment to the Tabor Group treatment model with continued support in 2020. We welcome and appreciate the contributions of Rebecca Loughrey, David Lane, Joe Kirby, Kate Gibney, Dr. Eoin Coughlan, Bill Kelly, Dave Baumann, Marwin Jagoe, David Wyse along with the community drugs workers operating at the coal face of addiction.

The increased co-operation between Tabor Group and the HSE has led to the formation of an Admissions & Discharge Committee where the HSE is represented by Bill Kelly. Chaired by Katie Coughlan, the forum has aided the development of systems which allow for streamlined administration and support of clients and continues to look at pinch points or issues that may arise in a constructive, solution-focused manner. The collaboration continues to grow for the benefit of clients and their families, and I look forward to seeing how projects develop further.

“ **THE ACHIEVEMENTS OF 2020 WOULD NOT HAVE BEEN POSSIBLE WITHOUT THE SUPPORT OF MANY INDIVIDUALS AND ORGANISATIONS.** ”

The team at The Mercy University Hospital through their generosity has allowed us to continue to operate throughout the pandemic. Their professionalism and adherence to the Mercy values is inspirational. I would like to

thank Sandra Daly, CEO, Margaret McKiernan, Dr. Deirdre O'Brien, Margaruite O' Connor, Joanne Crowley, Liz Fitzpatrick, James O' Connor and all the teams in the lab. Our own Miriam Rigney has been extraordinary with her commitment and dedication to the organisation not only designing the safety mechanisms but by personally participating in the COVID-19 testing each Wednesday.

Medical support has also been provided by Dr. Murphy, Dr. Micheline McCarthy and the team in Carrigaline for their support in Tabor Lodge and Dr. Townsend and his team for their support in Tabor Fellowship.

“ THE TEAM AT THE MERCY UNIVERSITY HOSPITAL THROUGH THEIR GENEROSITY HAVE ALLOWED US TO CONTINUE TO OPERATE THROUGHOUT THE PANDEMIC ”

Our long-time partners at Northside Community Enterprises (NCE) were once again vital in supporting clients in skills training and personal development. Following the transfer of female clients from Tabor Renewal to Tabor Fellowship, and in response to the COVID-19 pandemic, NCE began to provide training on site at the Tabor Fellowship Campus. During 2020 over 250 separate personal development modules were undertaken by clients. We would like to thank Fr. John O'Donovan and Noreen Hegarty for their continued support and vision for the service and John O'Leary who worked on-site during the pandemic to offer support and training to clients looking to move on the further education or employment following treatment.

Finally, I would like to thank the Board of Tabor Group, in particular the Chair, Denis Healy for giving so freely of their time as well as their support, guidance, dedication, and commitment to the organisation in an extraordinarily challenging time.

We look forward to building on the achievements of 2020, it is an exciting period in the history of Tabor Group, and we look forward to making a continued positive contribution to the alleviation of suffering caused by addiction.

ACKNOWLEDGMENTS

We are grateful for the continued support of:

- Mercy Order South Team, in particular Sr. Julianne for her regular communication and support
- Sr. Margaret Kiely
- Sr. Veronica Mangan
- Fr. Dan Cashman & Fr. Tom Harlow
- Cork County Council, Seamus De Paor & Breeda Murphy
- Cork City Council
- Probation Services, Sinead O'Connell
- The Judiciary & Court services in Munster region
- Ahern Roberts O'Rourke Williams & Partners, Colm O'Rourke
- Deloitte, Cillian Cullinane & Kevin Butler
- CHKS, Geraldine Reynolds
- PC Systems, Bill Clifford
- Sage/IT Partner - Compuland, Alison Power
- IBEC, James Cleary
- Food Cloud - Eimear Delahunty
- VHI, Laya, Irish Life, An Post
- O'Connell Court, Rory O'Meara
- Irish Examiner & The Echo, June Kenneally
- Sinéad Johnson



Dr. Niall O'Keeffe
CEO, Tabor Group

CLINICAL DIRECTOR'S REPORT

Mick Devine

The COVID-19 pandemic exerted a strong influence on all of society, and Tabor Group and its clients were no exception. Tabor Group services remained open, and clients remained in residence throughout the first lockdown. There were no new admissions received from April through the beginning of June. Our Family Support Programme and Continuing Care service transferred to remote delivery.

Procedures and protocols were devised to ensure the safety of clients and staff throughout the year. In partnership with HSE South and the Mercy University Hospital, Tabor Group client and staff testing gave comfort to us that our essential services could continue to be delivered to our clients and their family. Like in so many other areas of our society in 2020, this was a superb example of partnership ensuring the viability of essential services.

The development of remote Family Support services and Continuing Care services is a development that will benefit clients going forward and will become a permanent feature of service delivery. It is a great tribute to our staff and volunteers, that we could continue to support clients in this way. Making this adaptation was a real example of changing a tyre while the car continues driving. Impossible in regular circumstances, but where there is such commitment to client welfare, nothing seems impossible. Clients can now attend our weekly Continuing Care services from all over Ireland, Family members can join our Family Support groups from all over the world and clients can also avail of individual counselling remotely.

It was not until the later stages of the year that clients began to report COVID-19 as a factor in the acceleration of their addiction. Isolation from loved ones, living alone, the abrupt halt to daily lives and work routines, as well as the stress of homeschooling all caused people to become over reliant on alcohol and drugs to cope with stress. All of these factors play a part in clients presenting for treatment at any time, but the national lockdowns of 2020 intensified the stress caused considerably. Using alcohol and drugs to manage stress is a common feature in the development of addiction, so this was not anything unusual.

“
**CLIENTS CAN NOW
ATTEND OUR WEEKLY
CONTINUING CARE
SERVICES FROM ALL
OVER IRELAND &
FAMILY MEMBERS CAN
JOIN OUR FAMILY
SUPPORT GROUPS
FROM
ALL OVER THE
WORLD**
”





Clinical staff usually need to be present in the workplace where clients are in care and the service is delivered face to face. Nevertheless, the imposed circumstances did allow the working from home option to be explored in some ways. We really took advantage of this in 2020 and the opportunity was taken to plan service developments that might not happen in the usual demanding surroundings of an essential care service. The fruit of this exercise was the production of the Tabor Group Treatment Manual. This manual was a team effort to document the various parts of treatment delivery in Tabor Group. It describes in detail the counselling approaches we use in service delivery. It lists the main tasks of the key counsellor in their individual counselling work with each client. It clarifies our commitment to being aligned with the HSE Case Management Protocols for Drug and Alcohol Services and differentiates between the five types of therapeutic group processes used in the Tabor Group programme. It also affirms our commitment to deliver treatment in a trauma-informed way. Finally, it sets out the role of Family Support services and Continuing Care services in our residential treatment units.

This Tabor Group Treatment Manual has been well received internally and externally, and it is agreed that it forms a solid benchmark for service design and evaluation, as well as establishing a quality standard in addiction treatment services. It is also proving to be a useful management tool. We wasted no time putting the manual to good use and an integrated treatment programme was created. A proposal to roll out this new programme was put to the Tabor Group Board of Directors at its November meeting and was approved to commence on January 18, 2021. The programme seeks to deliver a twelve-week

intensive residential treatment programme with a capacity to treat 23 clients. The programme is delivered in two six-week phases at the Tabor Fellowship campus. The programme delivered at Tabor Lodge has also developed in 2020.

COVID-19 also served as an impetus to develop a Community Based Programme. Tabor Group Strategy 2020-2029 sets out the objective to develop services for clients for whom residential treatment is not possible or not necessary. The service began roll out in November 2020 in the form of one-to-one counselling. This service is guided by the principles and standards set out in the Tabor Group Treatment Manual. It is expected that, with the lifting of restrictions and the increased vaccination of clients, that this service will grow to include group therapy supports as well as education on addiction awareness and establishing a skills-base for managing addiction in daily life.

“ WE WASTED NO TIME PUTTING THE MANUAL TO GOOD USE AND AN INTEGRATED TREATMENT PROGRAMME WAS CREATED ”

The unusual circumstances we all adapted to so well in 2020 have given rise to impressive displays of staff and volunteer commitment as well as excellent examples of partnership between agencies and across disciplines. As such, great good can come from the dynamism generated by these circumstances. Tabor Group has made a good contribution to this and are well-positioned to continue to be leaders in the development of treatment services to addicted people and their families going forward.

Mick Devine

Mick Devine - Clinical Director, Tabor Group



Visit of Minister Jim Daly



Lighting up Purple for Recovery Month







Board Meetings via Zoom



Visit of Minister Jim Daly



Outdoor Socially Distanced Management Meeting

OPERATIONS, QUALITY AND RISK REPORT

2020 has been a notable year for the organisation in more ways than one. Organisational systems and processes were challenged and responded robustly.

GOVERNANCE

The Board now has the full complement of twelve Directors. This gives additional breadth and depth to the expertise of the team of Directors. The sub-committees are well-established and working efficiently and systematically. For the first time, the organisation is exploring the possibility of active fundraising.

The table below details the number and types of meetings (Board committees and operational committees) that took place in 2020.

BOARD AND SUB-COMMITTEES	NUMBER OF MEETINGS
Board of Directors	8 Full Meetings*
Governance	2
Finance & Audit	5
HR	3
Facilities	3
Clinical, Treatment & Research	3

*Jan, Feb & June 'in-person' and the remainder via remote access

OPERATIONAL COMMITTEES	NUMBER OF MEETINGS
Management Team	38*
Treatment Team	Weekly
Health & Safety	5
Admissions & Discharge	5
Clinical Managers	3
Clinical Reflective Practice	2

*Outdoors and walking where possible

In addition to this, an ad hoc committee of the Board was convened and met six times between March and the end of May 2020. The purpose of this committee was to provide oversight and support to the management team as they navigated the pandemic and the controls that were put in place. Included in this was the development of a COVID-19 Response Plan and provision of assistance to the management team to support staff members on temporary lay-off. The COVID-19 Response Plan was circulated to all employees for input and consideration on May 19th, 2020, prior to the reopening of the service to new admissions.

The Terms of Reference of each committee are reviewed on an annual basis.

CHARITIES REGULATOR GOVERNANCE COMPLIANCE

Tabor Group is fully compliant with the Charities Regulator Governance Code.

ACCREDITATION

The annual ISO 9001 surveillance visit took place in April 2020, via remote access. The formal report acknowledged the high standard of service delivery which enabled the organisation to retain accreditation and ISO certification.

QUALITY

In addition to the audit programme that monitors quality and performance across all areas of the service, there were regular engagements with key stakeholders throughout 2020. This collaboration contributed to the

review of service delivery. Partners included the Mercy Order, HSE team, Community Drugs Workers, Probation service, Cork City Council, private insurers, Community Employment Scheme managers, G.P.s, other addiction treatment centres, and the Mercy University Hospital.

Consultation with clients provides valuable feedback to the Board and management team. There are opportunities for feedback at the weekly meetings with the client group, as well as more formal feedback once treatment is completed.

OPERATIONAL **Service Delivery**

The following are milestones in the organisational response to COVID-19 since April 2020:

- Tabor Group, in collaboration with HSE Public Health organised that 86 employees and clients undergo PCR testing on-site at Tabor Fellowship. This took place on April 27th, 2020 and was completed within 90 minutes. All test results were - 'none detected'.
- Tabor Lodge closed to admissions from 9th April 2020 until 3rd June 2020. Tabor Fellowship remained the only operational treatment centre throughout the pandemic. The organisation's three supportive housing premises in Cork city remained open also.
- The Assessment/Admission department relocated to Tabor Fellowship on April 28th, 2020. A robust triage system was developed to facilitate the safe assessment and admission of clients to the service. Collaboration with the Infection Control and Management Department at Mercy University Hospital was a key factor in providing an on-site PCR testing service with a turnaround time of less than 24 hours for results from June 2020 onward. There were no outbreaks of COVID-19 at the centres in 2020.



- There has been no visiting, and clients are not permitted to leave the premises for the duration of their treatment in compliance with infection control measures. This has resulted in alternative arrangements for family conferences (remote technology) and general supplies (shopping deliveries etc.)
- Continuing Care and Family Programme meetings have taken place remotely since March 2020.
- The delivery of Individual Counselling sessions as part of a Community Outreach Programme commenced in December 2020.
- The Integrated Recovery Programme was launched on January 18th, 2021 at the Tabor Fellowship campus.
- The Tabor Treatment manual, outlining how the treatment programme is delivered, was developed collaboratively from Q2-Q4 2020, with approval by the Board prior to roll-out and training. This policy document provides a comprehensive account of how Tabor Group treatment programmes are developed and allows for consistency, audit and quality monitoring. Training has been provided to counsellors, nursing staff, and support staff.
- Presentations to Industry have taken place (remotely) regarding elements of substance abuse disorder and treatment options.
- Collaboration with EAP departments have been consolidated, and a referral procedure for a key stakeholder has been approved.



HR

- A COVID-19 Response Plan was developed collaboratively between employees, management and Board members in Q2 2020. A Return to Work Programme was delivered to 54 employees since it commenced in May 2020. This includes a COVID-19 induction programme, and training in the area of PPE use and infection control processes.
- Employees engaged with the Temporary Wage Subsidy Scheme have been supported in availing of financial support packages, as well as regularly contacted by the management team.
- The Payroll process was reviewed and a software system procured to maximise efficiency in this area.
- Remote working has been encouraged for employees that can avail of this option. IT and HR supports are in place to support people to work from home.

IT

- A review and upgrade of the organisation's IT function had been identified as a key strategic initiative and key elements of this were completed by Q4 2020.
- This project continued throughout 2020, culminating in the migration of the organisational email accounts, and document storage system to a cloud-based system on November 20th, 2020. This was timely as it facilitated remote working option for employees that could do so.
- An upgrade to the financial software system was completed in Q2 2020.
- The development of a dashboard and reporting mechanism for essential metrics was commenced in 2020 and was at an advanced stage by year end.

Facilities

Key changes during 2020 include:

- Deep clean and refurbishment of Tabor Lodge premises during the period that it was closed for admissions in Q2 2020. Accommodation is a single room in general, with the option for use of twin rooms depending on demand. An extensive refurbishment has taken place at Tabor Lodge that includes new soft furnishings, carpets, mattresses and curtains, and painting of the interior of the building.
- Tabor Fellowship space has been reconfigured to adapt to changes required to deliver the Integrated Recovery Programme. This includes two additional counselling spaces, use of one of the buildings to deliver the NCE scheme (IT module) and plans to provide additional office space. A dedicated assessment room was put in place in May 2020 to comply with public health controls regarding physical distancing (Perpex screen etc.).
- A dedicated counselling space at Tabor Renewal was provided from an existing office space to facilitate the Individual Counselling Programme (when 'in person' sessions are allowed under national public health guidelines).



RISK MANAGEMENT

Tabor Group has developed an integrated risk management approach, with each of the Board sub-committees responsible for the maintenance of the risk register for their area.

Incident Reports

44 incident report forms were completed across Tabor Group services in 2020. This compares with 67 in 2019. Of note in 2020:

- There were no reported incidents of 'Violence and Aggression'
- There were no reported data breaches
- There was a significant decrease in completed incident report forms relating to 'Facilities' or 'Maintenance Issues'. This was due to numerous factors, but primarily the work of the Facilities Committee (maintenance plan) and to the significant work done in Facilities maintenance.
- 'Breach of COVID-19 public health measures' has been added as an additional reporting category in 2020. Of the four incidents classified in this category, all were managed effectively in line with the Incident Management Policy and COVID-19 controls that were in place.

Health & Safety

- Extensive modifications to the premises have been made to comply with public health and HSA guidelines. These include sanitisation stations, intensified cleaning schedules, procurement of additional PPE etc.
- The Safety Statement for each centre has been reviewed and updated by an external Health & Safety adviser to ensure compliance and safety.
- The COVID-19 Response Plan for Tabor Group outlines the procedures that are in place to maximise safety for staff, clients, and the organisation.

Complaints Management

Four formal complaints were received and managed in 2020, all within the HSE Complaint Management framework guidelines. Complaints data is returned to the HSE as required by the terms of the Service Level Agreement.

Staff Training

The safety training that took place in 2020 was via online platforms, aside from the Return to Work and COVID-19 Induction programmes that took place when the service re-opened for admissions in June 2020. A rolling cycle of safety training is ongoing to meet legislative and regulatory requirements.

NCE Programme for Tabor Group

Summary of 2020 Training for Clients:

TRAINING	PROVIDER	CLIENTS
Introduction to Online Learning & Career Guidance	ETB	20
Health & Safety Authority , Slips Trips & Falls Course (HSA)	HSA	46
Manual Handling & Fire Safety 2020 Certificate		66
HACCP Food Safety Level 1		4
Sports & Recreation QQI Level 3 Taster Programme		20
Personal & Professional Development	GoOneBetter	26
ITEC Personal Training Diploma	NCE	3
QQI Level 4 Sustainable Futures Programme	ETB	13
Driver Theory Test		1
Online Cooking Course with ETB (In Progress)	ETB	32
ECDL Full Certification	eCollege / NCE	17
ECDL Module exams	eCollege / NCE	195
Web Design - HTML & CSS	eCollege / NCE	1
Online Cooking Course with ETB (In Progress)	ETB	32
CV & Interview Skills Course		15

ADMISSIONS DEPARTMENT REPORT

The Admissions Department experienced a very busy year in 2020 as we continued to deliver treatment services to clients. Apart from a short closure for admissions, the department remained open throughout the year experiencing a high volume of demand for residential addiction treatment services. It was clear from our engagement with clients that the world of COVID-19 restrictions and lockdowns exacerbated the already challenging daily battle of living with active addiction.

Significant changes in the Admissions Department in 2020 included:

CHANGE OF LOCATION

The Admissions Department was re-located from Tabor Lodge to the Tabor Fellowship Campus in April 2020. In addition to the use of PPE, a designated room was provided and modified by erecting a partition with a Perspex screen so that Tabor Group was in a position to continue to offer face-to-face assessments to clients. This provided a safe environment for both staff and clients ensuring that services to clients could be maintained throughout the year. Clients were also offered the facility to have their assessments conducted via telephone, video link, and Zoom.



TRIAGE

Following initial contact with the Admissions Department, clients are contacted by Tabor Group Admissions Officer. The Admissions officer then processes the information received from the client and directs them to the most appropriate treatment pathway to best respond to their requirements. There may be issues that need to be addressed and resolved prior to engagement with Tabor Group services and these are discussed at this stage of contact. If it is appropriate, clients are provided with an appointment to be assessed for our treatment services.

ASSESSMENT

As part of the assessment process, the Tabor Group Treatment Programmes are discussed with the client and an appropriate treatment pathway is decided upon based on the client's individual needs and requirements. This may be an admission to the Primary Treatment Programme at Tabor Lodge, the Integrated Programme at Tabor Fellowship or to Tabor Group's Community-Based Programme.



COVID-19 TESTING AND ISOLATION

Since June in 2020, all clients who wish to enter a treatment programme with Tabor Group are required to have a negative COVID-19 test result prior to admission. As a result, we have been providing COVID-19 testing followed by a 24-hour isolation period for all clients at our Tabor Fellowship campus prior to admission to our treatment programmes. With the much-appreciated assistance of the Mercy University Hospital, it has been possible to have a 24-hour turnaround on test results. This enables clients to be promptly admitted to our treatment programmes on receipt of a negative test result.

In summary, despite the challenges posed by COVID-19, Tabor Group has maintained services throughout 2020 and continued to offer a quality service to clients suffering from addiction. We worked to meet the treatment needs of our clients at a time of their greatest need which has been illustrated by the high demand for our services throughout the year. While it has at times been a period of challenge, it has also presented opportunities for much learning, growth, and development. We have all been alerted to our inner strengths and resources, all of which are invaluable in the ongoing work of assisting clients on their journey of recovery.

I would like to place on record my gratitude to Ros Lisson for her hard work and dedication and to Mark O'Keeffe and Michelle Daems for their support when clients were on site on Tabor Fellowship.

Katie Coughlan

Katie Coughlan
Admissions Manager, Tabor Group



JENNY'S STORY

Jenny attended Tabor Group at the age of 24 following a decade of drink and drug abuse.

Having started drinking at the age of 12, Jenny began using drugs soon after, having fallen in with the wrong crowd. As the years went by her addiction grew worse. "I was both physically and mentally dependent on alcohol and drugs. My self-confidence had always been bad and when I took drugs I gained confidence and self-belief. I found myself in drink and drugs. I gained confidence, motivation and belief when I was high or drunk although I was entirely dependent."

Jenny's addiction took over her life. She was using 24 hours a day but felt she was not an addict as she was still going to work, college and socialising with friends. The addiction began affecting her health. "I was having seizures quite often and when I was not using my body would go into shock. Hospital stays became a regular occurrence as I continued to hide my problems from my family and friends."

Jenny's family eventually intervened and sought help for her. "By the time my family intervened I was destroyed, mentally, physically and emotionally. I had nothing left. It was suggested that I attend Tabor Group as I needed professional help with my issues."

"My time in Tabor Group taught me how to love myself again and gave me the necessary tools to maintain my recovery. It taught me how to live a fulfilling life again, without the need of a drink or a drug which I never once in a million years thought I could do. The counsellors and staff are brilliant. I thank them from the bottom of my heart."



MY TIME IN TAVOR
GROUP TAUGHT ME
HOW TO LOVE MYSELF
AGAIN AND GAVE ME
THE NECESSARY TOOLS
TO MAINTAIN MY
RECOVERY.





SHANE'S STORY

Shane was 13 when he began using drugs. By 24 he was in trouble with the law and heavily addicted to alcohol and drugs.

Having broken up with his partner and estranged from his two children Shane found himself drinking heavily, gambling and dealing drugs to fund his habits. "My life was spiraling out of control and I was leaving a trail of destruction behind me". Depression soon followed and Shane found himself abusing prescription medication to try and escape his thoughts and feelings.

In addition to his personal problems, Shane was consistently in trouble with the law and following a 2-year cycle of arrests and court appearances he was presented with an ultimatum. Attend treatment or go to jail. "When I finally got to treatment it felt like a relief as everyone else in there had similar issues and stories. Fellow members and

counsellors gave me hope and educated me on my addictions. I learned a lot about myself during my time with Tabor Group. I learned how to live again, not only how to get up early, eat regularly, be productive and be a good person, but how to live with the fear, anxiety, depression, guilt, anger and all those things I lived with day in, day out for years.

Now in recovery for 4 years, Shane says his life is better than ever. His children are back in his life and he is working full time "I went back to full-time work after a year in recovery. I have a roof over my head, clothes on my back, a caring partner and a beautiful new baby girl. A new way of life is what was promised to me before I went to Tabor Group and a new way of life is what I have. I'm very grateful for all that I learned and experienced with Tabor Group. I'm certain without it I wouldn't be where I am today."



“
A NEW WAY OF LIFE
IS WHAT WAS
PROMISED TO ME
BEFORE I WENT TO
TABOR GROUP AND
A NEW WAY OF LIFE
IS WHAT I HAVE
”

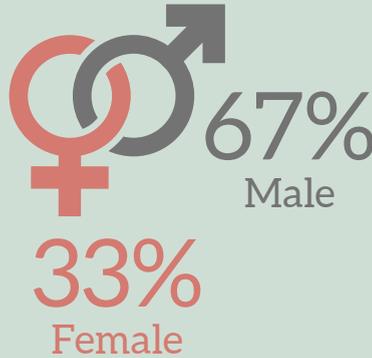


TABOR LODGE 2020 STATS AT A GLANCE



149

Admissions to
Tabor Lodge



55%
Aged between
25-44

62% cited
ALCOHOL as main
reason for referral



26%
cited COCAINE as their
specific drug of choice,
second only to alcohol.
7% increase since 2019



5% cited
GAMBLING
as main reason
for referral. Up
3% since 2019



40%
of those treated
were employed



95%
living in stable
accommodation

TABOR FELLOWSHIP 2020 STATS AT A GLANCE



76

Admissions to
Tabor Fellowship



42%
Aged between
25-34



19%
are separated
or divorced



46%
with 1 or more
children

70%
Male



30%
Female



18%
of those treated were
HOMELESS



84%
of those treated were
UNEMPLOYED

SPECIFIC DRUG OF CHOICE:



89%
ALCOHOL



57%
CANNABIS



54%
COCAINE

STATEMENT OF COMPREHENSIVE INCOME

for the financial year ended 31 December 2020

	2020 €	2019 €
INCOME	2,455,666	2,231,581
Depreciation	-132,576	-124,953
Grant amortisation	120,552	120,548
Staff costs	-1,836,447	-1,832,163
Other operating expenses	-529,123	-732,574
OPERATING (DEFICIT)/SURPLUS	78,072	-337,561
Finance costs (net)	-3,357	-1,784
TOTAL (DEFICIT)/SURPLUS FOR FINANCIAL YEAR	74,715	-339,345

BALANCE SHEET

as at 31 December 2020

	2020 €	2019 €
FIXED ASSETS		
Tangible assets	5,289,013	5,391,447
CURRENT ASSETS		
Debtors	246,318	133,076
Cash at bank	1,825,832	2,055,494
	2,072,150	2,188,570
CREDITORS (Amounts falling due within one year)	-402,200	-575,217
NET CURRENT ASSETS	1,669,950	1,613,353
TOTAL ASSETS LESS CURRENT LIABILITIES	6,958,963	7,004,800
CAPITAL ASSISTANCE	-5,283,923	-5,404,475
NET ASSETS	1,675,040	1,600,325
CAPITAL AND RESERVES*		
Capital reserve	1,500,000	1,500,000
Accumulated surplus	175,040	100,325
MEMBERS' FUNDS	1,675,040	1,600,325

*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

Specific Drug of Choice

**ALCOHOL
COCAINE
&
CANNABIS**
remain the top 3

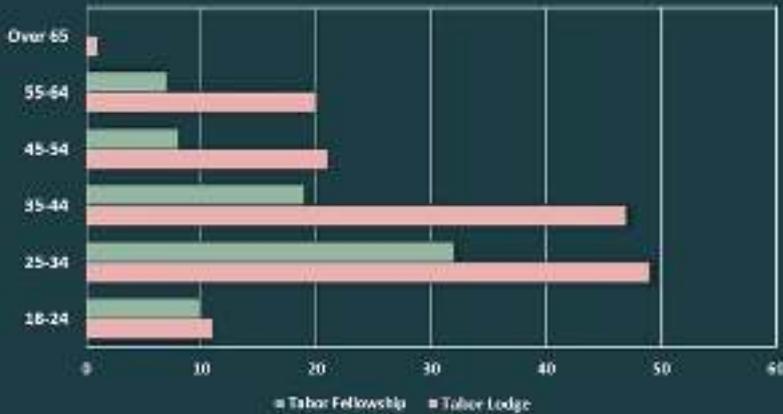
Tabor Group provided treatment for

225

People in 2020



AGE PROFILE OF CLIENTS



889

Telephone Calls from those suffering from addiction or loved ones



226

Assessments Completed



368

 people attended our Family Support Programme

TREATMENT PROGRAMME INCLUDES:



EDUCATION



ACCOMMODATION



GROUP THERAPY



THREE MEALS



MEDITATION



ONE TO ONE COUNSELLING



NEED HELP WITH AN ADDICTION?

Call us in confidence on:

Cork - 021 4887110

Dublin - 01 639 2962

or email:

info@taborgroup.ie

CRO NUMBER: 311070

REGISTERED CHARITY NUMBER: 20042127

taborgroup.ie

