



**TABOR GROUP**  
HOPE · HEALING · RECOVERY



**2021**  
**ANNUAL**  
**REPORT**

# TABLE OF CONTENTS

2021 in Numbers	03
Who we are	04
Mission, Philosophy, Vision & Values	05
Organisational Chart	06
Chair's Report	07
30 Years Sober: Mark's Story	09
A Year in Review: 2021	10
2021 in Photos	13
Clinical Director's Report	14
Living with Addiction: Rebecca's Story	16
Operations, Quality & Risk Report	17
2021 in Photos	20
Admissions Department Report	21
Family Support Programme	23
Continuing Care Programme	24
Tabor Group Financial Statement	25

# 2021 IN NUMBERS

1003  
CALLS  
RECEIVED



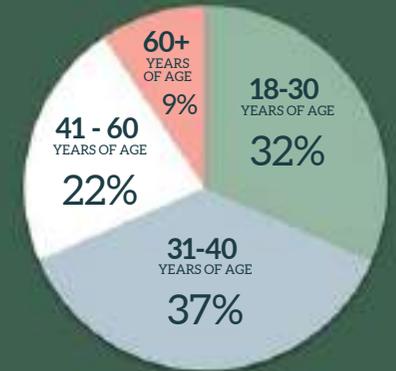
313  
ASSESSMENTS



64%  
Male  
36%  
Female



## AGE PROFILE



127  
Admissions

209

ADMISSIONS  
to Tabor Group



82  
Admissions

## DRUG OF CHOICE



64%  
ALCOHOL



14%  
DRUGS



20%  
BOTH  
ALCOHOL  
& DRUGS



<2%  
GAMBLING



<1%  
GAMBLING  
& DRUGS



16

Attended

COMMUNITY-BASED PROGRAMME



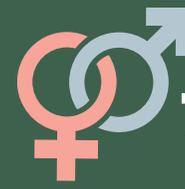
129

families attended  
our 4-week Family  
Support Programme

4  
Going on to attend  
Primary Residential  
Treatment at Tabor Lodge



71%  
Male  
29%  
Female



OLDEST  
being  
50  
years of age

62%  
UNDER 32  
years of age

## DRUG OF CHOICE



27%  
ALCOHOL



20%  
DRUGS



51%  
BOTH  
ALCOHOL  
& DRUGS



<3%  
GAMBLING

# WHO WE ARE

Based in County Cork, Tabor Group is a leading provider of addiction treatment services in Ireland. We provide residential & community-based addiction treatment programmes to men and women over 18 years of age, who are struggling with addiction to alcohol, drugs and gambling.

Since 1989, Tabor Group has been providing support and care to hundreds of clients every year from all backgrounds and circumstances throughout Ireland. Tabor Group's facilities comprises of two residential addiction treatment centres: Tabor Lodge at Belgooly, Co. Cork and Tabor Fellowship at Spur Hill, Cork where we offer Primary Residential and Integrated Recovery Treatment Programmes. In addition to this, Tabor Group also provides community-based treatment programmes.

A dedicated Family Support Programme is available to offer practical support to families and friends of those coping with substance use disorder and/or gambling addiction. Our Continuing Care Programme provides ongoing treatment and support to clients that have completed treatment programmes and are learning to cope with the demands of day-to-day living.

The treatment programmes at Tabor Group are client-focused, trauma-informed, and adhere to the National Protocols for Drug and Alcohol Services. A variety of treatment approaches are delivered including person-centered counselling, 12-Step Fellowship, Motivation Enhancement Therapy, Cognitive Counselling, and Mindfulness-based practices.

The treatment programmes are supported by the Health Service Executive and all major Health Insurers. Tabor Group is accredited by CHKS and has achieved ISO 9001 certification.

# 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 themselves, the resources for recovery.

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

# VALUES

## RESPECT

Acknowledging the dignity of every person – regardless of their 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.

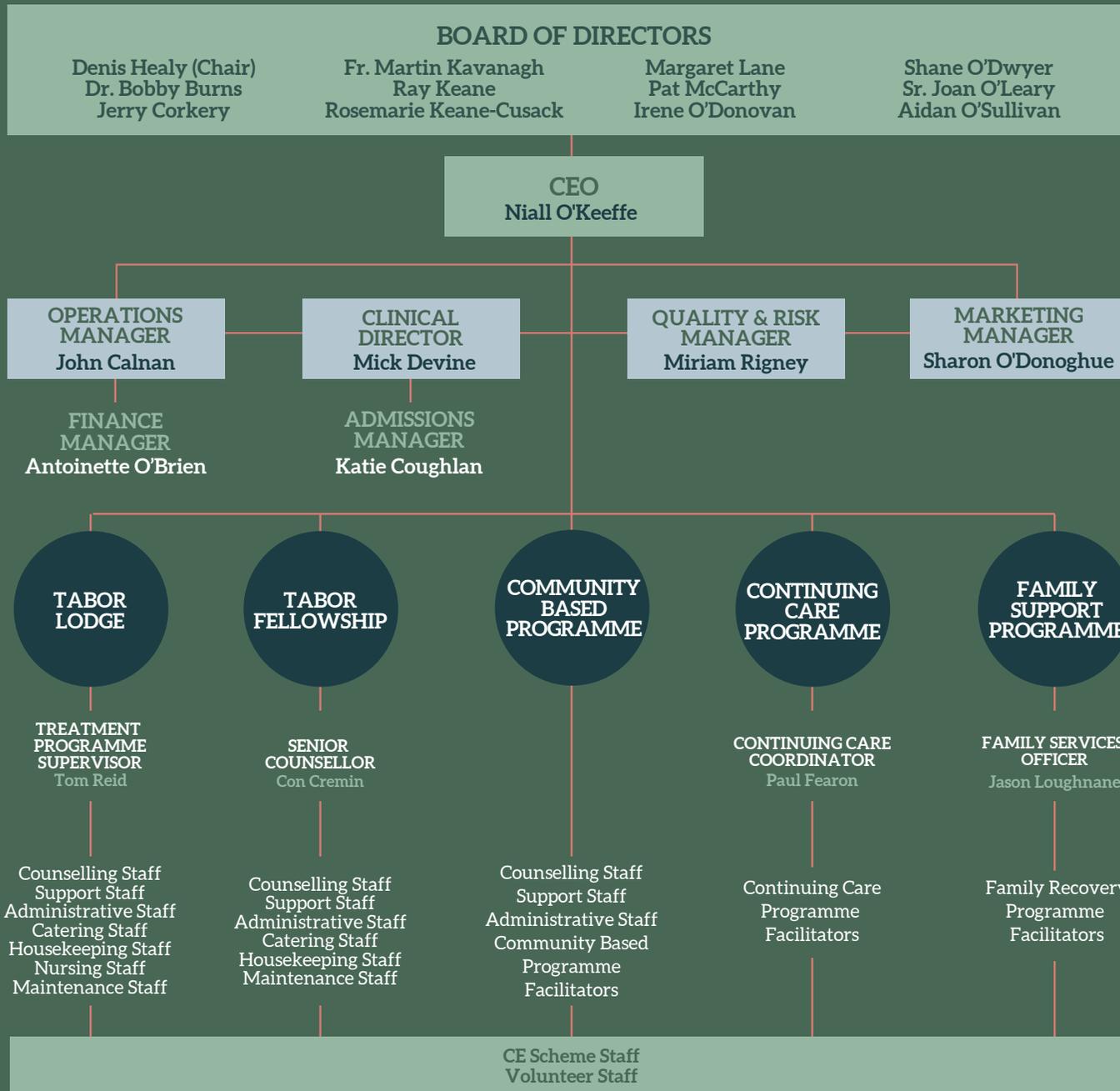
## TEAM

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

## EXCELLENCE

Doing everything to the highest professional standards.

# ORGANISATIONAL CHART





# CHAIR'S REPORT

## Denis Healy

Despite the many challenges over the last year, including COVID-19, I am happy to report that in 2021 Tabor Group supported over 300 people and the organisation is financially stable. Our programmes to support those impacted, either directly or indirectly, by addiction are highly regarded and are seen to respond to the needs of a constantly changing client base.

The dedication and commitment of our staff - management, clinical, administration, support, external contractors, and volunteers - is truly remarkable.

The support of our key stakeholders - the HSE, Probation Service, Local Authority, Health Insurers, Drug and Alcohol Task Forces, and Case Workers - has given Tabor Group the confidence to pursue continuous improvement and innovative goals in all that we do.

My fellow directors - past and present - bring their various experiences and professional skills to the organisation and this results in a great team spirit. I am hugely grateful to them all for their support and dedication.

We welcome, and indeed are very fortunate, to have Colette Kelleher join us recently as our new CEO. We wish her well.

While wishing Colette every success, I would like to pay tribute to her predecessor Niall O'Keeffe who left the organisation in December 2021. Niall dedicated himself selflessly to Tabor Group and his achievements speak for themselves. Niall developed a huge rapport with staff and board and guided us through the most challenging of times. Leading us out of financial difficulties, while at the same time, leading the development of improved treatment programmes and outcomes as the COVID-19 pandemic raged, will be his lasting legacy to the company. We wish him well in his new career path.

“  
**THE DEDICATION AND COMMITMENT  
 OF OUR STAFF - MANAGEMENT, CLINICAL,  
 ADMINISTRATION, SUPPORT, EXTERNAL  
 CONTRACTORS AND VOLUNTEERS  
 - IS TRULY REMARKABLE.**  
 ”

Some points of note over the last 18 months or so included:

- The Integrated Recovery Programme was launched in January 2021 offering clients with complex needs a longer and more holistic treatment programme.
- The launch of a Client Management System with a bespoke database.
- A Tabor Group Treatment Services Handbook was implemented across the service.
- The successful management of the COVID-19 pandemic, with the much appreciated support of the Mercy University Hospital in providing speedy test results, thus protecting staff and clients.
- The establishment of an Exceptional Needs Fund thus effectively eliminating bad debts.
- The modernisation and integration of our financial software systems and controls.
- Successful ISO audit outcome.
- Partnership with Gambling Awareness Trust and UCC in delivering a new programme.
- The ongoing development and improvement of Tabor Group’s Marketing and Communications activities.
- With financial support from the HSE, some pay restoration was made in line with Section 39.
- The further development of our fundraising activities.

- A review of Board performance was undertaken with the assistance of an external contractor leading to a number of recommendations for further improvements which are currently being considered.
- Strategic Plan Implementation was reviewed by Management to be followed up by the Board in Autumn 2022.
- The provision of new and improved facilities is under consideration by the Board and Management and with the generous support of the Mercy Order.
- An initiative has been launched with a view to ensuring that the organisation's values are embedded in all activities and decisions.
- Financial audits have been completed in an efficient and timely manner by our auditor Deloitte to whom we are very grateful and appreciative.

A special word of thanks must go to our organisation members and the team at Mercy Order South Team under the leadership of Sister Eileen and our special contact person Sister Julianne for their generosity, support, and encouragement.

It has been a pleasure and an honour to be involved with Tabor Group for the last six years – the last four as Chair – and I wish it success in all its future endeavours under the guidance of the new Chair.



**Denis Healy**  
 Chair, Tabor Group



# 30 YEARS SOBER

## MARK'S STORY

*In May 1992, I was a resident in Tabor Lodge and I can honestly say it completely transformed my life. I am now 30 years sober thanks to the amazing people at Tabor Group.*

*Prior to my admission to Tabor Lodge, I had been in prison for over a year. I had been constantly in and out of the prison system and homelessness for 14 years before that, drinking from the age of 11. But while in prison on this occasion, I realised I had to turn my life around. That it was now or never! I guess you could say I had a spiritual experience while in prison, but my eyes were opened for the first time, and I knew I needed help.*

*It wasn't until I was 34 years old that I eventually stopped drinking following my treatment in Tabor Lodge, and my recovery journey began. Since then, over the last 30 years, I have gone to AA meetings regularly, and am involved in my local group here in East Cork. Service is a big part of getting sober, as well as the steps, and I'm still working on them on a daily basis 3 decades later, taking all my learnings with me from Tabor Lodge and the amazing Tabor Group counsellors.*

*My life has changed so much over the last 30 years and I will be forever grateful to all those at Tabor Group who helped me along my journey.*

“

**I AM NOW 30 YEARS SOBER THANKS TO  
THE AMAZING PEOPLE AT TABOR GROUP.**

”

# A YEAR IN REVIEW

## 2021

2021 was a year that challenged, changed, and inspired Tabor Group. As we manoeuvred our way through another year with the challenges posed by COVID-19, it was nevertheless another busy and successful year for the organisation.

Following extensive research, planning, and preparation, in 2021 we introduced and completed our first full year of our Integrated Recovery Programme in Tabor Fellowship. A milestone for Tabor Group, this 12-week programme is suited to both men and women clients with complex needs including poly/cross-addiction, or a history of previous treatment and relapse, as well as challenges with coping and living skills. The programme is designed to respond to the complex needs of clients, providing safety and stabilisation, whilst supporting clients to take on more personal responsibility. This includes development of skills for managing addiction as well as everyday living skills.

There were many memorable moments throughout 2021 for Tabor Group, including welcoming Lord Mayor of Cork, Cllr. Colm Kelleher, to Tabor Fellowship in October, as well as The Mayor of the County of Cork, Cllr. Gillian Coughlan, to Tabor Lodge in December. In October, we also partnered with University College Cork (UCC) and UCC Adult Continuing Education (ACE) in delivering a 'Certificate in Continuing Professional Development in Responding to Problem Gambling'. We are very proud to be involved in this 12-week online course, the first of its kind in Ireland, specifically designed to equip a wide range of health and social care professionals and volunteers with the knowledge and skills to help and support those affected by problem gambling in Ireland.

In September, several Tabor Group team members and supporters participated in the Echo's Virtual Women's Mini Marathon on behalf of Tabor Group. Our dedicated fundraising committee helped organise this fundraising and generated some vital funds for the organisation.

Other highlights during the year included saying farewell to one our longest serving and dedicated team members, Mary O'Flynn. While we also welcomed our colleagues in the sector; Coolmine Therapeutic Community and the HSE Community Drug and Alcohol Services in the Cork/Kerry region, to Tabor Fellowship in December.



The loyalty and dedication of the amazing Tabor Group team continued to shine throughout 2021. Their resilience, patience, and empathy for clients remained constant from the residential and community-based treatment programmes to the Continuing Care and Family Support Programmes. It is humbling and a privilege to work with all these individuals, and of course the Board of Directors, who all give so much of themselves in selfless support of others and who desperately need the lifeline of treatment on their journey to recovery.

In recognition of the tremendous service provided by our volunteer facilitators, a training and social event took place in December 2021. Present at this well-attended event along with our facilitators was Tabor Group's CEO, Family Services Officer, and Continuing Care Co-Ordinator.

“  
**THEIR RESILIENCE, PATIENCE, AND EMPATHY FOR CLIENTS REMAINED CONSTANT FROM THE RESIDENTIAL AND COMMUNITY-BASED TREATMENT PROGRAMMES TO THE CONTINUING CARE AND FAMILY SUPPORT PROGRAMMES**  
”

In response to the high volume of calls received over the festive season in 2020, our phone support service remained open once again during Christmas 2021. We continued to experience an increasing demand for our services throughout 2021, and with addiction issues not disappearing over the festive season and often heightening, we felt it was important we continue to be there for anyone looking for our support.

Tabor Group is a 24-hours-a-day, 7-days-a-week, 365-days-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 from time to time, and we are very lucky to have a management team who work tirelessly all year round, focusing on the best solutions for Tabor Group and our clients.

A particular member of the team I would like to thank is Tabor Group's Clinical Director, Mick Devine. Mick's passion is

unwavering for supporting clients and he consistently does his utmost to help all those on their journey to recovery. Mick monitors any sectoral changes and works with the team to ensure best practice treatment for each of our clients.

Throughout 2021, Con Cremin's commitment and experience continued to be invaluable to Tabor Fellowship in his senior counselling role. Tom Reid was appointed Treatment Team Leader in Tabor Lodge during the year, treating clients with care and compassion while always working towards the optimum outcome for them.

Jason Loughnane stepped into the role of Family Services Officer during the year, and seamlessly transitioned into his new role. He led our Family Support Programme which continued to be operated through the use of technology due to the public health restrictions in place. This allowed family members to benefit from the service safely across a broad geographic spread.

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

Our Finance Manager, Antoinette O'Brien, continued to do an excellent job in 2021. Antoinette consistently provides the Board and Management with accurate financial data in a timely manner, while overseeing all Tabor Group finances as well as monitoring cash flow and expenditure.

I would like to thank Sharon Whelehan for her incredible commitment and contribution to Tabor Group again over the last 12 months. Sharon's role varies from administration to the board, to account management in Tabor Fellowship and countless other tasks that are required to be undertaken. Sharon has been a constant for us when we've needed her the most, offering great foresight and ensuring all things are organised as they should be.

I would also like to thank Sharon O'Donoghue, our Marketing Manager, and the team at Media Life for their work and support throughout 2021, strengthening our brand and creating awareness.

Tabor Group's Admissions Department had its first full year of operating at Tabor Fellowship in 2021. This has proved to be a successful move from Tabor Lodge with a total of 209 clients admitted over the last 12 months. Led by Admissions Manager Katie Coughlan and supported by Admissions Officer Ros Lisson, the move has added value for both the client and Tabor Group, with the ease of access improved and the number of 'No-Shows' reduced.

Here at Tabor Group, we are of course dependent 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. Their work helps make Tabor Group the successful organisation it is today, and I would like to sincerely thank you all for your hard work.

Thanks to the continued support from the team at the Mercy University Hospital, our COVID-19 PCR testing at Tabor Fellowship for all clients admitted, remained in place during 2021. This valued partnership, now in its second year, allowed us to continue to operate throughout the year. Clients spend 24-hours in isolation following a PCR test at Tabor Fellowship and are then only admitted on receipt of a 'not detected' result. This procedure has proved to be extremely effective at preventing any COVID-19 outbreaks in any of our treatment centres and would not be possible without the support of the Mercy University Hospital. In particular, I would like to thank Sandra Daly, CEO, Margaret McKiernan, Dr. Deirdre O'Brien, Marguerite O'Connor, Joanne Crowley, Liz Fitzpatrick, James O'Connor and all the teams in the laboratory. Our own Miriam Rigney has also continued to be extraordinary over the last 12 months with her commitment and dedication to the organisation not only designing the safety mechanisms but by personally participating in the COVID-19 testing. Miriam has also done tremendous work in recent months preparing us for our CHKS audit in 2022.

To those whom I work with daily, 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.

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 2021. 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.

Looking forward to the future, we eagerly anticipate welcoming Colette Kelleher, our new CEO, to lead us forward in 2022, guiding the organisation to meet the goals set out in our 10-year strategic plan, while helping us 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 look forward to taking on the challenges within the sector in partnership with our stakeholders, peers, and policy makers.



**John Calnan**  
Operations Manager, Tabor Group



The Mayor of the County of Cork, Cllr. Gillian Coughlan, visit to Tabor Lodge



Mayor of the County of Cork's Visit



Niall O'Keeffe's Farewell



Mary O'Flynn's Retirement Farewell



Mental Health Week at Bons Secours Hospital



Lord Mayor, Cllr. Colm Kelleher, visit to Tabor Fellowship



Jerusalem dance at Tabor Fellowship



Jerusalem dance at Tabor Lodge



Jerusalem dance at Tabor Lodge



Jerusalem dance at Tabor Lodge



Jerusalem dance at Tabor Fellowship



# CLINICAL DIRECTOR'S REPORT

## Mick Devine

Treatment in Tabor Group continued to be dominated by the COVID-19 pandemic in 2021. Ensuring clients were safe in our services required careful risk management procedures, which were regularly reviewed and adapted. The vigilance of staff was also crucial to remaining COVID-19 free in our treatment centres. The capacity to deliver services remotely continued to develop in 2021. Initial assessment, family programmes, family and case conferences, continuing care reviews and groups, individual counselling, and education programmes to industry were all delivered to good effect remotely. Consultations with our medical officers, admission and discharge committee meetings, as well as networking locally, regionally and nationally, all continued in 2021. Our association with Addiction Treatment Centres of Ireland continued remotely in 2021 including a meeting with Minister of State with responsibility for Public Health, Well Being and National Drugs Strategy, Frank Feighan TD.

Tabor Group also continued to represent the voluntary treatment sector on the Southern Regional Drug and Alcohol Task Force. A series of meetings were also held remotely with Traveller Visibility Group (TVG) to devise a treatment pathway specifically for members of the Traveller community affected by addiction issues. The 'business as usual' attitude from all in Tabor Group as well as from all stakeholders testified to the commitment to provide quality services to clients with addiction to alcohol, drugs, and gambling as well as their families.

The year had just begun when, on January 18th, Tabor Group launched its Integrated Recovery Programme at its treatment facility at Tabor Fellowship in Spur Hill, Cork. This ambitious project sought to provide a 12-week intensive residential treatment programme for people with addiction challenges. The programme attracted referrals for clients with complex needs, poly-substance use disorder and history of trauma survival. The programme delivery was guided by the first version of The Tabor Group Service Handbook.

The 12-week treatment episode is divided into two phases of 6 weeks each and in phase 2 the client attends Northside Community Enterprise Scheme. This scheme was delivered on-site in Tabor Fellowship in 2021. The service was reviewed mid-year resulting in a new action plan and training proposal. At the end of year, this action plan was still guiding service development and this process will be ongoing in 2022. 82 clients were admitted to this programme in 2021. Meanwhile, at Tabor Lodge, the tried and trusted 29-day treatment programme continued to be delivered and 127 clients were admitted in 2021. These residential programmes attract clients from all parts of Ireland.

Tabor Group sought to grow its Community-Based Programme in 2021. This programme currently takes the form of an individual counselling service. This is delivered to clients for whom residential treatment is not an option or for whom the more moderate severity of the disorder does not merit an intense intervention as provided by the residential treatment option. 16 people were admitted to this programme in 2021. The goals are the same regardless of the treatment programme that the client is assigned. To become aware of how substance use disorders are impacting the person's life and the lives of their families, as well as developing the skills needed to manage this substance use disorder in their daily lives.

Each client is assessed for their suitability to engage with Tabor Group. The careful screening takes place prior to assessment and Tabor Group works hand-in-hand with a number of referral sources. This includes hospitals, doctors, social services, probation services, community-based agencies, and other addiction treatment agencies. Workplace referrals continued to be effective in 2021. The primary source of referrals remains the family and self-referral by the client.

Tabor Group Admissions and Discharge Committee held monthly meetings in 2021. This committee was chaired by Tabor Group's Admissions Manager, Katie Coughlan, and was also attended by a HSE Senior Counsellor.

Tabor Group continued to support clients in their journey to recovery in 2021 in the form of our Continuing Care Programme. Individual review meetings were arranged for all clients within 4 weeks of discharge. Weekly Continuing Care groups were offered remotely with face-to-face meetings resuming in the latter part of the year. The groups were staffed by volunteer group facilitators and clinical supervision was provided every 6 weeks.

The involvement of family members in clients' treatment programmes can often have a significant bearing on outcomes for clients. The impact of substance use disorder is often felt by the family. If open communication can be facilitated and restored, the client often feels regret and remorse. This can contribute to the healing of all. Families often feel challenged when they reflect on how the family is impacted and begin to realise that change is

needed by all. Tabor Group Family Services Officer and the team of volunteer Family Support Programme Facilitators supported family members in this difficult change process again in 2021.

The Clinical Director reported to the Clinical, Treatment and Research Committee of the Tabor Group Board of Directors on six occasions. During 2021, this committee reviewed the Tabor Group Research Policy. This included developing a research agenda and establishing partnerships with academics. A research proposal was devised and welcomed by the Minister of State with responsibility for Public Health, Well Being and National Drugs Strategy, Frank Feighan TD. This is a joint research proposal with the Addiction Treatment Centres of Ireland (ATCI). This committee also monitors the management of clinical risks. The committee also reviewed a number of clinical policies: Consent Policy, Advocacy Policy, Family Service Policy, Continuing Care Policy, and Discharge Policy.

The terms of reference for Tabor Group Clinical Managers Group were reviewed and the group met four times in the second half of 2021. As well as overseeing service delivery in various departments this group conducts quarterly clinical audits.

Tabor Group played an integral role in the development of a FETAC Level 9 Responding to Problem Gambling Programme, and was delighted to partner with University College Cork in the launch of this important programme.

The commitment and levels of engagement of all stakeholders in delivering treatment services again in 2021 is truly inspiring. Tabor Group's staff and volunteers work tirelessly throughout the year to care for our clients and their families, guided by our core values of respect, compassion, excellence, team, and social justice.



**Mick Devine**  
Clinical Director, Tabor Group

# LIVING WITH ADDICTION

## REBECCA'S STORY

*When I think back to the time I first decided to attend Tabor Group's Family Support Programme, it still surprises me how much I truly felt it was not at all what I needed. I felt my Mother needed the help from the meetings and so I decided I would go with her as support. Little did I know how much I really needed the Family Support Programme myself and how much it would change my life for the better.*

*To begin with, to be honest, I thought the meetings were a little awkward and uncomfortable. I found myself getting upset at them and felt they were never going to have a positive impact on me. I felt I didn't belong there.*

*In my mind, I was coping just fine in life. I was getting up and ready every day, brought my kids to school and kept my home nice and clean. Although this was great, it was all only on the surface. In my mind there was always an argument, for example, I felt my kids needed to look perfect or else people will think less of them. But that was really all about me and the impact of growing up in a home with addiction. Both my father and my brothers were addicted to either alcohol or drugs, and this had more of an effect on me than I had initially realised.*

*As I grew up living with addiction, I could have won a trophy for my skills in enabling and my attachment was second to none. These were habits developed over time and became "normal" life for me.*

*Tabor Group's Family Support Programme helped me to understand that my sadness and anger was welcome and perfectly normal. I was able to focus on myself and understand that my past hurts were having an effect on me as an adult today which then had a knock-on effect on my family.*

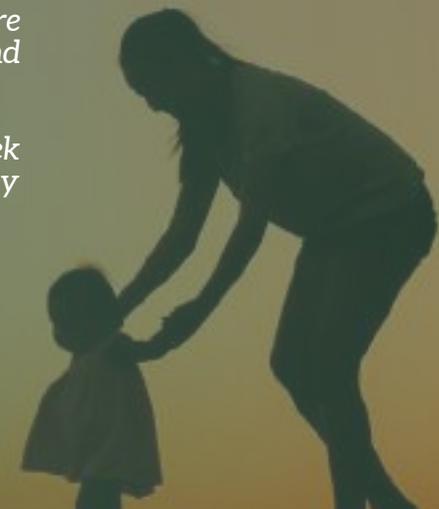
*As I attended one meeting after another, they became less and less awkward, and I began to feel far more comfortable at them. I knew that these were feelings I had been running from for a very long time and although it was not easy to address them, it most certainly was worth it.*

*I went on to do almost 3 years in the Family Support Programme with Tabor Group, from the 12-week programme to the 52-week programme and cannot emphasise enough the positive impact it has had on my life and the life of my family.*

“

**TABOR GROUP'S FAMILY SUPPORT PROGRAMME HELPED ME TO UNDERSTAND THAT MY SADNESS AND ANGER WAS WELCOME AND PERFECTLY NORMAL.**

”



# OPERATIONS, QUALITY & RISK REPORT

## GOVERNANCE

Tabor Group is a company limited by guarantee (Companies Act 2014), and also a registered charity (Charities Act 2009). The organisation is led by a voluntary Board of Directors with a varied skill set. Day-to-day operations are delegated by the Board, to the management team and staff members, led by the CEO.

Tabor Group has established governance structures that enable the Board and the team to respond systematically to events in a measured, considered manner, in compliance with legislation, regulation, and best practice. An integrated approach to governance provides the structures and processes necessary for compliance with legislation, regulatory requirements and best practice. This is mediated through six sub-committees, each with an approved Terms of Reference linked to specific strategic objectives.

Each sub-committee is responsible for maintaining the risk register for the area of responsibility, makes recommendations, and reports formally to the Board. There is a clear decision-making process in place that provides for transparency and accountability.

A Fundraising sub-committee was established in February 2021. A Fundraising Plan, as well as associated policies and procedures are in place.

Two Directors resigned from the Board at the 2020 A.G.M. having served the term limit for the role. Two new Directors were appointed in 2021, with legal and financial expertise respectively. This maintained the Board at its full complement of twelve Directors.

A Board review was completed with Directors and facilitated by an external consultant in Q4 2021. The Board has received the formal report for consideration of the recommendations that were put forward.



The table below details the number and types of meetings (Board sub-committees and operational committees) that took place in 2021:

BOARD AND SUB-COMMITTEES	NUMBER OF MEETINGS
Board of Directors	9
Governance	5
Finance and Audit	8
HR	3
Facilities	3
Clinical, Treatment and Research	4
Fundraising	9

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

### Charities Regulator Governance Compliance

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

## QUALITY

### Accreditation

The annual ISO 9001 surveillance visit took place in April 2021, via remote access. The formal report acknowledged the high standard of service delivery which enabled the organisation to retain accreditation and ISO certification.

### Organisational Quality Achievements

- The Strategic Implementation Plan was reviewed by the management team in July 2021 to highlight progress made on achieving strategic objectives as well as identifying priorities on the next phase of the roadmap.
- The Client Management System was launched in Q1 2021. The bespoke database collects client data that is essential to deliver and monitor the service provided. Advantages include: easier and rapid data reporting, significant reduction in duplication of

data entry, limited access to 'need-to-know' staff members so decreased risk to data quality and data protection legislation, systematic allocation of client number and real-time capacity information to facilitate bed management. The system is unique to Tabor Group, tailor-made to meet the specific requirements of the organisation.

- 26 documents, that included policies, procedures or documents, were reviewed, updated and approved in 2021.

### Complaints Management

Two formal complaints were received and managed in line with the Complaints Management Policy in 2021. Complaints data is returned on a quarterly basis to the HSE, as required by the terms of the Service Level Agreement.



## 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 the area within the Terms of Reference for that sub-committee.

### COVID-19

As 2021 began, Level 5 public health restrictions were in place nationally, and remained so until April. The vaccination programme for COVID-19 was in its infancy.

Once the vaccination programme became available for health care workers, Tabor Group staff members were offered the opportunity to avail of this. The process began in February 2021, and first vaccination appointments took place in April 2021. As the months went by, clients were facilitated to avail of the vaccination programme, if they chose to do so.

There has been no outbreak of COVID-19 at Tabor Group treatment centres since the beginning of the pandemic in early 2020. 285 PCR tests were carried out on-site at Tabor Fellowship in 2021 as part of the safe admission of clients to the service in 2021. 0.7% (2) returned a 'detected' result that allowed for appropriate support to be offered and admission rescheduled. This early intervention ensured that a safe service continued to operate for clients and staff. The use of lateral flow tests has been available to Tabor Group management team to guide decision-making and risk assessment since December 2020. The provision of on-site PCR testing would not be possible without the professionalism and continued support of the Mercy University Hospital.

### Incident Reports

39 incident report forms were completed across Tabor Group services in 2021.

Of note in 2021:

- There were no reported incidents of 'Violence and Aggression'
- There were no data breaches that required to be reported to the office of the Data Protection Commissioner.
- 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 the significant work that has been carried out over the last two years in this area.
- The number of incidents recorded 'outside of office hours' remains higher than those 'within office hours'.

### Health & Safety Training

The following safety training was completed in 2021:

SAFETY TRAINING TYPE	NUMBER OF STAFF MEMBERS (% = of those that require this type of training)
First Aid Responder (FETAC Level 5)	16 (33%)
Fire Safety Training	25 (51%)
Manual Handling	22 (76%)
HACCP Food Safety Training Level 1	6 (100%)
Induction Process (including COVID-19 awareness)	8 (100%)

A Safety Audit, carried out by an external Health and Safety expert took place at both treatment centres in July 2021.



Mayor of the County of Cork's visit to Tabor Lodge



Board Meetings via Zoom



John Calnan's Birthday



Horticulture Project at Tabor Fellowship



Mary O'Flynn's Retirement Farewell



Denis Healy & Niall O'Keefe at Niall's Farewell



Katie Coughlan & Con Cremin



Mary Cast fundraising for Tabor Group doing Cork's Mini Marathon



Recovery Month



# ADMISSIONS DEPARTMENT REPORT

## Katie Coughlan

The Admissions Department of Tabor Group had an extremely busy and productive year in 2021. It marked the department's first full year of operating from Tabor Fellowship having moved from Tabor Lodge in May 2020. This change of location has been extremely successful in that it has provided easier access for clients attending the service, thus dramatically reducing the number of 'No-Shows' for appointments. As a result it has added value for both client and organisation alike. We continued the practice of triage of client needs at the time of their initial contact with Tabor Group so as to best address their treatment requirements and direct them to the appropriate treatment pathway. This practice was established in 2020 and has contributed positively to clients being in an enhanced place of readiness for admission to a treatment programme by the time of their attendance for assessment.

If, following the assessment process, a client is being admitted to a Tabor Group treatment programme, they are required to spend 24-hours in isolation following PCR testing at Tabor Fellowship. Admission to the relevant treatment programme then follows on receipt of a 'not detected' result. This has been our practice since June of 2020 and has proved to be an extremely safe and effective route for our clients to access treatment services and in preventing any outbreak of COVID-19 in our treatment centres.

### ACTIVITY

The Admissions Department responded to a total of 1003 calls requesting assistance with addiction issues in the year. Many of these callers presented in a state of distress and were contacting treatment services for the first time. This can result in the caller being unclear as to their specific treatment requirements and they may lack knowledge regarding the services available at Tabor Group. Indeed, many of these callers were presenting with issues which were not appropriate to our service at the time of contact and so were subsequently signposted to other services more appropriate to their needs and requirements. We offered 369 assessment appointments in 2021, all but 15 of these appointments were filled. We met with 313 clients for assessment appointments, the vast majority of these clients were met in person, with a much smaller number availing of the assessment process remotely. There were 28 cancellations by clients in the year and 13 'No-Shows' for appointments.

## OUTCOMES

There were a total of 209 clients admitted to Tabor Group treatment services in 2021. 127 clients were admitted to the 29-day Primary Treatment Programme at Tabor Lodge with a further 82 clients admitted to the 12-week Integrated Recovery Programme at Tabor Fellowship. For clients who wished to avail of non-residential support, this was provided by way of our Community-Based Counselling Service. The remainder of clients assessed were referred to other services - this may be at the clients request or may have been the most appropriate course of action at that time.

In summary, 2021 has been an extremely productive year for Tabor Group's Admissions Department. Despite the challenges posed by operating in a global pandemic we continued to offer quality addiction treatment services to clients and their families in a safe environment. It was noticeable from the stories relayed to us by our clients, the role that the COVID-19 pandemic played in exacerbating the already debilitating condition that is addiction. It continues to be our privilege to work with our clients as they begin their journey of treatment and recovery from the disease of addiction. We look to the future with hope and a firm belief that recovery and improved quality of life is possible and attainable - One Day at a Time.

I would like to express my gratitude to my colleagues at Tabor Group for their on-going support and positivity. In particular to Ros Lisson, Admissions Officer, who works with clients when they make initial contact with the organisation and supports them through the early stages of their journey of recovery.

*Katie Coughlan*

**Katie Coughlan**  
Admissions Manager, Tabor Group





# FAMILY SUPPORT PROGRAMME

Our Family Support Programme recognises the importance of helping family members and loved ones of those struggling with addiction. The programme is designed to offer families support, help them understand the disease of addiction, and equip them with the necessary tools to get their own lives back on track. It has been our experience that since families are affected by addiction, equally, families benefit from support.

Our Family Support Programme includes education, one-to-one support, peer support groups, telephone support, intervention advice, and more. Family members are offered the choice of a 4-week, 12-week or 52-week group with Tabor Group. As well as providing the Family Support Programme for loved ones of clients that are engaging with our treatment services, we also offer support to families of people that choose not to engage with us.

Our experience tells us that family engagement with the treatment process is very important and leads to better outcomes for everyone.

Through the Family Support Programme, families begin to understand what addiction really is, the impact it is having on the family, and begin to address it so that family life can get back on track. In addition to this, the input from family can help their loved ones suffering from addiction realise it is time to manage their addiction for themselves, and for the benefit of everyone in the family.

The Family Support Programme gives people the opportunity to:

- Meet other families coping with the same challenges.
- Understand what the treatment and recovery process is for their family member suffering from addiction and how they can be involved.
- Understand what addiction is and how it impacts on family life.
- Understand the risks of living with the stress and strain of addiction.
- Learn how each member of the family copes in their own way.
- Identify how they have personally coped.
- Focus on ways that they can support their own health and wellbeing.

# CONTINUING CARE PROGRAMME

At Tabor Group, we realise the support needed by clients in the early months of recovery after treatment is crucial to establishing an effective recovery from addiction. The Continuing Care Programme is an integral part of the care delivered by Tabor Group to the client following completion of their treatment.

The programme provides ongoing treatment and support to clients that have completed treatment programmes while they learn to cope with the demands of day-to-day living. It involves participation in a weekly group meeting and commitment to an individualised care plan over 12 months, with an option to continue this for a second year of support.

When in early recovery, clients will face many struggles that can hinder their progress therefore reviewing the care plan with the Continuing Care Coordinator is vital to assist and steer the client towards the recovery process. Tabor Group offers Continuing Care at various venues in the city and county. Our extensive network of continuing care groups, including relapse support programmes and a women's programme, are designed to give effective reinforcements for clients to be able to maintain their recovery.

When clients leave our facility, our Continuing Care Programme links the client with beneficial services or resources while also allowing them to keep ties with Tabor Group staff. This connection between the client and Tabor Group throughout their journey gives them reassurance in their recovery and self-confidence for living an enriching and sober life.





**TABOR GROUP**  
HOPE • HEALING • RECOVERY

**STATEMENT OF COMPREHENSIVE INCOME**  
for the financial year ended 31 December 2021

	2021 €	2020 €
INCOME	2,480,679	2,455,666
Depreciation	-126,695	-132,576
Grant Amortisation	120,549	120,552
Staff Costs	-1,874,923	-1,836,447
Other Operating Expenses	-561,224	-529,123
OPERATING (DEFICIT)/SURPLUS	38,386	78,072
Finance Costs (net)	-3,240	-3,357
TOTAL (DEFICIT)/SURPLUS FOR FINANCIAL YEAR	35,146	74,715

**BALANCE SHEET**  
as at 31 December 2021

	2021 €	2020 €
FIXED ASSETS		
Tangible Assets	5,168,906	5,289,013
CURRENT ASSETS		
Debtors	250,911	246,318
Cash at Bank	2,064,894	1,825,832
	2,315,805	2,072,150
CREDITORS (Amounts falling due within one year)	-470,680	-402,200
NET CURRENT ASSETS	1,845,125	1,669,950
TOTAL ASSETS LESS CURRENT LIABILITIES	7,014,031	6,958,963
CAPITAL ASSISTANCE	-5,303,845	-5,283,923
NET ASSETS	1,710,186	1,675,040
CAPITAL AND RESERVES*		
Capital Reserve	1,500,000	1,500,000
Accumulated Surplus	210,186	175,040
MEMBERS' FUNDS	1,710,186	1,675,040

**\*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.



**NEED HELP WITH AN ADDICTION?**

Contact us in confidence:

☎ Cork - 021 488 7110    Dublin - 01 639 2962

✉ [info@taborgroup.ie](mailto:info@taborgroup.ie)

📍 Tabor Group, Spur Hill, Doughcloyne, Cork, T12 YE14

CRO NUMBER: 311070

REGISTERED CHARITY NUMBER: 20042127