



# Annual Report 2023

**Helping you live life  
beyond addiction**

The Rutland Centre's purpose is to help people overcome and recover from addiction with understanding, empathy, expertise, kindness, evidence-based practice, experience and professionalism. A Centre where it is safe to tell your story, to take responsibility and emerge to live life beyond addiction.

# Contents

Foreword	03
Mission, Vision & Values	04
Our 2023 Impact	06
Chairperson Statement	09
CEO Statement	11
Quality Improvement	13
Governance Overview	14
Thank you	15
Head of Clinical Services report	16
Operations Manager report	18
Testimonials	20
Medallion Ceremony	22
Knocklyon House	23
Finance report	24
Meet the team	
Aftercare Coordinator	28
Treatment Coordinator	29
Continuing care Facilitator	30
Our Board	31

# Foreword

As Medical Director for many years it has been a privilege to be part of the Rutland experience and 2023 was no different.

I am acutely aware that behind each person coming for assessment is a family, be it parents, siblings or other loved ones. The destruction and heartbreak apparent is at times overwhelming for all concerned.

I have faith in the team here that all such experiences are handled in a most professional way and a person's dignity is never over-looked. The individual and family are at the heart of everything that we do.

So often there is trauma present. We know that addiction is an effort to self-medicate and soothe the troubled mind. Blame is not what we encourage; rather the assurance that no matter what might have happened as a result of one's addiction, there is acceptance and understanding. I believe that there is always the hope of recovery too.

Often it is said by counsellors at the centre 'I am not after you, I'm after your addiction'. Each person presenting is encouraged to take a more 'global' view of themselves and realise that addiction in all its forms and complexity does not happen in a vacuum. When a person steps out of that vacuum and begins to understand the nature and underlying cause of their addiction, as well as the impact, the work of recovery can truly begin.

In 2022 the increasing problem with cocaine was apparent, both as an abused substance by itself and in combination with others. Also of note was the abuse of cocaine and alcohol. We have seen a continuation of these trends in 2023, where presentations for treatment have become even more complex with the presence



of multiple addictions in many more individuals. Often the presence of additional and sometimes hidden addictions adds to an already chaotic picture.

I am proud of the outcomes that our service users have achieved over the past 12 months and wish them, and their families, a lifetime of recovery and good health. I am grateful to the entire board and team of staff at the Rutland who continue to work tirelessly to help those who trust us with their treatments. I look forward to exciting service developments in 2024 and beyond.

**Dr. John O'Connor,**  
Medical Director

# Mission, Vision & Values

## OUR VISION

Leading the way in helping our society to recognise, understand and tackle addiction.

## OUR MISSION

To help individuals and families to recover from addiction through the provision of treatment services and supports.

To advance awareness, education and advocacy in relation to addiction.

## OUR VALUES

Consistent with our culture, our core values are built around respect and support for the individual and their wider circle of family/close friends, as well as inclusiveness and equality. We resolutely challenge addiction, and we work to enable our clients to find the space, strength and renewal so as to build a new life free from addiction.



## OUR OBJECTIVES

To optimise recovery outcomes for clients by:

- Rigorously managing, sustaining and independently validating our existing programmes;
- Expanding the range of services provided by the Rutland so as to provide Detox, Residential, Outpatient, Aftercare and Secondary Care
- Developing and improving physical facilities and accommodation
- Strengthening our financial performance and renewing our reserves
- Having the best team in place in the Rutland so as to deliver for clients

## OUR CHALLENGES

- Fluctuating occupancy
- High fixed cost base
- Narrow income streams
- Limitations of service offering and of facilities
- Underdeveloped public engagement/awareness

In Short

**“Helping you live life beyond addiction”**



## Our Strengths

- **Non medical treatment model which delivers exceptional impacts for the lives of our clients**
- **Leadership and professional expertise of the rutland gained over almost half a century**
- **The Rutland brand**
- **Passion and commitment of our staff and management**

# Our 2023 Impact

We understand that the decision to enter treatment for addiction is difficult. But it can also be transformative. The Rutland Centre is committed to delivering a safe, and effective program for all our service users, and one that gives every person the opportunity to achieve a sustained, lifelong recovery.



## PROGRAM COMPLETION RATES

One of our core beliefs is ensuring person-centred care. It behoves us to ensure that we are the right service for a person and their family when they reach out to us, and so we will engage with people extensively pre-treatment to ensure that we can meet their needs and give the best chance of recovery.

93%

Completed the **Residential program** in 2023

83%

Completed the **Outpatient program** in 2023

80%

Service users who completed the **Residential program** also completed the transition program

90%

Service users who completed the **Outpatient program** progressed to the aftercare program

## TRANSITION AND AFTERCARE JOINERS

The transition program is an innovative and targeted six-week program that bridges the final weeks of residential treatment and the first early weeks of recovery back at home. We firmly believe that engaging with this transition program is one of the crucial keys to recovery and we encourage all individuals and a significant family member to engage with it. Similarly, we know that meaningful engagement with the aftercare program for 12 months post-treatment increases the likelihood of sustained recovery.

## RECOVERY INDICATORS

Recovery is so much more than abstinence from a substance or behaviour. It's about physical and mental health and wellbeing, the ability to create and maintain healthy relationships, the drive to education and career, and so much more.

However, a good indicator of recovery is abstinence and we do believe in an abstinent recovery at the Rutland Centre.

57%

People **completed the stabilisation program** (regained abstinence) and re-entered mainstream aftercare

17%

**Continued to relapse and worked with us** on an onward referral to an appropriate service that could meet their needs

26%

**Continued to relapse and withdrew entirely**

88%

Service users who completed the **Residential transition program** in 2023 are still in active recovery in the aftercare program now

88%

Service users who completed the **Outpatient aftercare program** in 2023 are still active recovery now

## STABILISATION GROUP

Our stabilisation program is an important element within our aftercare wrap-around supports that is designed to immediately help any person in relapse, support them in regaining their recovery and creating a pathway back to mainstream aftercare thus avoiding the need for a second primary treatment. This of course is reliant on individuals maintaining engagement with us before, during and after a relapse and we want all our service users to know that we understand relapse, and that relapses do not mean recovery is lost forever.

In 2023 fifty-three individuals who experienced a relapse (of varying lengths) engaged with our aftercare team and entered the stabilisation group.

## FAMILY RECOVERY

Addiction is a family disease, and we believe that recovery should be for the whole family too where possible and appropriate. Our weekly family day, our 5-weekly family workshops, and our family mobilisation sessions are all in place to support the loved ones (concerned persons) of those in treatment.

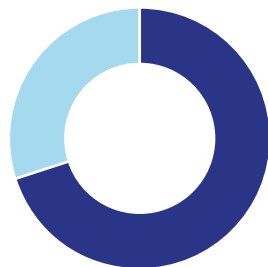
Last year 93 concerned persons joined the aftercare program.

61%

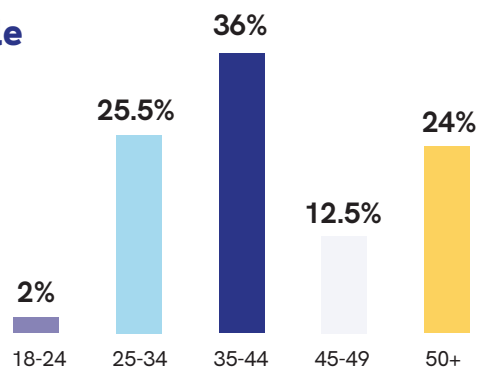
Have either completed their year in aftercare or are still engaged and working their own recovery.

## Gender

- 70% male
- 30% female

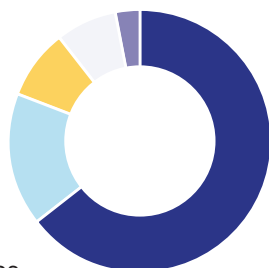


## Age Profile



## Primary Addiction

- 64.5% Alcohol
- 16.5% Cocaine
- 8.5% Other substances
- 7.5% Gambling
- 3% Sex



## Secondary Addiction

- 62% of service users presented with a secondary addiction
- 22% of this cohort presented with poly addiction - 3 or more substances / behaviours



## Continuing Care Outputs 2023

- Total number of active aftercare groups - 20
- Total number of CP specific groups - 3
- Total number of attendances at an aftercare group - 11,806
- Total number of concerned person attendances at an aftercare group - 1776

## Bed Nights Delivered

- 2023 - 5213
- 2022 - 4959
- 2021 - 4790

## Meals served

- 15,639 home-cooked meals were served to residential clients on site at the Rutland Centre in 2023



We answered over 15500 telephone calls in 2023



# Chairperson Statement

On behalf of the trustees on the board of the Rutland Centre, I am honoured to present our annual report for 2023.

When you become aware of addiction in its various manifestations you also begin to see just how widespread it is. You can see addiction reflected in the nervousness of a child with a volatile parent, or the wearied expression of a harried partner, or indeed the dysfunction of an entire family. Irish society has long suffered from the pervasiveness of alcoholism, aggravated by our national tendency to cloak addiction in acceptance - terms such as a "heavy drinker" "on a bender" or "out on the tear". It is also clear that the advent of the internet has aggravated matters further, with ease of access to on line gambling, pornography triggering and deepening addictive behaviours.

Against this background, the Rutland Centre offers critical services to those in addiction and their wider support circles. The Centre works to transform the lives of clients and their families and friends in tackling addiction, finding recovery and securing supports that endure and sustain.

This report tells the story of recovery by clients as well as meeting good governance practices in relation to reporting on financial performance, impacts and plans for the future.

The past year saw a remarkable turnaround in our financial performance as we achieved a significantly better outcome through careful stewarding of costs and growth in income. This is a very welcome outcome, particularly when viewed in the light of losses in recent years. A number of factors contributed to this strong performance - bed nights for the year at over 5200 were among the highest ever achieved; alongside strong demand for our Outpatient



and Aftercare services, income from these sources strengthened significantly. Over the course of the year, we also continued to build on Fundraising networks and capability, while rigorously controlling costs.

We need to acknowledge with thanks the strong support from our clients and families, from donors and from the HSE in achieving these results. This strong performance gives us the space to do more and to plan with confidence for our future.

Over the coming year we will expand our services in Outpatient, Aftercare and Secondary Care. In addition we plan for expanded services in relation to Gambling Addiction, as well as the establishment of a Detox facility at the Rutland.

As of these developments, both underway, and planned, serve solely to meet our charitable purpose - namely helping individuals and families to recover from addiction through the provision of treatment services and supports.

Finally, the board wishes to acknowledge once again the commitment, dedication and skills of the Rutland Centre staff. We also wish to thank our CEO, Maebh Mullany who brings such competence, leadership and collegiality to all her work.

**Gerry Kearney,**  
Chairman



It was a gift to spend 5 weeks under such fantastic care and to learn so much about myself and my disease.

- Anon, February 2023



# CEO Statement



Over the course of 2023, the Rutland Centre, which is a small organisation, delivered an astounding 5213 bed nights in residential treatment and care to individuals from right across the country. In addition, we provided continuous year-round support to our outpatient service users and supported hundreds of people in our continuing care program.

Against this backdrop of such a scale of interventions, I have pleasure in presenting our annual report for 2023

It is worth reflecting that the individuals and families who benefitted from our programmes are fortunate to have accessed treatment. This level of activity has not been reached in over a decade. I believe it reflects the national picture where more people are dealing with the devastating impact of addiction every day. Demand is higher and more urgent than ever.

Based on the 15,500 calls we answered in 2023, if the capacity and funding existed, we could probably have doubled our outputs and our impact. Extending access to our treatment programs to as many people as possible is central to our organisational mission.

It is with the support of some key partners in 2023 that we have been able to sustain the Centre, continue to provide our range of services, and strengthen our delivery. I would like to take this opportunity to particularly thank the HSE for their continued support of the centre as reflected by their referral of HSE clients for treatment and care

I would also like to thank the Bon Secours Hospital Dublin, the Hospital Saturday Fund, Google Ireland, the Smurfit Kappa Foundation, the Financial Services Union, the Bar Council of Ireland, McEvoy Electrical and the Learning and Development Institute of Ireland for their generous and much needed financial support during the year.

Similarly, to all those individuals who donated during the year, or who took part in fundraising activities I thank you on behalf of us all here at the Centre - we could not continue without your generosity and kindred spirit.

In the course of 2023, as we moved further through the post pandemic period, we reinstated our valued medallion ceremony post-pandemic. With the support of the National Concert Hall we hosted 2 medallion events in the John Field room - a venue certainly befitting such momentous occasions for all our recipients, and their families and friends.

In truth, what helps bring so many recipients to reach the one-year mark, apart from their own courageous journey and resolve, is the quality of

our residential program. In 2023, a remarkable 93% of all those who commenced the residential program completed it. Our six-week transition program provides a further launchpad to recovery. We know from experience that those who engage with the transition program tend to do better in aftercare and tend to have better outcomes. 80% of those who completed the transition program in 2023 went on to aftercare and of these 88% are currently still attending and engaged. A phenomenal outcome for every person involved and one that as a team we are immensely proud. Our approach is one where we relentlessly focus on continuous improvement at every turn.

I would like to express my unwavering support of and gratitude to the team of staff and aftercare facilitators here at the centre. They are steadfast and unrelenting in the commitment to, care and support of every individual who trusts us with their treatment.

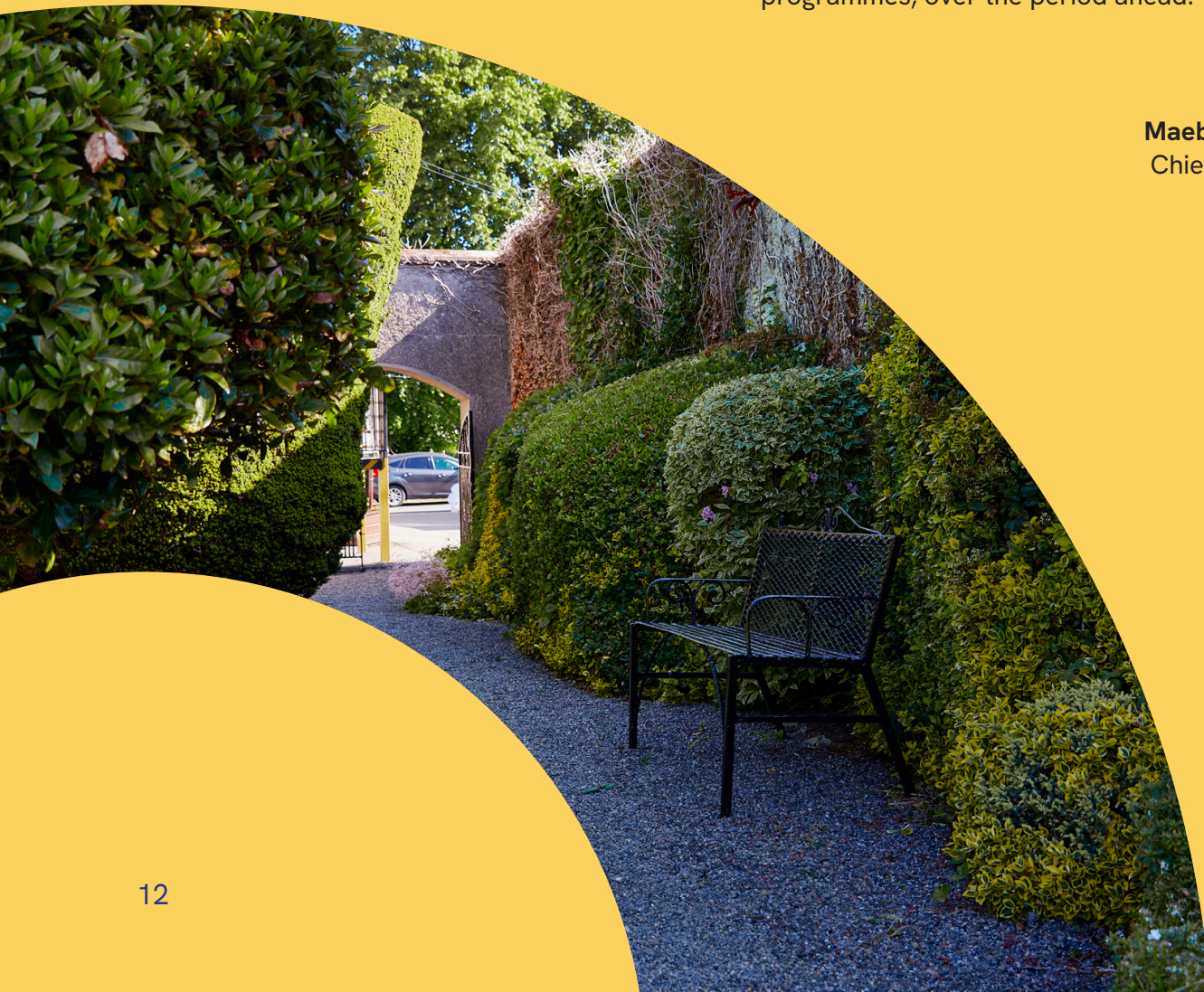
The Rutland team inspire me to do the very best I can for the Centre because they give of their very best here every day.

To my colleagues on the board, thank you for your unstinting support, for opening doors, making introductions, and promoting the cause of the Rutland Centre wherever you go. It has been a pleasure to work with and learn from you all.

My hope for the Rutland Centre in 2024 and beyond is that we continue to help individuals and families overcome addiction and find pathways into recovery. As an organisation our purpose is to continue to meet the emerging needs of clients, their families and friends in a meaningful effective way. We have much to offer too in terms of expanding our services. We are currently looking at the option of a Detox service as well as expanding our outpatient programs.

I look forward to delivering a diversified schedule of treatments, alongside our existing programmes, over the period ahead.

**Maebh Mullany,**  
Chief Executive



# Quality Improvement



Maintaining standards, and constantly striving for improvements in all aspects of what we do is an important cornerstone of our daily work at the Rutland Centre.

We are proud to be externally accredited by CHKS and an ISO Certified Treatment Centre, and we work hard to ensure that we are doing the very best we can to offer safe and effective treatment programs to all those who access services and who work in our centre.

In 2023 we were thrilled to achieve full compliance in our CHKS on site survey and look forward to demonstrating a continued commitment to quality improvement in 2024 and beyond.



We are very thankful of the opportunity to work with CHKS, in particular our Surveyor Manager Kirstie Oliver, and our CEO was happy to speak to CHKS delegates in London in November about our experiences of the accreditation process and what it means to us an organisation.

## **Some feedback from CHKS contained in the 2023 final report;**

*The survey team commend the work that is done to ensure that clients have a voice in the development and improvement of the organisation. This includes the regular meetings of clients with the heads of service, as well as the client exit interviews. The evidence that has been seen assures the team that the Rutland Centre is responsive to the feedback received and this drives many quality improvements.*

*There is clear evidence of robust induction processes and supportive working practices for all staff in the organisation. However, we are also aware that the Rutland Centre Executive Team work hard to ensure that team members are empowered to take ownership and development of their roles.*

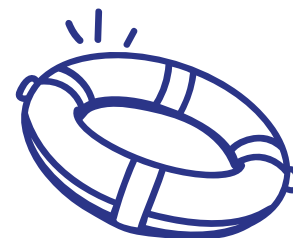
*The organisation is to be commended for the extensive support that is offered to clinical staff, in the form of clinical supervision.*

*The survey team agrees that that the Maintenance Manager is an asset to the Rutland Centre, with the knowledge, skills, and passion that he possesses regarding the upkeep of the estate.*

# Governance Overview

The Rutland Centre is governed by a voluntary Board of Directors who are committed to the sustainability and development of the centre, and who act in the best interests of the service users at all times.

As a registered charity, the directors are acutely aware of our regulatory obligations and are active in ensuring our compliance with the Charities Regulatory Authority Governance Code, and in meeting our obligations with other stakeholders including the HSE, our insurers and our auditors. They provide ongoing oversight of and support to the Chief Executive Office and her team and lend their expertise and skills whenever called upon.



## BOARD STRUCTURE

- Chairperson Gerry Kearney
- Secretary Melanie Pine
- Medical Director Dr John O'Connor
  
- Finance Subcommittee chair Noel Garvey  
- Members Melanie Pine, Maebh Mullany
  
- Fundraising Subcommittee chair David Sneddon  
- Members Rita Kirwan, Maebh Mullany
  
- Governance Subcommittee chair Gerry Kearney  
- Members Melanie Pine, Dermot MacShane, Maebh Mullany

## FINANCIAL OVERSIGHT

We engage RBK Chartered Accountants to provide financial oversight and management accounts throughout the financial year.

Crowe Ireland are the current appointed financial auditors.

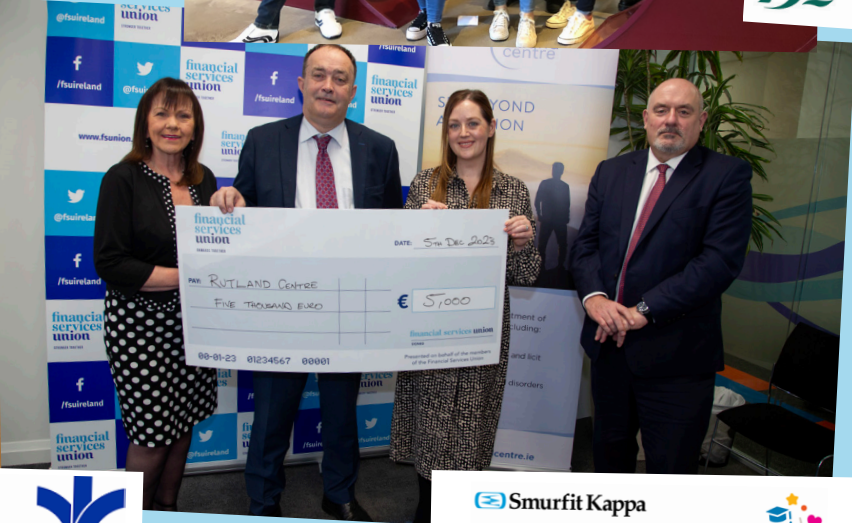


Charities Regulatory Authority number 20031411.

# Thank you



We are indebted to all those who supported and donated the Rutland Centre throughout 2023. We always strive to offer the best quality treatment experience possible for every client, and we are grateful to all those who support our mission and have helped us along the way.



# Head of Clinical Services

Emma Kavanagh

2023 was another busy year for The Rutland Centre, with a significant number of individuals and their families and loved ones entrusting us to walk beside them in their recovery journeys.

The dedicated staff of our residential program worked closely with people as they courageously embarked on their treatment and supported them by providing over 780 group therapy sessions, 477 individual counselling sessions, and 150 hours of psycho-educational workshops.

Similarly, our skilled outpatient team worked closely with their groups as they simultaneously navigated primary treatment and community living. Together they supported them by providing over 200 hours of group therapy sessions, 100 hours of family group sessions, and 350 hours of individual counselling sessions.

There are many 'standouts' for me in terms of trends observed in 2023. Alcohol addiction presentations remained consistently high, with 66% of in-patient clients and 57% of outpatient clients seeking help for an alcohol addiction. This reminds us that this somewhat overlooked, and often seen as acceptable substance is still as problematic as ever.

Cocaine presentations also remained consistent with 16% of in-patient clients and 20% of outpatient clients seeking help for their cocaine use. These figures mirror trends seen nationally, further evidencing a well-documented national problem with the substance. A dedicated resource to provide help specifically for this addiction is indicated and will be a key objective for Rutland in 2024.



I note that 2023 also saw a marked increase in people presenting with more than one addiction (67% in 2023, 48% in 2022), indicating an increasing level of complexity in addiction presentations. I believe that an increased level of support, in the form of detox, is required to meet this level of complexity. Inpatient detoxification would be a beneficial service that would greatly assist people with complex and specific addictions safely and to expediently reach entry criteria for admission for treatment. A key goal for Rutland moving into 2024 and 2025 is to be able to offer this much needed additional service and aligns with our core value of providing accessible, quality treatment to those who need it.

2023 outcomes also highlighted a high incidence of gambling presentations to our outpatient program, with 20% of all admissions presenting with this addiction. Rutland has treated gambling addiction very successfully for a number of years and have found a particular efficacy in treating it on an outpatient basis. This method of treatment for gambling addiction is not only in keeping with the NDS objective of lowest level of intervention possible but is one that is particularly appealing to people with



standing commitments (childcare, work, etc). Another key objective for Rutland in 2024 and 2025 is to use our expertise in treating gambling addiction by introducing a gambling specific outpatient program to cater for this rising cohort.

Despite the increased complexity and an urgent, and increasing demand for treatment services, we remain steadfastly committed to rising to meet the challenge. Our phone lines and assessment departments were busier than ever, and our bed nights for the year were the highest in over a decade. More collaboration with our HSE partners heralded a change in client cohort, and brought about the need to work in new, more holistic ways and cultivate relationships with new stakeholders.

2023 also saw some truly inspirational and proud moments for Rutland. Undoubtedly the highlight of 2023 was our two Medallion Days. We had the absolute honour of inviting over 350 individuals and their concerned persons to celebrate each of them reaching at least one full year in recovery. As part of these ceremonies, we also celebrated some other big recovery milestones - 21,22 and 40 years in recovery for three Rutland Alumni, and were moved and inspired by some amazing speakers sharing their journeys with us.

Lastly, 2023 also saw the beginning of some structural changes for Rutland's staff teams, with the introduction of our Treatment Co-Ordinator post (now occupied by Michael Woods) and a new Continuing Care Co-Ordinator appointment (now filled by Clive Martin). I'd like to take this opportunity to wish both our new co-ordinators every success in their posts and express my excitement at working with them both on some of the goals mentioned above. I'd also like to extend my thanks to the entire clinical team, and the wider Rutland team for their ongoing support of the Rutland Centre and most importantly our clients every day.

Our team of voluntary facilitators deserve our endless gratitude for their commitment to aftercare clients throughout 2023. Without their support and guidance our client's journeys would be much the poorer.

Finally, a special mention to my colleagues Maebh Mullany, CEO, and Carol Delaney, Administration and Operations Manager, for the vision, leadership and guidance they provided to the organisation in 2023.

Looking ahead to 2024 my hopes and ambitions for Rutland are high! I am certain we will continue to provide a safe and healing place for people and families who need it, and I am hopeful that with the help of statutory and corporate partners we will deliver on the strategic objectives mentioned above.



# Operations Manager report

Carol Delaney

## Administrative Operations Manager Report for Annual Report 2023

Continuing high energy prices and increased inflation meant that 2023 was another challenging year with respect to cost control. One area particularly impacted was the procurement of ingredients. We met this challenge by utilising new suppliers and effective menu management and we managed to control our expenditure on food at a comparable level to that achieved in 2022. Furthermore, our focus on quality and continuous improvement did not suffer. In a survey of 40 Client Exit Questionnaires in 2023 70% of clients rated food provided during their 5-week programme as excellent and 20% rated it as very good.

To further mitigate against rising costs, we implemented a recruitment strategy focusing on making the most of our resources whilst delivering a quality program that works for our service users. We spent less on both clinical agency staff bookings and catering staff bookings compared to 2022, and gained valuable new team members along the way who are now an integral part of the team.

Indeed, retention of the best quality staff in all staff groups is a key goal listed in our Human Resources Strategy. In 2023 we had a modest staff turnover of 9%, and despite undertaking a change plan in the latter part of the year, we did so all the while sustaining high quality services and consistency of support to our clients. On behalf of the entire management team, I want to take this opportunity to thank each member of the Rutland team for their support and commitment to their work, and for their forbearance in respect of these changes.



To maintain the integrity of our listed building we enlisted the services of a specialist conservation company to restore the limestone balustrades at the front of our building in August. This was done with the support of South Dublin County Council when we were successful in securing a grant under the Built Heritage Investment Scheme (BHIS). We are very proud of our house and grounds and want to do all we can to create a home away from home for people in treatment. In our survey of 40 Client Exit Questionnaires in 2023 60% of clients rated our house and grounds as excellent and 33% rated it as very good.

Technology waits for no man and at the start of 2023 we successfully retired our long-standing IT server and migrated all data to a cloud-based network. This has resulted in better collaboration and more advanced security.

As we strive to be more sustainable, we maintain minimum food waste. This is done by careful menu planning and ordering ingredients based on a menu plan. We repurpose ingredients where possible ensuring a low level of waste for composting. We are fortunate to have beautiful gardens where we grow our own herbs and pick just the required amount needed.

**We continue to endeavour to improve in the area of sustainability and so we have added it as a goal in our Operational Plan 2024. In this plan we aim to:**

- Reduce use of plastic by minimum 25% by moving to a dosing system for cleaning products therefore reusing cleaning spray bottles
- Partner with suppliers who have strong sustainability practices.
- Roll out a new waste management plan across the site.
- Analyse our energy consumption and invest in energy reducing technologies where possible.



# Testimonials

## Chris's Story

Feels like yesterday that I was walking through the doors of the Rutland Centre in December 2018.

Not knowing where to turn. Total unmanageability.

Life was chaos. Couldn't see a life sober at all.

As crazy as this sounds when I was going into treatment my head was planning my next drink for me.

The 5 weeks in the Rutland centre was the hardest thing I've ever done; living with people I'd never met before, doing group therapy with their families present.

I will never ever forget each and every person I met during my time in treatment. From fellow housemates, to Counsellors, to nurses, to groundskeeper.

Life today is completely different. Six years sober this year and life is great.

I'm holding down full time employment and I'm involved with the Wicklow senior football management team. It has always been a dream of mine to get involved with an intercounty set up.

What makes it even more personal for me is that I now get to share a dressing room with the man who got me into the Rutland and get me on my way to living a sober, happy and content life a day at a time.

## Sinead's Story

My sister and I are two siblings from a big family. She is the best of us; kind, generous, considerate, gentle, selfless and altruistic. She is also a recovering addict, loved and supported and admired by all of us.

Supporting our sister while she was struggling with addiction took a significant toll on the mental and emotional well-being of our entire family over years of constantly living on our nerves waiting for the next calamity, playing a permanent game of whack-a-mole while we reacted to the latest crisis, yet never quite managing to get ahead of the next one despite the collective best efforts of everyone in the family.

The emotional cycle of despair, confusion, hope, disappointment, anger and love, resulted in a sense of fear and helplessness as we tried to balance 'finding a solution' with our unconditional love for our sister and our commitment to protecting her dignity and mitigating her sense of shame, left us feeling



isolated and compromised our opportunities to reach out for help.

One of the most powerful enablers of our sister joining the program at the Rutland Centre was breaking down the veil of deceit, and eliminating the whispered, disconnected conversations which had been taking place among family members for years. Instead, we now had forum for my sister and our family to avail of the support and counselling services specifically tailored to our collective needs and a safe space for us to share our experiences, seek guidance, and receive validation from others who understood this struggle and could make sense of it in a way that previously we could not. Most significantly, by alleviating our feelings of isolation and providing emotional support, we were able to openly converse and support our sister to navigate her journey and deal with the challenges of addiction with resilience and strength.

Our experience with addiction prior to this point in our lives was very limited and the team at the Rutland Centre provided us with an education and understanding about addiction. In hindsight, we harbored misconceptions and stigmatised views about addiction, which, prior to our engagement with the Rutland Centre, led to strained relationships and ineffective support mechanisms for my sister. The counselling team enabled us to develop a better understanding which in turn fostered empathy and compassion and paved the way for healthier and more supportive relationships within our family.

As my sister progressed through the program, committing to her recovery with incredible resilience, commitment and focus, the ongoing support of the Rutland Centre enabled us, in parallel, to start to rebuild trust and communication. We developed effective coping strategies, which further cultivated a supportive network that is instrumental in the recovery process of the individual.

Perhaps the most profound benefit that we received from the support of the Rutland Centre was the sense of renewed hope and



resilience. The guidance and support of the Rutland Centre Team allowed my sister and our family to rediscover hope in the possibility of recovery and the potential for a brighter future. My sister learned to cultivate resilience in the face of adversity, and we joined her in celebrating small victories and navigating any setbacks with perseverance and optimism. This newfound sense of hope became a beacon of light that guided our family through a dark time, strengthening our bond and fueling our collective determination to support my sister to overcome addiction.

My sister's addiction has had devastating implications, most significantly for her, but it also reverberated throughout our entire family. However, amidst these challenges, she presented us with a gift we could only have hoped for; the beacon of hope that came with acceptance of an offer to her from the Rutland Centre to support her in her journey towards recovery but also provide invaluable support and benefits to our wider family unit. In successfully completing the program with the team at the Rutland Centre, she has managed to completely transform her life and envision a bright future for herself and those closest to her. In doing so, she has transformed the lives of our wider family. We are in a place that years ago, none of us could have dared to imagine; but thanks to the courage of my sister and the support of the Rutland Centre, it is our new lived reality. We also know that the Rutland Centre is there for her and for us.

It has given us back our lives.

# Medallion Ceremony

It was a privilege to host two Medallion Ceremonies in June and November 2023, both of which were held in the John Field Room of the National Concert Hall.

A side effect of the COVID pandemic was that from 2020 to 2022 no medallion ceremonies took place, and the inspirational achievement of sustained recovery for so many of our services users had not been marked by us.

We wanted the events in 2023 to be special as a result, and we are sincerely grateful to the National Concert Hall for supplying us with such a fabulous venue truly befitting of this momentous occasion.

Across both ceremonies we invited almost **400** former service users and concerned persons to receive a medallion marking at least one continuous year in recovery, in some cases up to 3 years due to the pandemic. We also took the opportunity to mark the longer recoveries of some former clients – 21, 22 and 40 years which was both powerful and humbling.

**“Of the 47 years we were married 41 were in sobriety and by availing of all the help we received we saw wellness and recovery cascading down through the generations to our children and grandchildren, Sobriety and beyond thank you all and onward to infinity, One Day At A Time”**



# Knocklyon House

Michael Duggan has worked at the Rutland Centre since we moved to Knocklyon in 1983 and has always endeavoured to make the house and gardens as comfortable and welcoming as possible for our service users.



I first started working at this old house on Monday 24th March 1980. Lands around it were all fields then and the area was semi-rural.

Knocklyon House, as it was known, was the property of the late Captain Spencer Freeman I.B.E at this time. The house is a Georgian building 1820' -1840' approximately. The wing which includes the ballroom and bedrooms 5,6 & 7 were added by the previous owner to Captain Freeman and were completed circa 1951. This gentleman was called Joe Griffin.

It was indeed a pleasure to work for Mr. Freeman as he was a true gentleman. In those days there were three live-in staff: the cook and two maids/housekeepers. A local lady also came in to do the laundry etc.

The lodge in the yard was occupied by the late Tom Foster and his family. Tom managed the entire estate and was also there to drive Captain Freeman to his office. He was a real pleasure to know and to work with. Such a lovely gentleman. He and his family showed

such kindness and encouragement to me in those days, as did the entire housekeeping staff. I have very fond memories indeed.

I worked with Captain Freeman until he passed away in 1982. The estate was sold for building. I continued to work there, keeping the grounds until 1983. That summer the Rutland Centre acquired the premises and moved here from Clondalkin.

The two housing estates that are located adjacent to the centre were built in the mid-eighties. The area around the premises before that consisted of fields, and a sweeping avenue down to the left of the hall door led out onto a small rural road. A small gate lodge was also there(see photos). I have enclosed some pictures which I took back then.



I have met many amazing people in my time working at Knocklyon House and have some very fond memories.

**Michael Duggan**

# Director's Report and Financial Statements for the year ended 31 December 2023

Extract from 2023 Financial  
Statements





# Finance report

Directors' Report and financial statements  
for the year ended 31 December 2023

## INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 DECEMBER 2023

	2023	2022
Turnover	1,869,444€	1,754,363€
Gross profit	1,869,44€	1,754,363€
Administrative expenses	(1,950,040€)	(2,029,134€)
Operating loss	(80,596€)	(274,771€)
<b>Loss for the financial year</b>	<b>(80,596€)</b>	<b>(274,771€)</b>

There are no items of other comprehensive income for 2023 or 2022 other than the loss for the year.

## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2023

	2023	2022
Loss for the financial year	(80,596€)	(274,771€)
<b>Total comprehensive income for the financial year</b>	<b>(80,596€)</b>	<b>(274,771€)</b>

## BALANCE SHEET AS AT 31 DECEMBER 2023

	2023	2022
<b>Fixed assets</b>		
Tangible assets	141,932€	162,111€
<b>Current assets</b>		
Debtors: amounts falling due within one year	278,393€	263,453€
Cash at bank and in hand	380,845€	311,175€
	659,238€	574,628€
Creditors: amounts falling due within one year	(501,607€)	(356,580€)
<b>Net current assets</b>	157,631€	218,048€
<b>Total assets less current liabilities</b>	299,563€	380,159€
<b>Net assets</b>	299,563€	380,159€
<b>Capital and reserves</b>		
Called up share capital presented as equity	3	3
Profit and loss account	299,560€	380,156€
<b>Shareholders' funds</b>	299,563€	380,159€

These financial statements have been prepared in accordance with the small companies regime.

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2023

	2023	2022
<b>Cash flows from operating activities</b>		
Loss for the financial year	(80,596€)	(274,771€)
<b>Adjustments for:</b>		
Depreciation of tangible assets	34,337€	32,856€
(Increase) in debtors	(14,940€)	(15,189€)
Increase in creditors	145,027€	157,486€
<b>Net cash generated from / (used in) operating activities</b>	<b>83,828€</b>	<b>(99,618€)</b>
<b>Cash flows from investing activities</b>		
Purchase of tangible fixed assets	(14,158€)	(4,484€)
<b>Net cash from / (used in) investing activities</b>	<b>(14,158€)</b>	<b>(4,484€)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>69,670€</b>	<b>(104,102€)</b>
Cash and cash equivalents at beginning of year	311,175€	415,277€
<b>Cash and cash equivalents at the end of year</b>	<b>380,845€</b>	<b>311,175€</b>
<b>Cash and cash equivalents at the end of year comprise:</b>		
Cash at bank and in hand	380,845€	311,175€
	<b>380,845€</b>	<b>311,175€</b>

# Meet the Team



## Continuing Care Coordinator Clive Martin

I joined the Rutland Centre in 2020 after spending over 16 years in homeless services working with people with addiction and mental health issues. I trained in Addiction Counselling in Merchant's Quay and UCD in 2010 and I am currently the Continuing Care Coordinator.



I was an aftercare group facilitator with the Rutland Centre from 2010 until 2020 and this gives me good platform to lead the team of staff and volunteer facilitators in future. I have an on-going passion for lifelong learning and the entire area of addiction and recovery, and I have a particular interest in people who are marginalized.

### **What does a normal day at the Rutland look like for you?**

Continuing Care Coordinator is a very varied role and I quite like and enjoy this. On any given day you never know what you'll be faced with – be it client welfare, facilitator support, training needs & planning, or supporting the wider team at Rutland, I always try to give it my best and do my best for our service users and my team.

### **What is the most rewarding part of your role?**

Medallion day! The last Medallion Day in the National Concert Hall was probably one of the most rewarding experiences I've had at the Rutland. Knowing that I played a small part in people's recovery journey and success was amazing!

I am also very proud of what I have achieved in my 4 years at Rutland so far and I'm excited about the Rutland's vision for the future and being part of the team that makes it happen!

### **What advice would you give to someone considering treatment?**

Take a risk..  
Identify your fears of letting go of your addiction..

Trust in the process..

Ask for help, allow people to support you

### **In your opinion, what does recovery mean on a day-to-day basis?**

It's about living a better life, showing up, taking part, being responsible to yourself and others, showing humility.

It's also about doing the next right thing which could be something simple, or a simple gesture, but taking it that one step at a time. I would see it as spiritual progress rather than perfect.

Recovery is a daily journey which becomes possible when you accept your own powerlessness over addiction and put the work in.

### **The key to recovery is.....**

**Applying yourself to the program!**

**Doing aftercare is key and transition group is vital. Those who give this 100% and who avoid complacency will usually achieve a better recovery than those who don't attend aftercare!**

## Treatment Coordinator Michael Woods

I am a qualified psychotherapist accredited since 2006. I trained in IICP in Tallaght and prior to joining the Rutland Centre I worked in the Ballymun Youth Action Project, Bawnogue Family and Youth Support group, and the Tolka River Project. I worked in Merchant's Quay for 11 years and was based in the prison service. I then worked as a volunteer spending 15 months away in Kenya, Africa working in the Diocese of Lodwar with the locals in addiction. During this period with the help of other in Kenya we setup 22 different Alcoholics Anonymous meetings.

I joined the Rutland Centre in February 2018 and prior to becoming the Treatment Coordinator, I worked in the Residential program as group therapist.

I am also an IACP fully accredited clinical supervisor since 2018. I mentor two trainee psychotherapists currently.



### **What does a normal day at the Rutland look like for you?**

I start my day by leading the handover from the night to day shift. This is to ensure that the team are fully updated on any client issues or concerns that may have arisen overnight. It's also a great way of connecting with the team before the day begins!

On a Monday and Thursday, I co-facilitate the outpatient program which involves group therapy, one-to-one counselling and assessments.

I engage with our service users at a group leader meeting each week also which gives them the opportunity to raise any quality issues around the house or program that I then bring to a weekly management meeting.

### **What is the most rewarding part of your role?**

Seeing people coming in broken and leaving with a new perspective and hope for life. You get that with every person that comes in and hope that they can sustain it once they leave treatment and embark on their recovery.

### **What advice would you give to someone considering treatment?**

Start going to fellowship meetings. Talk. Get a sponsor, do the steps.

Stopping drinking is only the start – there is so much more to recovery. If you want to stop drinking that's step one, but if you want a new life you need to commit to the 12-step program, share with others your experience, strength, and hope.

### **In your opinion, what does recovery mean on a day-to-day basis?**

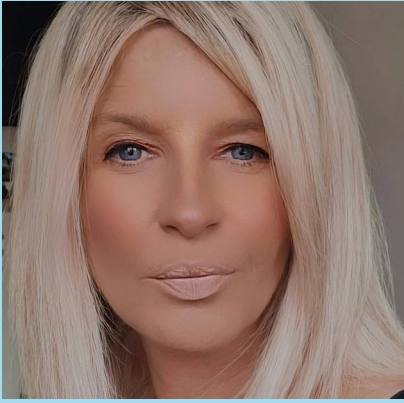
You hand your lack of power over to a higher power, whoever or whatever that may be to you firstly.

Practice constant thought of others.

Stay away from one drink, for one day. Thinking of forever is too long and too difficult. That's what I did in 1991 and I'm on my 33<sup>rd</sup> year of a day at a time sobriety now!

### **The key to recovery is.....**

**Continuing to use the tools you learned in treatment to engage with aftercare and the supports that we have in place. For me, the critical part of recovery is attending fellowship meetings. We plant the seed of recovery, we nurture and water it while you're here, it's up to you then to continue nurturing the fledgling shoots throughout recovery.**



## **Continuing Care Facilitator Fiona Murphy**

### **Tell us a bit about yourself and what you do when you're not facilitating the Rutland Centre aftercare?**

When I'm not facilitating in the Rutland I work for Tallaght Addiction Support Project, a community-based support service for individuals and families suffering as a result of drug and alcohol issues.

In my spare time, I like to ensure I'm doing a lot of self-care by getting out in nature and do the things I enjoy doing for myself like photography.

### **Do you enjoy volunteering in aftercare? If so, why?**

The Rutland holds a very special place in my heart. My journey began in the Rutland, they gave me back my life, gave my son his mother and my parents their daughter. It provides an opportunity to make a positive impact on the lives of others, offer support and contribute to the well-being of those wanting to make such big changes in their lives.

### **Have you learned anything new about people and/or addiction since you started with us?**

I am constantly learning with the Rutland. I've learned that addiction is a complex and multifaceted issue. I've also gained insights

into the importance of empathy, understanding and support in helping those struggling with addiction. By staying informed and being empathetic, we can better support individuals on their journey of recovery.

### **What's best advice anyone has ever given you in life?**

The best advice I received was to always stay true to myself and follow my own path. It's important to listen to others and consider their perspectives but I should trust my gut and make choices that align with my values and goals. This advice has helped me navigate challenges and make decisions that feel authentic and rewarding.

### **What one piece of advice would you give a person starting aftercare now?**

If you're starting aftercare, my advice would be to take it one day at a time. Recovery is a journey, and it's important to be patient and kind to yourself! Don't be afraid to reach out for help when you need it and always remember that recovery is possible.

### **How has the Rutland Centre supported you in your work as a facilitator?**

The Rutland Centre has been an incredible support to me. The team at the Rutland has provided me with ongoing training and support which has helped me to become a more effective facilitator. Additionally, the monthly peer support group has given me the opportunity to connect with other facilitators and share ideas and experiences which has helped me to improve not only myself but me in my role as a facilitator.

### **Would you recommend becoming an aftercare facilitator to others? Why?**

Most definitely. Becoming an aftercare facilitator can be a rewarding and meaningful experience for those who are passionate about helping others on their journey to recovery.

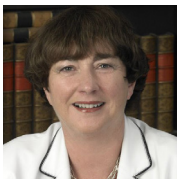
# Our Board

As Charitable trustees our board membership reflects a wealth of experience from across the public and private sectors and is driven by commitment to our voluntary mission and values.



**Gerry Kearney**  
**Chairperson**

Gerry Kearney is a former Secretary General of a Government Department and former board Chairman of organisations including the National Concert Hall and Social Entrepreneurs Ireland. He has also chaired the Mother & Babies Collaborative Forum, the Moore St Advisory Group, and the Boundary Electoral Committee.



**Melanie Pine**  
**Secretary**

Melanie Pine worked for some years in the private sector while also running her own arts promotion company. She then transferred to the civil service where her career centred mainly on employment issues, culminating in her appointment in 1999 as Director of the Equality Tribunal. She stepped down from that in 2010.



**Dr John O'Connor**  
**Medical Director**

Dr John O Connor, Consultant Psychiatrist, leads our Clinical Team in the delivery of all services. As a director, Dr O Connor takes an active role in both governance of the Rutland and in ensuring quality of care to clients.



**Dermot MacShane**  
**Director**

Dermot held senior management roles in Operations and Human Resources in a long career with Aer Lingus. He is a serving trustee of the Irish Airline (Pilots) Superannuation Scheme and he chairs the Board of Directors of Employability, a registered charity assisting people with difficulty accessing the employment market.



**Noel Garvey**  
**Director**

Noel is a partner in Deloitte Ireland's Actuarial Practice and provides advisory support to numerous clients including actuarial and risk transformation, capital and solvency, model risk governance, pricing, data quality and regulatory compliance.



**David Sneddon**  
**Director**

David Sneddon is an executive employed by Google Ireland, based in Ireland and responsible for all technical support and customer care for the EMEA region for Google. He is a member of the Google EMEA management team (25 ppl), representing the c. 21k Google employees in EMEA.



**Rita Kirwan**  
**Director**

Rita Kirwan is a graduate of Trinity College Dublin and a Marketing Professional with over 20 years Commercial and Marketing experience across multiple industries. Rita has worked in Ireland and abroad on some of Irelands most loved brands, including Tayto and O2 and is currently Marketing Director for Aldi Stores Ireland.

**The Rutland Centre,**  
Knocklyon Road,  
Dublin, Ireland.

+353 1 494 6358  
info@rutlandcentre.ie  
www.rutlandcentre.ie