

## EASTERN HEALTH BOARD

*Minutes of Proceedings of Meeting of the Eastern Health Board held in the Boardroom, 1 James's Street, Dublin on Thursday, 4th February, 1971, at 3 p.m.*

*Present:*

Cllr. Dr. R. Belton, (Senator)	Dr. P. C. Jennings
Dr. F. de Burgh Whyte	Miss Kay Kinsella
Cllr. P. J. Burke, T.D.	Cllr. A. Mahon
Cllr. M. Carroll	Dr. A. Meade
Cllr. M. A. Clinton, T.D.	Dr. James McCormick
Mr. F. Cluskey, T.D.	Dr. J. St. L O'Dea
Mr. J. Corcoran, M.B.	Dr. B. O'Donnell
Dr. J. Cullen	Mr. Dermot O'Flynn
Cllr. M. Cunningham	Dr. B. O'Herlihy
Cllr. H. P. Dockrell, T.D.	Mr. K. O'Reilly-Hyland
Cllr. James Dowling	Mr. Thos. Riordan
Mr. D. Gallivan, B.D.S.	Mr. R. Ryan, T.D.
Commissioner J. Garvin	Cllr. John Sweeney
Cllr. P. Hickey, P.C.	Cllr. John Temple
Miss Eileen Horgan	

*Apologies for absence:*

Mr. D. J. Kennedy and Deputy G. Timmins  
Dr. J. McCormick, Chairman, presided

*Officers in attendance:*

Mr. E. O Caoimh, Chief Executive Officer,  
Eastern Health Board

*Also present:*

<i>Dublin Health Authority:</i>	<i>Kildare County Council:</i>
Mr. J. J. Nolan,	Miss A. Farrington
<i>Chief Executive Officer</i>	Mr. P. Sheehan
Mr. A. O'Brien	
Miss Dolan	

*Wicklow County Council:*

Mr. J. A. Duggan

5/71                      VOTE OF CONDOLENCE

On a proposal of the Chairman, a vote of condolence was passed with Miss Eileen Horgan, member of the Board, on the recent death of her mother.

6/71 **ILLNESS OF MEMBER**

The Chairman said he learned with regret of the illness of Mr. D. J. Kennedy, M.P.S.I., member of the Board, and asked that the Board's best wishes for his early recovery be conveyed to him.

7/71 **CONFIRMATION OF MINUTES**

A number of members questioned the accuracy of the Minutes as circulated in that they did not record the names of the members who spoke and the nature of their contributions. After discussion it was agreed to confirm the Minutes with the following amendments:—

- (a) Page 3: Line 18. After "In response to a question" insert "from Councillor Hickey".
- (b) Page 3: Line 35. Insert "in pointing out that a decision on the management structure had been deferred at the December Meeting Miss Horgan urged that a decision be now made so that staffing and training arrangements could be put in hands. Dr. Cullen concurred with this viewpoint".
- (c) Page 3: Line 36. Delete "a number of members" and substitute "Councillors Clinton, Burke, Ryan and Hickey..."
- (d) Page 4: Line 33. Insert new paragraph.  
"Councillors Cunningham, Dowling and Mahon informed the meeting of the desire of the Kildare County Council that the Psychiatric Service of the Carlow Mental Hospital would continue to be available for patients in the southern area of County Kildare. They requested that a Report on the matter be submitted at a later meeting".

Following on the adoption of the Minutes as amended it was proposed by Deputy R. Ryan, seconded by Dr. Meade and / unanimously resolved (on the affirmative vote of all 29 members present)—

"That the Minutes of Meetings of the Eastern Health Board, shall record (a) decisions (b) names of members who contribute to important debates".

**8/71            ADOPTION OF STANDING ORDERS**

The following Report of the Standing Orders Committee, having been circulated was taken as read:—

"In our consideration of a suitable form of Standing Orders we took as a guide line the general pattejm of Standing Orders for Local Authorities which have evolved over a long period of time. The draft of the Standing Orders in the accompanying document has been modelled accordingly and also incorporates the relevant provisions of the Second Schedule to the Health Act, 1970. We recommend their adoption by the Board. We wish to draw attention to Clauses 3 to 5 which deal with the period of office of Chairman and Vice-Chairman. The Health Act 1970 provides that "a Chairman or Vice-Chairman of the Board shall hold office for the period specified by the Board at his appointment". In the Local Government field the Chairman or Lord Mayor as the case may be is elected for a period of one year at the Annual Meeting of the Local Authority. The draft Standing Orders provide that the procedure laid down for Local Authorities be followed by the Board.

Dr. R. Belton (Senator)  
*Chairman of Committee.*

M. Cunningham,  
G. Timmons, T.D."

It was proposed by Councillor Dr. Belton seconded by Councillor Cunningham, and unanimously resolved:—

"That we, the Eastern Health Board, adopt the Standing Orders as drafted by the Committee".

**9/71            DELEGATION FOR THE MANAGEMENT OF SERVICES**

The following Report No. 1/1971 from the Chief Executive Officer was submitted and discussed:—

"At its meeting on the 7th instant the Board approved in principle of the section of the McKinsey Report which deals with the respective roles of the Board and of the Chief Executive Officer in the discharge of statutory functions and duties. The Board also requested me to submit for its consideration at a later meeting a report on appropriate

arrangements to give effect to the McKinsey recommendations. In brief McKinsey recommended that the Board reserve to itself such functions as will enable it to exercise real control while giving the Chief Executive Officer the freedom required for speedy and consistent action. It will be necessary for the Board to record its decision in the form of a resolution. I consider that the appended draft resolution would meet requirements and recommend its adoption by the Board.

#### DRAFT RESOLUTION

##### "WHEREAS

- (a) It is necessary to make provision for the regulation of the exercise of the powers and functions and performance of the duties of the Eastern Health Board under the provisions of the Health Act 1970 (in this resolution for short called 'the Act').
- (b) The Board has considered Chapter 2 of the McKinsey Report—'Delegate to manage Services'—and accepts the Recommendations therein for vesting real and overall control in the board while giving clear-cut executive responsibility to the Chief Executive Officer  
NOW IT IS HEREBY RESOLVED AS FOLLOWS:

The following functions are reserved to the Board:

- 1.1 setting local objectives for improved health services and reviewing the plans by which these objectives will be reached,
- 1.2 determining the allocation of the revenue budget in accordance with its priorities and plans for improving services,
- 1.3 selecting capital projects,
- 1.4 monitoring the implementation of plans, the investigation of level of services and expenditure against budget,
- 1.5 the appointment of committees pursuant to section 8 of the Act,
- 1.6 the approval to the granting of expenses to members of the Board and Committees pursuant to section 9 of the Act and approval of procedures for the submission of claims,
- 1.7 the determination of allowances to be paid to the Chairman and Vice-Chairman of the Board pursuant to section 10 of the Act,

- 1.8 the determination from time to time of the numbers and categories of officers and servants of the Board that may be appointed, pursuant to section 14 (1) of the Act,
  - 1.9 the approval of the removal of a permanent officer of the Board from office other than for misconduct or unfitness pursuant to section 23 (4) of the Act.
  - 1.10 the approval of any arrangement with a local authority pursuant to section 25 of the Act,
  - 1.11 the approval of any arrangement with any person or body or other health board pursuant to section 26 of the Act.
  - 1.12 the approval of estimates of receipts and expenditure to be submitted to the Minister for Health, pursuant to section 30 of the Act,
  - 1.13 the approval of any arrangements for borrowing and the giving of security therefor, pursuant to section 33 of the Act,
  - 1.14 the approval of any offer of a gift of money, land or other property, pursuant to section 33 (5) of the Act,
  - 1.15 the making, amending and revoking of standing orders pursuant to clause 31 of the second schedule to the Act.
  - 1.16 the approval of any proposals for the disposal of land belonging to the Board,
  - 1.17 the appointment or election of persons to be members of any other body.
2. The Chief Executive Officer shall
    - 2.1 advise the Board generally in regard to matters reserved to the Board under clause 1 of this resolution,
    - 2.2 arrange for the execution of the decisions of the Board taken in respect of the matters referred to in clause 1 hereof.
    - 2.3 subject to clause 1 hereof, exercise and perform every power, function or duty of the Board subject to section 17 (1) of the Act,
    - 2.4 perform the functions specifically referred to in section 17 (4) of the Act.
  3. In the performance of his duties the Chief Executive Officer may delegate executive responsibilities to other officers of the Board for the purpose of facilitating the implementation of decisions of the Board or of the Chief Executive Officer".



that members are in close touch with conditions and problems in major institutions and that recommendations for changes in quality and quantity of service are implemented. Specifically the appointment of the following committees was proposed:—

- (1) *Visiting Committees* composed entirely of Board members;
- (2) *An Advisory Committee* on an ad hoc basis for examination of specific policy issues to be disbanded when its task is completed;
- (3) *An Hospital Executive Committee* for large and complex institutions to be chaired by a Board member.

#### *Visiting Committees*

Based on the experience of the Dublin Health Authority I consider that visiting committees should be set up involving all the 35 Board members (say three committees of nine members each and one of eight). For visiting purposes each committee could divide up into a number of visiting groups consisting of at least two members each. This arrangement would spread the burden of visiting over four groups in each committee and would enable each major hospital to be visited regularly once a month and the smaller hospitals and centres at least once a year in accordance with the consultants' recommendation. The consultants also recommend that for effective functioning each committee should meet once a month to discuss the findings and recommendations of the visiting groups and to get a briefing on further visits.

The attached schedule sets out a tentative programme for each of the four visiting committees. Any such programme will have to be revised from time to time. A revision will be necessary in the near future when the Central Mental Hospital, Dundrum is transferred to the Board and when the Centre for Drug Addicts at Usher's Island is put into commission. It is considered that there should be a system of annual rotation under which each committee would take over the visiting of the different groups of hospitals.

In addition to the centres shown on the schedule there are some 30 important health centres and clinics as well as over 100 older dispensary buildings scattered amongst the Board's area. It would be desirable that in the course of time visits should be paid to them.

## VISITING COMMITTEES

<i>Visiting Committee</i>	<i>For monthly Visit</i>	<i>For Periodic Visits</i>				
No. 1 Committee (9 members)	St. Kevin's Hospital	Newcastle Psychiatric Hospital	St. Colman's Hospital, Rathdrum	District Hospital, Wicklow	St. Patrick's Home, Navan Road, Dublin	Vergemount Fever Hospital, Clonskea
No. 2 Committee (9 members)	St. Brendan's Psychiatric Hospital	Cherry Orchard Fever Hospital	Baltinglaas District Hospital	St. Bridgid's Home Crooksling	(a) Bru Caoimhin, Cork St., Dublin (b) Old Coombe (Day Centre) (c) Industrial Therapy Centre, Hanbury Lane	St. Columcille's Hospital, Loughlinstown
No. 3 Committee (9 members)	St. Ita's Psychiatric Hospital, Portrane	James Connolly Memorial Hospital, Blanchardstown	County Hospital, Naas	St. Vincent's Hospital, Athy	Griffith Barracks (accommodation for <i>casuals</i> )	St. Gabriel's Centre, Clontarf (Psychiatric Day Centre)
No. 4 Committee (8 members)	St. Mary's Hospital. Phoenix Park	St. Loman's Psychiatric Hospital, Ballyowen and Auxiliary Day Centre at Crumlin	St. Clare's Home, Glasnevin	Legion of Mary Hostel, North Brunswick Street	Mount Pleasant, Ranelagh (Psychiatric Day Centre and Hostel)	Daneswood, Glasnevin (Psychiatric Hostel)

*Advisory Committee*

The draft standing orders provide for a committee of the whole house. I suggest that for the time being this committee might, by meeting say every second or third month, fulfil the function of an advisory committee. When sufficient experience is gained of the activities of the Board and of the problems confronting it the suggested arrangements can be reviewed.

*Hospital Executive Committee*

In normal circumstances such a committee should be set up for St. Kevin's Hospital. As already reported to the Board negotiations between the Dublin Health Authority and the Federated Group of Hospitals for the setting up of the Joint Body envisaged in the Fitzgerald Report are at an advanced stage. I consider that pending the outcome of these negotiations, the appointment of this committee might be deferred".

After discussion it was agreed—

1. *Visiting Committees*
  - (a) that four Visiting Committees as recommended in Report No. 2/1971 be set up;
  - (b) that at least two members should visit each Institution or Centre;
  - (c) that, instead of the McKinsey Recommendation that each Committee should meet once a month, the arrangement obtaining in the Dublin Health Authority, under which each Visiting group reports to the Board after each visit, be adopted;
2. *Advisory Committees*

that for the time being the Committee of the whole House could serve as an Advisory Committee. It was envisaged that in the course of time Advisory Committees/Working Parties would evolve from the Committee of the whole House;
3. *Hospital Executive Committees*

that the appointment of this Committee be deferred pending further information on Regional Hospital Boards.

11/71

## LOCAL COMMITTEES

The Chairman informed the meeting that draft Regulations to establish Local Committees under Section 7 of the Health Act, 1970 had been circulated by the Minister for Health who had requested the views of the local authorities and the Health Boards.

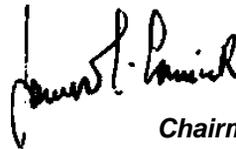
It was agreed to invite the observations of the Dublin Health Authority on the Committees for the Dublin area.

The meeting terminated at 5.10 p.m.

CORRECT.

Eoghan O Caoimh,

*Chief Executive Officer.*



*Chairman.*