

EASTERN HEALTH BOARD

Minutes of proceedings of Monthly Meeting

held in

The Boardroom, St. Mary's Hospital, Chapelizod, Dublin 20

on Thursday 6th July. 1989 at 6.20 p.m.

PRESENT

Cllr. O. Bennett	Mrs. B. Bonar
Cllr. B. Briscoe T.D.	Cllr. I. Callely T.D.
Cllr. M. Carroll	Mrs. D. Clune
Dr. P. Devitt	Cllr. J. Dillon Byrne
Cllr. B.J. Durkan T.D.	Cllr. P. Dunne
Ald. A. FitzGerald	Cllr. Dr. D. Fitzpatrick T.D.
Cllr. C. Flood T.D.	Cllr. M. Gannon
Cllr. A. Glenn	Cllr. A. Groome
Cllr. W.J. Harvey	Cllr. P. Hickey
Cllr. F. Hynes	Dr. D.L Keane
Cllr. T. Keenan	Dr. J. Masterson
Cllr. C. Murphy	Ms. M. Nealon
Dr. J. O'Boyle	Dr. B. O'Herlihy
Mr. R. Roche T.D.	

APOLOGIES

Dr. R. Corcoran, Dr. R Hawkins

IN THE CHAIR

Cllr. A. Groome

OFFICERS IN ATTENDANCE

Mr. K.J. Hickey. Chief Executive Officer
Mr. F. Donohue, Programme Manager. Community Care
Mr. J. Doyle. A/Programme Manager. Community Care
Mr. S. O'Brien, A/Programme Manager, General Hospital Care
Mr. M. Walsh, A/Programme Manager, Special Hospital Care
Mr. G. Brennan. Technical Services Officer
Prof. B. O'Donnell. Dublin Medical Officer of Health
Mr. N. McNee. Management Services Officer
Mr. M. Gallagher. Finance Officer
Ms. M. Kelly. A/Personnel Officer,
Mr. M. O'Connor, Secretary.

75/89

Condolences

On the proposal of the Chairman votes of sympathy were passed with the following:

To Dr. Rosaleen Corcoran, on the death of her father.

To Maura Kinsella. Personnel Department, on the death of her father.

To Brendan Carr. Management Services Department, on the death of his wife.

To Martin Delaney. St Ita's Hospital, on the death of his mother.

To Ms. Geraldine Mulhem, Personnel Department on the death of her father.

To the family of Mr. Louis Duggan, Community Welfare Department

To Martin McGauran. Community Welfare Department, on the death of his mother.

76/89

Chairman's Business

The Chairman congratulated Deputies Ben Briscoe, Bernard Durkan, Dr. Dermot Fitzpatrick, Chris Flood and Dick Roche on their re-election as members of Dail Eireann and Deputy Ivor Callely on his election as a member of Dail Eireann for the first time.

77/89

Confirmation of Minutes of Monthly Meeting held on 1st June, 1989 and of Special Meeting held on 6th June, 1989

The minutes of the Monthly meeting held on 1st June, 1989 and of the Special meeting held on 6th June, 1989, having been circulated, were confirmed on a proposal by Cllr. Gannon, seconded by Cllr. Hickey.

(a) *Matters Arising from the minutes*

The Chairman referred to minute no. 62/89 regarding the nominations for the membership of Tallaght Hospital Board and read a letter which he had received from the Chief Executive Officer asking the Board to substitute the name of Mr. Seamus O'Brien, Acting Programme Manager, General Hospital Care for his as one of the two nominees for the vacancy on the Tallaght Hospital Board. This was agreed by the members.

(b) Deputy Durkan thanked the members and staff for their expression of kindness on the occasion of his bereavement and for attending the funeral of his mother.

78/89

Appointment of Chief Executive Officer

The following Report No. 20/1989 from the Chairman was submitted: "I have received, by letter dated 28th June, 1989, a recommendation from the Local Appointments Commission that Mr. Kieran J. Hickey, B. Comm., M.B.A., 4 Castle Park, Mill Lane, Leixlip, Co. Kidare be appointed as Chief Executive Officer, Eastern Health Board.

A formal resolution of the Board pursuant to Section 13(8) of the Health Act, 1970, is required to give effect to this appointment.

Mr. Hickey has indicated his acceptance of the office."

The following resolution was proposed by Cllr. Groome, Chairman, seconded by Mrs. D. Clune and unanimously agreed:

"That Mr. Kieran J. Hickey, B. Comm., M.B.A. 4 Castle Park, Mill Lane, Leixlip, Co. Kildare be appointed to the post of Chief Executive Officer of the Eastern Health Board in accordance with the recommendation of the Local Appointments Commission and on the terms and conditions attaching to the post".

Cllr. Groome, Chairman, Mrs. Clune, Aid. FitzGerald, Cllr. Hynes, Cllr. Gannon, Deputy Durkan, Dr. O'Boyle, Dr. Keane, Mrs. Bonar, Ms. Nealon, Deputy Callely, Cllr. Dunne and Cllr. Mrs. Glenn congratulated Mr. Hickey on his permanent appointment as Chief Executive Officer and wished him every success in his very demanding position in the years ahead.

Mr. Donohue, on behalf of the members of the Management Team and the staff, associated himself with the kind remarks of the members and wished Mr. Hickey continued success in the future.

Mr. Hickey, in response, thanked the Chairman, members and Mr. Donohue for their kind remarks and for their help and understanding during the past two and a half years while he was acting as Chief Executive Officer, in particular, Cllr. Groome and Mrs. Clune who held the office of Chairman during that time. He paid tribute to his predecessor Mr. Barry Segrave who, as Chief Executive Officer, had created the environment for progress. In thanking his colleagues on the Management Team for their exceptional commitment he expressed the wish that both himself and his management colleagues would continue to work positively and constructively with all members of the Board in the future, with the common aim of developing the best possible level of health services for the people of Dublin, Kildare and Wicklow.

79/89

Chief Executive Officer's Report

The Chief Executive Officer read the following report which was noted by the Board:

1. I have circulated, with the papers for the meeting, copies of:
 - (a) Letter 12 June from the Review Body on Higher Remuneration in the Public Sector regarding a reference to it concerning the remuneration, terms and conditions of medical consultants and inviting our Board to make a submission to it.
 - (b) Circular No. 6/89 from the Department of Health regarding increased capitation and subvention rates from 1st July, 1989 in respect of services in approved homes.
 - (c) Letter 27th June, 1989 from Department of Health regarding an increase from 1st July, 1989 in the level of assistance for long-term patients in private psychiatric hospitals.

2. **Disposal of land at James Connolly Memorial Hospital. Blanchardstown.**

It is proposed to dispose of 10.7 acres of land which is no longer required for our Board's purposes at James Connolly Memorial Hospital, to Dublin County Council for the development of a linear park along the river Tolka.

In accordance with the usual practice, a Section 83 notice will be circulated for consideration at the August meeting of our Board.

3. **Local Authorities - Housing Assessments.**

I have received notice from a number of the Local Authorities regarding their review of housing needs. This matter is being dealt with by the Programme Managers and their report will be brought through the Programme Committees as soon as possible.

4. **General Medical Services**

I have today received a circular letter from the Department of Health giving details regarding the inclusion of special items in the General Medical Services Scheme. Arrangements will be made to have this Circular referred to the Community Care Programme Committee.

5. **Women's Aid Hostel. Rathmines.**

A hostel at Rathmines which was purpose built for the provision of services for homeless women and children who were the victims of family violence was completed and furnished by the Eastern Health Board in 1986 at a cost of £360,000. It is being administered by the Company, Women's Aid Ltd., under licence from the Eastern Health Board and a grant in aid of over £80,000 p.a. is currently payable to Women's Aid by our Board. The association which makes up the Company known as Women's Aid consists of the original subscribers to the Company together with a Council which is responsible for the day to day management of the affairs of the Company. When the licence to operate the new premises was given to Women's Aid, our Board nominated 2 of its members to be members of the Council.

I am gravely concerned regarding the situation which has ensued following the dismissal by the Council of the senior member of staff in charge of the Rathmines refuge at the end of last year. This matter was referred to the Unfair Dismissals Tribunal but has not been pursued. A strike of the staff of the refuge then took place followed by Labour Court Proceedings which seem to have gone into abeyance. The most recent development is that the original 6 subscribers to the Company who I understand have not been active in its affairs for some years have now begun to concern themselves actively with the Company and currently take issue with the majority of the present Council.

In the meantime the refuge has been lacking in proper management Steps by the present Council to appoint a replacement have been opposed and the person selected decided not to take up duty. The dispute between the management of the Council and the other members of the Company which has become the subject of legal correspondence between both sides may be irreconcilable and prevent Women's Aid Limited from continuing to function satisfactorily and thus fulfilling their obligations under the Licence.

The Chief Executive Officer informed the Board of the legal advice obtained by him, that there may be no option but to revoke the licence and obtain possession of the premises in order to be in a position to satisfy the statutory requirements of the Board in relation to the expenditure of funds by the Board. Prior to taking a final decision on that matter he had initiated meetings with both sides in dispute. He was fully satisfied that in the event of it being necessary to revoke the licence, the services for women and children would be otherwise maintained. Just before the Board meeting he had been informed that arrangements were in hand for a meeting between the four Dail Deputies for the area and both sides, in an effort to bring about a resolution of the present difficulties, and he had undertaken to bring this to the notice of members.

Following a discussion to which Cllr. Mrs. Glenn, Cllr. Dunne, Ald. FitzGerald, Mrs. Clune, Deputy Durkan, Cllr. Murphy, Mrs. Bonar, Dr. Devitt, Cllr. Hynes, Cllr. Dillon Byrne, Dr. O'Herlihy, Dr. Masterson, Cllr. Hickey and Cllr. Gannon contributed and to which the Chief Executive Officer replied it was agreed that every effort should be made to resolve the difficulties which had arisen and that the Chief Executive Officer should report further on the matter at a Special meeting of the Board to be held on Wednesday 12th July, 1989 at 6.00 p.m.

80/89

Allocation for Non-Capital Health Expenditure 1989

Report No. F3/1989 (Copy filed with official minute) in relation to our Board's financial position at 30th April, 1989 was noted.

81 /89

Disposal of Property at Emmet Road, Inchicore.

The following Report No. 17/1989 from the Chief Executive Officer was submitted:-

"NOTICE is hereby given pursuant to Section 83 of the Local Government Act, 1946, that it is proposed to dispose of the property described below which is no longer required for the purpose of the powers and duties of our Board.

Statutory Information

1. Former Health Centre premises at Emmet Road, Inchicore, Dublin 8.
2. The said property was transferred to our Board by the Dublin Health Authority.
3. It is proposed to dispose of the property to Mr. Sean Dunne, 15 Ardeevin Drive, Lucan. Co. Dublin.
4. The consideration in respect of the disposal is £26,500.

At a meeting of our Board to be held after the expiration of ten clear days from the date of the sending of this Notice, our Board may resolve as follows:-

- (a) That the disposal shall be carried out in accordance with the terms specified in the resolution, or
- (b) That the disposal shall not be carried out

If our Board resolves that the disposal shall be carried out in accordance with the terms specified in the resolution, the disposal may, with the consent of the Minister, be carried out in accordance with those terms.

If our Board resolves that the disposal shall not be carried out. then the disposal shall not be carried out.

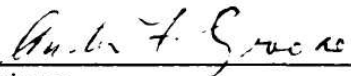
If our Board does not pass a resolution, the disposal may, with the consent of the Minister, be carried out".

On a proposal by Cllr. Dunne, seconded by Cllr. Gannon, it was agreed to adopt the proposal contained in the report.

On the proposal of the Chairman It was agreed to defer the remaining items on the agenda to the Special meeting to be held on 12th July, 1989.

The meeting concluded at 8.30 p.m.

CORRECT: K.J. Hickey,
Chief Executive Officer



Chairman

EASTERN HEALTH BOARD

REPORT NO. F3/1989

At a meeting of the Budget Working Group on 26th May, 1989 the Chief Executive Officer reported as follows in relation to our Board's financial position as at 30th April, 1989:-

1. Summary Financial Position

	£ 000
Budget Allocation to 30th April, 1989	64,043
Actual Expenditure to 30th April, 1989	<u>65,467</u>
% Unfavourable Variance	£1,424
	(2.2%)
% Unfavourable Variance	

The breakdown between pay and non pay is as follows:-

<u>Pay</u>	£ 000	£ 000
Budget	34,418	
Actual Expenditure	<u>34,663</u>	
Unfavourable Variance		245
 <u>Non Pay</u>		
Budget	34,540	
Actual Expenditure	<u>35,519</u>	
Unfavourable Variance		979
 <u>Income</u>		
Budget	4,915	
Actual Income	<u>4,715</u>	
Unfavourable Variance		<u>200</u>
		£ 1,424

Total Unfavourable Variance

The overall budget for our Board for 1989, including approved increases for pay and non pay, amounts to £199,299,000. The budget amount allocated to the first four months of the year represents an optimal situation in regard to achieving savings from our programme of budget measures. Our practice of phasing the budget equally over the year tends to distort the financial results in the early part of the year when major features of the budget programme are in the process of implementation. Towards the latter part of the year the budget performance tends to come more into line as the pace of implementation of the budget measures accelerate.

While the process of budget phasing adopted is conservative it nevertheless highlights, at an early stage, the tasks that remain to be undertaken to achieve the budget targets. In relation to the major budget targets for 1989, which were concerned with developing more efficient purchasing and stock control arrangements, it would be more realistic to have scheduled the savings accruing from these measures towards the latter part of the year to accord more closely with the implementation programme for these measures. In actual fact it will not be possible to implement the central purchasing process before July 1989 because of the necessary consultative process with staff interests and requirements for training/placing necessary personnel.

On the pay front the budget measures were again to be achieved in the efficiency area and particularly through reducing the levels of sick leave absences necessitating over-time work or employing substitutes and relief staff. Our targets in this area envisaged a reduction of 33 1/3% of sick leave absences. The programme of implementing the changes necessary to achieve this saving has commenced.

In the maintenance area the re-organisation necessary to achieve the savings targetted in this sector has not occurred as quickly as envisaged at the outset of the year due again to the need for consultation with staff interests. The Programme Managers have now taken direct control of the maintenance budget for their respective operations.

The adverse budget performance for the first four months highlights the level of effort that is still required in the areas of central purchasing, stock control, maintenance arrangements, catering and payroll efficiencies. The progress achieved to date gives us a reasonable degree of confidence that our overall budgetary targets will be met and that the unfavourable variances reported to date will be reversed as the year progresses further.

In addition to the bias in our financial performance as a result of our budget phasing arrangements a further significant contributing factor to our unfavourable budget position at the end of April has been the level of continuing escalating demand made on the drugs refund scheme. The levels of claims sustained to date in 1989 have resulted in a budget excess of almost £1 million up to the end of April. The Department of Health has been notified of this trend and of the implications for both our cashflow and budget performance for the remainder of the year.

2. Programme Analysis

2.1 Community Care Programme

	£ 000	£ 000
Budget to 30 th April 1989	24,966	
Actual expenditure	<u>25,437</u>	
Unfavourable Variance		471 U

2.2 Special Hospitals Programme

Budget to 30 th April 1989	16,924	
Actual expenditure	<u>25,437</u>	
Unfavourable Variance		551 U

2.3 General Hospitals Programme

Budget to 30 April 1989	16,331	
Actual expenditure	<u>16,904</u>	
Unfavourable Variance		573 U

2.4 Central Services

Budget to 30 th April, 1989	5,822	
Actual expenditure	<u>5,651</u>	
Favourable Variance		<u>171 F</u>

Total Unfavourable Variances		1,424 U
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3. Programme Reports

3.1 Community Care Programme

£ 000

Unfavourable Budget variance at 30th April, 1989 471 U

Analysed as follows: £ 000

Pay

Budget 7,181

Actual 7,290

Unfavorable Variance 109 U

Non Pay

Budget 18,626

Actual 19,058

Unfavourable Variance 432 U

Income

Budget 841

Actual 911

Favourable Variance 70 F

Total Unfavourable Variance 471 U

3.2. Special Hospitals Programme

£ 000

Unfavourable Budget Variance at 30th April, 1989 551

Analysed as follows:

Pay

£ 000

Budget 10,849

Actual 11,075

Unfavourable Variance 226 U

Non Pay

Budget 6,905

Actual 7,140

Unfavourable Variance 235 U

Income

Budget 830

Actual 740

Unfavourable Variance 90 U

Total Unfavourable Variances 551 U

3.3. General Hospitals Programme

	£ 000
Unfavourable Budget Variance at 30 th April, 1989	573
<u>Analysed as follows:</u>	
<u>Pay</u>	£ 000
<u>Analysed as follows:</u>	
<u>Pay</u>	£ 000
Budget	10,932
Actual	<u>11,113</u>
Unfavourable Variance	181 U
<u>Non Pay</u>	
Budget	7,123
Actual	<u>7,438</u>
Unfavourable Variance	315 U
<u>Income</u>	
Budget	1,724
Actual	<u>1,647</u>
Unfavourable Variance	<u>77 U</u>
Total Unfavourable Variance	573 U

3.4. Central Services

	£ 000
Favourable Budget Variance	171 F
<u>Analysed as follows:</u>	
<u>Pay</u>	£ 000
Budget	5,456
Actual	<u>5,185</u>
Favourable Variance	271 F
<u>Non Pay</u>	
Budget	1,886
Actual	<u>1,883</u>
Favourable Variance	3 F
<u>Income</u>	
Budget	1,520
Actual	<u>1,417</u>
Unfavourable Variance	<u>103 U</u>
Total Favourable Variance	171 F

Following detailed consideration and clarification of all matters arising out of the Report the Budget Working Group noted the position as outlined. The Budget Working Group will continue to monitor trends on a regular basis.

AUSTIN F. GROOME,
CHAIRMAN.

7TH JUNE, 1989.