

Eastern Health Shared Services

Dr. Steevens' Hospital, Dublin 8

Parkgate Street Business Centre, Dublin 7

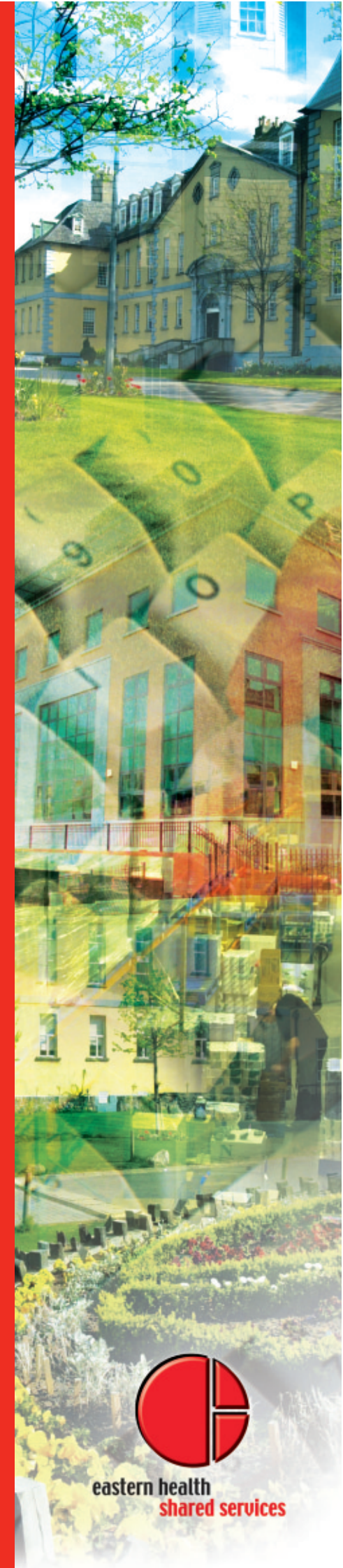
Cherry Orchard Hospital, Dublin 10

St. Mary's Hospital, Dublin 20

Old Kilmainham, Dublin 8

www.ehss.ie

**annual
report** 02
*transforming the back
office in health care*



**eastern health
shared services**



Part I

Overview

Mission, Vision and Values	p2
Chairmans Report	p4
Chief Officers Report	p5
EHSS Board	p7
EHSS Management Team	p8
EHSS Steering Group	p9

Part II

Origin & Growth

Background and rationale for the EHSS	p11
Relationship with ERHA and Area Boards	p11
Structures and Functions	p11
Strategic Focus	p12
Serving Our Clients	p13
Supporting One Another	p14

Part III

Our Directorates

Concise report on each Directorate	p17
Employee Services	p18
Financial Services	p22
Information & Communications Technology Services	p25
Procurement and Materials Management	p29
Architectural Services	p32
Property Services	p33
Planning and Operations	p34

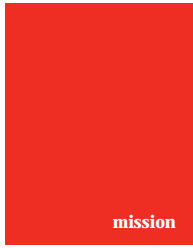
Part IV

Financial Statements

Income & Expenditure Account for the year ended 31/12/02	p37
Balance Sheet as at 31/12/02	p37



overview



To deliver an agreed range of business and professional services in support of our partners in health provider agencies on a contractually defined customer focused, professional and value for money basis.



As an organisation, to be the supplier of first choice in the provision of a range of business and professional services supporting the delivery of health and social care. *

Where people have opportunities to fulfill their potential in the context of a flexible working environment, are recognised by their customers and peers for their professionalism and have a sense of pride in their contribution.



We commit to treat each other with dignity and respect and show appreciation as we deliver the right service, on time, first time, every time and at the right cost to all our customers in a professional and friendly manner.

we are all working towards the same goal, better and more cost effective health care for our people



michael lyons

I am very pleased to introduce the annual report of Eastern Health Shared Services for 2002. At the time of writing, EHSS is barely three years old and already its achievements in that short time, in terms of both the development of the organisation and the provision of services, are there for all to see.

The idea of a shared services centre catering for major health care institutions has, I believe, proved itself. Naturally, there is still work to be done and I am confident that the board, management, staff and our health care customers, all working together will bring further added value to the system. After all, we are all working towards the same goal, better and more cost effective health care for our people.

One cannot but be impressed by the array of professional and technological skills and expertise that EHSS now has at its disposal. The wide range of services offered to clients are equally impressive and, I believe, mark EHSS out as being quite unique among shared services organisations either in this country or abroad.

During 2002 EHSS has been especially focused on developing a strong relationship with client organisations, understanding their needs, delivering relevant and quality support services.

I would like to express my gratitude to my fellow Board members, our Chief Officer and all at EHSS who can be proud of the organisation's achievements over the past three years. Their commitment will continue to be in evidence as we meet the challenges of the future.

Michael Lyons,
Chairman,
Eastern Health Shared Services Board



valerie judge

Our purpose here in Eastern Health Shared Services is to support our clients on a contracted, business-to-business basis, enabling the ERHA and the three Area Health Boards to focus on their core business of health and personal social services.

The range of services we provide include: Architectural Services, Employee Services, Property Services, Financial Services, Information and Communications Technology, and Procurement and Materials Management.

Eastern Health Shared Services is a young organisation. The last number of years have been a time of learning and growth during which we have experienced great change and encountered many challenges. This overview will highlight some of our key achievements and give a greater understanding of the role of Eastern Health Shared Services in the wider healthcare sector.

A milestone year

2002 represented a milestone year in the development of Eastern Health Shared Services. 2000 and 2001 had been very much foundation years in terms of transition and addressing legacy operational issues. 2002 was the year in which EHSS started to become a Shared Services Centre in the real sense.

Shared Services - a good idea for the Irish Health Services

The value proposition of the shared services approach is by now well recognised in the private and increasingly public sectors internationally. Avoidance of duplication, leveraging of value from Enterprise Resource Planning (ERP) and web technologies, concentration of skills and expertise, and associated economies of scale are the primary objectives of the standard shared services approach. In addition, in business sectors where regular re-organisation is a feature, the existence of a robust shared services approach to the management of the "Back Office" is often seen as a key enabler of organisational flexibility and responsiveness at the "Front-End" of service delivery.

Delivering measured value

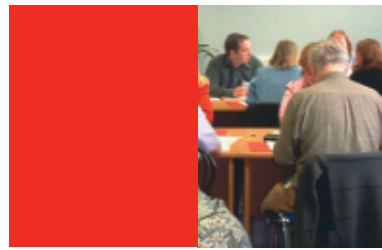
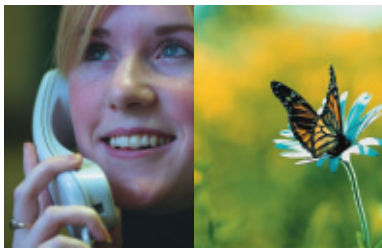
EHSS has delivered measurable value against all of the core shared service objectives. In addition, EHSS however, has transitioned itself as an organisation and we have developed the way we do business with our clients, taking example from best practice internationally.

Leveraging technology

A good technology infrastructure and ERP system is well recognised as the backbone of a successful shared service organisation. Investment in an ERP system alone will not deliver full Shared Services benefits, however, the real value to be gained is in the matching of the ERP technology with innovative shared service focused process design. EHSS operates on a SAP platform and 2002 saw significant developments in terms of the value, which can be leveraged, when this approach is taken. In tandem with the backbone SAP system, EHSS has developed significant intranet capability, enabling clients and indeed employees across the 500 client locations to access knowledge, receive reports and increasingly do more and more business on-line.

we have developed the way we do business with our clients, taking example from best practice internationally





each functional family works together to define roles and responsibilities

Working professionally with our clients

Recognising that the relationship between EHSS and our client organisations is one of working together, EHSS has put in place a Governance and Client Relationship model which clearly defines the role of the EHSS Management Board and establishes the concept of Functional Families as a Service Management process. Modelled on best practice approaches in large organisations with similar cultural and operating environments, the Functional Families enable EHSS Service Director Providers and Client Service Buyers to engage in a supplier-provider relationship which drives service quality, performance and value for money.

There are four Functional Families covering the main EHSS Service Areas: Finance (including Procurement and Materials Management Services), Employee Services, ICT and Property Services (including Architecture and Capital development projects). Each Functional Family works together to define roles and responsibilities. We are working with our Client Organisations to develop Service Level Agreements in respect of all services provided. These agreements will then form the basis of a contractual arrangement which supports quality improvement and value for money through activity base costing and charge-out.

Developing new customer contact channels

At the level of service delivery, the intranet mentioned above offers significant potential in terms of provision of up-to-date information and ability to perform basic transactions in a timely and paperless way. In addition, EHSS has developed strong call/contact centre capability, weaving the advantages of technology and managed information with the personal touch of interpersonal contact. Payroll, Superannuation and Accounts Payable are the leading areas where the call-centre approach is in place, enabling management and tracking of all queries and information requests in an efficient and friendly manner.

Learning from others

EHSS works with some 30 companies who have shared services centres in Ireland, in order to share learning in improving service and cost effectiveness. Through this forum EHSS has been able to benchmark progress and standards and have proven that our professionalism and performance compare favourably with other sectors. Log on to www.sscforum.ie to learn more.

With a great team

In EHSS however the primary underlying success factor has been the dedication, talent and motivation of the EHSS team. I would like to personally thank each and every member of our team who continue, often in the face of strong challenges, to drive the development of our services with tenacity and enthusiasm. The EHSS Management / Staff Steering Group has enabled us to take a truly partnership approach to our progress. In particular I would like to remember our colleague Philip Doyle who sadly passed away during 2002.

Going forward

We are moving forward with an expectation of a significant reduction in costs, improvements in service quality and the delivery of accelerated development through the PACE Programme - Programme of Action for Continuing Excellence. Click on www.ehss.ie to watch our progress.

Valerie Judge,
Chief Officer,
Eastern Health Shared Services



Chairman
EHSS
Chief Executive Officer
ECAHB
michael lyons

Chief Officer
EHSS
valerie judge

Chief Executive Officer
SWAHB
pat donnelly

Chief Executive Officer
NAHB
maureen windle

Director of
Corporate Services
ERHA
martin devine





Chief Officer
EHSS

valerie judge



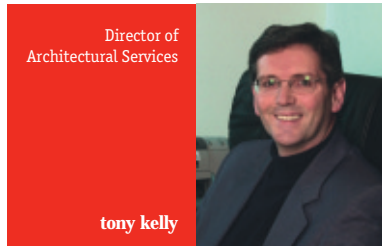
Director of
Procurement &
Materials Management

john swords



Director of
Employee Services

john smith



Director of
Architectural Services

tony kelly



Director of
Financial Services

kevin mcconville



Director of
Planning & Operations

david allen



Director of
Information &
Communications
Technology

tony carroll

Eastern Health Shared Services Staff/Management Steering Group is a partnership forum, which was established in September 2001 to facilitate significant change and support future development in a progressive and timely manner, within Eastern Health Shared Services.

The Staff/Management Steering Group facilitates proactive staff participation in the development of EHSS and the growth of EHSS services.

The Group consists of EHSS Management Team, the Human Resources Manager, two Staff Representatives and two Union Representatives.



Human Resources
Manager

paula lawler



Staff Elected
Representative

cathy reilly



Staff Elected
Representative

matt travers



Impact
Representative

tom pierce



Impact
Representative

john broe

the group is a partnership forum, which was established to facilitate significant change and support future development, in a progressive and timely manner

An Appreciation of Philip Doyle

Sadly Philip passed away on 13th April 2002 following a long illness bravely borne. Philip joined the Eastern Health Board in 1988 as Estate Management Officer and indeed his first acquisition for the Board was Dr. Steevens' Hospital. Throughout his career he managed the property portfolio with great expertise. In particular many will remember he was a driving force on the Project Team responsible for the restoration of Dr. Steevens' Hospital. He was a member of the Royal Institute of Chartered Surveyors and the Institute of Professional Auctioneers and Valuers. Since the establishment of EHSS Philip worked as Director of Property Services and contributed greatly to our Management Team. Philip will be remembered for his passion and drive for the work he carried out. He will be sadly missed by his family, friends and colleagues alike. May he rest in peace.



philip doyle

origin & growth



EHSS - Three years on

Eastern Health Shared Services was established in March 2000 to provide a wide range of professional, technical and information support services to the ERHA, the three Area Health Boards in the Eastern Region and increasingly to other agencies in the East and nationally. This was to enable expertise and overheads to be shared, to encourage innovation and development and to free the agencies to concentrate on their core business of delivering health care. An effective shared services would thereby make a significant contribution to improving efficiency and effectiveness in the delivery of health and social services.



What is Shared Services?

Shared Services as an organisational model began to emerge internationally in the late 1980's when large commercial companies sought to increase the cost effectiveness of value chain activities supporting the delivery of core services. The Shared Services concept is centred on and driven by, the need to simplify organisational arrangements and achieve value for money and is based upon best practice internationally.

It is often referred to as "Inside Outsourcing" - seeking to gain the advantages of a contracted outsourced service but retaining control and ownership of intellectual capital.

The key reasons for establishing Shared Services organisations are to;

- * Take advantage of economies of scale by centralizing volume activities in one unit
- * Make the cost and value of support services transparent to the provider and the user
- * Provide a centre of knowledge and expertise ensuring consistency and avoidance of duplication
- * Provide a centre of expertise enabling the provision of advisory services
- * Enable client organisations to concentrate on their core business



How can Shared Services deliver value in the Irish Health System?

Based on these shared services principles, Eastern Health Shared Services enables expertise and overheads to be shared and encourages innovation and development. This allows the ERHA and the Area Health Boards to concentrate on their core business thereby improving the efficiency and effectiveness of health and social services. The Deloitte and Touche Value for Money Audit of the Irish Health System 2001 recommended that the concept of Shared Services should be pursued in the Irish Health Services.

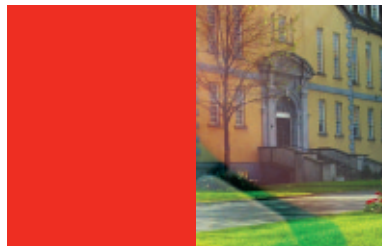
As shared services is a relatively new concept in healthcare, we draw on the experiences of other commercial organisations. For example EHSS is a founding member of the Shared Services Centre Forum comprising of 30 private sector companies, which have shared services centres in Ireland with whom we actively benchmark, on both cost and quality measures. In a recent survey conducted by Bywater of 200 of the fortune 500 Companies globally, 97% had begun or were about to put in place a shared services organisation.

an effective shared services would thereby make a significant contribution to improving efficiency and effectiveness in the delivery of health and social services

at this time of exceptional change and challenge for the entire health care system we believe that we must get the right structures in place quickly so that we can begin to realise the benefits that well-functioning shared service will undoubtedly yield

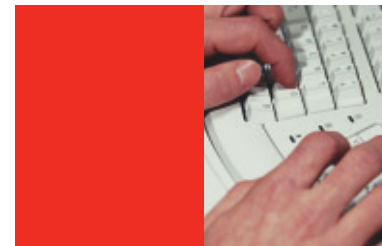


In our statement of values for EHSS we see ourselves as evolving into a professional and effective services organisation catering for the specific needs of health service agencies. We have recognised that because of the nature of our business and the fact that EHSS provide services to the ERHA and its constituent area boards, our success is critically dependent on an effective partnership between our people and our colleagues in the ERHA and area health boards. Moreover, we accept that they, our customers, must have confidence in the quality of our expertise, professionalism and commitment to excellent customer service.



At this time of exceptional change and challenge for the entire health care system we believe that we must get the right structures in place quickly so that we can begin to realise for the entire system the benefits that well functioning shared service will undoubtedly yield. With this in mind the board and management of EHSS in late 2002 commissioned a review of our operations to:

- * Examine the current range and scope of services provided, markets served and organisational capacity to deliver to current and emerging requirements; recommending immediate action to accelerate progress, and
- * Develop a future vision of EHSS organisation, range and scope of services and markets.



Serving Our Customers

Our strategic focus at EHSS is on delivering a highly professional and customer centred service to our partners in the health provider agencies. Our structures and systems are organised so that we can provide timely solutions of the highest quality at minimum cost.

Recognising that the relationship between EHSS and our client organisations is one of working together, EHSS has put in place a Governance and Client Relationship model which sets out clearly the role of the EHSS and establishes the concept of Functional Families as a Service Management process.

Modelled on best practice approaches in large organisations with similar cultural and operating environments, the Functional Families enable EHSS and Client Service Buyers to engage in a supplier-provider relationship which drives service quality, performance and value for money.

our intranet offers significant potential in terms of provision of up-to-date information and ability to perform basic transactions

Customer Surveys

There are four Functional Families covering the main EHSS Service Areas – Finance (including Procurement and Materials Management Services), Employee Services, ICT and Property Services (including Architecture and Capital development projects). Each Functional Family works together to define roles and responsibilities. It is anticipated that early in 2003 EHSS and customer organisations will have completed negotiations on Service Level Agreements in respect of all services provided. These agreements will then form the basis of a contractual arrangement which supports quality improvement and value for money through activity base costing and charge-out. These Service Level Agreements will allow for the appointment of representative Account Managers in each of the Area Boards to provide a liaising opportunity for our clients.

Providing a range of customer and client contact channels is a priority for Eastern Health Shared Services and the EHSS Intranet is an important vehicle to do this. EHSS has developed strong intranet capability, enabling clients and indeed employees across over 500 client locations to access knowledge, receive reports and increasingly do more and more business on-line.

Our intranet offers significant potential in terms of provision of up-to-date information and ability to perform basic transactions in a timely and paperless way. In addition, EHSS has developed strong call/contact centre capability, weaving the advantages of technology and managed information with the personal touch of interpersonal contact. Payroll, Superannuation and Accounts Payable are the leading areas where the call-centre approach is in place, enabling the management and tracking of all queries and information requests in an efficient and friendly manner. Our Payroll helpdesk dealt with just in excess of 47,000 calls in 2002.

Benchmarking best practice has a key role to play in helping to transform public services and to bring about customer focused services. It is simply about making comparisons with other organisations and learning from the lessons that those comparisons bring to light. In 2002 EHSS joined with some 30 companies who have shared services centres in Ireland, in order to share learning in improving service and cost effectiveness. Through this forum EHSS has begun to benchmark progress and standards and to develop matrices that prove our professionalism and performance compare favourably with other sectors. EHSS have also consulted the UK Public Sector Benchmarking Service to develop a strategic partnership. In addition EHSS is a member of the Conference Board European Council for Shared Services.

Services are provided to our customers on an increasingly contractual business-to-business basis. Services are organised around the six Directorates profiled.



we are acutely aware that ehss can only achieve its full potential through the dedication and professionalism of our people at all levels and across all departments. our vision for the organization reflects this



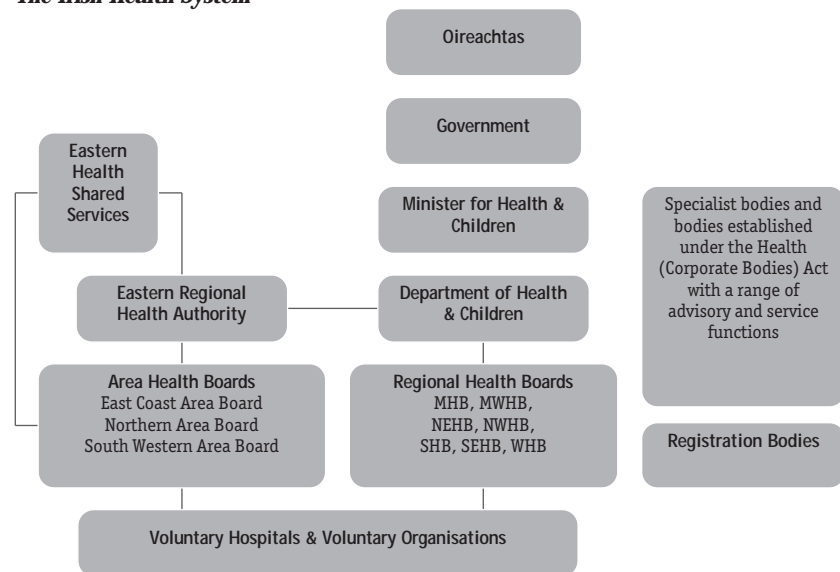
EHSS is as yet in its infancy. We believe in the potential of the shared services model as a means of providing effective and economic business and professional support services for complex public service systems such as health.

Our employment policies are guided by principles of natural justice, individual recognition, leadership and partnership. We seek to treat all our employees equally, without favoritism or discrimination.

We respect the need of employees to be treated as individuals and to be consulted on matters relating to their work at all times. The organization will seek to achieve its objectives by providing leadership based on the involvement of staff.

We realise that EHSS can only achieve its full potential through the dedication and professionalism of our people at all levels and across all departments. Our vision for the organization reflects this. We have set out to create an ethos that is supportive of the individual, and encourages personal and professional growth. Together we can achieve our vision that, within the family of health agencies, EHSS will be recognised as an organization with a reputation for excellence in the provision of business and professional services.

The Irish Health System



our directorates

Employee Services

Approximately 12,000 people are employed in the ERHA and the three Area Boards. Employee Services supports the management and staff of these organizations with a comprehensive range of corporate and employee focused services, these include Recruitment (3,500 jobs filled in 2002), Payroll (0.5m payroll payments), Staff Development and Training, Health, Safety and Welfare, Staff Counselling and Information Service, Regional Library Service, Computerised Personnel Systems, Personnel Administration and Superannuation.

Financial Services

Financial Services provides a key support and service throughout the Eastern Region in relation to the production of Financial and Budgetary information. It is responsible for the monthly production of over 300 expenditure reports in support of devolved budgetary framework and the preparation of the Annual Financial Statements for each of the Area Health Boards in partnership with their individual finance functions. Financial systems are continually being developed in order to maintain acceptable levels of internal control and efficient use of resources.

Information and Communications Technology

Information and Communications Technology Services provides strategic advice and leadership in setting future ICT directions for all the Health and Personal Social Care service delivery Agencies with whom it contracts. There are approximately 80 business applications supported and a number of these deploy the latest technologies including thin client warehousing, relational databases, and web technologies across large scale communications networks. ICT Services support 12,000 desktop users. In 2003, there were 53,089 calls to the ICT Support Centre.

Procurement and Materials Management

Procurement and Materials Management monitor purchasing policies and practices that secure best value for its clients and ensure that goods and services are delivered by suppliers in a manner which maximises economies of scale and meets individual customer need. Through the central purchasing of goods and services Eastern Health Shared Services can leverage its purchasing power to secure cost advantage and quality supply processes. The Materials Management service delivers to nearly 400 locations across the eastern region, making on average 11,000 deliveries on a weekly, fortnightly and monthly basis. In addition this Directorate maintains over 100 current contracts and negotiates new contracts on behalf of the ERHA and Area Health Boards.



Architectural Services

The Architectural Services Directorate manages the development of capital building projects for the eastern region from project inception to commissioning. This includes briefing, planning permission, fire certification compliance, advisory waste management, sketch & detail design development, contract negotiation and administration, design team engagement, general project management and compliance with the building regulations.

Property Services

The Property Services department provides professional advice to the Eastern Regional Health Authority and the three Area Health Boards on all aspects of strategic property management services include valuation, negotiation and contract implementation, risk analysis, and insurance provision. The property portfolio comprises of approximately 500 properties.

Eastern Health Shared Services has locations at several key locations in central Dublin, they are as follows

1. Dr. Steevens' Hospital
2. Parkgate Street Business Centre
3. Cherry Orchard Hospital
4. St. Mary's Hospital
5. Old Kilmainham





Approximately 12,000 people are employed in the ERHA and the three Area Boards. Employee Services provides these with a comprehensive range of services in the area of human resource management.

Services provided include Recruitment, Payroll, Staff Development and Training, Health, Safety and Welfare, Staff Support Services, Regional Library Service and PPARS (SAP Personnel Payroll and Related Systems), Personnel Administration and Superannuation.

Payroll

The Payroll Department at EHSS successfully implemented several pay awards in 2002. Significant projects for our clients in the Area Health Boards included:

- * The transfer of staff from the St. Joseph's Hospital, Raheny payroll to EHSS payroll in October 2002
- * The payment of the Medical Laboratory Scientists Special Pay Award
- * The payment of Radiographers Special Pay Award
- * The transfer of Family Support Workers from the Eastern Community Works payroll to EHSS payroll

Significant focus has been placed on the services provided by Payroll Operations in the last two years, resulting in a much improved service to employees.

A Payroll Helpdesk was set up at the end of 2001 and continued to develop through 2002. The Helpdesk handled in excess of 48,000 calls in 2002 dealing with a wide range of Payroll related queries from staff. In 2002 two particular causes of enquiry were the change in the tax year and the introduction of the euro.

The Payroll Helpdesk can be reached at 01 6352222 during the hours of 9am to 1pm and 2pm to 4pm (Monday, Tuesday, Wednesday, Friday) and 9am to 5pm (Thursdays - open through lunch).

Recruitment

During 2002 Recruitment Services re-structured to allow for the introduction of an Account Management approach to service delivery. The Account Manager's primary role is to co-ordinate the provision of Recruitment services to the Area Health Boards and provide an effective communication link between the Area Boards and EHSS recruitment staff.

Using an Account Management structure, Recruitment Services agree hire plans with the local Human Resources Departments in the three Area Health Boards, setting out agreed dates for advertising and competitions, which are in line with service requirements in each Area.

EHSS Recruitment Services were honoured to win the 2002 Irish Times Cedar Award for Creativity and Innovation in Recruitment Advertising. The winning entry was the Ballydowd Recruitment Campaign in conjunction with TMP Worldwide. This was the first time that a healthcare campaign won or was nominated for such an award.

During 2002 Recruitment Services processed 3,488 appointments.



Training and Development

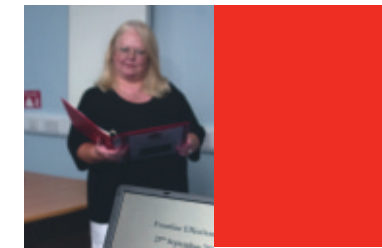
Key Services include the delivery of learning solutions in areas such as;

- * ICT Office Applications
- * ECDL
- * General & Management Development Training

The Training team also offer a service in the design and delivery of customised learning and development solutions for our customers.

In addition the team are actively engaged in the management of the administration process surrounding;

- * Sponsorships (e.g. Social Work Students)
- * Academic Study Scheme
- * DOHC Nursing Circulars Admin



Training Centre & Training Team

A significant and exciting aspect of EHSS Training & Development activity in 2002 was the provision of a Training & Development Centre at St. Mary's Hospital. Service provision at the centre is supported by the EHSS development team who are continually delivering training solutions and who are in the process of developing a portfolio of practical and tailor made training options to meet the diverse need of our employees.

To compliment the number of general training rooms at the EHSS Training Centre we have also provided two purpose built rooms for ICT training in Dr. Steevens' Hospital.

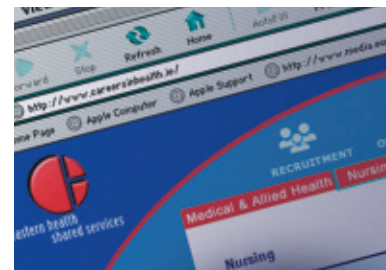


HR Systems

PPARS stands for Personnel, Payroll and Related Systems.

The purpose of the project is to design, develop and implement a Human Resources system for Irish Health Agencies. This is a national project and EHSS manages the implementation for the Eastern Area Boards. The initial modules implemented were Organisation Management, Personnel Administration, Personnel Development and basic pay. Phase II will see Time Management, Payroll, Travel Management, elements of Compensation Management, Financial integration to the general ledger and enhancements to the modules currently implemented. At the end of 2002 we were in the project-planning phase for Phase II.

the purpose of the project is to design, develop and implement a human resources system for irish health agencies





Staff Health, Safety & Welfare

The main areas of activity in the Staff Health Safety & Welfare Department for 2002 were:

*

Safety Statements

Safety Statements for the three Area Health Boards were reviewed to reflect changes in legislation and working practices. In addition, ancillary safety statements were designed and updated for areas such as Community Care Areas, Health Centre, Children's Residential Homes, Supplies, Catering, Warehouse etc.

*

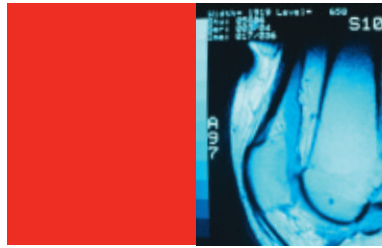
Safety Committees

A number of new committees were established and existing committees were rejuvenated with the introduction of a more structured approach.

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Safe Work Practice Standards

The existing safe work practice sheets were updated and reviewed to incorporate new subject areas and to take account of legislative changes.



Risk Assessments

Risk assessments were undertaken in relation to Violence and Aggression, Pregnancy, Visual Display Units, Site Specific and Activity Specific Risk Assessments. Training Programmes were designed and provided for staff in the Area Health Boards. These covered such skills areas as: How to write a Safety Statement, Risk Assessment and Accident Investigation, Manual Handling Instructor Training. A comprehensive Risk Assessment of the X-Ray Department in James Connolly Memorial Hospital was carried out. This assessment was developed into a Generic Risk Assessment tool for use in X-Ray Departments throughout the Area Health Boards. In the short-term this will be introduced to staff in the X-Ray Department of St Joseph's Hospital, Raheny to assist with the implementation of a new daylight processing unit and minimisation of risk associated with this activity.

*

Safety Audits and Inspections

A number of safety audits and safety inspections were carried out in locations throughout the Area Health Boards during 2002.

*

Occupational Health

Almost 5,000 staff attended the Occupational Health Service based in James Connolly Memorial Hospital and Dr. Steevens' Hospital.

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Traveller Sites

The Department assisted with the drawing up of guidelines for Public Health Nurses visiting Traveller Sites. A Comprehensive Risk Assessment of Mobile Units was undertaken. Recommendations were made regarding work practices and alterations to mobile units to minimise risk to staff/clients, in particular, in relation to violence and aggression.



Regional Library & Information Service

The Regional Library & Information Service, Eastern Health Shared Services works in partnership with the three Area Health Boards and ERHA providing a network of information services accessible to all staff in the region. There are eight library service points throughout the region:

*

Nursing Library James Connolly Memorial Hospital

*

Medical Library James Connolly Memorial Hospital

*

St. Brendan's Hospital Library

*

St. Ita's Hospital Library

*

St. Columcille's Hospital Library

*

Naas Hospital Library

*

Regional Library & Information Unit, EHSS

*

ERHA Corporate Library

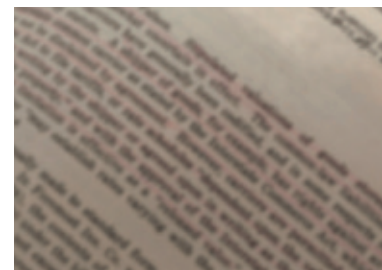


2002 was a particularly busy year for the library service as the implementation of the library management system - UNICORN - commenced. It is intended that when the project is completed that the library holdings of the eight library service points will be combined into a web-based catalogue which will be accessible via the Intranet. The record conversion project was completed which included the library holdings from four libraries and these libraries will go live with the UNICORN system in 2003.

In an effort to make our services accessible remotely the Regional Library & Information Service presence on EHSS Intranet site was revamped. Access to the library catalogue, the provision of electronic forms and the Current Awareness Bulletin are examples of the services we are now providing through the Intranet and are available to all ERHA and Area Board staff.

The Regional Library & Information Service Unit located on the ground floor of Dr. Steevens' Hospital experienced a large increase in the use of its services in 2002.

it is intended that when the project is completed that the library holdings of the eight library service points will be combined into a web-based catalogue which will be accessible via the intranet





Director of
Financial Services

kevin mcconville



The Financial Services Directorate in Eastern Health Shared Services provides a key support to the ERHA and the Area Health Boards in all main aspects of Financial, Management and Systems Accounting.

The Financial Services Function is committed to achieving “best in class” service provision based on the principles of value for money, continuous improvement and innovation.

Financial Accounting

- * Receipts Processing
- * Verification of Balance Sheets / Production of Annual Financial Statements
- * Accounts Payable
- * Fixed Asset Accounting
- * Payments Processing
- * General Ledger Accounting
- * Inter-company reconciliations
- * Payroll Accounting
- * Bank Control

Management Accounting

We support the Area Health Boards in the production of monthly expenditure and Integrated Management Reports (IMRs), providing advice on correct coding practices, costing unit, budget preparation and capital funding submissions.

Financial Systems

Development/Support

We provide operational support for over 900 SAP Financial users together with project management for development of Financial systems.

Services to Area Health Boards

- * 200,000 Invoices processed per annum
- * 38,000 Cheques/Advices per month
- * 38,000 Items matched per month
- * 1,500 Receipts processed per month
- * 10,000 Assets Items maintained per annum
- * 800 SAP Financial Users
- * Monthly Expenditure Reports, IMRs, Budgets

Key Achievements during 2002

During 2002 Financial Services achieved significant progress. Highlights were:

- * Draft Annual Financial Statements were produced within 21 working days from year end and delivered at a significantly lower cost.
- * A detailed review of debtors was carried out and areas identified for improvement.
- * Complete review of Accounts Payables operation was completed and initial implementation of workflow
- * Deadlines for all material Balance Sheet reconciliations were implemented during 2002 and made available on-line to all Area Health Boards on a monthly basis.

New Service Quality Section Established

A new Service Quality section was established in Oct 2002, funded from within existing EHSS resources. Its main areas of responsibility include: Implementation of Internal Audit Recommendations, Implementation of Comptroller & Auditor General Audit Recommendations, Integration of Service Delivery, Interpretation of Key Performance Indicators and Continuous evaluation of service quality.

New Database Launched

Management Accounting launched a new database for Area Health Boards to track Form A submissions (requests for funding from the Department of Health and Children for capital projects), which has been highly beneficial for queries on Capital funding/expenditure.

Accounts Payable Business

Process Review

A major business process review of all processes and procedures in the Account Payable department was completed in 2002. More streamlined processes were identified and implemented and all policies and procedures were fully documented.

Electronic Funds Transfer

A successful pilot of the Electronic Funds Transfer system was completed in March 2002.

iBusiness Banking

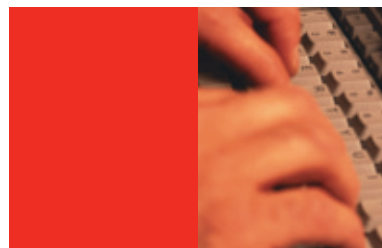
iBusiness Banking offers comprehensive account information giving instant access to accounts held with the bank. It is a real time banking system which provides an 180 day history having a complete picture of all banking transactions with the ability to view standing orders and the flexibility to search by date, cheque number or value.

Financial Services in EHSS have initiated the application of iBusiness Banking which is an on-line facility provided by our Bankers. The three Area Health Boards are now registering with the Bank to use this service.



the financial services function is committed to achieving best in class service provision based on the principles of value for money, continuous improvement and innovation





Workflow & Intelligent Character Recognition Technology (ICR)

Workflow and ICR Technologies are two software solutions that will bring significant benefits to the way the Accounts Payable Department operates. Workflow is a messaging system, informing users that they have an action to perform and taking them directly to it. In addition there are other functionalities that can be provided i.e. forwarding items, creating attachments etc. Utilising Workflow and ICR to automate and streamline processes will allow the Department to process payments in a more timely fashion, absorb increased volumes and focus on more value added activities. The Workflow Project is well underway and has been demonstrated to some of the initial users in Accounts Payable Department. It is planned to go-live for shared services with invoices initially and follow on by implementing across all Area Boards invoices. At the end of 2002 the ICR project was at research / evaluation stage. An image of an invoice is captured on SAP Financial System and immediately updates records and generates a payment to the supplier. The benefits of this system include comprehensive reporting capabilities from the desktop, reduction in processing errors, reduced costs and the elimination of paper storage, copying and filing.

Accounts Receivable

The SAP system can generate a receipt for the customer / client and simultaneously update the financial records thus eliminating much of the duplication of data entry in this area. At the end of 2002 this project was ready for testing by users in the Receipts Department.

Automatic Posting of Income to General Ledger

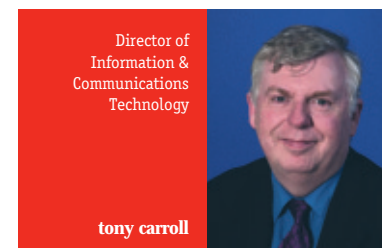
A summary of monies received by local Cash Offices throughout the Board is submitted to Shared Services for posting to the General Ledger. A project was initiated during 2002 to automate this process, using Excel and E-mail and is now complete.

Better Reporting

The Business Objects reporting tool, reads the data held on the SAP database and generates reports in tabular or graphical format. Already a suite of statistical reports has been designed. Developing our reporting capability is a key deliverable for our clients and there will be an on-going requirement for enhancement in this area.



workflow and icr technologies are two software solutions that will bring significant benefits to the way the accounts payable department operates



Information and Communications Technology (ICT) Services provides a wide range of ICT Services to the Eastern Regional Health Authority (ERHA) and the three Area Health Boards. We support over 80 business applications, a number of which deploy the latest technologies including thin client, warehousing, relational databases, and web technologies across large-scale communications networks. ICT are structured into four units: Corporate Systems, Office Systems Technology, Corporate Data Centre and Business Unit.



we support over 80 business applications, a number of which deploy the latest technologies including thin client, warehousing, relational databases, and web technologies across large-scale communications networks

Service Improvements and Developments

A number of key service improvements have been achieved in 2002 and include the following:

Information Communications and Technology Business Unit

*

Establishment of ICT Project Office

The role of the ICT Project Office is act as the Knowledge Centre that supports us in the delivery of quality IT projects to the user community. The Project Office was launched in July 2002.

The real benefit to our clients is that the Project Office promotes the use of a standard and consistent approach to the way in which ICT projects are managed.

*

Development of Service Level Agreement (SLA)

ICT Services have developed Service Level Agreements, which it hopes to implement with our customers for 2003. The SLA will form the basis to:

*

Establish business requirements and define responsibilities

*

Agree services catalogue

*

Define performance metrics with clients

*

Agree service charges

*

Define reporting requirements

Delivery of Project Management Courses

In keeping with the Project Lifecycle methodology a number of courses have been developed to teach the methodology to users. The courses include:

- * Fundamentals of Project Management
- * Business Process Engineering
- * Change Management
- * Consulting Skills

A course to address Benefits Realisation is being developed also. All of these courses are offered to ERHA agencies.

Enhanced European Computer Driving Licence (ECDL) rollout to Clients

We continued to roll out ECDL to our clients across the eastern region in 2002. A testament to our dedication to this particular service was the receipt by EHSS of an award for Excellence and Innovation for the delivery of the ECDL Programme throughout the Region, at the Annual European ECDL Foundation Conference in Cork on 14th March 2002.

eCHIP & HIP Programmes

ICT Services led a pan European project in 2002 which is aimed at educating citizens regarding best practice in health information. Entitled eCHIP or Citizens Health Information Passport, the pilot phase has been approved for funding by the Information Society. ICT Services is also a key partner in a similar project for health services staff entitled Health Information Passport or HIP.



we are working closely with our clients in the community services areas within the area health boards in the eastern region to develop the use of clinical and administrative information systems in support of their work



CORPORATE APPLICATIONS

Implementation of systems and services to St Josephs Hospital

Network and desktop devices were installed in St Josephs Hospital, Raheny. The Payroll and Patient Administration Systems were also implemented and we are working with the Northern Area Health Board to commence the rollout of SAP.

Rollout of Aggresso Financials to Agencies

ICT Services has throughout 2002 managed projects to implement the Agresso ERP/Financials system in the National Rehabilitation Hospital, Cheeverstown, and the Daughters of Charity, Donnybrook Hospital. Plans are now in progress to manage the implementation of Materials Management and Inventory Management hosted by Mentec.

Researched and developed pilot applications in e-portals and e-procurement

SAP Portal Software is currently being installed and it is hoped to undertake a pilot with clients for further evaluation and development.



CORPORATE DATA CENTRE

Major review of Data Centre and Disaster Recovery Operations

ICT Services developed a Disaster Recovery plan for the ICT Data Centre within which an initial risk assessment was completed.

Infrastructural Developments in Data Centre

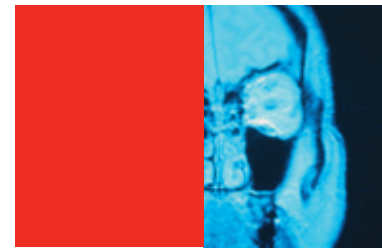
We made significant infrastructural developments in our ICT Data Centre including the acquisition of a Storage Area Network for the email service and upgrade of the network backbone in Dr Steevens' Hospital through the deployment of gigabyte backbone capacity and core network router upgrade.

Preparatory work for deployment of local storage and communications services to client organisations

We acquired local storage hardware for Area Health Board Headquarters and network node collection sites. This is in order to provide local storage for network sites without their own local storage and will result in improved systems management capabilities for ICTS.

Upgrade of ERHA Wide Area Network(WAN) and associated services

We have during 2002 increased the minimum bandwidth for sites to 128Kb. This involved the review of link usage, identifying the most heavily used of these and planning the upgrade of these links resulting in a greater improvement in quality of service for the users.



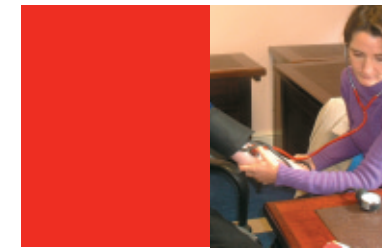
HEALTHCARE DIVISION

Procurement and implementation of Dental, Orthodontic, Radiology and other departmental systems

We have implemented a wide portfolio of ongoing projects covering the purchase, implementation and rollout of healthcare systems during 2002. For example, an Orthodontic system was purchased and implemented in the East Coast Area Health Board and discussions are ongoing towards rollout to the Northern and South Western Area Health Boards. In addition a Radiology System, for the three Area Health Boards is currently at implementation stage and a Dental System is at the end stages of procurement. Another project worth mention is the Theatre Management Project which is about to go to tender. In addition to all of these development projects, we continue to support all of the current 'live' systems.

Completion of strategic alliance with IMS on behalf of HeBE for the significant development DoH&C Patient Administration System

During 2002 the Health Boards Executive (HeBE) took over the management of the Patient Administration System contract from the Department of Health and Children and ICT Services were appointed to act on behalf of HeBE for the management and development of the application. A new version of the software is being commissioned which will add extra functionality, particularly in the areas of bed management, discharge notifications and waiting list management.

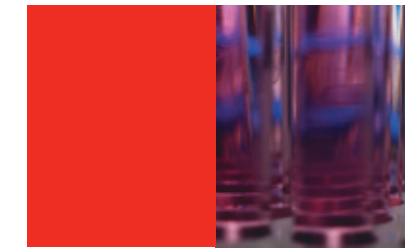


Significant input to GMS Central Client Eligibility Index (CCEI) Project

Our ICT Services led the submission for funding to the Information Society Fund on behalf of all the Health Boards for the General Medical Services CCEI Project and this resulted in a successful submission and allocation of funding to all the Health Boards to help them progress implementation of this project.

Development of Community Health & Care Systems

We are working closely with our clients in the Community Services areas within the Area Health Boards in the eastern region to develop the use of clinical and administrative information systems in support of their work. Projects are ongoing with Public Health Nurses, GPs, Physiotherapists, Occupational Therapists and Speech & Language Therapists. Developments are being made in the Regional Interactive Child Health System (RICHS) to extend its functionality. The Drugs & Aids Information System Project is being implemented in the Northern Area Health Board.



Project Management of SEHB / HeBE Health Information System Project

We made significant progress in the project management of the South Eastern Health Board and Health Boards Executive HIS Project last year. The HIS Project Procurement is at the final selection stage between two potential suppliers and an invitation to tender under a negotiated procedure has been prepared and will be issued. EHSS has been managing the procurement phase on behalf of the Area Boards and Eastern Regional Health Authority Agencies.

National Enterprise Liability Procurement Project

On behalf of the Department of Health and Children EHSS provided project management to the requirements analysis, tender preparation, procurement and selection phases through to the final selection for The National Enterprise Liability System. The system will be used nationally to collect incident reporting details. The expansion of the system to handle violence and aggression incidents and Health and Safety issues is also being considered.

we are all working towards the same goal, better and more cost effective health care for our people

OFFICE SYSTEMS TECHNOLOGY

* The Office Systems Technology department conducted a review and developed an eServices Strategy. The strategy will provide a roadmap for increased automation in the health services to improve service delivery.

* In parallel with the eServices Strategy, a number of mCommerce pilot applications have commenced e.g. the Social Worker Guardian Angel Project, Public Health Nurse Mobile Applications and Pharmacy SMS text messaging.

* ICT Services are actively involved on the Health Board Executive (HeBE) e-Government and ERHA e-Government (Tony Carroll) Committees to ensure that the Eastern Region complies with National and EU initiatives e.g. EU Benchmarking and Information Society Funded projects.

In order to provide a delivery platform for Management Information and Decision Support Systems (MIS) to meet the recommendations of the National Health Information Strategy we have implemented a Data Warehouse architecture. The current MIS solutions under development are for Social Work Information System (SWIS), Medical Cards, Patient Administration System (PAS) and RICHs.

* During 2002 we provided additional features on desktop applications to support operational requirements in all Area Health Boards.

<i>COMPARATIVE METRICS 2000 VERSUS 2002</i>			
SERVICE AREA	2000	2002	%
ICT Projects	€2.70	€4.10	51%
Desktop Users	2,900	6,310	117%
Support Calls	9,000	53,089	460%
Email Users	3,200	6,056	84%
Network Nodes	133	219	64%



Procurement and Materials Management involves the management and control of products and services from acquisition to distribution. The department is responsible for Procurement, Warehouse / Distribution, Systems Administration and Customer Service. Our mandate is to deliver a customer orientated service and provide optimum value for money to the three Area Boards and the Eastern Regional Health Authority. Through the central purchasing of goods and services Eastern Health Shared Services can leverage its purchasing power to secure cost advantage and quality supply processes.

We monitor purchasing policies and practices so as to secure best value for our customers and we ensure that goods and services are delivered by suppliers in a way that maximizes economies of scale and meets individual needs.

Our mandate is to deliver a customer orientated service and provide optimum value for money



Procurement
This involves facilitating the tendering process for major contract areas and extends beyond the Eastern Region to include, for example, the national vaccine contracts. The role includes the advertising of contracts in official journals of the European Communities and national media and the production of tender documentation for issue to interested parties. Procurement plays a vital role in the analysis of contract bids for various services. In addition to this Procurement conducts regular market analyses which strengthen the already specialist market knowledge that we possess. We handle the management and control of Goods, Services and Equipment for the eastern region to achieve value for money and maximise purchasing power. We are also responsible for the standardisation of relevant Policies and Procedures to comply with legislation.



Warehouse & Distribution
Warehouse and Distribution provide products and services to 399 locations and in 2002 in excess of 11,000 deliveries on a weekly, fortnightly and monthly basis were completed. This Department is responsible for the effective stock management, storage and distribution of products to the premises of the three Area Boards. They ensure that products are available as required, minimising the handling of goods and eliminating wasteful stock holding. We deliver directly to the clients of the eastern region and liaise with our customers in the Area Boards giving advice as to patients' specific requirements. We have also introduced a direct delivery service from suppliers, where appropriate to increase efficiency. In addition we house the national vaccine buffer stock in compliance with Irish Medicines Board requirements. We also have an advisory role and this includes assisting customers with best operational procedures and reviews of warehousing practice in client organisations.



Customer Service

The Customer Services Function of Procurement and Materials Management is concerned with improving customer liaison, customer support, consultation with managers and with continual monitoring the quality of products and services. Customer Services receive an average of 600 calls per month and provide support and advice to the Area Boards on the implementation of new and existing contracts. Customer Services are in constant contact with Community Services Areas across the eastern region to assess product needs. In 2002 Customer Services co-ordinated the delivery of 400 wheelchairs direct to patients which involves the examination, storage and distribution arrangements. In addition Customer Services liaise with line management across the region to access valuable customer feedback.

customer services are in constant contact with community services areas across the eastern region to assess product needs

SAP Logistics

Over 2002 the S.A.P. logistics team based at St. Mary's have been busy with the maintenance of the Masterdata systems and the ongoing rollout of the SAP system to offline locations. There are currently 30 sites live on the SAP system. SAP Logistics configure, implement and roll out the SAP system in various locations in the eastern region. SAP Logistics provide training and support to Area Health Board users of the SAP system, including site visits on an ongoing basis. In addition SAP Logistics provide the maintenance of a Master Data system within which new material codes are set up. There are currently 23,500 instances of material codes maintained in Company Code 2000.

Special projects in the SAP function have included the Euro Changeover project and the change to EHSS company code. A review of material coding is currently in the initial stages. This is being carried out to establish whether the number of material codes can be reduced while ensuring no loss of functionality for the end user and should result in assisting the streamlining of the ordering process. Materials Requirement Planning greatly improves the procurement process within the stores and is of benefit for Purchase Order pricing, stock reduction etc.

Key Achievements during 2002

The Procurement function of Procurement and Materials Management maintained 100 current contracts valued at €108 million. Cold storage products have now been delivered to 65 locations in compliance with Food Regulations (HACCP). 2,605 Purchase Orders were raised to the value of €2.72m Advice was provided to Area Board locations on an ongoing basis in relation to such matters as policies/procedures and practical advice on best practices in running of stores. SAP Logistics have successfully implemented SAP in over fifteen locations.

During 2002 approval has been received for a variation in the Vaccine Wholesale Licence from The Irish Medicines Board to allow for the distribution of vaccines.



Vaccines

A Senior buyer From the Procurement and Materials Management Directorate represents EHSS on The National Vaccine User Group. The National Vaccine User group comprises medical, pharmaceutical and management personnel in the Department of Health and Children. Central Purchasing has acted as an agent for the Department of Health and Children and Health Boards for the purchasing of vaccines for all immunization programmes. Central Purchasing also seeks and collates vaccine requirements as provided by the ten Health Boards nationally, commence the tendering process and sign off vaccine contracts, inform a designated officer in each Health Board of contract details and stock availability and, liaise with the Office for Health Gain on stock availability of Meningococcal Group C, influenza and pneumococcal vaccines.

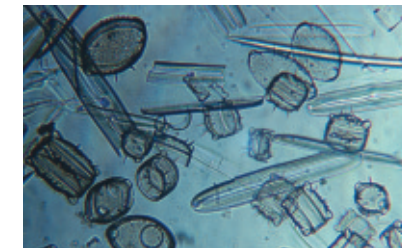
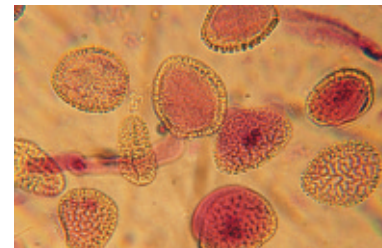
Protocols for the testing of the refrigeration for all vaccines have been agreed with The I.M.B. and trials are ongoing. A Vaccine Operations Procedure Manual has been compiled. The security of vaccine storage has been upgraded and inspected by The Garda Crime Prevention Unit & State Security. Stocks are also held on behalf of other agencies.



National Vaccine Programme 2002 Statistics

- * Vaccines Issued - 378
- * Value of issues - €375,504
- * National Strategic Stock Value €7,976,485
- * Deliveries made during 2002 - 11,128
- * A refrigerated vehicle was introduced for delivery of cold products to the three Area Health Boards in order to comply with HACCP Regulations.

the security of vaccine storage has been upgraded and approved by the garda crime prevention unit & state security





Director of Architectural Services

tony kelly

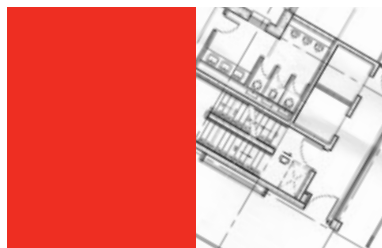
The Architectural Services Department of Eastern Health Shared Services manages the development of capital building projects for the Eastern Regional Health Authority and the three Area Health Boards from project inception to commissioning, including briefing stage planning permission, fire certification compliance, sketch & detail design development, contract negotiation and administration, design team engagement, general project management and compliance with the building regulations. The focus of the Department in this respect is on the delivery of high quality projects on a cost-effective basis. In addition to capital development, the department has ongoing responsibilities in the areas of Fire Safety, Waste Management and Energy Efficiency Management and actively supports the three Area Boards through the provision of expert advice and inspection services, as well as the procurement of contracts.

Waste and Energy Management

Another area of Architectural Services that provides wide ranging services in the Eastern Region is that of Waste and Energy Management. Hazardous Substance Manager, Willie Roban's role involves conducting waste audits, site surveys and waste facility design for locations in the Eastern region. While advising and supporting the ERHA and the three Area Boards this department is often consulted in an advisory capacity by voluntary hospitals and the voluntary sector and other health boards throughout the country.

During 2002 this Department was involved in putting together a Waste Training manual, on CD and Video, which would include lectures and an accreditation for Waste Management Training. A pilot project for the safe disposal of household medications began at the beginning of October in Clane in the SWAHB area. Willie Roban was among the group of Healthcare Professionals that initiated this project. The project hoped to raise public awareness of three related areas; Self Harm & Suicide, Safety with Medications and Responsible Waste Disposal.

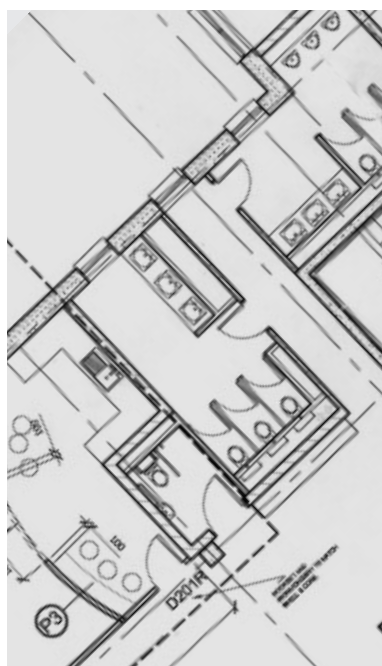
In addition to capital development, the department has ongoing responsibilities in the areas of fire safety, waste management and energy efficiency management



Key Achievements during 2002

During 2002 Architectural Services handled approximately 58 construction projects across the region on behalf of the three Area Health Boards. During 2002 a process mapping and improvement exercise began to identify where improvements could be made to project delivery. As a result a project coding system was introduced for easier tracking and management of projects for the Area Board, involving an integrated Project Numbering System. Tender package documentation was standardised to ensure consistency and quality at contract stage. In addition a project 'Scoping Report' template was developed and introduced to streamline the front end of project requests.

Further streamlining opportunities were identified with Construction Project Reports being introduced and distributed to each Area Health Board. Other initiatives included the introduction of a standard form for ERHA Group of Craft Unions and the a Certificate for Consultants fees.



The Property Services department provides professional advice to the Eastern Regional Health Authority and the three Area Health Boards on all aspects of strategic property management. Services include valuation, negotiation and contract implementation, risk analysis, and insurance provision.

In 2001 the ERHA and Area Boards property portfolio comprised approximately 500 properties with a reinstatement valuation of circa £730m, this increased to 538 properties with a current reinstatement valuation of €1.06 billion in 2002.

The functions of property services include the day to day management of the Regional and Area Boards' insurance portfolio, in partnership with our customers protecting their current asset base and planning and providing for new and enhanced facilities and services throughout the Eastern Region.

Key Achievements during 2002

Property transactions with a value of €4.08m were completed during 2002.

In 2002 Property Services introduced a Property Register for the three Area Boards.

Insurance

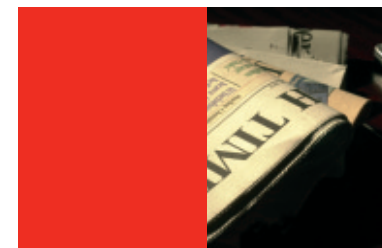
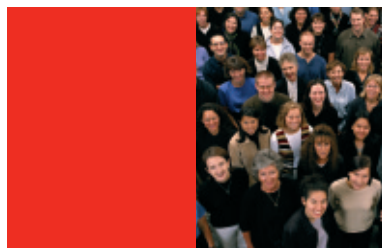
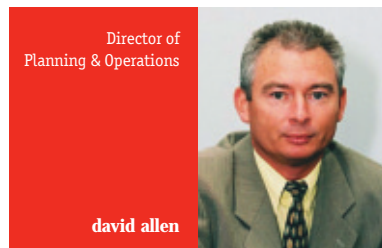
During 2002 Property Services provided ongoing insurance advice to Area Health Board personnel for some 600 telephone queries. All approved premiums were checked for payment and advised to Finance to the cost of €4m. In addition a suggested Area Health Board percentage breakdown was submitted to the Finance Department for all premiums. Clarification was sought from Insurers in relation to premiums sought for Employers Liability and Public Liability and subsequent examination of 61 claims to which the premiums are related. Insurance cover was arranged for all newly acquired and constructed properties.

Claims

Property Services attended the First Insurance Claims Co-ordinators Conference in Tullamore on 14th May 2002. They also handled the notification of 25 claims and 13 claims for which ERHA were incorrectly named. Claims involved the handling of Child Care Abuse cases and the settlement of 10 minor claims for reimbursement to staff without recourse to legal action. A fire damage claim was settled in respect of a fire at St. Colman's Hospital and a flood damage claim for East Wall Road Health Centre.

Risk Management

Regional statistics were provided to the Health & Safety Manager and statistics were provided on request to SWAHB; Community Services Area 8; Ballydowd Special Unit; and the Chief Executive Officer, NAHB. There were 17 locations set up under the Risk Management Incident Reporting System.



The Planning and Operations function was established during 2001 to provide core business support within EHSS in the areas of :

- * Financial planning and control, and activity based costing
- * Service (Client Relationship) Management
- * Human Resource Management and development
- * Business process improvement techniques
- * Communications

Financial Control

In an environment in which there has been an increased emphasis on financial constraint there has been notable progress made on financial matters by EHSS with cost-effectiveness continually moving forward. While the source, extent and control of EHSS funds continues to dominate discussions with our customers, there has been a shift in the perceptions and tradition that EHSS services could be provided free of charge to an understanding that EHSS provides contracted services on an "inside outsourcing" basis. A far greater cost consciousness has been encouraged which is driving costs down while improving quality services. Despite significant challenges, EHSS delivered within the target budget in 2002.

ABC Costing

This approach will also open up the possibility of introducing a pricing mechanism of services supplied and therefore strengthen the business to business relationship between EHSS and its clients.

An agreement has also been reached on financial arrangements for 2003 and an aggressive cost reduction target has been set.

Service Management

Progress continues to be made in developing a 'best in class' service management framework that will include quality feedback information to and from customers, contractually based agreements describing the details of each service, sound follow through procedures and clarity of cost and value for money from the resources used to deliver EHSS services.

Key customer representatives now meet with EHSS in order to progress these service development initiative ("functional families") on a regular basis. This participative approach will

ensure that both customers and service providers will work together to achieve value for money and maximise quality of service.

Service Level Agreements

Service Level Agreements (SLA's) are currently being negotiated with our clients. The SLA is designed to concentrate on the specification and definition of the services currently being provided. The SLA is not a description of exactly how EHSS is to be structured or managed. The main purpose of an SLA is to provide clarity of understanding for the partners around the costs of the services, the levels of service and volumes expected from that investment, and the quality standards and performance measures by which it is to be monitored. It is also the key to understanding where the boundaries of responsibility lie for operational delivery of services and the dependence of EHSS on the client organisations effective input.

It is recognized that one standard document will not fit every department within EHSS, as these vary considerably in scale and scope. The intention of our SLA is to provide a set of statements as a model for most of EHSS that can be varied for more complex situations, and will at least act as a checklist to ensure that all areas of the business arrangements are addressed. Particular importance is to be attributed to clear definitions of responsibilities, activities and performance measures, the review and monitoring arrangements and the need to anticipate and incorporate change.

Human Resources

This role has special responsibility for the development of the organisation and ensuring that our people, who are our greatest asset, realise their full potential.

The Human Resources Manager's role involves the establishment of people development initiatives for employees of EHSS, that are family friendly; support the success of each individual and EHSS; and ensure talent retention by reducing staff turnover. EHSS is committed to pursuing best practices in the management of our people throughout the organisation.

Staff / Management Consultation

The staff / management Steering Group was reconvened towards the end of 2002. This representative forum will have an important role in the management of change in EHSS as we move forward in partnership.

HR Policies & Procedures

The Employee Handbook was reviewed and will be republished for EHSS employees in early 2003. An Electronic Communications Policy was agreed and finalised with the ERHA and the Area Health Boards.

Work / Life Balance Initiative

A pilot project to introduce e-working in the health services was planned by and for implementation in EHSS. In partnership with Eircom and the Department of Finance, sponsored by the National Framework Committee, Department of Enterprise, Trade and Employment under the Programme for Prosperity and Fairness, this pilot began gathering nominees who began training in November 2002. The time frame for the project was six months, concluding in mid 2003. This project will be followed by feedback and review.

Communications

EHSS Newsletter launched

Shared News the internal newsletter for all those working in Eastern Health Shared Services was launched in March 2002. Shared News is a quarterly newsletter and is distributed to all EHSS Employees, around the Area Health Boards and is also available on the Intranet and Internet. The Christmas edition of Shared News achieved the highest ever hits on the EHSS Intranet since it began. The 2003 Diary/Calendar was produced and distributed to all EHSS employees at the end of 2002.

Working with ICT to improve the Intranet

The Internet is a key channel not only for communications but also for knowledge management and enabling online service. Communications provided ongoing support and advice to the ICT department in the development of the EHSS Intranet and Internet. Amongst many initiatives on the EHSS Intranet during the year was the addition of a number of new pages to assist internal communications. A dedicated Communications page was launched in June 2002 including digital issues of Shared News and a photo gallery of events in EHSS, an up to date Internal Directory, the Workshop documentation, and an outline of EHSS Phone, voicemail and stationery policy. Our Intranet actively promotes the sharing of information and knowledge within the organisation. It has developed and improved at a steady rate over the past year.

Media Relations

A priority for Eastern Health Shared Services is the provision of accurate and current information to the media. Communications provide a 24 hour media service to local and national media. Some of the coverage in 2002 included news on ECDL, Back to the Floor, Guardian Angel, PHN eLink to name a few.

Communications also developed their role to incorporate Advertising for EHSS and Marketing of services such as the Teleconferencing facility.

Internal Communications

The development of effective internal communications is a priority for EHSS. Initiatives in 2002 included roll out of the third Staff Communications Workshops, the purpose of these workshops is to facilitate information sharing across all Directorates in EHSS. Another initiative was the establishment of an EHSS Communications Working Group who assist the development of effective communications procedures in partner-ship with the Communications team.

The Communications Department assisted the Directorates within EHSS with official launches, openings and functions.

Business Process Review

The Process Improvement function operates as an internal consultancy, learning from experience and facilitating the development and transfer of key skills to other teams. The idea is to provide a toolkit to support process improvement across Eastern Health Shared Services.

Improvement projects are ongoing throughout EHSS. These are initiated and led by those staff who are actually providing the services in question. Changes have been introduced across a range of different services: recruitment, accounts payable, payroll and technology support services (to name but a few). These improvements have been well received and provide concrete evidence of the commitment to quality and continuous improvement of EHSS staff.

Income & Expenditure Account for the year ended 31/12/02

	€ (Millions)
Pay Expenditure	17.5
Non Pay Expenditure	14.8
Total Gross Expenditure	32.3
Total Income <i>(including Client Income)</i>	7.0
Net Expenditure	25.3
Approved allocation for the period	25.3
Deficit for the period	0.0

Balance Sheet as at 31st December 2002

	€ (Millions)
Fixed Assets	
Tangible Assets	8.4
	—
Current Assets	
Stocks	0.2
Debtors	6.0
Inter Area Health Board Debtors	5.1
	—
	11.3
	—
Current Liabilities	
Bank Loans & Overdraft	(5.7)
Other Creditors	(5.4)
	—
	(11.1)
	—
Total Assets less Liabilities	8.6
	—
Capital & Reserves	
Non Revenue Reserves	8.6
	—

