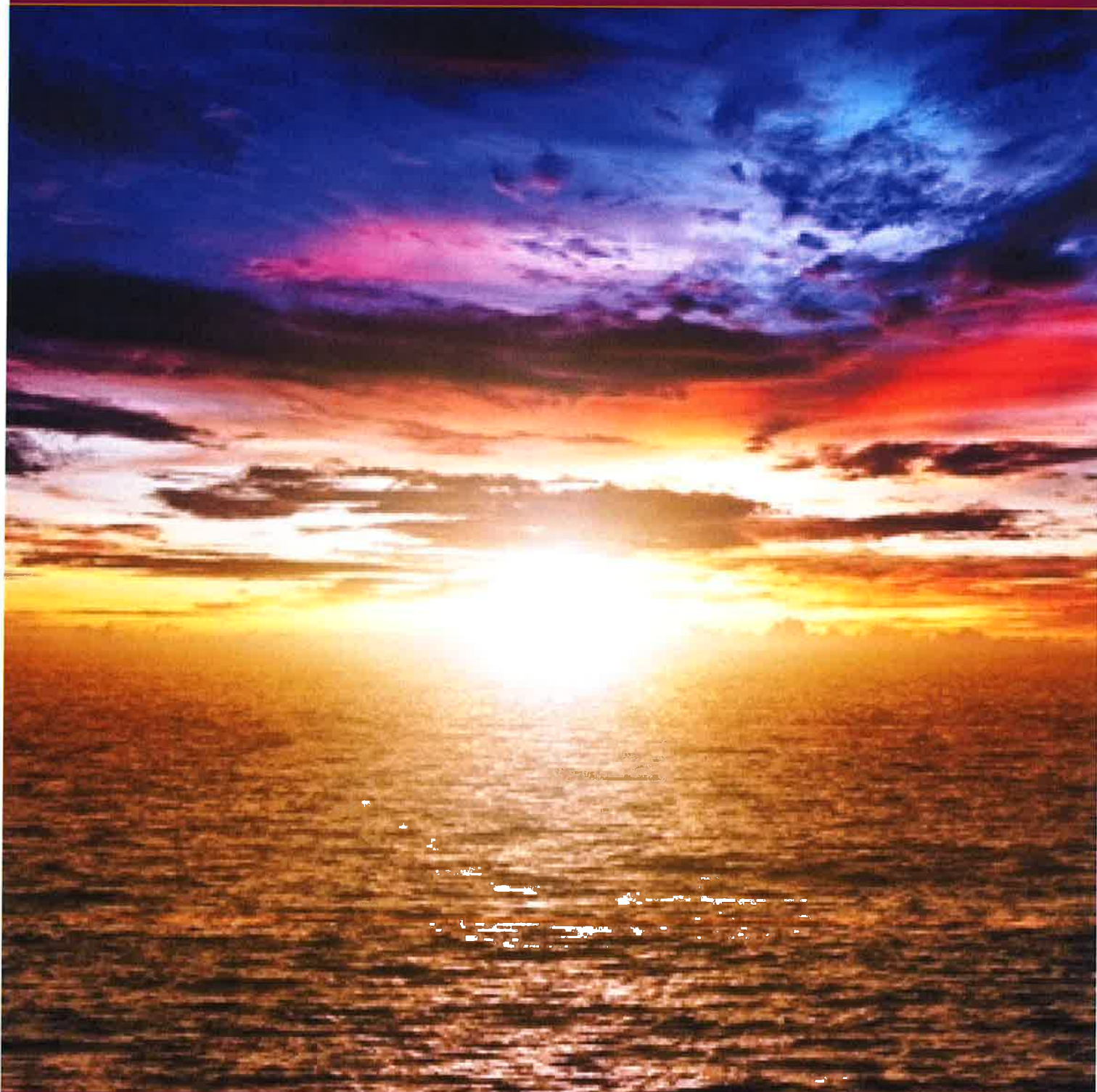


Annual Report 2019



**Reporting on year
01/01/2018- 31/12/2018**



Mr Francis Donnelly,
Chair, Board of
Muiriosa
Foundation

2018 was a year in which Muiríosa continued to enable service users to live self-directed lives, building on its solid track record, remaining true to its vision and values. Muiríosa delivered services, without compromising standards, on budget in 2018, a testament to its continued innovative cost containment, and its status as an exemplar within the disability sector.

Brendan Broderick has crusaded, in his role as CEO to ensure that service users have happy and fulfilled lives. He has succeeded in that, and this ethos guides all who work with Muiríosa. Brendan's retirement presented the Board with a real challenge to find someone who could maintain Muiríosa's track record, and continue to enable it to successfully adapt to continued service user changing needs. The Board put concerted effort into the selection process and we were rewarded with the emergence of Siobhan Bryan as our new CEO. I want to thank Brendan for his dedicated and successful stewardship of Muiríosa, and I wish Siobhan all the best in her role to continue Muiríosa's success.

In the 2017 report I stated:

"These are anxious and testing times in the health services in general, and in the disability services in particular. The value and legitimacy of the voluntary sector ethos is perhaps less understood and less appreciated than formerly."

Unfortunately, this under-appreciation continues to be the case, and, if this continues, there is a potential for it to impact on service delivery.

Our annual report shows how Muiríosa has consistently delivered high quality services while coping with constant unexpected and unfunded pressures, and, in particular, has saved the Exchequer from having to incur substantially higher costs by providing “changing needs” services to service users in their current living arrangements.

Signed: Francis Donnelly
Chair, Muiríosa Foundation Board

Progress on Decongregation

Last year's Annual Report identified 22 individuals continuing to live in campus-based "congregate care" institutional arrangements. The final resident on the South Hill campus moved to a single-occupancy arrangement in early 2018. While 21 individuals continued to reside on the Moore Abbey campus throughout 2018, sustained and concerted planning took place across the year in respect of 8 individuals with complex, high dependence support profiles living on the *Woodside* Unit. Their transfer to three dispersed community settings is scheduled for early 2019. Aileen Kelly has been the driver and advocate-in-chief of this final act in Muiríosa's decongregation story. She has been a tireless champion over four decades of Moore Abbey residents formerly described as "severe-profound". Her passion and commitment to these individuals has been a source of inspiration to the many colleagues she has led and mentored over the years. Her promotion of the rights of this group has been relentless – and a formidable learning experience for any colleague who might not have immediately attached the same level of priority and urgency to this objective! It is fitting that this move will be completed before Aileen's retirement in early 2019. Sheila O'Neill, Regional Director for Kildare and her predecessor Heather Hogan, have also been central players in this long-haul campaign, aided and



Brendan Broderick
CEO
Muiríosa Foundation

abetted by the proactive energies of many frontline leaders.

As noted in last year's Annual Report, the sole remaining Muiríosa campus-based residence will be the St Joseph's Unit in Moore Abbey. Over the past 10-15 years St Joseph's has progressively acquired the character of an intensive nursing support, incorporating from time to time a palliative care dimension. It is a valued and necessary back-up to our community residences.

It is a source of some satisfaction that this ambitious decade-long programme of "decongregation" has been accomplished without securing specific dedicated "decongregation" funding – a relatively modest €280,000 is being sought to off-set the additional recurring costs of sustaining the arrangements associated with the 70 individuals who have relocated from the South Hill campus over the past 15 years.

A further source of satisfaction has been the recognition by the Fundamental Rights Agency (FRA) of the effectiveness and impact of Muiríosa's de-institutionalisation initiative on the Moore Abbey campus. The FRA is the Vienna-based European Union agency which provides expert advice for the institutions of the European Union and Member States on rights-related issues. It also has responsibility for monitoring the performance of EU members in honouring the rights enshrined in EU legislation and also in monitoring implementation of the rights set out in the United Nations Convention on the Rights of Persons with Disabilities. Muiríosa's Moore Abbey de-institutionalisation initiative

had been included in the FRA's initial survey of seven Irish congregational care sites. Subsequently we were approached by FRA to facilitate an in-depth study of our approach to implementing de-institutionalisation as the initial survey had established that Muiríosa's implementation practice had been significantly more impactful in giving effective expression to peoples' rights than other sites which had been examined. The fruits of this more in-depth examination were shared at a "harvesting and sharing the learning" 2-day event in Dublin in early February.

Vision and Values

2018 also saw the culmination of a process which had extended over 18 months of exploring and clarifying Muiríosa's vision, values, and core purpose. The product of this process is captured in the document Muiríosa Statement of Vision, Mission, & Core Values. The document is published on the website www.muiriosa.ie / **Vision and Mission**.

- The text registers subtle but significant shifts in perspective and emphasis –
- a) An underlining of the commitment to self-direction as the core component of person-centredness;
 - b) A recognition that while we strive to work collaboratively and in solidarity with families, our primary and ultimate obligation is to the individual with a disability.

This is intended as a “live” document, to be probed, tested and developed via active engagement with core stakeholders. It has already become a central element in our induction of new staff members. An immediate benefit has been its effectiveness in highlighting the conceptual differences and practical tensions across the orientations of person-centredness, process-centredness, systems-centredness, policy-centredness, and resource-centredness. The practical implications of being vision-driven and the trade-offs and accommodations with different kinds of constraints (e.g. resource constraints, regulatory constraints) are already emerging as vibrant points of discussion. It is also already assuming a central role in our recruitment to pivotal leadership and managerial roles.

We view this as a core and seminal document, one which will underpin and inform short-and medium-term operational and strategic objectives. It boldly sets out Muiríosa’s intentional direction of travel, hopefully in neither a rigid nor over-prescriptive manner.

The 2017 Annual Report outlined the decision to create separate Regional Director positions in both Laois and Offaly. The rationale behind this decision was to embed an on-the-beat style of grounded leadership rooted in the belief that more vision-driven, person-centred arrangements will ensue when those availing of our services and local staff have recurring and informal face-to-face interaction with regional leaders. We wish to move away from bureaucratic styles of leadership where reports and communication are filtered through layers of line-management. Given the near-immediate and manifest success of this approach in both Laois and Offaly, we decided this year to extend the logic to our Kildare-based services. A new region, initially styled “East Midlands” has been

established under the dynamic direction of its new Regional Director, Amanda Murphy. The initial geographical boundaries of this region are likely to prove provisional and fluid. Given the development of a set of individualised arrangements in Counties Tipperary and Kilkenny in 2017 and 2018 and exploratory requests from HSE to complement these single-occupancy arrangements with some small-group residential settings (2-3 residents) in the South East, it is likely that some regional boundaries will evolve into new configurations over the next 3-5 years.

Efficiency performance

The annual report is the primary means wherein an organisation meets its accountability obligations to its stakeholders. Accountability spans a range of dimensions including financial performance, consumer feedback, regulatory compliance, performance in the area of corporate governance. Efficient use of resource is a key accountability, i.e. avoiding waste, ensuring that operations consume no more resource than is necessary or warranted, delivering value for money. Last year's annual report referenced Muiríosa's lean performance – arguably too lean – in the areas of management and administration. 2017's report noted strong performance in the areas of absenteeism, rostering, and overtime practices. High levels of efficiency in all of these areas were maintained in 2018. Moreover significant in-roads in use of agency staff (which typically cost 30% more than directly recruited staff) were made in 2018.

Muiríosa's strong orientation to optimising efficiency has enabled it to:

- a) Drive a low-occupancy quality strategy in residential settings – average occupancy per house across the 118 residential settings is just under 2.5, a markedly positive outlier against national comparators;
- b) Evolve and refine individualised arrangements for 70+ individuals who cannot be safely or appropriately supported in group, even in small group, arrangements.

Running at high efficiency however does introduce specific vulnerabilities. The main vulnerability is a very limited buffer when unexpected, or expected but unfunded, cost pressures arise, e.g. as in the “changing needs” of an ageing population – a residential arrangement with a generous roster of 2 or 3 staff may be able to absorb a level of changing need which a lone-staffed arrangement has no possibility of safely managing. An additional vulnerability to which it exposes the organisation arises in the context of a monitoring focus within the funding system telescoped to a preoccupation with current-year expenditure levels, with scant consideration of core efficiency performance. The funding system typically does not discriminate between the efficient and non-efficient provider. This approach to financial monitoring incentivises practices of storing sufficient levels of waste in the cost base to afford protection against future pressures. This is not the approach which Muiríosa has chosen to adopt. While our orientation maximises current value for the primary stakeholder, and for the tax payer, it exposes the organisation to significant pressures as predictable age-related risks crystallise. We are reliant on the funder taking a discerning and developed perspective in appraising financial performance, one which balances and integrates multiannual efficiency performance with in-year expenditure fluctuations.

HIQA compliance

Since the introduction of HIQA to the disability sector in November 2013 our annual reports have provided feedback on Muiríosa's level of regulatory compliance. Our compliance performance in 2018 maintained the high level registered over the past 5 years. HIQA's inspection and reporting methodology changed in March 2018. Heretofore inspection had focused on 18 discrete measures with performance being indexed against four levels of compliance. Since March 2018 inspections now involve up to 33 discrete measures mapping on to three levels of compliance. 28 Muiríosa designated centres have been inspected since March 2018, yielding an aggregate of 924 discrete measures. The compliance level has registered at 93%. (The graph on page 12 profiles this performance.)

Significant losses

Muiríosa Foundation experienced two significant losses in 2018. Sr Carmela Wallace, Sister of Charity of Jesus & Mary, died on January 16th 2018. Sr Carmela worked in St Mary's South Hill from 1956 to 1986. She was a towering presence across various roles, including Sister in Charge (of the religious community) and Director of Services. Her energy and attention to detail was legendary, her indefatigability awesome. Sr Carmela's footprint in the legacy of the era of the Sisters of Charity of Jesus was gigantic. We are hugely indebted to her leadership and dedication.

John Scanlon, a member of both the Interim Advisory Board (since 1999) and the Board of Muiríosa Foundation (over a period of 15 years) died on October 22nd. John was a steady and stalwart member of the Muiríosa Board. He was an unstinting champion of the service-user perspective and a fiercely loyal friend to the organisation.

2018 also saw the retirement of Eileen McCormack after more than 40 years of faithful service. Eileen was the voice and face of the original Assessment and Advisory Clinic at Moore Abbey in which role she projected and fused a unique blend of professionalism and compassion to hundreds, perhaps thousands, of families. Informally she also mentored and provided gentle guidance to innumerable young professionals. Eileen also acted as administrative assistant to the Board.

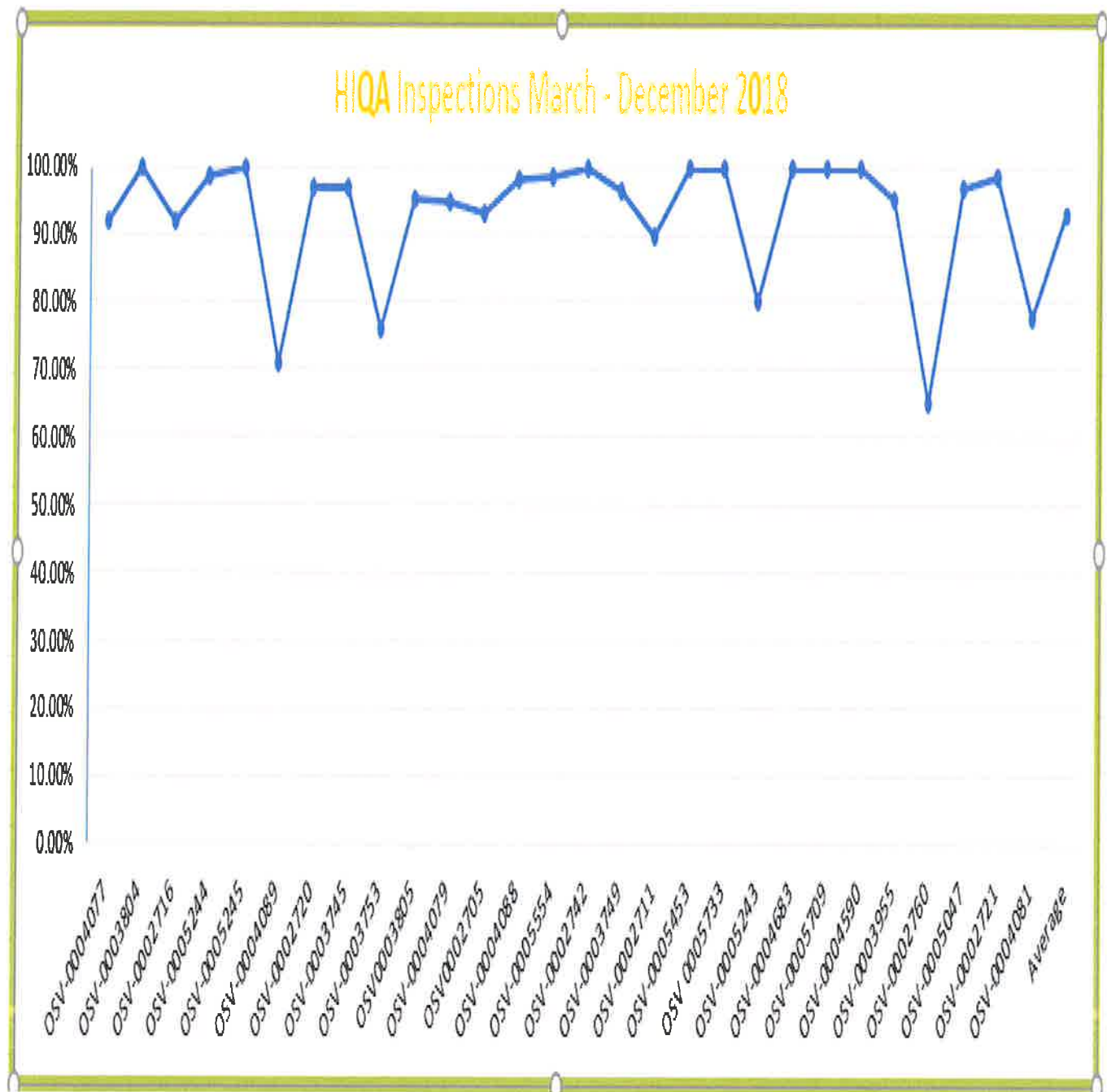
A valedictory note

This is the final annual report of my period of stewardship. I wish to take this opportunity to convey my personal gratitude to all those who availed of Muiríosa services, their families, our commissioners and funders in HSE, and our colleagues in HIQA. In particular, I wish to thank my work colleagues since September 2002 for their initiative, responsiveness, and single-minded pursuit of core purpose – neither should I omit their

generosity, tolerance and forbearance of my occasional idiosyncrasies. I would also like to acknowledge the support and guidance of the various boards members I have worked with over the past sixteen years, especially the chairs: Sr Mary-Anna Lonergan and Francis Donnelly.

The Board have been strongly focused on succession planning over the second half of the year and have directly overseen the process of selecting a candidate to give vibrant and relevant expression to the commitments and aspirations set out in **Muiríosa Statement of Vision, Mission, & Core Values**. In choosing Siobhán Bryan to carry the vision torch into the next phase of Muiríosa's evolution they have chosen carefully and very wisely.

*Signed: **Brendan Broderick**
CEO
Muiríosa Foundation*



SERVICES	REGION			TOTAL
	WESTMEATH / MEATH / LONGFORD	LAOIS / OFFALY	SOUTH KILDARE	
RESIDENTIAL				
Campus-based	N/A	N/A	21	21
Community-based	89	76	83	248
Person-Centred Wing				22
DAY SERVICES				
Adults	125	126	115	366
RESPITE				
Centre-based	Overnights 1040	Overnights 1794	Overnights 790	Overnights 3,624
Share-A-Break — Family-based respite	Overnights 9,525	Overnights 5,729	Overnights 669	Overnights 15,923
MULTI- DISCIPLINARY SUPPORTS	39.55 WTE multidisciplinary staff supporting over 500 children as members of HSE teams, all adults in Muiriosa settings, in addition to adults associated with other service providers.			
PRE-SCHOOL Children	5	12	N/A	17
PERSON- CENTRED WING	52 individuals in total, of whom 22 also receive residential supports			

Breakdown of community residences across the organisation

◆ Number of houses in which a single persons resides:	29
◆ Number of houses in which two persons reside:	20
◆ Number of houses in which three persons reside:	20
◆ Number of houses in which four persons reside:	16
◆ Number of houses in which five persons reside:	11
Total number of community residences:	96

N.B. These numbers do not capture those supported by the Person-Centred Wing.

Breakdown of residential campus-based settings

Name of Service setting	Numbers
Moore Abbey	
St Josephs Unit, campus-based residential	14
Woodside, campus-based residential	7
TOTAL	21

RESIDENTIAL CAMPUS-BASED SETTINGS	Numbers
OVERALL COMBINED TOTALS	21

Adult Day Services / New Directions as at 31/12/2018

Laois / Offaly

Name of Service	WTE	Headcount
Dove House	5.40	7.00
The Muse	4.38	5.00
Oak House	16.23	17.00
Acorn Outreach	4.59	5.00
Rowanberry	6.22	7.00
No1 Kellyville	8.62	9.00
No 9 Kellville	6.02	7.00
Heritage House	4.00	4.00
33 Ard Erin	4.80	5.00
The Bungalow	5.00	5.00
17 The Orchard	3.62	4.00
Kilmalogue Cross	4.00	4.00
Tanyard	12.00	13.00
Charleville	3.00	4.00
Kilbride Street	6.57	8.00
Pebble Lodge	5.14	6.00
Ballycumber	1.00	1.00
Clontarf Road	5.00	5.00
Collins Lane	4.57	5.00
Coinneall House	6.80	5.00
Total	116.96	126.00

South Kildare

Name of Service	WTE	Headcount
Horticulture	3.00	3.00
The Haven	7.24	15.00
The Primrose	5.40	9.00
Teach Aontas	6.60	7.00
Millstream	4.00	4.00
Emilian House	4.20	6.00
Woodside	2.20	5.00
Ballagh	1.00	1.00
Supported / Open Employment	2.00	2.00
Outreach services	36.59	44.00
New Directions -- Individualised Support Services	18.20	19.00
Total	90.43	115.00

Longford / Westmeath / Longford

Name of Service	WTE	Headcount
Lisadell / Cill Cuan	56.00	55.00
Bishopsgate, Teach Ui Rhiain	3.00	3.00
Saoirse	11.00	11.00
South Hill Enterprises	13.00	13.00
The Glen	3.00	3.00
Realt	3.00	3.00
Therapeutic Farm	1.00	1.00
New Directions -- Individualised Support Services	36.00	36.00
Total	126.00	125.00

ADULT DAY SERVICES	WTE	Headcount
COMBINED OVERALL TOTAL	333.39	366.00

Pre-schools as at 31/12/2018

Laois / Offaly

Name of Service	WTE	Headcount
Marian Junior, Arden Vale	4.58	5.00
Kolbe Pre-School	4.66	7.00
Total	9.24	12.00

Longford / Westmeath / Meath

Name of Service	WTE	Headcount
Lir	5.00	5.00
Total	5.00	5.00

PRE-SCHOOLS	WTE	Headcount
OVERALL COMBINED TOTALS	14.24	17.00

Respite Services as at 31/12/2018

CENTRE-BASED

Laois / Offaly

Name of Service Setting	No of overnights "nights"	
	Adults	Children
Laois Respite Service	573	362
Offaly Respite Service	742	117
	1315	479
Total	1794	

South Kildare

Name of Service Setting	No of overnights "nights"
	Adults
Moore Abbey campus	564
Total	564

Westmeath / Meath / Longford

Name of Service Setting	No of overnights "nights"	
	Adults	Children
College View, Mullingar	520	520
Total	1040	

CENTRE-BASED	No of overnights "nights"
	3398

Respite Services cont.

NON-CENTRE BASED

South Kildare

Name of Service Setting	No of over-nights "nights"	Day Support
	Adults	Adult
Ballagh	226	44
Total	226	44

NON-CENTRE BASED	No of over-nights "nights"	Day Support
OVERALL COMBINED TOTALS	226	44

SHARE-A-BREAK (Host family-based respite)

	Laois / Offaly	South Kildare	Westmeath / Meath / Longford
Number of host families	119	17	122
Number of service users	135	19	162
Number of days/ over-nights provided	5,729	669	9,525

Shared Living

(Long-term accommodation and support in a host family setting)

Cross-Regional	
Number of host families	16
No of adults living in Room to Share arrangements	20

AS AT 31/12/2018 (HSE Personnel Census)

Overall organisation

Headcount – 1101 (877.71 Whole Time Equivalents)

South Kildare

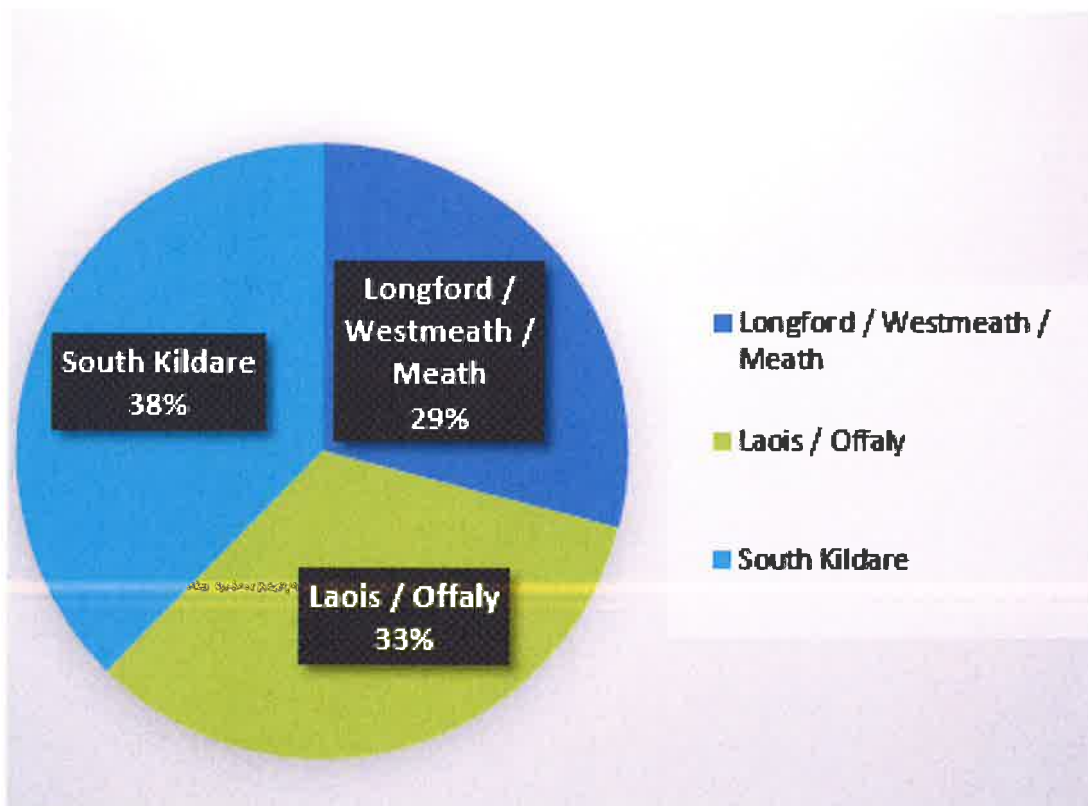
Headcount – 415 (328.40 Whole Time Equivalents)

Laois / Offaly

Headcount – 367 (276.31 Whole Time Equivalents)

Longford / Westmeath / Meath

Headcount – 319 (273 Whole Time Equivalents)



MUIRIOSIA FOUNDATION COMBINED SERVICES

For the year ended 31st December 2018

Revenue Account Without the effects of *FRS 102

	€
Pay Expenditure	51,053,958
Non Pay Expenditure	<u>10,690,156</u>
Gross Expenditure	61,744,114
Income	<u>6,156,338</u>
Net Expenditure	55,587,776
Approved Allocation	<u>55,586,090</u>
Surplus (deficit)	(1,686)

N.B. A figure within brackets represents a deficit.

Narrative Summary

The organisation commenced 2018 with a cumulative reserve deficit of €643,672. The deficit attributable to 2018 “trading” was €1,686. Thus the cumulative reserve deficit for the year beginning 01/01/2019 is €645,358.

- * The reference to FRS 102 (i.e. Financial Reporting Standard 17 which relates to profiling pension fund assets and liabilities) relates to a defined benefit scheme with 45 members. The figures quoted above do not include the pensions-related factor attributable to this defined benefit scheme.

MUIRÍOSA FOUNDATION

For the year ended 31st December 2018

Directors' Report

Statement of relevant audit information

In accordance with Section 330 of the Companies Act 2014:

- so far as each person who was a director at the date of approving this report is aware, there is no relevant audit information, being information needed by the auditor in connection with preparing this report, of which the auditor is unaware and,
- each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditor

In accordance with Section 383 (2) of the Companies Act 2014, the auditors, MK Brazil, Registered Auditors continue in office.

On behalf of the Board

Francis Donnelly

Director

Jim O' Brien

Director

23rd May 2019

Date

MUIRÍOSA FOUNDATION

For the year ended 31st December 2018

Statement of Directors' Responsibilities

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable Irish law and regulations.

Irish Company law requires the directors to prepare financial statements for each financial year. Under the law the directors have elected to prepare the financial statements in accordance with Companies Act 2014 and accounting standards issued by the Financial Reporting Council as modified by the specific accounting requirements of the Minister for Health and published by Chartered Accountants Ireland including FRS 102 The Financial Reporting Standard applicable in the UK and Ireland (Generally Accepted Accounting Practice in Ireland). Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the company as to the financial year end and of the surplus or deficit of the company for the financial year and otherwise comply with the Companies Act 2014.

In preparing these financial statements the directors are required to:

- select suitable accounting policies and apply them consistently
- make judgements and accounting estimates that are reasonable and prudent
- state whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and the reasons for any material departure from those standards; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for ensuring that the company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the company, enable at any time the assets, liabilities, financial position and profit or loss of the company to be determined with reasonable accuracy, enable them to ensure that the financial statements and directors' report comply with the Companies Act 2014 and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

On behalf of the Board

Francis Donnelly

Director

Jim O' Brien

Director

23rd May 2019

Date

MUIRIOSIA FOUNDATION**For the year ended 31st December 2018****Directors' Report****Statement of relevant audit information**

In accordance with Section 330 of the Companies Act 2014:

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- each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditor

In accordance with Section 383 (2) of the Companies Act 2014, the auditors, MK Brazil, Registered Auditors continue in office.

On behalf of the Board

Francis Donnelly

Director

Jim O' Brien

Director

23rd May 2019

Date

The tables set out on the following pages give an indication of the regular returns made to HSE on “complaints and compliments” using the standardised categories in which HSE requires this information. The “complaints and compliments” are submitted and reviewed with HSE at each of our ten Service-Level Agreement monitoring meetings. They are also probed in a more detailed manner in our meetings with the Muiríosa Board’s Risk Committee with a view to teasing out the learning in respect of policies, practice model, and our general approach to running the services.

Laois / Offaly

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Access	0	0	0	0	0	0	1	0	2	0	0	0	3
Dignity & Respect	0	0	0	0	0	0	0	0	0	0	0	0	0
Safe & Effective Care	3	0	0	0	0	0	0	0	0	0	0	1	4
Communication & Information	0	1	3	1	2	0	0	1	0	1	0	0	9
Participation	0	0	0	0	0	0	0	0	0	0	0	0	0
Privacy	0	0	0	0	0	0	0	0	0	0	0	0	0
Improving Health	0	0	0	0	0	0	0	0	0	0	0	0	0
Accountability	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	1	1	0	0	1	0	1	0	1	2	1	2	10
Clinical Judgement	0	0	0	0	0	0	0	0	0	0	0	0	0
Vexatious Complaints	0	0	0	0	0	0	0	0	0	0	0	0	0
Nursing Homes/ residential care for older person (64 and under)	0	0	0	0	0	0	0	0	0	0	0	0	0
Nursing Homes/ residential care for older person (65 and over)	0	0	0	0	0	0	0	0	0	0	0	0	0
Pre-school inspection services	0	0	0	0	0	0	0	0	0	0	0	0	0
Trust in Care	0	0	0	0	0	0	0	0	0	0	0	0	0
Children First	0	0	0	0	0	0	0	0	0	0	0	0	0

Westmeath / Meath

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Access	1	0	0	0	0	0	0	0	0	0	0	0	1
Dignity & Respect	4	2	1	0	0	0	0	0	0	0	0	1	8
Safe & Effective Care	2	1	2	2	0	0	2	0	0	3	0	0	12
Communication & Information	1	0	0	0	1	1	0	0	0	1	0	0	4
Participation	0	0	0	0	0	0	0	0	0	0	0	0	0
Privacy	0	0	0	0	0	0	0	0	0	0	0	0	0
Improving Health	0	0	0	0	0	0	0	0	0	0	0	0	0
Accountability	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	18	7	16	10	3	7	12	8	28	40	36	7	192
Clinical Judgement	0	0	0	0	0	0	0	0	0	0	0	0	0
Vexatious Complaints	0	0	0	0	0	0	0	0	0	0	0	0	0
Nursing Homes/ residential care for older person (65 and over)	0	0	0	0	0	0	0	0	0	0	0	0	0
Nursing Homes/ residential care for older person (64 and under)	0	0	0	0	0	0	0	0	0	0	0	0	0
Pre-school inspection services	0	0	0	0	0	0	0	0	0	0	0	0	0
Trust in Care	0	0	0	0	0	0	0	0	0	0	0	0	0
Children First	0	0	0	0	0	0	0	0	0	0		0	0

South Kildare

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Access	0	0	0	0	0	0	0	1	0	0	1	0	2
Dignity & Respect	0	0	0	0	0	0	0	0	0	0	0	1	1
Safe & Effective Care	1	0	0	0	0	0	0	0	0	0	0	0	1
Communication & Information	0	0	0	0	0	0	0	0	0	0	1	2	3
Participation	0	0	0	0	0	0	0	0	0	0	0	0	0
Privacy	0	0	0	0	0	0	0	0	0	0	0	0	0
Improving Health	0	0	0	0	0	0	0	0	0	0	0	0	0
Accountability	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
Clinical Judgement	0	0	0	0	0	0	0	0	0	0	0	0	0
Vexatious Complaints	0	0	0	0	0	0	0	0	0	0	0	0	0
Nursing Homes/ residential care for older person (65 and over)	0	0	0	0	0	0	0	0	0	0	0	0	0
Nursing Homes/ residential care for older person (64 and under)	0	0	0	0	0	0	0	0	0	0	0	0	0
Pre-school inspection services	0	0	0	0	0	0	0	0	0	0	0	0	0
Trust in Care	0	0	0	0	0	0	0	0	0	0	0	0	0
Children First	0	0	0	0	0	0	0	0	0	0	0	0	0

Attendance at Board Meetings 2018

Name	22/02/2018	17/05/2018	28/06/2018	03/10/2018	22/11/2018
Sr. Mary Anna Lonergan	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>
Catriona Corcoran	<i>Present</i>	<i>Present</i>	Apologies	<i>Present</i>	<i>Present</i>
Deirdre Flinn	<i>Present</i>	Apologies	<i>Present</i>	<i>Present</i>	<i>Present</i>
Francis Donnelly	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>
Maureen Windle	Apologies	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>
Jim O'Brien	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>
Kate Quinlan	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>
Leslie Stevenson	<i>Present</i>	Apologies	<i>Present</i>	Apologies	<i>Present</i>
Mary Culliton	Apologies	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>
Peter O'Reilly	<i>Present</i>	Apologies	Apologies	Apologies	Apologies

*Top highest salaries

No	Salary Scale		No	Salary Scale
1	120K - 125K		8	75K - 80K
1	95K - 100K		3	70K - 75K
1	85K - 90K		9	65K - 70K
1	80K - 85K		25	60K - 65K

* The salaries reported here relate to both senior managers and senior clinicians.

