

Annual Report 2021



**Reporting on year
01/01/ - 31/12/2020**



**Mr Francis Donnelly,
Chair, Board of
Muiríosa
Foundation**

2020 proved to be a difficult year for all, as we coped with the continuation and development of the Covid 19 pandemic. The impact on services for individuals, families and staff was profound, and we should all be thankful for the concerted efforts of all Muiríosa stakeholders to ensure that this impact was minimised, and that lives could be led as independently as possible with as little disruption as possible. The can-do attitude of Muiríosa staff, blended with its positive culture, is something to be cherished by us all.

I concluded my foreword to the 2019 Annual Report by saying:

“2020 is the prism that enables us to look back to 2019, and all the years before that, to see where Muiríosa’s vision and culture have successfully protected and nurtured the person.”

Reflecting on that, and re-assessing Muiríosa’s experience in 2020, I believe it’s fair to say that that prism has enabled further radiation of Muiríosa’s ethos to 2021 and beyond.

Muiríosa continued to deliver its services within budget, and to maintain constructive dialogue with the HSE, further cementing a strong and informed relationship. This relationship is important as the disability sector, in general, continues to struggle to articulate its unique delivery requirements, and to differentiate itself from the clinical model that drives most HSE funded operations. Muiríosa provides strong context to its funders, grounded by a strong track record of service delivery to the person, and gives confidence that taxpayers money is being used for beneficial and valuable purposes.

The larger discussion on the disability sector is important, as development of future health and disability service delivery are shaped through programmes such as Sláintecare. The impact and success of such programmes, driven by negotiation and dialogue, is obvious, but what is less obvious is the requirement for those who fund and deliver such services to understand at an organisation level how such services are delivered, the resources that are required for delivery, and the impact that service delivery has on the individual and the wider community – the social return, so to speak.

Muiríosa has continually led this organisational dialogue, and it has had a considerable positive effect on service delivery, and the shaping of a progressive culture with all its impacts, both the funder and the funded.

You will see from the contents of the Annual Report how the culture has impacted on service delivery, and how it will impact in future years.

Signed: Francis Donnelly
Chair, Muiríosa Foundation Board

It is with a great sense of overwhelming pride that I address you following what could only be described as a turbulent year in 2020 dealing with the global pandemic, requiring the implementation of unprecedented measures both nationally, and locally within Muiríosa Foundation to mitigate the risk of spreading the virus and to keep the people we support, staff, families, and all our stakeholders safe.



Siobhán Bryan
CEO
Muiríosa Foundation

For the most part, my report will be dedicated to paying tribute to our incredible and resilient workforce who adapted, and willingly so, changed work practices to continue to provide essential services during these extraordinary times. On the closure of day, pre-school, and respite support services from mid-late March 2020, staff redeployed to support residential services, implemented creative approaches to new ways of working to continue to maintain some level of support to individuals and their families who were greatly affected by the closure of these support services. It was truly amazing to witness the collaborative ways in which teams worked together, shared resources / information and worked in unison to provide the necessary level of supports required. Staff were more than willing to work flexibly and beyond contracted hours to support individuals availing of our services in a completely different way than had been the case prior to the onset of Covid-19.

In April 2020, to prepare for the surge of Covid-19 the *Crisis Management Team* endeavoured to create a number of options to maximise the ability to provide the most person-centred response to each individual who would

most likely contract Covid. In support of this, we established a number of isolation sites across Laois, Offaly, Westmeath, and Kildare regions. These five facilities included the development of a predominantly nurse-led isolation site in the former Rowanberry Day Service in Portlaoise with the capacity to cater for between 11 – 15 individuals who provided additional care to medically compromised supported individuals exhibiting symptoms of Covid as it was not possible to support them in this way within their own home. Thanks and recognition to Sheila O’Neill, Regional Director, South Kildare / Director of Nursing, who led out on this initiative along with a team of staff internally redeployed from within Muiríosa’s employee cohort. The knowledge and learning experience in developing this facility was shared widely with our HSE colleagues and our colleagues in the disability sector to assist them in developing similar support structures.

It would be remiss of me not to mention the phenomenal team of two, Stephen O’Rourke, ICT Manager, and Wayne Cullen, ICT Support Officer, who equally adapted work practices to provide the necessary ICT equipment and support to facilitate remote working for quite a large number of non-frontline staff, such as management, admin., and clinical support teams. The ICT department combined the technology already in use within Muiríosa and further enhanced this by introducing safe and effective online interactive communication systems using *Microsoft Teams* to facilitate virtual meetings, along with investing in systems to deliver mandatory on-line training and health and well-being initiatives to support all staff throughout the healthcare crisis. Ipads and back-up support was also provided on communication systems such as *Skype* and other social media platforms to enable supported individuals to maintain contact with their families and friends. The Trojan work carried out by the ICT department during this time was immense. Sincere gratitude to the dynamic duo!

To all of our incredible workforce and supported individuals who were affected by the unprecedented levels of disruption not only in the workplace but at home and in the community, it has been most inspiring to see the great courage, creativity, and flexibility shown during such exceptionally challenging circumstances. Sincere and heartfelt gratitude for your commitment, dedication and resilience. We are truly indebted to each and every one of you.

I would also like to take this opportunity to acknowledge supported individuals and their families who were deeply affected by the curtailment and protracted closure of support services. Thank you for your forbearance and understanding as we all grappled with the uncertainties and challenges caused by this pandemic.

It would not have been possible to get through this without the support of families, our colleagues in the HSE, and the National Federation of Voluntary Service Providers who maintained an open line of communication throughout and provided us with the necessary level of support and key information / guidance on the evolving situation

relating to the pandemic, for this we will be eternally grateful.

Sincere thanks to our Chair, Francis Donnelly, and our Board of Directors who continued to meet virtually and generously gave of their time voluntarily throughout 2020. I will be forever indebted to you for the sound expert advice and support to the organisation during this critical time.

In October 2020, Stephen Donnelly, Minister for Health and Anne Rabbitte, TD, Minister for State at the Department of Children, Equality, Disability, Integration and Youth and at the Department of Health, announced the **Strengthening Disability Services Fund**, seeking proposals from service providers to access funding. The allocation of €20 million in one-off grants was made available to assist in reforming disability services, to build the capacity of disability organisations and to improve the quality of life of the people in receipt of these support services. Muiríosa submitted an application under **Strand 1 - Improving person-centred delivery in line with Transforming Lives**.

We were elated to receive the good news on 22/12/2020 that the Grants Committee had reviewed and recommended the grant application of €535,106.

This project will enable us to invest in our greatest asset, our committed workforce, by developing an experiential, relationship based programme that will allow time out to reflect, to re-energise and to expand the focus of our work. The main objective will be on enhancing how the people we support experience our services aligned to the Muiríosa Mission and Vision Statement. In 2021 we will commence a process of provisional preparatory work on the early stages and implementation of this exciting development.

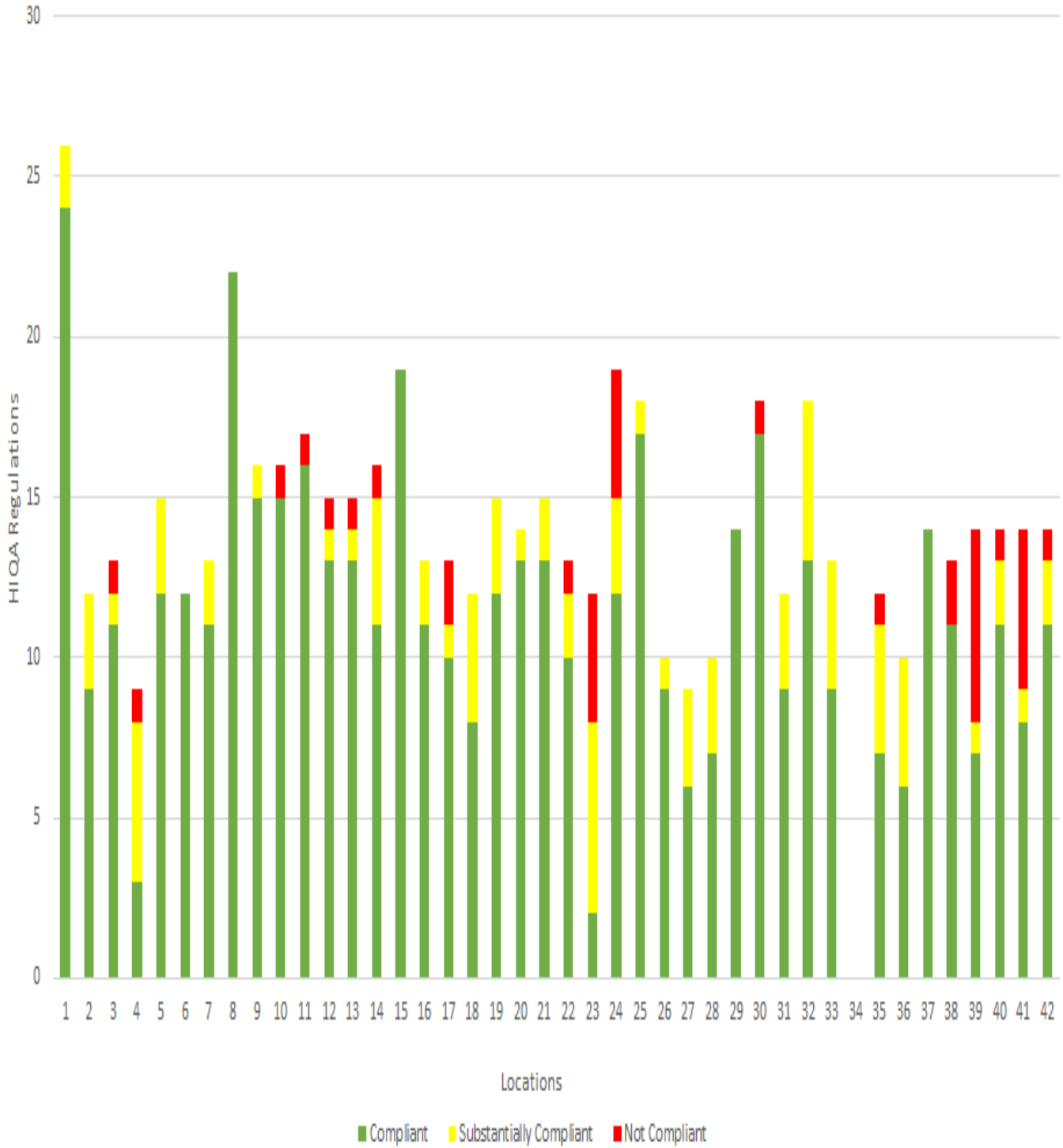
Prior to the onset of Covid-19 in early 2020 we supported the pre-election budget 2020 campaign relating to the funding crisis spearheaded by the National Federation of Voluntary Bodies. Muiríosa along with a number of disability agencies collaborated and provided a platform for individuals in receipt of disability services, advocates, and families to meet with elected representatives to seek their support in highlighting the key issues and main priorities of the disability sector. A number of events were organised across various constituencies in Kildare, Laois, Offaly, Westmeath, and Meath, which created an opportunity for supported individuals and their families to meet with elected representatives where they were afforded the opportunity to present their stories and the issues affecting them personally, and within the broader disability arena service providers presented context on national issues.

At the end of 2020 while it is clear the pandemic is not over and there will be many challenges ahead in 2021. With the progression of the national HSE vaccination programme we need to remain optimistic in the hope that we will see brighter and better days ahead!

Signed: *Siobhán Bryan*
 CEO
 Muiríosa Foundation

HIQA Inseptions 2020

37 Regulations across 42 Locations



SERVICES	REGION			TOTAL
	WESTMEATH / MEATH / LONGFORD	LAOIS / OFFALY	SOUTH KILDARE	
RESIDENTIAL				
Campus-based	N/A	N/A	8	8
Community-based	88	83	87	258
Person-Centred Wing				29
DAY SERVICES				
Adults	99	147	81	327
RESPITE				
Centre-based	Overnights / days 251	Overnights 756	Overnights 0	Overnights 1,007
Share-A-Break — Family-based respite	Overnights 6,184	Overnights 6,084	N/A	Overnights 12,268
MULTI-DISCIPLINARY SUPPORTS	35.51 WTE multidisciplinary staff supporting over 500 children as members of HSE teams who also support all adults in Muiriosa settings, in addition to adults associated with other service providers.			
PRE-SCHOOL Children	5	15	N/A	20
PERSON-CENTRED WING	56 individuals in total, of whom 29 also receive residential supports			

Breakdown of community residences across the organisation

◆ Number of houses in which a single persons resides:	36
◆ 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:	18
◆ Number of houses in which five persons reside:	10
Total number of community residences:	104

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

Residential campus-based settings

Name of Service setting	Numbers
Moore Abbey St Josephs Unit, campus-based residential	8
RESIDENTIAL CAMPUS-BASED SETTING TOTAL	8

Adult Day Services / New Directions as at 31/12/2020

Laois / Offaly

Name of Service	WTE	Headcount
Dove House	0.40	1.00
Breffni House	9.00	9.00
The Nook	7.79	8.00
Tua Nua	6.00	6.00
Paloma	5.40	7.00
The Muse	4.37	6.00
Oak House	7.00	7.00
Acorn Outreach	4.59	5.00
Rowanberry	1.80	2.00
No1 Kellyville	6.00	6.00
No 9 Kellyville	7.22	8.00
Ashbrook Heritage House	5.00	5.00
33 Ard Erin	4.80	5.00
The Bungalow Glenmalure	8.00	8.00
17 The Orchard	7.82	8.00
Churchview	2.00	2.00
Rowanberry, Block Road	4.13	6.00
Chestnut Lodge	3.20	4.00
Millbrook	4.00	4.00
Lantern View	4.00	4.00
Charleville	4.50	5.00
Kilbride Street	7.80	8.00
Pebble Lodge	6.00	6.00
Ballycumber	1.00	1.00
Clontarf Road	5.00	5.00
4 Collins Lane	3.75	4.00
8 Collins Lane	4.00	4.00
Coinneall House	3.00	3.00
Total	137.57	147.00

South Kildare

Name of Service	WTE	Headcount
Teach Aontas	8.00	9.00
Millstream	4.00	4.00
Ballagh	1.00	1.00
Supported / Open Employment	1.00	1.00
Outreach services	49.20	51.00
New Directions -- Individualised Support Services	15.00	15.00
Total	78.20	81.00

Longford / Westmeath / Longford

Name of Service	WTE	Headcount
Lisadell / Cill Cuan	51.00	51.00
Bishopsgate, Teach Ui Rhiain	5.00	5.00
Saoirse	5.00	5.00
The Glen	4.00	4.00
New Directions - Individualised Support Services	34.00	34.00
	99.00	99.00

	WTE	Headcount
	314.77	327.00

Respite Services as at 31/12/2020

CENTRE-BASED

Laois / Offaly

Name of Service Setting	No of overnights "nights"	
	Adults	Children
Laois Respite Service	361	8
Offaly Respite Service	357	30
	718	38
Total	756	

South Kildare

Name of Service Setting	No of overnights "nights"
	Adults
Moore Abbey campus	0
Total	0

Westmeath / Meath / Longford

Name of Service Setting	No of overnights "nights"	
	Adults	Children
College View, Mullingar	180	71
Total	251	

CENTRE-BASED	No of overnights "nights"
	1007

Respite Services cont.

NON-CENTRE BASED

South Kildare

Name of Service Setting	No of over-nights "nights"	Day Support
	Adults	Adult
Ballagh	0	0
Total	0	0

NON-CENTRE BASED	No of over-nights "nights"	Day Support
OVERALL COMBINED TOTALS	0	0

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

Detail	Laois / Offaly	South Kildare	Westmeath / Meath / Longford
Number of host families	116	N/A	119
Number of service users	134	N/A	147
Number of days/ over-nights provided	6,,084	N/A	6,184

SHARED LIVING

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

Detail	Laois / Offaly	Westmeath / Meath / Longford
Number of host families	9	8
No of adults living in Room to Share arrangements	9	8

AS AT 31/12/2020 HSE Personnel Census)

Overall organisation

Headcount – 1134 (926.18 Whole Time Equivalents)

South Kildare

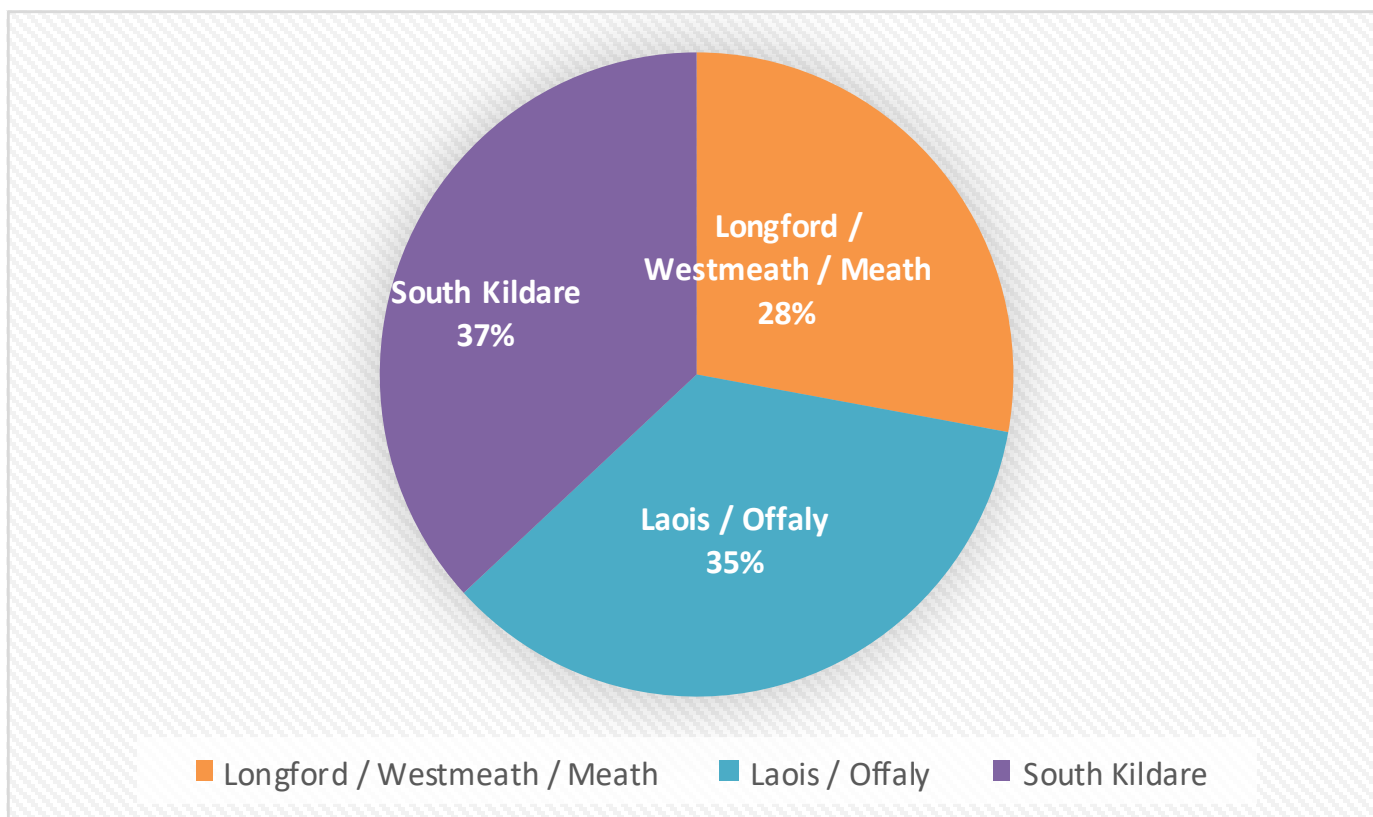
Headcount – 418 (337.60 Whole Time Equivalents)

Laois / Offaly

Headcount – 400 (320.11 Whole Time Equivalents)

Longford / Westmeath / Meath

Headcount – 316 (268.47 Whole Time Equivalents)



MUIRÍOSA FOUNDATION COMBINED SERVICES

For the year ended 31st December 2020

**Revenue Account
Without the effects of *FRS 102**

	€
Pay Expenditure	57,411,775
Non Pay Expenditure	<u>11,015,681</u>
Gross Expenditure	68,427,456
Income	10,072,252
Deferred Income	<u>(643,512)</u>
Net Expenditure	58,998,716
Approved Allocation	59,832,913
Surplus (deficit)	834,197

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

Narrative Summary

The organisation commenced 2020 with a cumulative reserve deficit of €672,784. The surplus attributable to 2020 “trading” was €834,197. Thus the cumulative reserve surplus for the year beginning 01/01/2021 is €161,413

- * The reference to FRS 102 (i.e. Financial Reporting Standard 102 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 2020

Directors' Report

At this time, it is uncertain if government mandated closures might be made in the future. It is unclear how long social distancing measures will be in place for, however, it is likely that they will continue to impact on how our services are executed for some time.

Our priority is to keep our workplace as safe as possible for staff and the people we support. The company has incurred significant additional expenditure in safeguarding the people supported by the company's services, and its staff.

The company is funded by HSE for the provision of health and social services on behalf of the HSE by way of a service level arrangement under section 38 of the Health Act of 2004. Due to the basis of the relationship with HSE the company anticipates that any incremental Covid-19 costs will be funded by HSE.

The company has updated its forecasts to reflect the impact of a potential loss of some revenue and increase of some expenditures over the next 12 months.

We have considered various measures we could take to control costs and conserve cash within the company, in the event that the social distancing and other pandemic mitigation measures last for a significant period of time. The updated forecasts are based on management's best estimate of the likely impact on income and costs based on information known at this time. Management are satisfied that the forecasts will ensure that cash flows are sufficient to meet the company's obligations as they fall due for the period of at least 12 months from signing the financial statements.

There will continue to be many challenges to our working practices from the ongoing pandemic and we are continually planning and implementing measures to protect our employees and the people we support, and to comply with differing levels of Government restrictions and cope with illness throughout the company. We are satisfied that as a company we have the ability to manage through this difficult time. Therefore, these financial statements have been prepared on a going concern basis.

MUIRÍOSA FOUNDATION
For the year ended 31st December 2020

Directors' Report

Accounting records

The Directors acknowledge their responsibilities under Sections 281 to 285 of the Companies Act 2014 to keep adequate accounting records for the company. The measures taken by the directors regarding proper accounting records are the implementation of necessary policies and procedures for recording transactions, the employment of competent accounting personnel with appropriate expertise and the provision of adequate resources to the financial function. The accounting records of the company are kept at the registered office and principal place of business at Moore Abbey, Monasterevin, Co. Kildare.

Post balance sheet events

Other than as described in the Principal Risks and Uncertainties section in relation to COVID-19, there were no significant events between the Balance Sheet date and the date of signing of the financial statements, affecting the company, which require adjustment to or disclosure in the financial statements

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

Mary Culliton

Director

Yvonne Donohue

Director

27 May 2021

Date

MUIRÍOSA FOUNDATION

For the year ended 31st December 2020

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

Mary Culliton Director

Yvonne Donohue Director

27 May 2021 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 at 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

Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Access	0	0	0	1	0	1	1	0	0	0	1	2	6
Dignity & Respect	0	0	0	0	0	0	0	0	0	0	0	0	0
Safe & Effective Care	0	0	0	0	0	0	0	0	0	0	0	0	0
Communication & Information	2	3	0	0	0	0	0	0	2	1	2	0	10
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 (64 and under)	1	1	1	1	1	1	1	1	1	1	1	1	12
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

Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Access	0	0	0	0	0	1	0	0	0	0	0	0	1
Dignity & Respect	0	0	0	0	0	0	0	0	0	0	0	0	0
Safe & Effective Care	0	0	0	0	0	0	0	0	0	1	2	0	3
Communication & Information	0	0	0	1	1	1	1	0	2	1	2	0	9
Participation	0	0	0	0	1	0	0	0	0	0	0	0	1
Privacy	0	0	0	0	0	0	2	0	0	0	0	0	2
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

South Kildare

Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Access	0	0	0	0	0	0	0	0	0	0	0	0	0
Dignity & Respect	0	0	0	0	0	0	0	0	0	0	0	0	0
Safe & Effective Care	1	1	0	0	1	1	0	0	0	0	0	0	4
Communication & Information	0	0	0	0	0	0	0	0	0	0	0	0	0
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 2020

Name	27/02/	21/05/	25/06/	28/07/	AGM 24/09/	24/09/	26/11/
Catriona Corcoran	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Apologies</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>
Deirdre Flinn	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>	<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>	<i>Present</i>	<i>Present</i>
Maureen Windle	<i>Apologies</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>
Jim O'Brien	<i>Apologies</i>	<i>Present</i>	<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>	<i>Present</i>	<i>Present</i>
Leslie Stevenson	<i>Apologies</i>	<i>Apologies</i>	<i>Apologies</i>	<i>Apologies</i>	<i>Apologies</i>	<i>Apologies</i>	<i>Present</i>
Mary Culliton	<i>Apologies</i>	<i>Present</i>	<i>Present</i>	<i>Apologies</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>
Peter O'Reilly	<i>Present</i>	<i>Present</i>	<i>Apologies</i>	<i>Apologies</i>	<i>Present</i>	<i>Present</i>	<i>Present</i>

*Top highest salaries

No	Salary Scale		No	Salary Scale
2	105K - 110K		5	80K - 85K
2	100K - 105K		3	75K - 80K
1	95K - 100K		8	70K - 75K
2	90K - 95K		29	65K - 70K
3	85K - 90K		45	60K - 65K

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

