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Report

To: Mr. Sean McGrath, National Director of HR, HSE

From: Dr. Geraldine Smith, Assistant National Director Internal Audit.

Subject: Audit of Health Services National Partnership Forum
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Approved by: Mr Michael Flynn, National Director, Internal Audit

Date: 9th December 2010

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Executive Summary

Audit of the Health Services National Partnership Forum

Audit Objectives

To examine the sources of funding of the HSNPF and to determine that funding was expended in accordance with HSE and Public Service rules and regulations.

Overview

The Health Services National Partnership Forum (HSNPF) was established on foot of the national agreement on social partnership, Partnership 2000. The HSNPF is funded through the HSE Vote since 2005 and has received funding of €29.6m in the period 2003 – 2009. Expenditure totalling €29.4m was incurred in the same period. Further detail is contained in the main body of the report and accompanying appendices.

Key Audit Findings

Analysis of Key Audit Findings and associated recommendations

Rating	Total
High	9
Medium	2
Low	
Total	11

The audit identified significant findings in relation to governance arrangements in operation at the HSNPF. A summary of the findings ranked High and Medium are listed below:

Key Audit Findings - Ranking Priority – High and Medium

Key Finding 1 - Status and Governance of the HSNPF

The HSNPF Constitution and Rules states that it is a non-statutory consultative group as provided for its own Agreement “Working Together for a Better Health Service”. HSNPF sought legal advice in December 1999 in drawing up the Constitution of the Forum.

Internal Audit noted issues and breaches in relation to the HSNPF Constitution particularly:

- the Term of Joint Chairpersons to the Forum.
- Terms governing the duties of Trustees to the Forum.
- Amendments to the HSNPF Constitution.
- Quorum at HSNPF meetings.

There was a lack of clarity and confusion regarding the legal status of the HSNPF going back to at least 2002. In addition the trustees were concerned about the Joint Chairs undertaking

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an Executive role following the retirement of the Director and the implications this inappropriate governance structure had for the Trustees as authorised cheque signatories.

Key Finding 2 - Previous Comptroller and Auditor General Recommendations:

Internal Audit reviewed documentation held by the HSNPF pertaining to audits carried out by the Comptroller and Auditor General (C&AG) at this location in the period 2001- 2008 and HSNPF Internal Audit between 2005 and 2009. Full details are contained in the main body of the report.

Key Finding 3 - APPM Funding and Expenditure

The Action Plan for People Management (APPM) is a component of the Health Strategy “Quality and Fairness” and was designed, as part of the framework for change, to facilitate improved human resource management in the health service. The HSNPF was provided with funding amounting to €1.355m under the heading APPM in the period 2003 – 2008. Payments to trades unions under this fund amounted to €1.008m.

Internal Audit noted that guidelines drawn up by the HSNPF to manage this fund were not adhered to by the HSNPF whereby instead of the HSNPF receiving and validating claims from trades unions for grants, it paid the funding over in lump sum form to SIPTU for it to validate and disburse to other trades unions. An undocumented change to the process governing this fund resulted in three payments totalling €700,000 being made to SIPTU, some of which were subsequently paid to other unions. Following contact from HSE Internal Audit, four unions confirmed they had received, but had not yet spent, the funds and that they would repay the money to HSE. To date, in excess of €250,000 has been refunded to HSE by other unions.

SIPTU received €924,963 from the APPM fund. All payments to SIPTU were paid to the SIPTU National Health and Local Authority Levy Fund. SIPTU has stated that this account is not an authorised account of the union.

Key Finding 4 - Other payments to SIPTU

Internal Audit ascertained that HSNPF also paid SIPTU for expenses totalling €26,201. All payments were made to the SIPTU National Health and Local Authority Levy Fund.

Key Finding 5 - Credit Card Expenditure

Internal Audit examined payments made using the HSNPF credit card issued to the Forum Director in the period 2003-2009. The total expenditure during this period was €84,516, representing an average expenditure of €12,000 per annum. Internal Audit noted that significant amounts of expenditure were incurred in relation to travel, hotels and restaurants. The credit card statements were self-certified and were not authorised by either a Joint Chair or a Trustee.

Key Finding 6 – Foreign Travel

Internal Audit reviewed documentation held in relation to foreign travel undertaken by HSNPF Forum members and staff. Initial enquires to the HSNPF by HSE Internal Audit indicated that foreign travel was not undertaken to any great extent. In reviewing the financial records, and from documentation subsequently supplied by the HSNPF, Internal Audit identified that a total of 21 foreign trips (including the EWP trips referred to below and 5 trips arranged by SIPTU) were undertaken by members of the Forum and staff costing €146,480. Full details of the findings are contained in the main body of the report.

The Evaluating Workplace Partnership Project was established by the HSNPF to evaluate past, current and future Partnership Projects. In its published composite report “Evaluating Workplace Partnership” it indicates that the EWP Project was influenced by contacts between the HSNPF, the League of Voluntary Hospitals New York and the SEIU-1199 Trade Union in New York. The HSNPF decided that it was important to compare and contrast partnership projects with a view to learning from the sharing of experiences. Expenditure analysis received from the HSNPF indicates that €154,474 was spent on this project (Including travel).

Key Finding 7 - Domestic Travel and Subsistence

The audit identified high levels of travel and subsistence payments to some staff members.

Key Finding 8 - HSNPF General Expenditure

A review of general expenditure at the HSNPF (Office Catering, Hotels, Audit and Accountancy services, Consultants, and Recruitment) identified that proper procurement processes were not always adhered to.

Key Finding 9 - North South Partnership Project

Internal Audit reviewed documentation received from the HSNPF pertaining to the North South Partnership Project. The project was a collaborative attempt to improve health services on both sides of the border. No adverse findings were noted during the audit.

Key Finding 10 - Project Expenditure

Grants totalling €13.380m were paid by HSNPF to Health Agencies.

The audit highlights that the purpose stated for some grants included items which do not seem wholly partnership relevant and which would be the type of items organisations should undertake as part of their day to day activities.

Key Finding 11 - Executive role of Union Joint Chair

In a review of minutes recorded by the HSNPF, Internal Audit noted issues in relation to the executive role of the Union Joint Chair (SIPTU) since 2002.

Key Finding 12 – Lack of Documentation

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The audit identified a lack of documentation regarding an arrangement relating to the retirement of a former Director in 2002.

Management Comment

On 19th November Internal Audit issued the draft audit report to the National Director of HR for him to review, to confirm factual accuracy and to confirm acceptance of the findings and recommendations.

Internal Audit met with the National Director on 3rd December to discuss the report.

On 6th December the National Director of HR confirmed by email that:

Having reviewed the draft report and discussed elements of this with the management team in the HSNPF I am happy for you to proceed to issue the report. As the manager who is responsible for the financial running of this establishment [...] the recommendations that were outlined in the report are acceptable.

Audit Opinion

The method by which the HSNPF was established has given rise to a number of issues in respect of governance. The auditors noted that a number of concerns had been expressed by Forum members during the lifetime of the HSNPF, including concerns being raised about the potential liability of the persons acting as trustees. This audit has identified a number of such governance deficiencies in the HSNPF. These include:

- A lack of clarity and confusion which has existed since at least 2002 amongst all parties (Forum Members, trustees, legal advisers)
- The breach of the HSNPF Constitution regarding the tenure of Joint Chairs - 2 terms of 2 years. The union Joint Chair was in this role from 1999 to 2010.
- The non-inclusion of a clause permitting amendments to the Constitution and Rules
- The Joint Chairs taking on executive responsibility in 2009 for financial authority and the running of the HSNPF previously held by the Director (at time when they both had other full-time roles).
- The overlapping executive role played by the Union Joint Chair since at least 2002 (at a time when a director was in place) including the authorising for payments by the Union Joint Chair of Invoices submitted by his Union to the HSNPF for payment

The fact that the Joint Chairs took on the dual governance role of Chairpersons and Executives is not best practice in governance. The roles of Chairpersons and Executive Director are separate and equally important roles and they should not, in the auditors opinion, be combined. Combining such roles diminishes the governance and internal controls of an organisation.

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The lack of clarity within the HSNPF and its trustees and members about the role/relationship of the HSNPF with the HSE has contributed to failures of governance . Action, now presently underway, to subsume/integrate the HSNPF into the HSE should have commenced after establishment of HSE in 2005. It is important that HSE HR management assures itself that there are no similar structures / organisations which are not yet fully subsumed/integrated into HSE.

As HSNPF was responsible and accountable for APPM funds provided to it, it is not clear why HSNPF breached its own procedures by agreeing to pay over funds in bulk to SIPTU for SIPTU to disburse the funds to other unions and itself, without any evidence that that claims had been submitted and properly validated and without any account of how the funding of €925k was expended. SIPTU have stated that the account into which the funds were paid is not an authorised account of the Union.

The audit has raised issues in connection with travel, both domestic and foreign, authorisation of expenses and lack of proper procurement processes. These are commented on in detail in the body of the report. In addition the provision of certain funds to health agencies to undertake what appears to be activities that would ordinarily be deemed to be part of the day to day expenditure of an organisation needs to be addressed by HSE management.

Acknowledgement

Internal Audit wishes to formally acknowledge the co-operation and courtesy afforded to them by the management and the staff of the HSNPF during this audit.



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REPORT

Audit of the Health Services National Partnership Forum

Ref.: 10-Rep-HSE-HSNPF-NOV-2010

I. Introduction

This audit was included in the agreed audit plan for the HSE for 2009/2010 at the request of the National Director of HR.

II. Background

The Health Services National Partnership Forum (HSNPF) was established in the context of national partnership agreements and the provisions of the National Health Strategy – Quality and Fairness. The stated role of the forum is to champion partnership within health services management and the trade unions.

The HSNPF consists of twenty four members comprising twelve Health Service Management representatives, which includes the Department of Health and Children, the HSE and the voluntary agencies funded by the HSE. The staff of the health service are represented by twelve union senior union officials. There are two joint chairs of the forum with one member nominated from each side.

The HSNPF was funded by the DoHC until 2004 and subsequently since 2005 by the HSE. The Accounting Officer for the HSNPF was the DOH&C Secretary General until 2004 and the CEO of the HSE from 2005.

The HSNPF established its own constitution, controls and accounting processes. Its Annual Financial Statements are audited annually by the Comptroller and Auditor General.

Partnership activity is structured around various network links to the HSNPF such as Area Partnership Fora, National Working Groups, Partnership Committees and Local Partnership Working Groups.

The HSNPF operates with a staff of 26 to support its activities which includes a Director, National Co-ordinator, Operations Manager, Project Officer, Facilitators and Administration staff. The HSNPF operates on a budget of approximately €5 million per annum.

III. Audit Objective

To examine the sources of funding of the HSNPF and to determine that funding was expended in accordance with HSE and Public Service rules and regulations.

IV. Audit Scope and Audit Methodology

The scope of the audit covered an assessment on a sample basis of income and expenditure during the period 2004-2009.

The audit included a review of expenditure relating to travel and subsistence, administration, APPM grant funding, and the use of corporate credit cards.

The audit methodology involved a review of documentation in respect of expenditure by the HSNPF which includes invoices, bank statements, credit card statements, travel returns, minutes of meetings held by the HSNPF including various sub committees and interviews with relevant management and staff. Internal Audit also reviewed documentation relating to governance arrangements, project funding and procurement.

The audit did not examine any aspect of the project expenditure approval and payment processes.

IV. Ranking of Audit Findings

The main findings, control weaknesses noted or suggested areas for improvement are ranked as high, medium or low and are dealt with in order of priority in Section VI - Key Findings, Risks and Recommendations.

The rankings used are described below:

High Identifies a control area which poses a key risk to the organisation and/or its service users and clients (e.g. strategic, operational, financial (including VFM) or reputational) which may have serious implications for achievement of the organisation's objectives and which should be addressed immediately to reduce the risk to an acceptable level.

Medium Identifies a weakness in control which, while its implications are not as serious as the above, or the control itself not as fundamental to the operation of the system, nevertheless represents a risk to the HSE and needs to be addressed in order to reduce that risk to an acceptable level. These should be dealt with in the short term.

Low Identifies a procedure or control that needs improvement in order to operate in a more effective way and should be addressed in the short to medium term.

Some risks identified will have implications for the HSE nationally and therefore require consideration on a broader basis. Any risks identified that may have national implications will be denoted with an **(N)** e.g. High (N), Medium (N) and Low (N).

V. Overview

The Health Services National Partnership Forum (HSNPF) was established on foot of the national agreement on social partnership, Partnership 2000.

From 1999 to 2004 it was funded by the DOH&C and since 2005 it has been funded through the HSE Vote. In total, between 1999 and 2009 it received total grants of €39m from DOHC (1999 to 2004) and from HSE (2005 to 2009). From 2003 to 2008 it also received APPM funding of €1.355m. Its total income for the period 1999 to 2009 was €41.155m. (See Appendix 4 for Annual Analysis of Income, and Appendix 5 for Annual Analysis of Expenditure).

Table 1 - HSNPF Income 1999 to 2009

	€
HSE / DoHC Grants	38,966,299
Nursing Home Training Initiative	93,750
APPM	1,355,000
Deposit Interest	107,435
Other Income	117,423
Superannuation Deductions	686,984
Transfer to Capital I&E A/c	-171,223
	41,155,668

Source: Report of the C&AG 2000- 2007 (Audited Annual Financial Statements)

Source: HSNPF Draft AFS 2008 and 2009

Table 2 - HSNPF Expenditure 1999 - 2009

	€
Grants to Partnership Committees	9,452,565
Projects (National / Local)	6,090,278
Special projects	63,458
Contribution to non-client Partnership projects	146,020
North / South Partnership Forum	69,836
Admin charge to HSEA	25,395
APPM	1,452,959
Salaries	7,211,243
Training	116,904
Recruitment	6,043
Salaries Training Recruitment	10,275,553
Travel, Subsistence, Meals	1,661,826
Printing, Stationery, Advertising	1,061,228
Library & IT Support	191,226
Research & Study Tours	62,399
Monitoring & Evaluation of Partnership	214,630
Postage & Telephone	246,370
Rent & Insurance	728,521
Office Removal Expenses	24,813
Caretaking, Security& Repairs	5,043
Consultancy Fees	887,662

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Conferences	472,060
Audit Fee	96,235
Accountancy Fees	175,206
Bank Interest & Charges	2,999
Donation to Special Olympics	73,523
Sundries	43,523
Transfer to Capital I&E Account	147,805
Total	40,857,518

Sources:

**Reports of the C&AG 2000- 2007 (Audited Annual Financial Statements)
HSNPF Draft AFS 2008 and 2009**

The HSNPF maintained its own financial systems to manage its banking, creditors and debtors. The audit determined that these systems generally¹ operated as expected to support the financial processes employed at the location. With effect from 27th October 2010 HSNPF bank accounts were closed and balances were transferred to HSE's Public Bank Account. Currently, interim arrangements are in place with HSE regarding the accounts payable and accounting systems and these will be fully integrated with HSE financial systems on 1st January 2011.

Employees and staff were previously paid through the former HSEA. Internal Audit previously tested the payroll processing at the HSEA and included in the sample tested were payroll payments in respect of HSNPF employees. No adverse findings were noted. Currently HSNPF staff are paid through the HSE payroll system with effect from January 2010.

Internal Audit examined the guidelines and protocols issued by the HSNPF to facilitate best practice and operate within public service norms in the operation of the agency.

The report sets out the key audit findings under the following sections:

- Status and Governance of the HSNPF
- Implementation of Previous Internal Audit and C&AG Recommendations.
- APPM Funding and Expenditure.
- Other Payments to SIPTU
- Credit Card Expenditure
- Foreign Travel
- Domestic Travel and Subsistence.
- General Expenditure
- North/South Partnership Project
- Project Expenditure
- Review of Minutes: Executive Role of Union Joint Chair
- Lack of Documentation

¹ Some exceptions are identified in the Key Findings section of this Report.

VI Key Findings, Potential Implications and Recommendations

Listed hereunder are the key audit findings, risks and recommendations associated with this report together with a time schedule for the implementation of the recommendations.

Audit Finding 1 - Status and Governance of the HSNPF

The HSNPF Constitution and Rules states that it is a non-statutory consultative group as provided for its own Agreement "Working Together for a Better Health Service". HSNPF sought legal advice in December 1999 in drawing up the Constitution of the Forum. (See Appendix 2 - Forum Members and Appendix 3 Constitution and Rules).

The December 2006 minutes of the Trustees record that the HSNPF considered itself, at that time, to be part of the HSE:

[The director] advised the Trustees that there was still an issue regarding the status of the HSNPF in particular as to whether the HSNPF should be audited independent of the HSE. [The Director] felt that the HSNPF is part of the HSE and therefore should be not be audited independently. [A Trustee] agreed and stated that the HSNPF should make it clear that it is a committee of the HSE. [Another Trustee] advised that it was important to consider the reporting relationship should the HSNPF be a committee of the HSE [...] [The Director] agreed to look into this issue and report back to the Trustees.

The February 2007 minutes indicated some differing views

A Trustee] commented that the Board of the HSE has no authority over the HSNPF. [...] . [The Director] also commented that while the staff of the HSNPF are employed by the HSE-EA, the HSNPF is independent and has never been influenced by the HSE. [...] It was agreed..... that the HSNPF is part of the HSE to all intents and purposes. [IA Emphasis]

The Minutes of 23 April 2008

[The Director] commented that he needed to review the status of the HSNPF as the HSE-EA is being subsumed by the HR function of the HSE.

IA Comment:

HSNPF operated as a separate entity until 2010 when action commenced to integrate the HSNPF into the HSE. This should have occurred in 2005 (when the HSE was established) or at the very latest in December 2006.

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Internal Audit reviewed the Constitution of the HSNPF (The Forum) and noted the following:

- Forum Membership

The Forum shall consist of 24 members comprising an equal number of health service management and union nominees.

- Joint Chairpersons

The Joint Chairpersons (2) are appointed by the Forum to serve for a period of two years. A person who has served as Joint Chairperson for the period of two years is not barred from serving another term as Joint Chairperson (IA Emphasis). The principal function of the Chairpersons is the chairing of Forum meetings and they must jointly sign and present an annual report to the Forum at the end of each financial year.

- Trustees

The Forum shall appoint four Trustees to the Forum comprising an equal number of health service management and union appointees to serve for a four year period. Any competent Trustee may be re-appointed by the Forum. It is not necessary for Trustees to be members of the Forum.

The Constitution and Rules states that:

- The Trustees are entitled to any insurance of any nature and type that they may require for whatever purpose and any premium whatsoever will be discharged by the Forum (Paragraph 3.9) (IA Emphasis)
- Any cheque presented on behalf of the Forum must contain the signatures of at least two Trustees of the Forum (Paragraph 3.11)
- The trustees shall have the power to execute whatever Contracts are necessary to effect the smooth management and control of the Partnership Forum....but shall in no way be held liable personally or in any other way in relation to such matters. (Paragraph 3.12)
- The removal of a member may be effective by a letter of resignation addressed to either of the Chairs of the Forum” from the member in question or by the nominating body of the member in question (Paragraph 4.4)
- The Forum must hold a minimum of 3 meetings annually and requires a quorum of 13 for business to be conducted at any meeting. (The quorum was reduced to 9 at a special meeting of the Forum on the 20th October 2004 on foot of a C&AG

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management letter highlighting the poor attendance and lack of quorum at Forum meetings.

- All funding in respect of the partnership process is properly discharged in respect of the purposes for which it was allocated.”(Paragraph 7.2)

Internal Audit identified that:

In March 2003 the Forum passed a resolution allowing the Forum Director and Operations Manager to become cheque signatories up to a maximum limit of €20,000.

IA Comment

The power to amend or vary any provision of the Constitution and Rules is not provided for in the Constitution and Rules.

The proposal to the Forum to amend the cheque signing provisions was not clearly identified in the minutes as being a proposal to amend the provision of the Constitution and Rules

A lack of clarity about the structure of the HSNPF was identified by HSNPF insurers in September 2003 when it noted that:

the Forum has no statutory base at present. There is no Board of Directors overseeing the members of the Forum. To whom the Forum or its members own a duty [of care]?

A lack of clarity and confusion also existed amongst Forum Members and management as to the legal standing of the HSNPF as contained in the minutes of meetings of the Forum and its sub committees. The minutes of 21 August 2002 state that “[t]he legal status of the HSNPF is an issue that will take considerable time and deliberation”. Similarly, the minutes of the meeting of 24 October 2002 state: “On the Legal Status of the Forum, it was agreed that there are issues which need to be reviewed with regard to the Forum’s legal status and in relation to certain legislation [...]”

Legal advice received from the HSNPF legal advisers in August 2009 states that it is unclear whether the HSNPF is a partnership, trust or combination of both. It also identified that the potential liability of the Trustees is also unclear as

depending on the actual legal form the general duties, obligations and potential liability of the “Trustees” will vary [and it sought confirmation of] whether the Forum was set up as a partnership (and therefore registered as such) or whether it is treated as a partnership for tax and accounting purposes.

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Minutes of a meeting of Trustees (September 2009) at which its legal advisers attended record that the question of the level of exposure for the trustees was discussed and the legal advisers stated that

It depends as it is not clear what the precise nature of the entity is [and] suggested that a trust deed be put in place [and] questioned whether the HSNPF was ever set up with any legal form in mind. [Legal adviser] reiterated the unclear nature of the entity and that it is difficult to say with certainty the exact level of exposure of the trustees.[...] [t]here are elements of a trust in the HSNPF Constitution but technically it could not be considered a trust (with a trust there is unlimited personal liability). [...] the HSNPF Constitution offers some comfort; but is not an indemnity.

Internal Audit noted breaches of the HSNPF Constitution in relation to:

- The appointment of Joint Chairs after the maximum period of 4 years or two terms as stated in Paragraph 2.5 which indicate that a Chairperson can serve another term after the expiration of their period of two years as Chairperson. The Joint Chair – (SIPTU representative) served as Joint Chair of the Forum from 1999 to 2010.
- The signing of cheques presented on behalf of the Forum. Para 3.11 states that “any cheque presented on behalf of the Forum must contain the signatures of at least two Trustees of the Forum”. While a resolution was passed at a meeting of the Forum to allow the Director and Operations Manager to sign cheques up to a limit of €20,000, there is no provision in the Forum’s Constitution and Rules permitting amendments to the Constitution and Rules. In a review of payments made by the Forum Internal Audit noted that cheques were signed by persons employed by the Forum, but who were not Trustees, normally the Operations Manager and the Director.

The principal function of the Joint Chairs is chairing meetings of the Forum. The audit identified that the Union Joint Chair (SIPTU) exercised executive functions not normally held by Chairpersons, and not specified in the Constitution, in relation to approval of expenditure by the Forum and presenting the Forum with proposals from third party suppliers for training (€65k) and coaching services. These companies were subsequently awarded the contracts by HSNPF.

A review of Minutes of the Trustee (July 2009) identified, “the Joint Chairs have taken on executive responsibility for financial authority previously held by the Director”.

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A review of the July 2009 minutes of the Trustees also identified that one of the trustees expressed concerns over the current governance arrangements in place. Stating that his concerns had no reflection on the staff of the HSNPF he stated that as a trustee he was:

“concerned that he could not stand over the cheques he is signing. [...] there is no head of function [...] and he feels too far removed from the day-to-day activities of the HSNPF”. [...] [h]is main concern was that he had no way of knowing if the cheques and supporting documentation were accurate. He was eager to highlight this is not a reflection on HSNPF Staff but on the current governance arrangements in place. [...] the Joint Chairs have their own full time role and therefore are not in a position implement the level of control previously provided by the Director” .

The trustee queried whether, the non-HSE Employee Trustees, could be held liable for any waste/misuse of public funds. The minutes of September 2009 continue to highlight concerns of the trustee about the exposure/personal responsibility of the trustees and the governance structure and he stated that *“it is not ideal for the organisation to be run by Joint Chairs when they both have other full-time roles”*

The minutes of the Trustees (October 2010) record that:

The trustees are responsible for the administration of the funds regardless of where they are held.

The minutes also record that the signing of cheques *“clearly comes under [the] remit [of the trustees]*

- Internal Audit also ascertained that a HSNPF official signed the name of the Joint Union Chair on five Payment Orders pertaining to APPM expenditure by the HSNPF where the payee was the SIPTU Health and Local Authority Levy Fund. The signing of a person's name in their absence as authorising expenditure is in breach of financial regulations and good governance practice. It is unclear as to why the Joint Union Chair's name was signed as authorisation for these payments as he was not Trustee (i.e. a cheque signatory). The Union Joint Chair also initialled one of these Payment Orders. As the invoices came from the Union Joint Chair he should have had no role in the payment approval and authorising process for any of these payments.

IA Comment

The issues identified above identify potential actions ultra vires the Constitution and Rules of the Forum.

The lack of clarity as to the exact status of the HSNPF has resulted in concerns being raised about the potential liability of the persons acting as Trustees.

The blurring of the oversight role with the executive role is not in accordance with good governance practice particularly in relation to separation of roles and duties.

The fact that the Joint Chairs took on the dual governance role of Chairpersons and Executives is not best practice in governance. The roles of Chairpersons and Executive Director are separate and equally important roles and they should not be combined. Combining such roles diminishes the governance and internal controls of an organisation.

The fact that the Trustee minutes record that a Trustee stated that he could not stand over cheques he had signed due to the governance structure in place is a matter of concern.

Although it was the Trustees' and Director's view in 2006 that HSNPF considered itself part of the HSE, it is not clear why HSE HR management did not subsume/integrate HSNPF into HSE before now (2010). This should have occurred w.e.f. 1 January 2005 on the establishment of the HSE or in December 2006 when acknowledged by HSNPF.

Ranking Priority: High

Recommendations

IA is aware that HSNPF bank accounts have been closed and balances transferred to HSE public bank account and that the payroll and accounts payable functions have been transferred to HSE. The following recommendations are made in relation to the establishment of any future organisations/groups funded by the HSE

Establishment orders for any similar organisations should be clearly documented setting out the precise legal basis of the establishment and should contain provisions setting out the powers to amend, vary, increase, and remove clauses etc.

Clear governance structures should be implemented and actioned in practice. i.e.

- The roles of members of Boards/ oversight committees etc should not stray into the executive role of management
- The Executive functions should rest solely in the domain of executive management
- The relationship with HSE should be clearly set-out.

In future, HSE Management should adhere to the recently issued policy dealing with the integration of organisations into HSE. Where organisations/agencies are to be subsumed into

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HSE such organisations should be clearly identified, due diligence undertaken and the necessary steps taken to subsume such organisations into HSE as quickly as possible

HSE HR Management should satisfy itself that where any similar organisations exist that steps are taken to subsume these organisations as soon as possible

Payment authorisation procedures in HSNPF should be complied with in all instances. Only the names of authorised officers should appear on payment orders.

Cheques should be signed by cheque signatories only when they are fully satisfied the payments are germane to the business, properly vouched, properly certified, represent a valid charge on the organisations and full original documentation exists to support such payments.

Audit Finding 2 - Implementation of previous External and Internal Audit findings

1. C&AG Audit Recommendations

Internal Audit reviewed documentation held by the HSNPF pertaining to audits carried out by the Comptroller and Auditor General (C&AG) at this location in the period 2001- 2008. The C&AG noted the following:

2001 Audit:

- Temporary loan of funds to the former HSEA – no approval or sanction in place from the Department of Health & Children (DoHC) prior to the transaction.
- Absence of procedures governing administration of Partnership Grants made to Partnership Committees.
- Travel and Subsistence (T&S) – no certification evident of Director's claims for T&S.

2002 Audit:

- Issues arose around the timeliness and quality of the draft accounts of the HSNPF.
- Large proportion of Partnership Grants paid out prior to year end.

2003 Audit:

- Only five valid meetings of the Forum were held in 2003. Other meetings held did not have the necessary quorum (13) to constitute a formal meeting.
- The HSNPF operated a bank overdraft without appropriate approval of the DoHC.
- There was no review of the effectiveness of the systems of Internal Financial Control in 2003.

2004 Audit:

- An unspent balance of grant monies of €1.8m issued to agencies for projects approved by the HSNPF Grant Committee over a number of years.
- No formal meetings of the HSNPF Funding Sub-Committee took place after July 2004. Grants were subsequently awarded by email.
- The Director of the HSNPF claimed mileage from home to work in accordance with his contract of employment but in breach of the Department of Finance Regulations governing travel by public servants. (Internal Audit Comment: Internal Audit was informed that the taxation liability relating to this matter was settled subsequently by the HSNPF and the practice ceased.).
- Procurement – there was an absence of competitive tendering, as required under Public Procurement rules, at this location in relation to the procurement of goods and services.

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- The HSNPF did not adopt a Code of Business Conduct for Employees as required under the Code of Practice for State Bodies.

2005 Audit:

- Weaknesses were identified in relation to Annual Leave and Sick Leave approvals.
- There was no physical inventory of fixed assets performed.
- Large amounts of money on deposit earning little interest.
- Grant paid without Forum approval.

2006 Audit:

- Travel & Subsistence – an overpayment of €1800 to one employee due to inadequate procedures for checking and reviewing travel claims at this location.
- Tax Clearance Certificates not present for some suppliers of goods and services to the HSNPF.

2007 Audit:

- No competitive tendering for the contract for internal audit services. There was also no formal agreement for the continuation of the internal auditor's services since 2005.
- Low rate of interest on large deposits held in the HSNPF bank account.

Internal Audit noted that responses were provided by the Director of the HSNPF to issues raised by the C&AG.

2. HSNPF Internal Audit Reports

HSE Internal Audit reviewed HSNPF internal audit reports for the period 2005 to 2009. A sample of findings and issues raised by the auditor include:

- Late returns of expenses claims.
- Bank Reconciliations
- Fixed Asset count
- Annual Leave exceeded by employees.
- Credit Card payment March 2008 – Paris Conference non HSNPF Employees.
- Payment of expenses to 9 non HSNPF staff for attendance at training courses
- Project spends – no record of approval by funding sub committee for €17000 sent to HSE West “Staff Workplace needs”.
- Financial and Accounting Processes – responsibility (no Director).
- Fixed Assets – updated and return of Director's laptop.
- St James's Hospital Service Plan on file requested €45,000 and was awarded €50,000.

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In all cases under review recommendations were made by the auditor to address the issues raised. These issues were noted by HSNPF management and formal responses made to each recommendation.

Ranking Priority: Medium

Audit Finding 3 - APPM Funding and Expenditure

The Action Plan for People Management (APPM) is a component of the Health Strategy “Quality and Fairness” and was designed, as part of the framework for change, to facilitate improved human resource management in the health service.

The HSNPF was provided with €1.355m under the heading APPM in the period 2003 – 2008. The HSNPF initiated documented guidelines and processes for the management of these funds. These documented guidelines included governance arrangements that included provision for appropriate sign offs by responsible officials, back up material to support expenditure from this fund, retention of records and appropriate accounting. The guidelines also included the stipulation that the Union (SIPTU) Joint Chair be kept informed of the balance of funds on a monthly basis.

In a review of documents on file at the HSNPF pertaining to this fund Internal Audit noted the following:

- Expenditure totalled €1.1m.
- Payments by HSNPF to Unions amounted to €1.008m.
- SIPTU received €924,964². (see Table 3 below)
- SIPTU Training College received €15,000.
- IMPACT received €15,000.
- INO received €17,991.
- PNA received €26,000.
- IMO received €10,000.
- Consultant A received €84,737.
- Hotel payment of €6,307.

² This includes sums paid to other unions in 2007 and 2008.

Table 3 - APPM Payments to SIPTU - August 2004 to December 2008

Payment Date	Payment Details	Year	Vouched €	Un-vouched €	Inadequately Vouched	Total €
11/8/2004	Recoupment of equipment costs	2004	4,814.00	186.00		5,000.00
9/9/2004	Facilitation days conferencing costs	2004	841.50	-		841.50
9/9/2004	Travel and Subs for training attendees	2004	-	14,620.00		14,620.00
26/11/2004	Leadership Development Programme	2004	10,000.00	-		10,000.00
26/11/2004	Joint Training under APPM	2004	4,000.00	-		4,000.00
16/12/2004	Training	2004	11,916.10	4,950.00		16,866.10
1/11/2004	SIPTU National Conference	2004	7,476.25	-		7,476.25
8/11/2005	Various	2005	67,630.49			67,630.49
7/12/2005	Balance of Funds	2005		50,205.25		50,205.25
20/4/2006	APPM Trade Union Funding	2006			48,324.20 (note 1)	
5/2/2007	APPM Trade Union Funding	2006		200,000.00		200,000.00
12/9/2007	APPM Trade Union Funding	2007		250,000.00		250,000.00
17/12/2008	APPM Trade Union Funding	2008		250,000.00		250,000.00
TOTAL			106,678.34	769,961.25	48,324.20	924,963.79

Note 1:

The invoices submitted to HSNPF to draw down the balance of 2005 funds were not addressed to HSNPF, they were addressed to SIPTU, and were not original invoices.

Internal audit noted that guidelines drawn up by the HSNPF to manage this fund were not adhered to by the HSNPF. In a review of payments to SIPTU from this fund Internal Audit identified the following matters:

The Union Joint Chair of the Forum was, in effect, the manager of the HSNPF fund. A stipulation contained in the process for management of the APPM fund was that the Union Joint Chair was to be informed of the balance of funds at each month end. The Forum minutes of June 2005 state that:

[Union Joint Chair] advised that as per 2004, Trade Union funding will be lodged with the HSNPF which will operate in a caretaker manner as per protocols developed in 2004. [IA Emphasis].

Since 2007 three payments of (i) €200k, (ii) €250k and (iii) €250k were made to SIPTU on the basis of correspondence in August 2007 from the Union Joint Chair requesting the funding and stating that he would:

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in line with normal practice [...] facilitate the payment of the grants to trade unions as per our previous arrangement. Please make the cheque payable to SIPTU National Health and Local Authority Levy Fund”

Notifications of available funding of €250k available under the APPM were sent from the HSE Office of the National Director of Human Resources to SIPTU on two occasions, July 2007 and November 2008. Subsequent letters from SIPTU requesting a cheque for the amounts were then received by the HSNPF. Payments were made on this basis.

The HSNPF could not adequately explain to Internal Audit why lump sum payments were made to SIPTU rather than in accordance with the guidelines, processes and protocols drawn up by the HSNPF to govern this fund. No documentation exists or was forthcoming from the HSNPF to support the change in the stated process for governance of this fund. In response to several queries for documentation to support this change, HSNPF stated that the change to its procedures was effected on the basis of the correspondence from the Union Joint Chair in August 2007 (outlined above)

No payments were made to any other union by the HSNPF from this fund since 2006.

Invoices on file as back up to a HSNPF payment of €48,324 in April 2006 made to SIPTU, were not originals nor addressed to the HSNPF as required under Public Service regulations governing expenditure of public funds. The amount of €48,324 represented the remaining value of the fund at that time. The invoices submitted totalled €67,230.

On five occasions payments made to SIPTU, from the APPM fund, were presented as certified for payment by the Union Forum Joint Chair (SIPTU). It was subsequently ascertained by Internal Audit that a HSNPF Official signed the name of the Union Joint Chair on the payment orders authorising these payments. The Official could not provide an adequate explanation for this practice.

All payments were to the SIPTU National Health and Local Authority Levy Fund. SIPTU has stated that this is not an authorised account of the Union.

Regarding the €925k paid to SIPTU (which included three lump sums payments of €200k, €250k and €250k paid to SIPTU in 2007, 2008 and 2009 (as referred to earlier) Internal Audit circularised SIPTU seeking confirmation that it had received the funds and that it had disbursed funds to other unions as indicated in correspondence to HSNPF seeking the funds in the first instance. Internal Audit also circularised the other unions seeking confirmation that they had received HSNPF funding from SIPTU.

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To date, SIPTU has not confirmed receipt or disbursement of these funds.

The remaining unions confirmed to Internal Audit that they had received HSNPF funding via SIPTU and that as no suitable projects had been identified the funding remained unspent. At date of issue of this report three unions have refunded monies to HSE totalling €255,284 and a fourth union has confirmed it will be refunding the grant of €20,000 to HSE.

IA Comment:

HSNPF breached its detailed procedures and controls for dealing with the disbursement of APPM funding. In this respect it was not able to assure itself about the disbursement of the funding for which it was responsible

Ranking Priority: HIGH

Recommendation:

HSNPF should adhere to its controls. All payments made by HSNPF to any third party should be validated by HSNPF. Under no circumstances should monies be paid over to a third party for disbursement to other parties.

Audit Finding 4 - Other Payments to SIPTU

In addition to the APPM payments made to SIPTU, HSNPF also paid €26,201 to SIPTU.

Table 4 – Other Payments to SIPTU

Date	Purpose	€
20/10/2000	50% Expenses DK	675.65
28/11/2000	Hotel Exp TUC	282.20
9/12/2002	EXP Kings Fund, DoHC & TU Reps	350.00
6/4/2006	New York M. Merrigan	1,654.46
29/2/2008	Workshops P Bilbrey	2,455.93
25/7/2008	Nursing Home Initiative re 1199 SEIU	18,841.74
23/5/2006	Australian Delegation	1,940.80
	TOTAL	26,200.78

Internal Audit ascertained in a review of expenditure that these payments reimbursed to SIPTU included:

- Dinner in New York 20 March 2006 at a cost of \$2,027
- Dinner for visiting delegation from Australia 13 May 2006 €1,940.
- Fees for speakers at SIPTU workshops €2,455.
- Payment of \$30,000 (€18,841) to the SEIU 1199 Trade Union New York in respect of the “*SIPTU / Ireland’s Nursing Home Initiative*”. There was no date on the invoice received from the organisation. The invoice was addressed to SIPTU / and a named consultant. In a circularisation letter to the SEIU 1199 Internal Audit sought SEIU1199’s confirmation of the amounts it had received from SIPTU in relation to services provided by it in respect of HSNPF activity. A reminder was issued to SEIU1199. To date no response has been received. It is unclear as to why this invoice would be payable by the HSNPF through reimbursement of an invoice raised by SIPTU.
- All payments were made to the SIPTU National Health and Local Authority Levy Fund. SIPTU has stated that this is not an authorised account of the Union.

Ranking Priority: HIGH

Audit Finding 5 - Credit Card Expenditure

Internal Audit examined payments made using the HSNPF credit card issued to the Forum Director in the period 2002-2009.

Internal Audit noted the following:

- The initial credit limit for the credit card was €1,270.
- The credit limit was increased in February 2003 to €10,000.
- The credit limit was further increased to €40,000 in 2006 to facilitate the payment of hotel and travel costs for a trip by a Health Services delegation to New York. The credit limit was subsequently reduced to the previous level of €10,000.
- Total expenditure on the credit card was €84,515 between 2003 and 2009, (see Table 5 below)
- Expenditure incurred on flights and travel amounted to €19,069 between 2003 and 2009.
- Expenditure incurred at hotels on lunches, meals etc amounted to €40,307 between 2003 and 2009.
- Expenditure incurred in restaurants and pubs amounted to €9,913 between 2003 and 2009.
- Expenditure on parking amounted to €1,114 between 2003 and 2009.
- Expenditure on gifts and flowers amounted to €2,171 between 2003 and 2009.
- All statements examined by Internal Audit were self certified by the user that all was in order for payment. Statements were not authorised by either of the Joint Chairs or by a Trustee.

Table 5 Analysis of Credit Card Expenditure 2003-2009

Category	€
Travel / Flights	19,060.12
Membership fees	2,683.92
Conference fees	3,495.00
Hotels	40,464.36
Restaurants/ Pubs / Entertainment	10,095.47
Parking	1,114.60
Books / Office equip/ Subs	5,231.62
Other	2,370.65
Total	84,515.74

Internal Audit met with the former Director of HSNPF and sought his views on this matter. He stated that the

- Credit card was a convenient, cost effective and efficient manner for purchasing goods and services.

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- The lack of a requirement for the Chair of the Forum to authorise the credit card statement was no different to the practice in local authorities and (former) health boards, and
- the internal controls established by the HSNPF were adhered to at all times.

Details of the former Director's written response to Internal Audit on this matter is contained in Appendix I.

IA Comment

The level of credit card expenditure €84,516 over 7 years represent an average annual expenditure of €12,000. In Internal Audit's view this is a very significant amount of expenditure in the period. The lack of authorisation of each statement by a Joint Chair or Trustee is a significant control oversight as there is no evidence that the Joint Chairs or Trustees satisfied themselves that the expenditure was appropriate and germane to the activities of the HSNPF.

Ranking Priority: HIGH

Recommendation

None - as there is no longer any credit card in operation

Audit Finding 6 - Foreign Travel

Internal Audit reviewed documentation held in relation to foreign travel undertaken by HSNPF Forum members and staff.

Initial enquires to the HSNPF indicated that foreign travel was not undertaken to any great extent. In reviewing the financial records and from documentation subsequently supplied by the HSNPF, Internal Audit identified:

- There were 21 foreign trips costing €146,480 undertaken by Forum members, staff and other persons as indicated by documentation on file at the HSNPF. (This €146,480 includes payments made by the corporate credit card and subsistence claims. It also includes €75,199 incurred as part of the EWP Project listed below).
- Trips where costs are covered by third parties (i.e. SIPTU) are not included in the above cost. Internal Audit identified 5 of 21 trips were SIPTU arranged trips and in two of these cases HSNPF paid flights, accommodation and subsistence for its Director and in another two it paid subsistence only.
- 8 of 21 trips were to the USA. Destinations include New York (6), Boston (1) and Savannah (1). (These include some of the same trips identified in HSE's Internal Audit on the SKILL programme).
- 1 trip to a conference held in Paris, France in May 2008 for four people cost €6,630. 3 of 4 people were HSNPF staff members and 1 from the HSE. Hotel accommodation for 3 people was at €300 per night per person with 2 people staying 4 nights and 1 person staying 2 nights at a total cost of €3,000. Subsistence claimed by the 3 HSNPF staff members totalled €2,660 which includes taxi fare for the return trip to Athy from Dublin Airport. Any subsistence claim made by the fourth member of the delegation, to their parent organisation, is not included in the total above. Flights to the conference incurred expenditure of €969.

Ranking Priority: HIGH

Recommendations

All HSNPF overseas travel arrangements and costs should be transparent, approved in advance and incurred in accordance with public sector travel guidelines and public financial procedures.

In the event that it is agreed that a particular programme outside the HSE (for example within a government department or the EU) will meet the travel costs then an invoice from HSE itemising the travel costs incurred by HSE's Business Travel Unit (as at 28 above) should be submitted to the relevant programme for repayment.

Under no circumstances should travel for HSNPF officials or members be arranged and paid for by third party organisations

All travel should be undertaken in the most economical manner possible.

EWP Travel

The Evaluating Workplace Partnership Project was established by the HSNPF to evaluate past, current and future Partnership Projects. In its published composite report “Evaluating Workplace Partnership” it indicates that the EWP Project was influenced by contacts between the HSNPF, the League of Voluntary Hospitals New York and the SEIU-1199 Trade Union in New York. The HSNPF decided that it was important to compare and contrast partnership projects with a view to learning from the sharing of experiences. Internal Audit identified the following:

- 1 trip to New York in January 2005 was a preliminary trip arranged by SIPTU in advance of the formal commencement of the EWP project and is not included in the cost indicated below. (this is included in the 21 foreign trips referred to above)
- 2 trips to New York were undertaken in 2006 as part of the “Evaluating Workplace Partnership” (EWP Project). These week long trips (x 2) were undertaken in the period 27 April – 07 June 2006. (These are included in the 21 foreign trips referred to above)
- The total cost identified for these trips was €75,199 which covered flight and accommodation costs for 33 people which included HSNPF staff, Voluntary Hospital Management and Trade Union representatives.
- Three members of the delegations also brought spouses for which flight costs were paid privately.
- Any subsistence claims made by those travelling from their parent agencies (non HSNPF), which include two major acute voluntary hospitals, voluntary bodies, unions and HSE agencies, is not included in the figure above. An indicative subsistence claim for a week long trip to the USA would normally be approximately €1,000 per person.

Expenditure analysis received from the HSNPF indicates that €154,474 was spent on this project. Expenditure of €57,841 was incurred in 2005 of which no analysis was available from the HSNPF during the audit. Expenditure of €96,633 was incurred in 2006 which comprised €61,057 for travel (€75,199 was identified by IA), €31,359 for consultants, €2,344 for expenses including meals, €1,872 for room hire.

Ranking Priority: HIGH

Recommendations

As above

Audit Finding 7 - Domestic Travel and Subsistence

A total of €418,313 was paid to Forum members and staff in the sample four year period 2006 to 2009.

In a review of expenditure at the HSNPF Internal Audit noted the following in relation to the payment of Travel, Subsistence and mobile phone expenses to Forum members and staff.

12 members of staff were paid amounts between €20,000 and €72,166 in a refund of travel, subsistence and mobile phone expenses for the period 06-09 which can be broken down as follows:

- One member of staff was paid €72,166 in a refund of travel, subsistence and mobile phone expenses for the period 06-09.
- One member of staff was paid €67,506 in a refund of travel, subsistence and mobile phone expenses for the period 06-09.
- One member of staff was paid €50,613 in a refund of travel, subsistence and mobile phone expenses for the period 06-09.

Little evidence of the use of public transport was identified in the sample of claims reviewed.

IA Comment

The level of T&S expenses payable to individual members of staff is high.

Recommendation

HSE should review the level of Travel and Subsistence in HSNPF to ensure that, in the future, controls are implemented to minimise the amount of travel undertaken and that where a large amounts of mileage and subsistence are required by the specific requirements of particular posts that management review and approve the anticipated annual level of travel and subsistence in advance of travel being undertaken.

Where significant levels of mileage are being undertaken, Management should consider introducing a flat rate mileage allowance in order to reduce the cost of travel.

Public Transport should be used where it is available and appropriate.

Ranking Priority: Medium

Audit Finding 8 - HSNPF General Expenditure

In a review of expenditure at the HSNPF Internal Audit noted the following:

HSNPF complied with Tax Clearance requirements.

Expenditure on Consultant services for the period 2004 – 2009 was €631,824. There was a general absence of procurement and tendering documentation relating to the engagement of consultants held on file at this location. In a request by Internal Audit to the HSNPF for a full list of consultants hired by the Forum there was an absence of a significant number of consultants from the list which were identified by Internal Audit in a review of payments made by the HSNPF.

Expenditure on recruitment agency services for the period 2006 – 2009 was €225,504. Expenditure of €209,041 was incurred with one recruitment company in the period 2007-2009 for the hire of clerical administration staff. Use of recruitment agencies to fill vacancies contravenes HSE HR Circular 01/2008 Employment Control Framework – filling of vacancies and new service developments. There was also no evidence of procurement or a contract in place with the HSE or the HSNPF for the provision of these services.

Expenditure on Audit and Accountancy services for the period 2005-2009 was €210,663. This includes payments to the internal auditor (Accountancy and Business Services), external auditor (C&AG) and accountancy advice from Enterprise Partners owned by the financial controller of an acute hospital funded by HSE.

Expenditure incurred with domestic hotels for the period 2005-2009 was €134,157 and included accommodation, meals and room hire for conferences and meetings.

Expenditure incurred for Office Catering in the period 2005 -2009 was €52,742. Expenditure with one company totalled €32,300. There was no evidence of any procurement or tendering for these services on file at this location.

IA Comment

The absence of public procurement process is a matter of concern. As a body funded by public funds the HSNPF was required to comply with the public procurement procedures and did not do so in all instances.

Ranking Priority: HIGH

Recommendation:

HSNPF must comply with HSE Procurement policies and National Financial Regulations for all procurement matters.

Audit Finding 9 - North South Partnership Project

Internal Audit reviewed documentation received from the HSNPF pertaining to the North South Partnership Project. The project was a collaborative attempt to improve health services on both sides of the border. Income and expenditure from the account can be classified as follows:

- Income from the DoHC, HSNPF and The King's Fund totalled €287,900 for the period 2001 to 2010.
- Expenditure from the fund totalled €160,120 and can be analysed as follows:
Consultancy €25,673, Bank Fees €18.68, Printing €29,148, Conferences €8,292, Bank Transfer (NI Account) €8,409, Kings Fund €18,129, Coach Hire €450, Grant returned to the HSE €70,000.
- The balance indicated in the bank statements of the 19 February 2010 was €127,779.

The bank account was closed down on the instruction of the HSE in October 2010 and the balance of funds was transferred to HSE's Public Bank Account.

No recommendations

Audit Finding 10 - Project Expenditure

Grants totalling €13.380m were paid by HSNPF to Health Agencies. An analysis of these grants by recipient agency is contained in Appendix 7. As outlined in the scope and methodology section earlier the audit did not review the grant process or any grant documentation. The listing of the grants is provided in Appendix 7 to provide an analysis of the grants (including the recipients, the purpose of the grants and the amounts paid.)

On reviewing the list of grants provided by HSNPF (as recorded on its projects database) Internal Audit identified that the purpose stated for some grants included items which do not seem to be wholly partnership related. For example:

Allocation to Partnership Committees re Service Planning Training.....	€400,000
Audit of security System SJH.....	€65,000
Radio Reach out UCHG.....	€100,000
Computerised Chart tracking of Medical records NEHB.....	€9,000
Administrative Support Costs Portiuncula.....	€10,000
Audit of HR Function ANMCH.....	€18,000
Employee Handbook NEHB.....	€22,000

IA Comment

The stated purpose of these grants, as stated above, would not appear to be not wholly partnership related. For example audits, service planning training, computerised chart tracking, employee handbook are types of expenditure which should be incurred and funded ordinarily by an organisation as part of its normal day to day activities.

Ranking Priority: HIGH

Recommendation

In future, the provision of grants to agencies to fund activities which should form part of their day to day operations should be reviewed by HSE management.

Audit Finding 11 - Review of Forum Minutes

In a review of minutes recorded by the HSNPF, Internal Audit noted the following in relation to the Union Joint Chair (SIPTU) exercising of an executive role since at least 2002.

The December 2002 minutes indicate proposals for funding of €170,000 each to Beaumont Hospital and the NWHB by the CEO of the NWHB, who was a Joint Chair of the Forum, and the Union Joint Chair, who was a member of the Board of Beaumont Hospital. The minutes state that although the "Funding Sub committee had not seen the complete detail but had been briefed and were recommending the two proposals". Both proposals were approved by the Forum.

The May 2002 minutes indicate a proposal from the Union-Joint chair (SIPTU) to engage a company "Emerge Smart" in a training project for which the contract was valued at €65,000. The proposal was agreed with no procurement procedures followed as required for public expenditure of this value.

The September 2004 minutes record a request from Union-Joint chair (SIPTU) that "Blackberries" (mobile devices) be provided to members of the forum. Documents received from the HSNPF indicate that seven blackberry mobile devices were purchased for the following forum members at a cost of €1,393 plus vat at 21%: Director- HSNPF, Union-Joint chair (SIPTU), and 5 other Forum members representing UCATT, SIPTU, PNA, IMPACT, and HSE. It is unclear from the purchasing document who the supplier of the devices was as the document is undated, unsigned and is not addressed to any company. The devices were not recorded on the asset register. It is unclear as to why the HSNPF would supply IT equipment to members of the Forum not employed by the HSNPF. There is no indication that these devices were returned to the Forum by members no longer involved with the Forum.

The April 2008 minutes indicate an overlap of the role played by the Union Joint Chair (SIPTU) in relation to the HSNPF and the SKILL Programme. He advised the Forum that funding of €7,200 was available through the SKILL Programme to fund a proposal for Driver Training at St. Brendan's Hospital, Dublin which had been submitted to the Forum for Partnership funding. The Union Joint chair was a member of the SKILL Steering Group.

In minutes of the Forum meeting of December 2009 the Union Joint Chair (SIPTU) indicated that a shortfall of €9,500 to fund the South Infirmary Project would be met by the SKILL Programme and that the application, which had been submitted to the Forum for partnership funding, should be resubmitted to SKILL.

IA Comment

The issues identified above highlight examples of the executive role played by the Union Joint Chair (SIPTU) since 2002. The issues also point to an overlap in his role as Joint chair of the Forum and his role as a key member of the steering group of another separate body – the SKILL programme.

Ranking Priority: HIGH

Recommendations

The roles of board members and those of executive management should be clearly delineated.

Executive management should ensure that HSNPF procedures are adhered to, that proper procurement is undertaken by executive management in all instances and that decision to fund grant applications are made on receipt of full details

Audit Finding 12 – Lack of Documentation

The May 2002 minutes stated that a “private arrangement” had been made regarding the retirement of a former Director. Internal Audit sought documentation on this matter from HSNPF. To date, this has not been provided

IA Comment

HSNPF, as a recipient of public funds, is obliged to maintain all relevant documentation and approvals relating to the expenditure of public funds and to make such documentation available to both Internal and external auditors. In the absence of such documentation Internal Audit is unable to determine to what the private arrangement referred, the cost of public funds spent on this transaction (If any), and whether any required sanctions or approvals were sought and obtained in this instance

Ranking Priority: HIGH

Recommendation

Full documentation must be maintained in respect of such transactions
HSE should identify the details of the transaction and satisfy itself that it was in accordance with public sector policies and was fully compliant with tax requirements

Agreed Action Plan for Implementation of Recommendations

	Recommendation	Ranking of Key Finding	Responsible Person	Date to be Implemented by	Management Response
Audit Finding 1 – Status and Governance of the HSNPF					
1	<p>IA is aware that HSNPF bank accounts have been closed and balances transferred to HSE public bank account and that the payroll and accounts payable functions have been transferred to HSE. The following recommendations are made in relation to the establishment of any future organisations/groups funded by the HSE</p> <p>Establishment orders for any similar organisations should be clearly documented setting out the precise legal basis of the establishment and should contain provisions setting out the powers to amend, vary, increase, and remove clauses etc.</p> <p>Clear governance structures should be implemented and actioned in practice. i.e.</p> <ul style="list-style-type: none"> • The roles of members of Boards/ oversight committees etc should not stray into the executive role of management • The Executive functions should rest solely in the domain of executive management • The relationship with HSE should be clearly set-out. <p>In future, HSE Management should adhere to the recently issued policy dealing with the integration of organisations into HSE. Where organisations/agencies are to be subsumed into HSE such organisations should be clearly identified, due diligence</p>	HIGH	Mr. Sean McGrath, National Director HR, HSE	31st March 2011	Agreed. National Director of HR

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	Recommendation	Ranking of Key Finding	Responsible Person	Date to be Implemented by	Management Response
	<p>undertaken and the necessary steps taken to subsume such organisations into HSE as quickly as possible.</p> <p>HSE HR Management should satisfy itself that where any similar organisations exist that steps are taken to subsume these organisations as soon as possible</p> <p>Payment authorisation procedures in HSNPF should be complied with in all instances. Only the names of authorised officers should appear on payment orders.</p> <p>Cheques should be signed by cheque signatories only when they are fully satisfied the payments are germane to the business, properly vouched, properly certified, represent a valid charge on the organisations and full original documentation exists to support such payments.</p>				
Audit Finding 3 – APPM Funding and Expenditure					
3	<p>HSNPF should adhere to its controls. All payments made by HSNPF to any third party should be validated by HSNPF. Under no circumstances should monies be paid over to a third party for disbursement to other parties.</p>	HIGH	Mr. Sean McGrath, National Director HR, HSE	31st March 2011	Agreed. National Director of HR
Audit Finding 6 – Foreign Travel					
6	<p>All HSNPF overseas travel arrangements and costs should be transparent, approved in advance and incurred in accordance with public sector travel guidelines and public financial procedures.</p> <p>In the event that it is agreed that a</p>	HIGH	Mr. Sean McGrath, National Director HR, HSE	31st March 2011	Agreed. National Director of HR

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	Recommendation	Ranking of Key Finding	Responsible Person	Date to be Implemented by	Management Response
	<p>particular programme outside the HSE (for example within a government department or the EU) will meet the travel costs then an invoice from HSE itemising the travel costs incurred by HSE's Business Travel Unit (as at 28 above) should be submitted to the relevant programme for repayment.</p> <p>Under no circumstances should travel for HSNPF officials or members (current and retired) be arranged and paid for by third party organisations.</p> <p>All travel should be undertaken in the most economical manner possible.</p>				
Audit Finding 7 – Domestic Travel and Subsistence					
7	<p>HSE should review the level of Travel and Subsistence in HSNPF to ensure that, in the future, controls are implemented to minimise the amount of travel undertaken and that where a large amounts of mileage and subsistence are required by the specific requirements of particular posts that management review and approve the anticipated annual level of travel and subsistence in advance of travel being undertaken.</p> <p>Where significant levels of mileage are being undertaken, Management should consider introducing a flat rate mileage allowance in order to reduce the cost of travel.</p> <p>Public transport should be used where it is available and appropriate.</p>	Medium	Mr. Sean McGrath, National Director HR, HSE	31st March 2011	Agreed. National Director of HR
Audit Finding 8 – HSNPF General Expenditure					
8	<p>HSNPF must comply with HSE Procurement policies and National Financial Regulations for all procurement matters.</p>	HIGH	Mr. Sean McGrath, National Director HR, HSE	31st March 2011	Agreed. National Director of HR

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	Recommendation	Ranking of Key Finding	Responsible Person	Date to be Implemented by	Management Response
Audit Finding 10 – Project Expenditure					
10	In future, the provision of grants to agencies to fund activities which should form part of their day to day operations should be reviewed by HSE management.	HIGH	Mr. Sean McGrath, National Director HR, HR	31st March 2011	Agreed. National Director of HR
Audit Finding 11 – Review of Forum Minutes					
11	The roles of board members and those of executive management should be clearly delineated. Executive management should ensure that HSNPF procedures are adhered to, that proper procurement is undertaken by executive management in all instances and that decision to fund grant applications are made on receipt of full details.	HIGH	Mr. Sean McGrath, National Director HR, HR	31st March 2011	Agreed. National Director of HR
Audit Finding 12 – Lack of Documentation					
12	Full documentation must be maintained in respect of such transactions. HSE should identify the details of the transaction and satisfy itself that it was in accordance with public sector policies and was fully compliant with tax requirements	HIGH	Mr. Sean McGrath, National Director HR, HR	31st March 2011	Agreed. National Director of HR

Appendices

Appendix I

Statement from Former Director of HSNPF to Internal Audit Received 3rd December 2010 by email

Statement for Internal Audit of Health Services National Partnership Forum for the period 2002 to 2009.

Further to the meeting which I requested with you and your colleagues and which took place on 27 October I set out hereunder as requested background responses to queries raised. In responding to the queries I think it is desirable to set out the context and operation of the Health Services National Partnership Forum by way of background.

Partnership - National Context

The main features of national partnership, the development of which began in 1987, were identified as:

- Government, employers and trade unions agreed on a common analysis of the problems facing the country.*
- The parties were interdependent in the sense that they needed each other to solve these problems.*
- Some of the problems could only be solved over a longer time frame.*
- Any benefits of economic growth should be shared between the social partners.*

Partnership 2000 acknowledged and emphasised the importance of partnership in its introduction:

“Government also signalled its desire, in common with the Social Partners, to deepen partnership, taking it from national level to sectoral, community and enterprise level”

The Agreement made specific provision for the establishment of support programmes for developing workplace partnership across the public service. A range of initiatives in a number of public service sectors were funded and started including the establishment of the Health Service National Partnership Forum.

Partnership 2000 gave the following definition of workplace partnership:

- A management-union-employee relationship based on common interests and a common responsibility to improve an organisation and its services in the benefit of all stakeholders – the public, staff and management.*
- Commitment by all employees to improvements in quality and efficiency.*
- Acceptance by employers that employees have rights/interests to be considered.*
- Role for employees and their representatives.*
- Resources for staff training and development to be put in place*
- No single or “best form” to suit all organisations.*

Partnership – Health and Social Services

Workplace partnership in the health and social services was established in 1999 in the context of the Partnership 2000 signed up to by Government, employers, trade unions and also in the context of the Government’s National Health Strategy – Quality and Fairness.

Workplace partnership was to be a way of involving employees and trade unions in management decision making and in problem solving at different levels of an organisation. It is about ensuring that staff at all levels and in all grades and professions are involved in

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decisions that affect their work and working conditions. This is the basis on which partnership progressed.

Partnership is a way of working, not just a once-off initiative. It requires commitment and leadership by all those involved. The various national agreements and strategies set out general parameters requiring both a concerted and co-ordinated drive to improve responsiveness and flexibility in the delivery of health services and a dynamic response to staff aspirations for more fulfilling work and improved career paths. When effectively undertaken, the outcome could be a changed organisational climate conducive to better job satisfaction, increased motivation, increased commitment and the provision of improved treatment, services and care for patients and health and social service clients.

Through successive national agreements, all health and social service staff, their representatives and managers, agreed to participate in the modernisation agenda, whether through local service agreements or performance verification reports. The emphasis was on involvement in service developments and improvements and the resolution of difficulties at local level where possible.

The partnership approach was characterised by the introduction at national and local level of structures, processes, and behaviours that aided and verified implementation of partnership service/action plans. It required the development between management, staff and trade unions of processes to progress and complete partnership plans and service improvements.

The partnership approach does not replace or substitute for national or local industrial relations systems and procedures. However, as an effective partnership evolves and develops, it progressively reduces the traditional adversarial approach to industrial relations issues. Partnership creates and supports opportunities for alternative dispute resolution processes. It is accepted that the full remit of clinical responsibility, managerial accountability and statutory obligations must be dealt with in the normal way and not through the partnership processes.

The implementation of some partnership issues have had to be referred through industrial relations processes to conclusion while alternatively some issues were channelled from industrial relations procedures to partnership processes.

The partnership approach is a crucial consideration for people involved in the successful planning, designing and implementing of change aimed at improving the quality and standard of health service for service users, enhancing working relationships and involving all the key people. The Health Service Executive's excellent guide to managing change "Improving Our Services" which reflects the core partnership principles was developed in consultation with the Health Service National Partnership Forum.

Health Service National Partnership Forum

The Health Service National Partnership Forum (HSNPF) was established as an independent non-statutory consultative group as provided for in the agreement "Working Together for a Better Health Service" concluded in the context of the Partnership 2000 Agreement. The HSNPF consisted of twenty four members comprising twelve senior health and social service managers representing the Department of Health, Health Boards, Health Service Employers Agency and voluntary agencies and twelve senior union officials representing staff in the health and social services. Thus, the Health Boards, HSEA (and subsequently the HSE) and Department of Health and Children had management representation on the board of the HSNPF. Management and unions both nominated a chair from their respective sides. These Joint Chairs worked in a rotating manner.

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As the Director of the HSNPF from late 2002 until early 2009 I reported to the HSNPF through rotating Joint Chairs. I worked as any CEO would when working to a board. The HSNPF was an independent organisation with its own constitution, trustees, bank account, financial and accounting processes and internal controls and was audited by the Comptroller and Auditor General.

I was supported by a small number of administrative staff at headquarters and twenty partnership facilitators who were located throughout the country and supported local and regional partnership groups. For “administrative convenience” the staff of the HSNPF were employed by the Health Service Employers’ Agency who processed the payroll. The pay costs were charged to the HSNPF budget. The HSEA and subsequently the HSE had no role whatever in the management of HSNPF affairs other than representation on the HSNPF.

The HSNPF was funded by the Department of Health and Children up to 2005 and afterwards by the HSE. The Health Act 2004 established the HSE on 1 January 2005 and abolished inter alia the Health Boards and the HSEA. The functions of these organisations but not the HSNPF were transferred to the HSE.

With the establishment of the HSE the HSNPF’S Trustees, which included HSE representation, recommended and the HSNPF agreed that the HSNPF’s Constitution would remain unaltered, that the HSNPF continue as a non-statutory consultative group and that the functions of the HSNPF, its subcommittees and executive functions and reporting relationship of the Director / CEO would remain unaltered. In effect and similar to some other health funded bodies the constitution, financial and accounting processes, banking arrangements and work of the HSNPF continued as before.

The HSNPF continued to be audited by the Comptroller and Auditor General and to employ its own professional internal auditor.

HSNPF Operations

The purpose of the HSNPF included:

- *provision of a national forum within which health service management and staff representatives could agree broad parameters whereby partnership would be advanced at regional and local level and*
- *support for the partnership process within organisations and, if appropriate, support for initiatives with service wide application.*

A programme was put in place to establish and train regional and local partnership committees which also had joint management / union representation. These committees were facilitated by HSNPF facilitators. Partnership project teams and working groups were set up to address specific issues identified by the regional or local partnership committees. In 2004 for example 8773 managers, staff and union representatives were directly involved in 792 projects / working groups aimed at improving health and social services in the interests of the public, staff and management. Appendix A attached illustrates the scope, scale and significance of the partnership activity coming under the remit of the partnership programme.

The HSNPF supported the implementation of the partnership process and structures within the health and social services across the country in an impartial and non aligned manner. This independence was absolutely fundamental and essential in ensuring our credibility and acceptance among managers, staff and unions given the nature of our work which included facilitating partnership committees and working groups, partnership process training, mediation, joint problem solving, interest based bargaining, supporting industrial relations and conflict resolution and the management of change. My role required a deal of flexibility

and informality in arranging meetings often at short notice with a variety of stakeholders and related personnel often outside normal working hours.

Management of Corporate Credit Card

The HSNPF Financial and Accounting Processes, Procedures and Internal Controls were formally approved by the HSNPF Trustees and accepted by the HSNPF.

There is no provision in the Duties of the Chairman as laid down in the Constitution and Rules (Appendix B attached) or the HSNPF'S Financial and Accounting Processes, Procedures and Internal Controls (Appendix C attached) for the Chairman to have a role in the day to day financial management including management of the corporate credit card of the organisation. This was my role as the Director/ CEO. The management and administration of the corporate credit card processes in the HSNPF was no different to the practice in the local authorities or health boards for example where the Chairman had no function in the day to day working of the Manager / CEO.

The process for the management of the HSNPF credit card as laid down in the HSNPF Financial and Accounting Processes, Procedures and Internal Controls was adhered to at all times.

Controls embedded in the system for the scrutiny and regulation of credit card expenditure included

- the credit card statements were scrutinised on a quarterly basis by the Internal Auditor, a qualified independent professional, who reported to the Audit Committee. This scrutiny included the appropriateness of the expenditure.*
- the Comptroller and Auditor General also scrutinised the statements in the detailed annual external audit.*
- the administrative staff independently checked the credit card statements and allocated charges to the appropriate cost centres. The purpose of each charge to the credit card is noted on the monthly statement from the bank*

No concerns were expressed in any report by either the Internal Auditor or Comptroller and Auditor General. Reports from Internal and External Auditors were assurances to the Forum that all expenditures were in order and controls were being implemented.

The use of the corporate credit card was a convenient, cost effective and efficient method for ordering, booking, confirming and paying for services and goods. It provided better controls than alternative procurement processes. Payments were made on time, there were no accruals to be accounted for and I had better control on expenditure. I signed off every monthly statement from the bank.

The main areas of corporate credit card expenditure over the years in question were

- involvement of partnership committee members and staff in study trips and conferences abroad e.g. the Evaluation of Workplace Partnership study trip in 2006 cost approximately €30,000. This involved ten Irish projects across seven sites being benchmarked with five hospital sites in New York.*
- involvement of partnership committee members and staff in study trips and conferences in Ireland*
- North / South partnership conferences and meetings*
- meetings with key stakeholders*
- training and development courses*
- meetings of partnership groups*
- mediation meetings*
- hiring of hotel rooms and associated costs for partnership meetings*

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- *partnership training books and publications*

The foregoing items were often ordered on line and paid for using the corporate credit card thus reducing administrative work. This was important given the low level of administrative staff available to me.

The amounts paid to restaurants represent payment for meals for those actually engaged in the partnership process across the country and those who could influence the development of workplace partnership. This would usually involve meetings with key stakeholders and those who could assist in advancing the partnership process. There were no excessive expenditures incurred at any time.

My job description indicated that the purpose of my post was to drive and manage the implementation of partnership processes and structures within the health services on behalf of the HSNPF. It also stipulated that the successful performance of my role would require me to develop and maintain strong and good working relationships with a range of key stakeholders including for example, Department of Health and Children, HSEA, HSNPF members, provider agencies together with other agencies whose work impacted on HSNPF's aims, training providers, management consultants etc.

In order to meet usually very busy managers, union officials and staff representatives and others not already engaged in partnership or not necessarily convinced by the merits of partnership it was opportune and particularly productive for me to arrange to meet for a working meal usually at lunch time but sometimes in the evening. This included many managers and staff representatives for whom partnership was not high on their list of normal working priorities. Such meetings also helped me to influence key decision makers and to keep abreast of ongoing developments in the wider health services which could impact on partnership. In so doing I was implementing Government policy which was "to deepen partnership, taking it from national level to sectoral, community and enterprise level" in the largest sector in the state. Typically lunches consisted of a hot plate or sandwich and tea / coffee in the local restaurant or hotel. On a small number of occasions over the period in question the restaurant of a local golf club was the location for a meal.

As the HSNPF partnership facilitators were located throughout the country and across Dublin and with pressure of work I did not get to meet them as often as I would have liked. When it was opportune to do so e.g. when they were visiting our Dublin headquarters for some purpose I occasionally engaged with staff over working lunches. Again typically this was as described above in the local restaurant or hotel. The staff in question did not claim subsistence in such circumstances. These lunch meetings were enormously beneficial in keeping me abreast of developments in partnership across the country and understanding the varying issues and relationships between management, unions and staff in the various settings. Others engaged in partnership working groups for example were also occasionally brought for meals.

Conclusion

I trust that my response deals with all the issues as requested at our meeting. I have outlined the background to the establishment of the Health Services National Partnership Forum and its role in promoting and implementing partnership processes and structures in the Irish health and social services. The HSNPF had a unique role in progressing the whole process on behalf of Government, management, staff and unions. Our operation was of necessity somewhat less formal than those of statutory bodies but we were responsible in accounting for all our expenditure. I am satisfied that the HSNPF did that. I wish to point out that I retired as Director of the HSNPF on 3 March 2009 and consequently do not have access to the organisation's files. This statement is based on my best recollection, published documents such as partnership agreements and annual reports and papers received from your office.

Larry Walsh
Former Director HSNPF

Appendix A

<i>Summary of Partnership Projects across all Health Agencies from 2003 to 2009</i>															
<i>Project Category</i>	<i>Number of Projects</i>								<i>Number of People directly involved</i>						
	<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>		<i>2003</i>	<i>2004</i>	<i>2005</i>	<i>2006</i>	<i>2007</i>	<i>2008</i>	<i>2009</i>
<i>Improved patient services</i>	52	82	87	85	47	52	31		549	579	832	752	923	683	390
<i>Improved patient services and improved quality of life for staff</i>	65	106	78	64	34	39	17		693	1031	804	601	424	345	153
<i>Quality of work life improvements</i>	79	117	110	143	73	45	32		652	1054	795	2728	731	609	527
<i>Strategic Development & Planning</i>	81	191	90	112	97	72	38		946	1937	831	838	1283	664	632
<i>New Ways of Working</i>	24	90	94	92	78	65	45		289	1436	1370	981	651	686	499
<i>Training, Development & Education</i>	34	115	28	79	23	64	49		390	2066	334	1183	518	686	1013
<i>Communications</i>	62	91	49	61	49	42	39		601	670	289	581	451	518	616
<i>Other</i>	0	0	0	6	0	9	33		0	0	0	69	0	121	246
Total	397	792	536	642	401	388	284		4120	8773	5255	7733	4981	4312	4076

Source: HSNPF Annual Reports 2003 – 2009

Appendix 2

HSNPF – Forum Membership

Name	Organisation	From	To
Mairead Shields	AMNCH	16-Dec-99	3-Dec-03
Sean Kelly	ATGWU	16-Dec-99	16-Jan-01
Tom Street	ATGWU	15-May-01	27-Apr-05
Walter Cullen	ATGWU	7-Sep-05	Present
John Lamont	Beaumont Hospital	16-Oct-01	3-Mar-04
Liam Duffy	Beaumont Hospital	Dec 04	Present
Pat Lyons	Beaumont Hospital	16-Dec-99	17-Jul-01
Bernard Carey	DoHC	5-Mar-03	Present
Deirdre Walsh	DoHC	7-Dec-05	10-Sep-08
Eileen Keogh	DoHC	3-Dec-03	26-Oct-05
Frank Ahern	DoHC	16-Dec-99	11-Dec-02
Liz Canavan	DoHC	22-Jan-03	22-Oct-03
Teresa Cody	DoHC	16-Dec-99	11-Dec-02
Aidan Browne	HSE	27-Apr-05	Dec 2006
Anne Doherty	HSE	27-Apr-05	7-Mar-07
Brendan Baker	HSE	27-Apr-05	26-Mar-07
Cate Hartigan	HSE	3-Apr-06	25-Oct-06
Joe Lennon	HSE	24-Oct-07	5-Mar-08
John Bulfin	HSE	21-Jan-04	Present
Martin McDonald	HSE	16-Dec-99	Present
Se O'Connor	HSE	22-Apr-09	Present
Sean McGrath	HSE	10-Sept-08	Present
Sile Fleming	HSE	7-Mar-07	4-Mar-09
Tadgh O'Brien	HSE	26-Mar-07	Present
Nora Mason	HSE	25-Apr-07	Present
Brendan Mulligan	HSE EA	17-Nov-09	Present
Elva Gannon	HSE EA	30-Oct-02	19-Jan-05
Gerard Barry	HSE EA	16-Dec-99	4-Mar-09
Grainne Connolly	HSE EA	16-Dec-99	16-Jan-01
Donal Duffy	IHCA	16-Dec-99	Present
Elizabeth Byrne	IMO	1-Dec-04	12-Apr-05
Finbarr Murphy	IMO	2-Jul-08	Present
Fintan Hourihan	IMO	16-Dec-99	2-Jul-08
Terry Casey	MLSA	7-Jul-04	Present
Kevin Callinan	IMPACT	16-Dec-99	Present
Nicholas Keogh	IMPACT	16-Dec-99	Present
David Hughes	INO	16-Dec-99	Present
Mary Power	INO	16-Dec-99	22-Jan-03
Phil O'Shea	INO	5-Mar-03	Present
Martin Cowley	Mater Hospital	16-Dec-99	6-Jun-07
Gerard O'Toole	MLSA	28-May-03	20-Oct-04
Helen Franklin	MLSA	16-Dec-99	22-Oct-03
Mary Kelly	NAHB / HSE	5-Mar-03	19-Jan-05
Larry Walsh	NEHB / HSNPF	16-Dec-99	Dec 2002
Brian O'Donnell	NFVB	16-Dec-99	Present
Pat Harvey	NWHB / HSE	16-Dec-99	2-Mar-05
Des Kavanagh	PNA	16-Dec-99	Present
John Magner	(1) SEHB	16-Dec-99	28-May-03
	(2) HSE	27-Apr-05	12- Sept 2007
Jack Kelly	SIPTU	16-Dec-99	Present
Matt Merrigan	SIPTU	16-Dec-99	Present
Joe Byrne	UCATT	16-Dec-99	Present

Source: HSNPF Annual Reports and Minutes

Appendix 3

Health Services National Partnership Forum

Constitution and Rules

HEALTH SERVICES NATIONAL PARTNERSHIP FORUM

CONSTITUTION AND RULES

1. Role and Purposes

1.1 The National Partnership Forum is a non-statutory consultative group as provided for in the agreement "Working Together for a Better Health Service" concluded in the context of the Partnership 2000 Agreement.

1.2 The purpose of the National Partnership Forum is as follows.

- a)** To provide a national level forum within which health service management and staff representatives can agree broad parameters whereby partnership is advanced at regional and local level.
- b)** To support the partnership process within agencies and, if appropriate, support initiatives with service wide applications.
- c)** To oversee a health service wide communication system which will monitor progress and offers advice as required.
- d)** To monitor relevant developments at national levels in areas outside the health service.
- e)** To formally verify progress in the health service context in relation to implementation of the modernisation programme set out in the Partnership 2000 Agreement and subsequent agreements.

The Forum for the purposes of dealing in an expedient manner with the management of property and finances have appointed Trustees who shall be competent persons appropriate to be trusted with the supervisory management of all the finances and assets of the National Partnership Forum.

The National Partnership Forum shall consist of not more than twenty four persons comprising of an equal number of management and staff representative nominees.

2. Chairperson

2.1 The Forum shall appoint, from among its members, two Chairpersons, one to be a representative of Health Service Management and the other to be a staff representative.

2.2 The Chairpersons shall have equal responsibilities as hereinafter defined.

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Any reference to Chairperson within the constitution and Rules shall be deemed to refer equally to the Joint Chairpersons.

2.3 The chairing of meetings of the Forum will be the principal function of the Chairperson but for each meeting only one Chairperson shall chair the meeting in train. The decision of which Chairperson shall preside over which meeting shall be a matter for prior arrangement between the Chairpersons.

2.4 Appointment and Duration for Chair

The Chairperson shall be appointed for a period of two years from the date of acceptance by the Chairperson of the appointment.

2.5 Nothing shall bar any individual from being re-appointed Chairperson by the Forum to serve another term as Chairperson after the expiration of their period of two years as Chairperson.

2.6 Duties of Chairperson

The principal responsibility of the Chairperson shall be the chairing of meetings of the Forum. The Chairperson is responsible for the proper conduct of the meeting, for ensuring that order is kept and deciding any points of order that may arise. It shall be the duty of the Chairperson to ascertain the sense of the meeting with regard to any question before it and he must conduct the meeting fairly and ensure that all persons entitled to speak are given a reasonable opportunity of doing so.

2.7 The Chairperson may at any time call a meeting of the Forum and the calling of meetings will be a matter for the discretion of the chair but if either Chairperson is requisitioned by a minimum of ten members of the Forum the Chairperson will be obliged to call a meeting.

2.8 The Joint Chairs can jointly be available to all partnership sub-committees of the Forum for the purposes of assisting the direction of the committees in the performance of their functions.

2.9 The Chairpersons must jointly sign and present to the Forum an annual report on the work and function of the Forum (end of financial year).

2.10 The Forum may appoint support staff as it deems appropriate within available resources.

3. Trustees

3.1 The number of Trustees shall be four and except as first hereinafter provided the Trustees shall be appointed as follows:-

3.2 Each appointment shall be made for a term of four years at a meeting convened and held according to the rules of the National Partnership Forum as outlined herein. The chairperson of the Forum shall cause the name of each person appointed to be notified forthwith to the existing Forum. The person appointed as a Trustee may be but need not be a member of the National Partnership Forum. However, of the four Trustees, two shall be appointed from the Management sector of the Forum and the two remaining Trustees will be appointed from the sector representing the interest of employees.

3.3 Trustees

The following persons shall be the first Trustees and subject to the provisions hereinafter contained for the determination of Trusteeship shall hold office for the periods necessitated:

- a) Norah Mason, HSE (Management)
- b) Vacant (Employee)
- c) Dave Hughes, Irish Nurses Organisation (Employee)
- d) Sé O'Connor (Management)

3.4 Future Trustees

Every future Trustee shall be appointed for a term of four years by resolution of the Forum passed at a meeting of which not less than ten days notice has been given and may be so appointed for not more than one month before the term of an existing Trustee expires with effect from the date of the expiry so that the latter shall not vote on the matter.

3.5 Determination of Trustee

A Trustee shall cease to be a Trustee if he/she:-

- a) is disqualified from acting as Trustee; or,
- b) is declared bankrupt; or,
- c) is a director of an insolvent company; or,
- d) convicted of an indictable offence; or,
- e) becomes incapable in the opinion of the Trustees by reason of any illness, injury or mental disorder of managing his/her own affairs; or,
- f) is absent without agreement from the Trustees from all their meetings held within a period of six months and the Trustees resolve that his/her office be vacated; or,
- g) gives not less than one month's notice in writing of his/her intention to resign but only if at least three Trustees remain in office when the notice of resignation takes effect.
- h) if the status of any appointing body responsible for the appointment of any of the Trustees or if the position of any of the Trustees in relation to their appointing body changes or alters notice shall be given to the Chairperson of the Forum of such change and the Chairperson shall have the discretion in relation to whether or not that Trustee remains in the position as Trustee to the Forum. Should it be decided that the Trustee resign his/her position as Trustee due to the change of status the normal provisions as set out herein concerning resignation and reappointment shall be applied.

3.6 Vacancies

Upon the occurrence of a vacancy the Trustees shall cause a note thereof to be entered into their Minute Book at their next meeting and in the case of a vacancy in the office of Trustee shall cause notice thereof to be given as soon as possible to the properly appointing body within the National Partnership Forum.

Any competent Trustee may be re-appointed by the National Partnership Forum.

- 3.7** The Trustees shall be the trustees of all assets held by the Forum and consequently shall use their best endeavours and act in good faith at all times to manage such assets for the benefit of the Forum.

3.8 Trustees not to be personally interested

No Trustee shall take or hold any interest in assets belonging to the Forum and no Trustee shall receive remuneration as a Trustee with the exception of reasonable expenses and in the event that such expenses cannot be agreed by the Trustees

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same should be presented to the Forum at a General Meeting for the purposes of approval.

- 3.9** The Trustees are entitled to insurance of any nature and type that they may require for whatever purpose and any premium whatsoever will be discharged by the Forum.
- 3.10** Where possible, the Trustees will make decisions on a consensus basis but if agreement cannot be reached a simple majority will be sufficient and the dissenting Trustee will be entitled to have his/her opinion entered into the Minute Books of the Trustees. In the event of no majority being achieved the matter will be presented to the forum for decision.
- 3.11** The Trustees shall have authority to sign all cheques on behalf of the Forum. Any cheque presented on behalf of the Forum must contain the signatures of at least two Trustees of the Forum. The Trustees will also have the principal authority to open and supervise all bank accounts and bank facilities to be put in place for the Forum.
- 3.12** The trustees shall have the power to execute whatever Contracts are necessary to effect the smooth management and control of the Partnership Forum, especially when asked by the Forum, in general meetings or by either Chairperson when it is considered appropriate for the Trustees to be signatories to any document. When so involved, the Trustees shall then exercise all diligence and care in relation to entering into Contracts on behalf of the Forum but shall in no way be held liable personally or in any other way in relation to such matters. The powers conferred upon them under this Section are purely for the effective running and control of the Forum and in no way confer any personal powers of management upon the Trustees personally.
- 3.13** The Trustees shall hold meetings to consider the management and supervision of the Forum at whatever intervals they deem fit but shall be obliged to hold at least four meetings on an annual basis. One meeting shall be held at the end of the financial year upon delivery of the Auditor's Report and Auditor's Accounts for the purposes of considering same prior to presentation to the Chairperson and the Forum in General Meeting.
- 3.14** The Trustees shall have the power to approve the appointment and remuneration of auditors to the Forum.
- 3.15** A Minute Book will be kept of all meetings of Trustees.
- 3.16** Upon dissolution of the Forum the Trustees shall have principal authority for the disbursement and reimbursement of surplus funds after the discharge of just debts and expenses to the management of all bodies in proportion to the original investment by those said bodies to the Forum.

4. Membership

- 4.1** The National Partnership Forum shall consist of not more than 24 persons comprising of an equal number of appointees for management and staff representative bodies. (Such management and staff representative bodies to be defined and set out in Appendix I attached hereto).
- 4.2** The issue of membership shall not be considered by the Forum and the responsibility for all memberships shall be that of the body appointing that member to the Forum.

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- 4.3 Membership shall be for a period of four years. Any appointing body may re-appoint a member to the Forum after the termination of the four year term.
- 4.4 The removal of a member may be effective by a letter of resignation addressed to either of the Chairs of the Forum from the member in question or the nomination is formally withdrawn by way of letter to either Forum Chair by the nominating body of the member in question.
- 4.5 Vacancies will not affect the business or authority of the Forum. However, the holding of meetings will be subject to the provisions regarding the quorum as set out in 5.2 herein.

5. Meeting of the Forum

- 5.1 The Forum shall hold such and so many meetings as may be necessary for the performance of its functions subject to a minimum of three meetings annually.
- 5.2 At all meetings thirteen members shall form a quorum and no business shall be conducted at any meeting of the Forum unless a quorum of members is present at the time when the meeting proceeds to business; save as herein otherwise provided. (** See Addendum to Forum Constitution and Rules)
- 5.3 All meetings of the Forum are to be arranged on the basis of not less than ten days notice in writing.
- 5.4 Decisions will be taken on the basis of consensus of a meeting.
- 5.5 The minutes of each meeting shall be recorded at the next meeting of the Forum. Such minutes shall be authenticated by the signatures of the Joint Chairs of the meeting as a true and accurate record of the proceedings after being presented to and agreed by the Forum in meeting.
- 5.6 The names of the members present at each meeting shall be recorded in each of the meetings minutes. In relation to any question of order or procedure raised during a meeting of the Forum the Chairpersons' ruling after consideration of same shall be final and binding on the Forum.
- 5.7 There will be no remuneration for the membership of the Forum.

6. Operational Arrangements

- 6.1 The Forum may appoint sub-committees for any purpose which it may determine. Any sub-committee so appointed shall act subject to the terms of reference as may be given by the Chairpersons on the request of the Forum in general meeting.
- 6.2 The Forum will oversee a joint communication strategy in relation to its deliberations and the Health Service Partnership process generally.

7. Funding and Finance

- 7.1 The Forum shall be obliged to keep proper books of accounts of all income and expenditure related to its functions and of the sources of such income and the subject matter of such expenditure and the supervision of such books of accounts shall be in the remit of the Trustees.

- 7.2 The Forum shall cause to be made such arrangements as are necessary to ensure that all funding allocated in respect of the partnership process is properly discharged in respect of the purposes for which it was allocated.
- 7.3 Arrangements may be entered into with other organisations to provide co-funding of partnership projects as may be agreed.
- 7.4 In the event of the discontinuation of the National Partnership Forum, the authority for the disbursement and reimbursement of surplus funds in accordance with rule 3.16., shall rest with the Trustees.

8. Dissolution

- 8.1 The Forum shall cease to exist upon a decision to that effect having been taken by members.
- 8.2 On dissolution all surplus assets and funds will be redistributed to the management of the bodies who originally invested in the Forum in proportion to their original investment after the discharge of all just debts and expenses by the Forum.
- 8.3 The Forum shall cease to exist upon failure to comply with Rule 5.1

APPENDIX I

VI. Partnership Forum Representative Structure

Unions	12	Management	12
2	SIPTU	12 representatives as nominated by Health Services management	
2	IMPACT		
1	MLSA		
1	PNA		
2	INO		
1	IMO		
1	IHCA		
1	Craft Group of Unions		
1	ATGWU		

Addendum to:

The HEALTH SERVICES NATIONAL PARTNERSHIP FORUM

CONSTITUTION AND RULES

At a special meeting of the Health Services National Partnership Forum on the 20th October 2004, it was agreed that the quorum would be reduced from 13 people to nine people. This was proposed by Bernard Carey, seconded by Matt Merrigan and adopted by the Forum.

Appendix 4

HSNPF Income 1999 to 2009

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Total
HSE / DoHC Grants	100,000	3,555,266	3,914,602	3,864,000	3,864,000	3,864,000	4,250,000	3,300,000	4,252,017	4,540,833	3,461,581	38,966,299
Nursing Home Training Initiative										93,750	0	93,750
APPM					155,000	420,000	280,000	0	250,000	250,000	0	1,355,000
Deposit Interest		34,992	57,922		0	0	0	0	10	13,507	1,004	107,435
Other Income				2,137	74,135	18,235	22,685	1	185	30	15	117,423
S/Ann Deductions								137,154	147,359	152,584	249,887	686,984
Transfer to Capital I&E A/c				-38,345	-21,377	-38,810	-35,467	-6,236	-9,222	-13,138	-8,628	-171,223
	100,000	3,590,258	3,972,524	3,827,792	4,071,758	4,263,425	4,517,218	3,430,919	4,640,349	5,037,566	3,703,859	41,155,668

Source: Report of the C&AG 2000- 2007 (Audited Annual Financial Statements)

Source: HSNPF Draft AFS 2008 and 2009

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Appendix 5

Analysis of HSNPF Expenditure 1999 to 2009

Category	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Total
Grants to P/ship committees		126,267	161,023	1,929,032	1,380,018	1,166,629	1,281,983	883,219	905,804	1,219,725	398,865	9,452,565
Projects (National / Local)			2,023,389	2,248,046	215,501	180,459	152,865	159,333	487,210	424,800	198,675	6,090,278
Special projects				63,458								63,458
Cont. to non-client P/ship projects			146,020									146,020
North / South P/ship Forum			69,836									69,836
Admin charge to HSEA			25,395									25,395
APPM					173,257	420,000	202,921	156,781	250,000	250,000	0	1,452,959
Salaries									2,277,689	2,322,807	2,610,747	7,211,243
Training									47,398	56,974	12,532	116,904
Recruitment									0	6,043	0	6,043
Salaries Training Recruitment		454,753	1,199,652	1,579,383	1,612,614	1,727,947	1,808,418	1,892,786	0	0	0	10,275,553
Travel, Subsistence, Meals	15,944	57,833	130,923	148,612	211,455	198,614	199,752	185,433	202,947	188,414	121,899	1,661,826
Printing, Stationery, Advertising	31,950	55,166	137,773	185,733	128,484	137,297	94,561	112,726	92,699	58,909	25,930	1,061,228
Library & IT Support				14,089	5,202	32,516	20,542	26,898	27,501	29,616	34,862	191,226
Research & Study Tours				51,445	455	10,499	0	0	0	0	0	62,399
Monitoring & Evaluation of P/ship				12,244	14,285	36,572	38,668	24,399	33,690	48,697	6,075	214,630
Postage & Telephone		5,517	13,076	13,097	21,835	30,491	41,873	32,045	31,637	31,657	25,142	246,370
Rent & Insurance		816	453	30,812	79,708	85,086	118,388	93,227	92,812	107,290	119,929	728,521
Office Removal Expenses				24,813								24,813
Caretaking, Security & Repairs			5,043									5,043
Consultancy Fees	15,338	9,527	18,638	107,534	133,112	106,525	54,131	36,664	82,563	254,042	69,588	887,662
Conferences			70,145	85,298	96,634	75,044	31,218	48,864	37,161	26,725	971	472,060
Audit Fee	2,539	2,539	5,250	5,000	7,500	9,500	13,160	12,100	12,705	12,510	13,432	96,235
Accountancy Fees	190	838	1,191	4,021	9,699	16,686	20,833	38,807	28,937	29,209	24,795	175,206
Bank Interest & Charges		23	22	130	829	281	181	315	272	419	527	2,999
Donation to Special Olympics			73,523									73,523
Sundries	501	395	2,585	4,772	3,700	3,997	6,034	3,973	6,261	5,765	5,540	43,523
Transfer to Capital I&E Account		100,025	47,780									147,805
Total	66,462	813,699	4,131,717	6,507,519	4,094,288	4,238,143	4,085,528	3,707,570	4,617,286	5,073,602	3,669,509	40,857,518

Sources:
Reports of the C&AG 2000- 2007 (Audited Annual Financial Statements)
HSNPF Draft AFS 2008 and 2009

Appendix 6

Analysis of Overseas Trips 2001 to 2009

Trip No	Date	Destination	Purpose	Persons Travelling	Organisation	Overall Costs identified €	Comment
1	26-28 Sept 2001	London	Training	3	HSNPF	1,506.59	
2	10-15 May 2002	Boston	Study Tour	1 + and spouse 1 1 and spouse 2 1 and spouse 1	SIPTU HSEA PNA IMPACT NFVB INO	22,208.23	Booked own flights refunded for 1 flight
3	24-28 May 2002	Stockholm	Study Tour	1 1 1 plus spouse 1 1	Beaumont Hospital ATGWU Mater Hospital UCATT HSNPF	9,358.10	
4	13-20 Mar 2004	New York	Study Tour	1	HSNPF	3,255.00	"Under aegis of SIPTU"
5	26-27 April 2004	London	Conference	2	HSNPF	658.32	
6	07-12 May 2004	Stockholm	Training	3	HSNPF	10,617.83	
7	24-31 May 2004	Moscow	Conference	1	HSNPF	624.61	IA Unable to identify Flight and Accom costs
8	21-24 Sept 2004	Scotland	View services	1	HSNPF	124.49	Subsistence only Flight & Accom/ meals provided
9	07-14 Jan 2005	New York	Study Tour	2	HSNPF HSNPF	2,187.26	
10	19-21 Jan 2005	London	Conference	1	HSNPF	1,002.31	includes business class flight to London
11	27 Jun - 02 Jul 2005	Barcelona	Conference	1 plus spouse	HSNPF	2,542.06	
12	27 - 29 Jun 2005	Belgium		1	HSNPF	348.00	
13	30 Nov - 02 Dec 05	Edinburgh	Study Tour	3 1	HSE INO	5,824.08	

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				1	DoHC	
				1	MLSA	
				1+ spouse	PNA	
				1	UCATT	
				1	IMPACT	
				1	HSNPF	
14	15-22 Mar 2006	New York	Study Tour	1 plus spouse	HSNPF	3,130.60
15	27 April - 4 May 06	New York	EWP Study tour	3	Beaumont Hosp	38,414.62
				3	St James' Hosp	
				2	Stewarts Hosp	
				3	HSNPF	
				1	HSE West	
				2	HSE Nwest	
				1	IMPACT	
16	01-07 June 2006	New York	EWP Study tour	1	Beaumont Hospital MLSA	36,784.37
				1	Mater Hospital	
				1	Mater Hospital MLSA	
				2	St James' Hosp	
				1	St James' Hosp Craft Union Western Care Ass.	
				1	SIPTU	
				1	HSE West	
				1	HSE Nwest	
				1	Sligo Hosp HSE	
				1	NFVB	
				3	HSNPF	
				3	INO	
17	24 Jun - 01 Jul 2007	Lyon	Conference	1	HSNPF	929.00
18	13-20 Mar 2008	Savannah	Study Tour	1	HSNPF	352.41
						Subsistence only – trip under aegis of SIPTU
19	22 - 26 Apr 2008	Paris	Conference	3	HSNPF	6,630.46
20	21 - 26 May 2009	New York	Study Tour	1	HSNPF	0
						All costs paid by SIPTU
21	15-16 June 2009	Brussels	Study Tour	1	HSNPF	182.30
TOTAL						146,680.64

NOTE:

Of the 21 trips listed above, 4 of these (trips no 4, 14, 18 and 20) are included in the 40 trips identified by HSE Internal Audit as part of the listing of SKILL/Partnerships trips funded by SIPTU.

Therefore 17 trips identified above were arranged and fully paid by HSNPF, 1 (no 14) was a SIPTU arranged trip and HSNPF made the travel arrangements for a HSNPF Employee, 2 trips (nos 4, and 18) were SIPTU arranged and funded trips and HSNPF paid subsistence and 1 trip (no 20) was fully funded by SIPTU and no claim for subsistence was made to HSNPF

Appendix 7

Grants Awarded and Paid by HSNPF to date Analysed by Recipient Agency

Agency Name	Ability West					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Establish Training Department and Computerising Training Records on Core HR	36,406.00	36,406.00	0			
Establishment of Training Department and Computerising training records.	17,689.00	17,689.00	0			
IT Training Programme for Staff	34,000.00	34,000.00	0			
Provision of Intranet /Internet facility to enhance staff communication.	14,750.00	14,750.00	0			
Staff Induction Training Programme	20,000.00	20,000.00	0			
Unit Director Training Ability West	56,000.00	56,000.00	0			
Agency Totals	178,845.00	178,845.00	0	178,845.00	178,845.00	
Agency Name	Adelaide & Meath inc NCH					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
AMNCH Human Resource Strategy Implementation 2008 - 2010	100,000.00	100,000.00	0			
Audit of Human Resource Function	5,530.00	5,530.00	0			
Celebration of 10 years of working together in Partnership in AMNCH	10,000.00	10,000.00	0			
Celebration of 400 years of nursing care in the Adelaide, Meath and National Childrens Hospitals	5,000.00	5,000.00	0			
Communications Project 2001	25,395.00	25,395.00	0			
Creche Project - Phase 2	49,936.00	49,936.00	0			
Customer Service 2006	15,000.00	15,000.00	0			
Develop, Implement and Maintain an Employee Assistance Programme in the hospital	47,156.00	47,156.00	0			
Developing Partnership Communications	10,000.00	10,000.00	0			
Enhancement of the Employee Relations/human Resource Interface 2006	10,000.00	10,000.00	0			
Examine processes around team working in a clinical area	5,000.00	5,000.00	0			
Extended Hours 2002	50,000.00	50,000.00	0			
Health & Safety Training for Marshals	10,000.00	10,000.00	0			
Human Resources Strategy 2007-2010	100,000.00	100,000.00	0			
Improve Customer Service 2005	25,000.00	25,000.00	0			
Improvements in Mortuary Area	25,000.00	25,000.00	0			
Improvements to the Recruitment Process	5,000.00	5,000.00	0			
Launch and Establish a Sports and Social Group	20,000.00	20,000.00	0			
Launch of Human Resource Policies and Staff	35,000.00	35,000.00	0			
Mainstreaming Partnership 2005	10,000.00	10,000.00	0			
National Project - Service Planning	16,550.00	16,550.00	0			
Patient Advocacy Process	5,000.00	5,000.00	0			
Promote Employee Well-being	5,000.00	5,000.00	0			
Provision of weekly Cardiovascular risk factor screening and heart health education clinic for staff	4,000.00	4,000.00	0			
Reform and Change Mangement	10,000.00	10,000.00	0			
Research and Develop Childcare Facilities	62,379.00	62,379.00	0			
Review information leaflets in hospital	1,452.00	1,452.00	0			
Review of Training Courses	1,000.00	1,000.00	0			
Run focus groups to establish patient needs	2,000.00	2,000.00	0			
Seasonal Event Funding	825.5	825.5	0			
Seasonal Event Funding 2002	750	750	0			
Seed Funding	11,176.00	11,176.00	0			
Small World Creche	2,552.93	2,552.93	0			

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Staff Representative Facilities	6,000.00	6,000.00	0			
Staff Training in Processes	2,500.00	2,500.00	0			
Strengthen links with SDCC and Naas Hospitals by way of a project/networking event	2,500.00	2,500.00	0			
Supporting the Partnership Process	3,000.00	3,000.00	0			
To expand, develop and mainstream partnership in the hospital 2006	10,000.00	10,000.00	0			
To facilitate organisational reform and change management 2006	15,000.00	15,000.00	0			
Training for managers and shop stewards in ADR/JPS mechanisms	12,500.00	12,500.00	0			
Training Programme for Frontline Staff	22,500.00	22,500.00	0			
Agency Totals	759,702.43	759,702.43	0	759,702.43	759,702.43	
Agency Name	Bantry General Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Enhancing Staff Relations and Involvement	12,590.00	12,590.00	0			
Agency Totals	12,590.00	12,590.00	0	12,590.00	12,590.00	
Agency Name	Beaumont Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
A&E Community Leaflet	15,780.94	15,780.94	0			
Annual Report	3,175.00	3,175.00	0			
Beaumont Hospital Patient Council	4,120.00	3,772.55	347.45			
Best Practice in IR Procedures - Skills development, Equality & Diversity, team building etc. Module 2.	5,000.00	5,000.00	0.00			
Best practice in IR procedures and introduction to 'Working in Partnership' Module 1	3,000.00	3,000.00	0.00			
Building a Learning and Development Plan for Beaumont Hospital	10,000.00	10,000.00	0.00			
Bullying and Harrassment Training	5,000.00	5,000.00	0.00			
Celebration of 21 one years working in Beaumont Hospital	10,000.00	10,000.00	0.00			
Communication and Staff Retention Project	30,566.01	29,361.71	1,204.30			
Communication Skills Course	3,750.00	3,750.00	0			
Communications & Networking: Community Focus Groups on delivery of Beaumont Hospital services to the community	8,500.00	8,500.00	0			
Communications & Networking: Computer work stations for Departments whose work does not require the use of PCs and for installation in canteen area for general use.	11,100.00	11,100.00	0			
Developing a Human Resources Strategy	11,000.00	11,000.00	0			
Diversional Therapy in St. Michaels Rehabilitation Unit	2,500.00	2,500.00	0			
Establishment and Supporting Partnership Process	13,520.50	13,520.50	0			
Evaluation of current bereavement support programme	11,220.00	11,220.00	0			
Extension of COPD Outreach Service	40,325.00	40,325.00	0			
Fall Prevention Initiative	2,980.20	2,980.20	0			
Flexi-time in Extending Hours of Service	48,916.63	48,916.63	0			
Food for Thought Education Sessions for All Staff and the Community Beaumont Hospital Serves.	5,000.00	5,000.00	0			
GP Service from the Pulmonary Function Laboratory	17,500.00	17,500.00	0			
Health Promotion - Partnership Stress Management Programme	22,860.00	22,860.00	0			
Health Records Project	76,835.00	76,835.00	0			
Home Enteral Feeding Project	27,434.86	27,434.86	0			
Human Resources Communications & Training	41,000.00	41,000.00	0			
Learning in Partnership - Developing Excellence.	10,000.00	10,000.00	0			
Management of Patients with Behavioural Disturbance	2,500.00	2,500.00	0			
National Project - Service Planning	19,050.00	19,050.00	0			
Partnership Integration Funding	144,691.10	97,375.49	47,315.61			
Partnership Week	2,500.00	2,500.00	0			
Seasonal Event Funding 2001/2002	1,215.00	1,215.00	0			
Staff Counsellor	25,308.90	25,308.90	0			

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Staff Survey	25,927.36	25,927.36	0			
Trade Union Facilities	2,810.00	2,810.00	0			
Work Placement + Best Practice Exchange Programme	100,000.00	100,000.00	0			
Working Together for a Better Hospital Radio Service	12,700.00	12,700.00	0			
Agency Totals	777,786.50	728,919.14	48,867.36	777,786.50	728,919.14	48,867.36
Agency Name	Brothers of Charity					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Interest Based Bargaining & Dispute Resolution Training	10,000.00	10,000.00	0			
Partnership Committee Training	1,695.00	1,695.00	0			
Agency Totals	11,695.00	11,695.00	0	11,695.00	11,695.00	
Agency Name	Carlow / Kilkenny					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Health & Welfare at Work 2005	6,000.00	6,000.00	0			
National Project Service Planning	45,085.00	45,085.00	0			
Agency Totals	51,085.00	51,085.00	0	51,085.00	51,085.00	
Agency Name	Cavan / Monaghan					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Relative Refreshment Area	2,129.00	2,129.00	0			
Sensory, Mobility and Dexterity Assessment Garden at St. Marys Hospital	23,434.04	23,434.04	0			
Supporting the Partnership Process	5,000.00	5,000.00	0			
Agency Totals	30,563.04	30,563.04	0	30,563.04	30,563.04	
Agency Name	Clare					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Building team skills for embedding partnership in the catering department in St. Joseph's Hospital Ennis	10,800.00	10,800.00	0			
Change in Work Practice	7,000.00	7,000.00	0			
Clare Sports and Social Club Pilot	36,000.00	36,000.00	0			
Communication Project at St. Joseph's Hospital	10,160.00	10,160.00	0			
Computerised Nursing Documentation System	20,000.00	20,000.00	0			
Mainstreaming Partnership in the Mental Health Service Clare community care area	12,500.00	12,500.00	0			
Agency Totals	96,460.00	96,460.00	0	96,460.00	96,460.00	
Agency Name	Connolly Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Partnership and Hospital Staff Newsletter	4,696.00	4,696.00	0			
Partnership and Hospital Staff Newsletter 2009	5,705.64	5,705.64	0			
Poster Week to share Best Practice Initiatives in Connolly Hospital	1,500.00	1,500.00	0			
Staff and Family Fun Day	8,600.00	8,600.00	0			
Agency Totals	20,501.64	20,501.64	0	20,501.64	20,501.64	
Agency Name	Coombe Women's Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff

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Employee Assistance Programme for Coombe Women and Infants University Hospital	5,000.00	5,000.00	0			
Agency Totals	5,000.00	5,000.00	0	5,000.00	5,000.00	
HSNPF Financial Summary Report for Cork - North Lee Year 2010						
Agency Name	Cork - North Lee					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Communications, Partnership and Interpersonal skills training for staff in Midleton, Cork	6,000.00	6,000.00	0			
Agency Totals	6,000.00	6,000.00	0	6,000.00	6,000.00	
Agency Name	Cork - South Lee					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Flexible Working and Customer Service	9,500.00	9,500.00	0			
To develop and pilot a model of home-based delivery of care for persons with acute mental illness 2003	100,000.00	100,000.00	0			
Agency Totals	109,500.00	109,500.00	0	109,500.00	109,500.00	
Agency Name	Cork University Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
A Smoke Free Cork University Hospital Campus	40,000.00	40,000.00	0			
Anti-Bullying Project	13,970.00	13,970.00	0			
Communications	5,000.00	5,000.00	0			
Communications Audit 2005	5,000.00	5,000.00	0			
Communications Project	19,050.00	19,050.00	0			
Communications Project 2	76,200.00	76,200.00	0			
Cultural Diversity Training for Local Working Group	5,000.00	5,000.00	0			
Elderly Patient Journey from Acute to Community Services	84,000.00	50,000.00	0			
Feasibility Study and Development of a Business Plan for an on site Crèche facility	6,000.00	6,000.00	0			
Improve Patient Care and Consultant-Provided Anticoagulation Service (Warfarin Project)	148,004.72	148,004.72	0			
Improving Efficiency in Theatre	31,000.00	31,000.00	0			
Improving the IR Interface 2005	10,000.00	10,000.00	0			
'It's All in the Mix' Team Working Seminar's	5,000.00	5,000.00	0			
Mainstreaming Partnership 2005	4,000.00	4,000.00	0			
Managing Attendance & Supporting Staff	5,000.00	5,000.00	0			
Non-Invasive Breath Testing for H.Pylori - Outpatients Department	36,743.45	1,837.00	0			
Out Patient Department Working Group	20,000.00	20,000.00	0			
Seasonal Event Funding	825.5	825.5	0			
Seasonal Event Funding	750	750	0			
Service Planning - National Project	19,050.00	19,050.00	0			
Staff Satisfaction Survey- Emergency Department	10,000.00	10,000.00	0			
Support Network for Healthcare Assistants	9,000.00	9,000.00	0			
Supporting the Partnership Process	3,000.00	3,000.00	0			
Total System Change Management to Effect High Quality Integrated Discharge Planning	50,000.00	50,000.00	0			
Training & Development of Staff	20,000.00	20,000.00	0			
Wellness at Work	10,000.00	10,000.00	0			
Agency Totals	636,593.67	567,687.22	0	636,593.67	567,687.22	

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Agency Name	Daughters of Charity					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Newsletter and Information Leaflet	5,500.00	5,500.00	0			
Agency Totals	5,500.00	5,500.00	0	5,500.00	5,500.00	
Agency Name	Donegal					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Advancing Employment Equality through Partnership	28,000.00	28,000.00	0			
Advancing Partnership in the North Western Health Board	170,000.00	170,000.00	0			
Communication - Womens Network	2,000.00	2,000.00	0			
Communications	4,000.00	4,000.00	0			
Develop a Co-ordinating Group Between Hospital and Community Partnerships	13,000.00	13,000.00	0			
Employee assistance programme for NWHB staff	23,125.00	23,125.00	0			
Evaluation of the model of Partnership Working in the NWHB	4,000.00	4,000.00	0			
Facilitated Partnership 2005	45,000.00	45,000.00	0			
Long Service Award Day	10,000.00	10,000.00	0			
Partnership for All - 'SMART UNITS'	15,000.00	15,000.00	0			
Partnership for All Training 2006	5,000.00	5,000.00	0			
Partnership Roadshows 2005	4,000.00	4,000.00	0			
Partnership Roadshows 2006	4,000.00	0	0			
Partnership Training - Heads of Service/Union Activists	13,920.00	13,920.00	0			
Seasonal Event Funding	1,575.50	1,575.50	0			
Service Planning	45,085.00	45,085.00	0			
Staff Benefits Project	57,439.56	57,439.56	0			
Staffs Workplace Needs - Human Resource Survey	34,000.00	34,000.00	0			
Agency Totals	479,145.06	475,145.06	0	479,145.06	475,145.06	
Agency Name	Donegal PCCC & Letterkenny Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Consolidating and Embedding Finding A Balance Project	25,000.00	25,000.00	0			
Develop Conference/Training facilities	4,000.00	4,000.00	0			
Development of Partnership Facility	13,000.00	13,000.00	0			
Agency Totals	42,000.00	42,000.00	0	42,000.00	42,000.00	
Agency Name	Dublin North Central					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
A strategy for childcare facilities for the staff of the NAHB	12,700.00	12,700.00	0			
Communications Project	3,809.20	3,809.20	0			
Conflict Resolution to Service Areas	15,000.00	15,000.00	0			
Customer Service	10,000.00	10,000.00	0			
Handling Change with Less Conflict	30,000.00	30,000.00	0			
Improve communication as a key enabler to support change by recognizing the importance of trust	10,000.00	10,000.00	0			
Needs analysis to identify staff training needs	6,000.00	6,000.00	0			
Roll out process of Partnership - Board wide	16,000.00	16,000.00	0			
Seed Funding	10,160.00	10,160.00	0			
Service Planning	45,085.00	45,085.00	0			
Staff Handbook for JCM Hospital	5,000.00	5,000.00	0			

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Team Training Balcarris Residential Centre	6,500.00	6,500.00	0			
Agency Totals	170,254.20	170,254.20	0	170,254.20	170,254.20	
Agency Name	Dublin South West					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
A Work Based Programme for Person-Centred Care for Older People with Dementia	8,700.00	8,700.00	0			
Development of the Alzheimers Unit at St. Vincent's Hospital	10,000.00	10,000.00	0			
Dignity at Work 2005	20,000.00	20,000.00	0			
Skill Mix Initiative: Restructuring of the multi-tasking hospital attendant grade	6,450.00	6,450.00	0			
Agency Totals	45,150.00	45,150.00	0	45,150.00	45,150.00	
Agency Name	Dublin West					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Communication, Training and Education on campus to support the multidisciplinary, multicultural environment of the workplace.	16,540.00	16,540.00	0			
Enhanced Customer Care	15,000.00	15,000.00	0			
Enhancing the Client Experience 2006	10,000.00	10,000.00	0			
Self Rostering Pilot Project	10,000.00	10,000.00	0			
Agency Totals	51,540.00	51,540.00	0	51,540.00	51,540.00	
Agency Name	Dun Laoghaire					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Seed Funding	2,000.00	2,000.00	0			
Staff Wellness Project	6,000.00	6,000.00	0			
Agency Totals	8,000.00	8,000.00	0	8,000.00	8,000.00	
Agency Name	Galway					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Consultation Process - developing a regional mental health strategy	3,250.00	3,250.00	0			
Developing WHB West City Centre offices into user-friendly site	24,000.00	24,000.00	0			
Teleworking - Galway Community Services	24,000.00	24,000.00	0			
Agency Totals	51,250.00	51,250.00	0	51,250.00	51,250.00	
Agency Name	Galway University Hospitals					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Clinical Psychologist to Provide counselling Service to Nurses & Midwives	19,046.00	19,046.00	0			
Courtyard Garden in OBS/GYN, UGHG	6,900.00	6,900.00	0			
Information Centre - Hospital Ground - Merlin Park	69,370.00	69,370.00	0			
Personal Development Planning at Galway Regional Hospital	25,394.76	25,394.76	0			
Radio Reachout	100,000.00	100,000.00	0			
Security System	20,000.00	20,000.00	0			
Agency Totals	240,710.76	240,710.76	0	240,710.76	240,710.76	
Agency Name	HSE - Consumer Affairs					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended	Total Funds Awarded	Total Funds Expended to date	Diff

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			To Date			
National Advocacy Service for Older People in Residential Care Facilities	75,000.00	75,000.00	0			
National Advocacy Service for Older People in Residential Care Homes 2010	50,000.00	0	50,000.00			
Agency Totals	125,000.00	75,000.00	50,000.00	125,000.00	75,000.00	
Agency Name	HSE Achievement Awards					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Achievement Awards 2007/08 National Event	30,000.00	30,000.00	0			
HSE Achievement Awards	20,000.00	0	20,000.00			
Production of DVD to support promotion and learning in relation to the Achievement Awards	33,600.00	33,600.00	0			
Agency Totals	83,600.00	63,600.00	20,000.00	83,600.00	63,600.00	
Agency Name	HSE Dublin Mid-Leinster					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Improving the Interface between Partnership and Industrial Relations 2006	30,000.00	30,000.00	0			
Mainstreaming of Partnership - Initiatives to improve communications and networking in the SWAHB	15,000.00	15,000.00	0			
Staff Charter	7,620.00	7,620.00	0			
Agency Totals	52,620.00	52,620.00	0	52,620.00	52,620.00	
Agency Name	HSE Eastern Region					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
End of Era Function	1,000.00	1,000.00	0			
Picture of Health Art Exhibition	1,000.00	1,000.00	0			
Agency Totals	2,000.00	2,000.00	0	2,000.00	2,000.00	
Agency Name	HSE National Projects					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Changing Together Programme (LRC/NCI/HSNPF)	91,500.00	91,500.00	0			
Hospice Friendly Hospitals Programme - Pilot Project: Relating Well to Residents in End of life Care	21,200.00	21,200.00	0			
Linking Safety and Service: Managing Violence and Aggression in the Workplace	75,000.00	57,660.00	17,340.00			
Agency Totals	187,700.00	170,360.00	17,340.00	187,700.00	170,360.00	
Agency Name	HSE Organisation Development & Design					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Improving Our Services - A Users' Guide to Managing Change in the HSE	90,000.00	90,000.00	0			
Agency Totals	90,000.00	90,000.00	0	90,000.00	90,000.00	
Agency Name	HSE Shared Services					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Increasing Awareness and Understanding of Workplace Partnership	4,620.00	1,581.90	0			

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Seed Funding	5,000.00	5,000.00	0			
Agency Totals	9,620.00	6,581.90	0	9,620.00	6,581.90	
Agency Name	HSE South					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Improving quality of working life for mental health staff and the quality of service delivery for service users through the arts	25,000.00	25,000.00	0			
Seasonal Event Funding	1,575.50	1,575.50	0			
Supporting the Partnership Process	5,000.00	5,000.00	0			
Agency Totals	31,575.50	31,575.50	0	31,575.50	31,575.50	
Agency Name	HSE West					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Building Relationships Within the New Structures	8,000.00	8,000.00	0			
Change in Work Practices - Raheen Community Hospital	7,000.00	7,000.00	0			
Communication and Partnership Structures in the Reform Process.	29,000.00	29,000.00	0			
Communications and Partnership Structures	17,000.00	17,000.00	0			
Cultural Identity Study	20,000.00	20,000.00	0			
Customer Care	10,000.00	10,000.00	0			
Developing partnership for the Mid western health board-Symposium day for line managers and staff representatives	15,000.00	15,000.00	0			
Dignity at Work Policy	25,000.00	25,000.00	0			
Employee Assistance Programme	25,394.76	25,394.76	0			
Employee Assistance Programme (3 sites : Limerick,Clare,Tipperary)	53,720.00	53,720.00	0			
Human Resources Policies 2005	32,812.00	32,812.00	0			
Joint Training 2004	60,000.00	60,000.00	0			
Joint Understanding of Strategic HR Policies	27,350.00	27,350.00	0			
Mainstreaming Partnership - Regional Symposium	15,000.00	15,000.00	0			
Mainstreaming Partnership 2005	17,000.00	17,000.00	0			
Management Induction Module for Union Reps	70,000.00	70,000.00	0			
Non Pay Benefits Project	58,420.00	58,420.00	0			
Partnership for All	97,505.00	97,505.00	0			
Partnership proofing of HR polices and joint training programs including tools for change approaches.	17,000.00	17,000.00	0			
Performance Management and Multidisciplinary Team Building	20,104.23	20,104.23	0			
Raising Women's Voices	29,757.00	29,757.00	0			
Replacement Costs	5,140.85	5,140.85	0			
Replacement Costs	3,000.00	3,000.00	0			
Roundtable Partnership committee Funding	101,981.00	101,981.00	0			
Seasonal Event Funding	1,575.50	1,575.50	0			
Seasonal Event Funding	1,575.50	1,575.50	0			
Seed Funding	10,160.00	10,160.00	0			
Service Planning	38,980.77	38,980.77	0			
Service Planning	45,085.00	45,085.00	0			
Staff Newsletter - Communications Project	1,950.00	1,950.00	0			
Staff Representative Facilities	8,000.00	8,000.00	0			
Supporting P/ship Process	5,000.00	5,000.00	0			
Supporting Partnership Process	6,770.80	6,770.80	0			
Team based performance management and multidisciplinary team building	14,000.00	14,000.00	0			
Training and Development for the Partnership Steering Committee	5,000.00	5,000.00	0			
Training Programme to support staff and clients in WHB residential settings in advance on the workplace smoking ban implementation	4,500.00	4,500.00	0			
WHB Facilitation 2002	25,395.00	25,395.00	0			
Agency Totals	933,177.41	933,177.41	0	933,177.41	933,177.41	

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Agency Name	Irish Blood Transfusion Services					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
'Coming Together' Inaugural National Conference	14,070.00	14,070.00	0			
Agency Totals	14,070.00	14,070.00	0	14,070.00	14,070.00	
Agency Name	Kerry					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Develop and implement a team building process	6,300.00	6,300.00	0			
Establish workplace partnership structures in key SHB sites	17,500.00	17,500.00	0			
Improving Access and Availability of Home Help	40,995.05	40,995.05	0			
Involving Staff in Service Planning 2006	25,000.00	25,000.00	0			
Management of Change	507.6	507.6	0			
Service Planning	8,935.53	8,935.53	0			
Agency Totals	99,238.18	99,238.18	0	99,238.18	99,238.18	
Agency Name	Kerry General Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Critical Incident Stress Debriefing	21,500.00	0	0			
Introducing requirements necessary to comply with EU Blood Directive	55,702.20	55,702.20	0			
Service Planning 2005 in Kerry General Hospital	10,000.00	10,000.00	0			
Agency Totals	87,202.20	65,702.20	0	87,202.20	65,702.20	
Agency Name	Kildare / West Wicklow					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Extended Hours in Celbridge Mental Health Facility	71,254.93	71,254.93	0			
Initiative Aimed at Improving the Interface between Partnership and Industrial Relations	30,000.00	30,000.00	0			
Agency Totals	101,254.93	101,254.93	0	101,254.93	101,254.93	
Agency Name	Laois / Offaly					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Change management using partnership approach	17,000.00	17,000.00	0			
Communications Strategy Part 2	100,000.00	100,000.00	0			
Enhancing the industrial relations environment and HR/IR interface	22,000.00	22,000.00	0			
Grievance handling and disciplinary procedure training	4,800.00	4,800.00	0			
Joint Training for Management and Staff Representatives	20,000.00	20,000.00	0			
Laois/Offaly Mental Health Services Strategy Day	9,000.00	9,000.00	0			
Mainstreaming Partnership - Broader Awareness Programme	8,000.00	8,000.00	0			
Mainstreaming Partnership - Training for partnership committees	7,000.00	7,000.00	0			
Mainstreaming Partnership 2005	20,000.00	20,000.00	0			
Publication of a book celebrating the work of the MHB	8,000.00	8,000.00	0			
Quality of Working Life - Promoting positive mental health among employees of the MHB	55,000.00	55,000.00	0			
Salary Information Card	3,750.00	3,750.00	0			
Seasonal Event Funding	1,575.50	1,575.50	0			
Service Planning	45,085.00	45,085.00	0			
Service Planning Video	11,295.00	11,295.00	0			
Supporting the Arts for Clients in the Mental Health Sector	13,362.80	13,362.80	0			
Agency Totals	345,868.30	345,868.30	0	345,868.30	345,868.30	

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Agency Name	Leopardstown Park Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Stress Management Training	3,755.80	3,755.80	0			
Agency Totals	3,755.80	3,755.80	0	3,755.80	3,755.80	
Agency Name	Limerick					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Communication - Trust in Care	2,500.00	2,500.00	0			
Communications	15,000.00	15,000.00	0			
Extending nursing practice to facilitate improved patient care- monitoring INR(Warfarin levels) in a Community Hospital using new technology.	9,000.00	9,000.00	0			
Interpersonal skills training for all staff in St.Ita's Hospital Newcastle West	10,185.00	10,185.00	0			
Mainstreaming Partnership Projects 2006	10,000.00	10,000.00	0			
Promoting Attendance at Work	8,500.00	8,500.00	0			
Agency Totals	55,185.00	55,185.00	0	55,185.00	55,185.00	
Agency Name	Longford / Westmeath					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Communications Strategy	26,035.00	26,035.00	0			
Development of Clients Occupational and Recreational Activity at St. Lomans Hospital Mullingar	6,000.00	6,000.00	0			
Health Strategy Consultation	908.69	908.69	0			
ICON Project on Integrated Care 2005	5,000.00	5,000.00	0			
Measure and evaluate the partnership process and its effectiveness	6,000.00	6,000.00	0			
Partnership Training at St. Joseph's Hospital, Longford	5,800.00	5,800.00	0			
Performance Management	15,000.00	15,000.00	0			
Person-Centred Care for Older People with Dementia	13,480.00	13,480.00	0			
Seed Funding	10,160.00	10,160.00	0			
Staff Representative Facilities	8,000.00	8,000.00	0			
Supporting Partnership Process	5,000.00	5,000.00	0			
Agency Totals	101,383.69	101,383.69	0	101,383.69	101,383.69	
Agency Name	Louth					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
'End of Era'	13,500.00	13,500.00	0			
Production of a Joint Development Plan	7,595.00	7,595.00	0			
Replacement Costs	19,367.51	19,367.51	0			
Second Chance Key Skills	18,092.00	18,092.00	0			
Seed Funding	10,160.00	10,160.00	0			
Team Working - Skills Mix	18,000.00	18,000.00	0			
Agency Totals	86,714.51	86,714.51	0	86,714.51	86,714.51	
Agency Name	Louth County Hospital					

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Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Improve Interface between Industrial Relations and Partnership (JPS/ADR)	37,652.00	37,652.00	0			
Staff Facilities in Louth Co. Hospital	14,000.00	14,000.00	0			
Visiting times at Louth County Hospital Dundalk	3,700.00	3,700.00	0			
Agency Totals	55,352.00	55,352.00	0	55,352.00	55,352.00	
Agency Name	Mater Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
2006 Theme 1: Communications	25,000.00	25,000.00	0			
2006 Theme 3: Increasing Flexibility of Working Hours	5,000.00	5,000.00	0			
2006 Theme 4: Progressing Partnership	20,000.00	20,000.00	0			
2007 Communications	10,000.00	10,000.00	0			
2007 Improving Patient Care	7,000.00	7,000.00	0			
2007 Progressing Partnership	17,000.00	17,000.00	0			
2007 Staff Wellness	11,000.00	11,000.00	0			
2007 Team-Based Performance Management / Staff Development	5,000.00	5,000.00	0			
Aesthetics of the Rheumatology Waiting Area	24,100.00	24,100.00	0			
Changing Space for Changing Needs	18,850.00	18,850.00	0			
Complementary Therapies (CThs) for Patients Phase 2	47,250.00	47,250.00	0			
Complementary Therapies for Patients	40,000.00	40,000.00	0			
Develop Base for Mission Effectiveness Programme	24,000.00	24,000.00	0			
Dynamic Action Research Study to Ascertain staff perception and attitude towards the organisation's effectiveness with regard to employee involvement and policies	20,000.00	4,000.00	0			
Early Arthritis Treatment and Assessment Unit	30,000.00	30,000.00	0			
Exercise Therapy Room and Education centre in Physiotherapy Department	20,000.00	20,000.00	0			
ICE : Improving Communications and Equality. The MaterNET booths project	34,500.00	34,500.00	0			
Implementation of Document Imaging	14,492.02	14,492.02	0			
Internal Communications 2004	20,000.00	20,000.00	0			
Internal Communications 2005	20,000.00	20,000.00	0			
Joint Communication and Consultation Project on Move to New Hospital Campus	40,000.00	0	0			
Mater Staff Wellness Day	5,000.00	5,000.00	0			
Multi-media Assessment and treatment initiative for occupational therapy patients	18,000.00	18,000.00	0			
New Two-Day Mater Corporate Induction Programme For All New Entrants	6,000.00	6,000.00	0			
Out-patient elderly care service	50,000.00	50,000.00	0			
Partnership Communication Strategy	50,800.00	50,800.00	0			
Partnership Working Group Development of a Patient information leaflet to support Hospital Smokefree Policy	1,415.00	1,415.00	0			
Pilot project to involve staff in the formation of teams to ascertain staff perception on decision making processes within the organisation	4,000.00	4,000.00	0			
Prevention of discharge delay, reducing readmissions and providing quality care: An occupational Therapy home modification service for patients following surgery	11,150.00	11,150.00	0			
Progressing Partnership 2004	10,000.00	10,000.00	0			
Progressing Partnership 2005	5,000.00	5,000.00	0			
Recruitment and Retention of social work staff in the Mater Hospital	32,000.00	32,000.00	0			
Seasonal Event Funding	750	750	0			

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Seasonal Event Funding	825.5	825.5	0			
Seed Funding	10,160.00	10,160.00	0			
Service Planning	10,000.00	10,000.00	0			
Service Planning	19,050.00	19,050.00	0			
Sports and Social Committee	23,870.50	23,870.50	0			
Staff Development - incorporating performance management	5,000.00	5,000.00	0			
Staff Evaluation Questionnaire	10,000.00	10,000.00	0			
Staff Healthy Recipe Book	5,000.00	5,000.00	0			
Staff Representative Facilities	6,000.00	6,000.00	0			
Staff Representatives Resource Room	7,040.00	7,040.00	0			
Supervision Training for Social Workers	1,310.00	1,310.00	0			
Supporting the Partnership Process	3,000.00	3,000.00	0			
The MaterNews - bi-monthly publication	9,925.00	9,925.00	0			
Agency Totals	758,488.02	702,488.02	0	758,488.02	702,488.02	
Agency Name	Mayo					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Creating a Healthier Environment for Staff and the Public	35,000.00	35,000.00	0			
Mayo Community Services Waiting Areas Initiative - Proposal for making our waiting areas more child and family friendly	12,380.00	12,380.00	0			
Agency Totals	47,380.00	47,380.00	0	47,380.00	47,380.00	
Agency Name	Mayo General Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Introduction of a needle free system in Mayo General Hospital	8,400.00	8,400.00	0			
Mayo General Hospital - Customer Care / Staff Empowerment / Communication Initiative	63,500.00	63,500.00	0			
Mayo General Hospital Partnership Committee - Raising Awareness of Literacy Difficulties	5,300.00	5,300.00	0			
Moderising Trauma Transfer System in the Emergency and Radiology Departments	16,000.00	16,000.00	0			
Sensory Garden & Children' Play Area in MGH	10,792.77	10,792.77	0			
Waste Recycling	25,395.76	25,395.76	0			
Working Towards the Ultimate Solution	19,048.47	19,048.47	0			
Agency Totals	148,437.00	148,437.00	0	148,437.00	148,437.00	
Agency Name	Meath					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Seasonal Event Funding	1,575.50	1,575.50	0			
Visioning for the environment in St. Josephs Hospital	4,410.45	4,410.45	0			
Agency Totals	5,985.95	5,985.95	0	5,985.95	5,985.95	
Agency Name	Mercy University Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Communications - Website Development	10,000.00	10,000.00	0			
Agency Totals	10,000.00	10,000.00	0	10,000.00	10,000.00	

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Naas General Hospital						
Agency Name	Naas General Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Communication Strategy for Naas General Hospital	12,700.00	12,700.00	0			
Communications Initiative for Naas General Hospital	8,255.00	8,255.00	0			
Develop an Out Patients Department Service in Naas General Hospital	5,000.00	5,000.00	0			
Health Promotion Resource Centre	3,751.61	3,751.61	0			
Introducing a new breath test to allow 200 patients to avail of this service in Naas General Hospital as opposed to the current practice of travelling to AMNCH	20,000.00	20,000.00	0			
Protected Meal time for patients	4,860.00	4,860.00	0			
Service Planning	45,085.00	45,085.00	0			
Staff Survey in Naas General Hospital	10,795.00	10,795.00	0			
Agency Totals	110,446.61	110,446.61	0	110,446.61	110,446.61	
National Centre for Partnership and Performance						
Agency Name	National Centre for Partnership and Performance					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Hospital of the Future	85,400.00	85,400.00	0			
Agency Totals	85,400.00	85,400.00	0	85,400.00	85,400.00	
National Federation of Voluntary Bodies						
Agency Name	National Federation of Voluntary Bodies					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Informing Families - Putting Guidelines into Practice	281,275.15	281,275.15	0			
Informing Families Project - Evaluation of Pilot Project and Development of Online Information & Training Resources	160,000.00	160,000.00	0			
Informing Families: Best Practice Guidelines & Principles	195,000.00	195,000.00	0			
Mainstreaming Partnership	10,000.00	10,000.00	0			
Next Steps	118,676.00	0	118,676.00			
Quality of Life of Young Adolescents	50,000.00	50,000.00	0			
Supporting Partnership Process	10,000.00	10,000.00	0			
Agency Totals	824,951.15	706,275.15	118,676.00	824,951.15	706,275.15	
National Maternity Hospital						
Agency Name	National Maternity Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Enhancing Communications	10,000.00	10,000.00	0			
Improving Communications in the National Maternity Hospital	12,000.00	12,000.00	0			
Improving staff morale through good communications in stressful and demanding times	10,000.00	10,000.00	0			
Promoting multi-disciplinary, cross-functional working through implementation of an audit system	10,000.00	10,000.00	0			
Promoting Partnership	12,750.00	12,750.00	0			
Promoting, Positive Communication, Team Spirit and Cultural Diversity	10,000.00	10,000.00	0			
Seed Funding	5,000.00	5,000.00	0			
Supporting cohesion and integration of laboratory services	20,000.00	20,000.00	0			
Supporting, empowering and upskilling our staff to ensure more effective line management and improved patient experience	12,000.00	12,000.00	0			

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Working together to transform the working environment and service to in the main hospital reception	18,500.00	18,500.00	0			
Agency Totals	120,250.00	120,250.00	0	120,250.00	120,250.00	
Agency Name	Nenagh Mid Western Regional Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Nenagh Hospital Dining Room Feasibility Study	8,000.00	8,000.00	0			
Agency Totals	8,000.00	8,000.00	0	8,000.00	8,000.00	
Agency Name	NHO - DNE					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Customer Care Skills Training Course	5,700.00	5,700.00	0			
Education and Awareness Programme	25,280.00	25,280.00	0			
Maintenance Section Training & Development	15,640.00	15,640.00	0			
PLC (Programmable Logoc Control) Systems Training for Identified and relevant NEHB tradespeople.	15,000.00	15,000.00	0			
The Implementation and Evaluation of an Irish Model of Best Practice in the Professional Management of Aggression and Violence	79,700.00	79,700.00	0			
Agency Totals	141,320.00	141,320.00	0	141,320.00	141,320.00	
Agency Name	North Cork					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Community Mental Health Flexibility Project	93,856.10	93,856.10	0			
Infant Mental Health (IMH) National Conference	32,000.00	32,000.00	0			
Mainstream a Model of Multidisciplinary Integrated Care	64,402.20	64,402.20	0			
Transforming Primary Care through multidisciplinary training	80,000.00	80,000.00	0			
Agency Totals	270,258.30	270,258.30	0	270,258.30	270,258.30	
Agency Name	North Dublin					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Complementary therapies outreach project	6,000.00	6,000.00	0			
Dependency Needs of the Elderly in Lusk Community Unit	4,000.00	4,000.00	0			
Establishment of TV Link to support spiritual needs of older persons in Residential Care	6,000.00	6,000.00	0			
Health Strategy Newsletter and Flyer – Communications	7,239.00	7,239.00	0			
Joint training for line managers and shop stewards	15,000.00	15,000.00	0			
Lusk Community Unit Newsletter	2,400.00	2,400.00	0			
Lusk Community Unit: Teambuilding	4,700.00	4,700.00	0			
Mainstreaming Partnership	8,000.00	8,000.00	0			
Promoting and supporting Team Working as the preferred way of working	15,000.00	15,000.00	0			
Provision of special needs equipment for residents with specialised meal requirements	1,500.00	1,500.00	0			
Review Issues of Multicultural Work Force	6,000.00	6,000.00	0			
Seasonal Event Funding	825.5	825.5	0			
Seasonal Event Funding	750	750	0			

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Sheltered Outdoor Space for Residents	4,000.00	4,000.00	0			
Staff Annual Leave Planning	6,500.00	6,500.00	0			
Staff Training and Development	4,000.00	4,000.00	0			
Summer Fair and Sports Day 2003	1,760.00	1,760.00	0			
Supporting the Partnership Process	5,000.00	5,000.00	0			
Team Training - Balcurris Residential Centre	6,500.00	6,500.00	0			
Agency Totals	105,174.50	105,174.50	0	105,174.50	105,174.50	
Agency Name	North Eastern Hospitals					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Basic First Aid Programme	5,178.00	5,178.00	0			
Development Programme Grade 3 & Grade 4	32,800.00	32,800.00	0			
Improve Communication as a key enabler to support change by recognising the importance of trust.	10,000.00	10,000.00	0			
Improve Communications 2005	22,348.00	22,348.00	0			
Improving the partnership/IR interface and exploring alternate dispute resolution methods	18,000.00	18,000.00	0			
Management/Leadership Development Programme	5,000.00	5,000.00	0			
Personal Development Planning	24,000.00	24,000.00	0			
Regional Partnership Effectiveness	5,000.00	5,000.00	0			
Roll Out of Policies	10,000.00	10,000.00	0			
Service Planning	45,085.00	45,085.00	0			
Team Working 2005	5,000.00	5,000.00	0			
To develop and deliver training modules, to enable staff deliver services to clients, across disciplines.	40,000.00	40,000.00	0			
Agency Totals	222,411.00	222,411.00	0	222,411.00	222,411.00	
Agency Name	North West Dublin					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Change Process in St. Brendans Hospital	4,000.00	4,000.00	0			
Communications	12,000.00	12,000.00	0			
Consumer Advocacy Panel in St. Brendans	4,000.00	4,000.00	0			
Cultural Awareness in Claremont Complex	1,000.00	1,000.00	0			
Develop team spirit and organisational commitment in St. Mary's Hospital	8,000.00	8,000.00	0			
Family Friendly Strategy	108,910.00	108,910.00	0			
Improve Communication Process in St. Mary's Hospital	2,000.00	2,000.00	0			
Improve Communications Process in CCA 6	3,000.00	3,000.00	0			
Improve Patient Services in St. Mary's Hospital	6,000.00	6,000.00	0			
Improve Working Environment for Staff of St. Marys Hospital	3,000.00	3,000.00	0			
Joint Problem Solving and Conflict Resolution in JCMH 2005	15,000.00	15,000.00	0			
Needs Assessment of Communication issues within James Connolly Memorial Hospital	10,000.00	10,000.00	0			

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Regional Partnership Effectiveness	15,000.00	15,000.00	0			
St. Brendans IT Initiative	4,000.00	4,000.00	0			
Staff Health Promotion in the workplace	7,450.00	0	7,450.00			
Staff Support Service in Claremont Complex	3,000.00	3,000.00	0			
Summer Fair and Sports Day	1,700.00	1,700.00	0			
Agency Totals	208,060.00	200,610.00	7,450.00	208,060.00	200,610.00	
Agency Name	Our Lady of Lourdes Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Care for People Dying in Hospitals	80,154.00	80,154.00	0			
Computerised Chart Tracking System in Medical Records	9,960.00	9,960.00	0			
Implementation of Communication Cascade for Multidisciplinary Team and Front Line Staff	3,000.00	3,000.00	0			
Return to Learning	11,667.36	11,667.36	0			
Translation Service for Non National Mothers and their families in relation to Maternity Services	12,500.00	12,500.00	0			
Upgrade of Printer to Produce Partnership Newsletter	2,000.00	2,000.00	0			
Young Mother's Support Group National Project	3,041.00	3,041.00	0			
Agency Totals	122,322.36	122,322.36	0	122,322.36	122,322.36	
Agency Name	Our Lady's Hospital for Children					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
HR Policies	12,000.00	0	0			
Introduction to Hospital Life for Transition Year Students	2,000.00	2,000.00	0			
Long Service Awards	6,000.00	6,000.00	0			
Staff Internal Communications Audit & Employee Handbook	20,000.00	20,000.00	0			
Agency Totals	40,000.00	28,000.00	0	40,000.00	28,000.00	
Agency Name	Our Lady's Hospital, Cashel					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Training Staff in IV Cannulation and Venepuncture - Enhancing Skill Mix	20,000.00	20,000.00	0			
Agency Totals	20,000.00	20,000.00	0	20,000.00	20,000.00	
Agency Name	Our Lady's Hospital, Navan					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff

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Provision of Electronic Monitored Parking - Disabled Parking Abuse Protection	6,541.00	6,541.00	0			
Agency Totals	6,541.00	6,541.00	0	6,541.00	6,541.00	
Agency Name	PCCC- West					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Managing Transformation Development Programme	100,000.00	100,000.00	0			
Agency Totals	100,000.00	100,000.00	0	100,000.00	100,000.00	
Agency Name	Portiuncula Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Baby Friendly Hospital Initiative	9,186.00	9,186.00	0			
First day induction training course for first-line managers	3,852.00	3,852.00	0			
Group Problem Solving 2005	4,000.00	4,000.00	0			
Health Care - Communications training course requirements	11,500.00	11,500.00	0			
Interview Preparation Programme	7,000.00	7,000.00	0			
Medicine Passport for Elderly Clients	5,000.00	0	0			
Partnership Relaunch Refocus Renew	8,500.00	8,500.00	0			
Promotion of recycling in the Hospital Environment	7,000.00	7,000.00	0			
Replacement Costs	2,877.82	2,877.82	0			
Replacement Costs	24,593.02	24,593.02	0			
Seasonal Event Funding	1,575.50	1,575.50	0			
Security Project	63,500.00	63,500.00	0			
Seed Funding	10,160.00	10,160.00	0			
Service Planning	12,000.00	12,000.00	0			
Staff Representative Facilities	6,000.00	6,000.00	0			
Stroke Support Unit	3,000.00	3,000.00	0			
Supporting the Partnership Process	3,000.00	3,000.00	0			
Agency Totals	182,744.34	177,744.34	0	182,744.34	177,744.34	
Agency Name	Portlaoise Midland Regional Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Draw up standard cleaning policies for all areas of the hospital	2,900.00	2,900.00	0			
Agency Totals	2,900.00	2,900.00	0	2,900.00	2,900.00	
Agency Name	Pre-hospital Emergency Care Council					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Responding to, and Managing, Critical Incident Stress in the Irish Ambulance Service	31,876.00	31,876.00	0			
Responding to, and managing, Critical Incident Stress in the Irish ambulance service 2008	51,114.50	51,114.50	0			
Responding to, and managing, Critical Incident Stress in the Irish Ambulance Service 2010	40,000.00	40,000.00	0			

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Agency Totals	122,990.50	122,990.50	0	122,990.50	122,990.50	
Agency Name	Roscommon					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Client Friendly Initiative	25,500.00	25,500.00	0			
Information Pack for new Employees	1,301.75	1,301.75	0			
Roscommon PCCC Implementation of the Staff Quality Initiative Programme	7,500.00	7,500.00	0			
Security for staff in the workplace	2,666.45	2,666.45	0			
Stress Survey: Identify Causes of Workplace stress	6,317.95	6,317.95	0			
Agency Totals	43,286.15	43,286.15	0	43,286.15	43,286.15	
Agency Name	Rotunda Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Develop Employee Handbook for all staff in the NEHB	22,000.00	22,000.00	0			
Improving Internal Communications in the Rotunda Hospital	25,000.00	25,000.00	0			
Improving Internal Communications in the Rotunda Hospital 2009	15,000.00	15,000.00	0			
Promoting Partnership in Action at The Rotunda Hospital	6,500.00	6,500.00	0			
Review of Postnatal Care	30,000.00	30,000.00	0			
Team Building to maintain morale and to support Staff for the duration of the Redevelopment of Front Hall Capital Project	15,000.00	15,000.00	0			
Training programme and support for Patient Services staff in dealing and coping with difficult patient interactions	15,000.00	15,000.00	0			
Working together to further improve hygiene services in the Rotunda Hospital	7,527.00	7,527.00	0			
Agency Totals	136,027.00	136,027.00	0	136,027.00	136,027.00	
Agency Name	Sligo / Leitrim					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Active Age Association for Retired Employees	39,050.00	39,050.00	0			
Communications Project 2001	12,700.00	12,700.00	0			
Establishing partnership links across the Hospital Network & Local Health Office	5,000.00	5,000.00	0			
Facilitated Partnership 2004	35,000.00	35,000.00	0			
Facilitated Partnership 2006	54,327.00	54,327.00	0			
Local Industrial Relations Issues/Complaints	2,000.00	2,000.00	0			
Partnership Roadshows 2004	4,000.00	4,000.00	0			
Research into Creche/Childcare Facilities	12,700.00	12,700.00	0			
Seed Funding	15,160.00	15,160.00	0			
Team Building Activities	4,000.00	0	0			
Team Building and Support Network within Tubbercurry services	10,000.00	10,000.00	0			
Agency Totals	193,937.00	189,937.00	0	193,937.00	189,937.00	
Agency Name	Sligo Leitrim PCCC & Sligo General Hospital					

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Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Discharge Planning - St. John's Hospital, Sligo	19,000.00	19,000.00	0			
Waste and Recycling Matters @ Sligo General Hospital	11,500.00	11,500.00	0			
Agency Totals	30,500.00	30,500.00	0	30,500.00	30,500.00	
Agency Name	South Tipperary					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Personal Excellence and compassion as a core value for HSE Employees Host conference / workshops	3,000.00	3,000.00	0			
Agency Totals	3,000.00	3,000.00	0	3,000.00	3,000.00	
Agency Name	South Tipperary General Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Buddy System of Staff Training	6,000.00	6,000.00	0			
Agency Totals	6,000.00	6,000.00	0	6,000.00	6,000.00	
Agency Name	Southern Hospitals Group					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Future Search Conference	19,050.00	19,050.00	0			
Improving the Interface between Partnership and Industrial Relations	12,000.00	12,000.00	0			
Joint Problem Solving 2005	10,000.00	10,000.00	0			
Mainstream Partnership 2005	10,000.00	10,000.00	0			
Mainstreaming Joint Problem Solving	40,000.00	40,000.00	0			
Promoting Partnership	10,000.00	10,000.00	0			
Seasonal Event Funding	1,575.25	1,575.25	0			
Seed Funding	10,160.00	10,160.00	0			
Supporting the Partnership Process	5,000.00	5,000.00	0			
Training Front Line Staff in Service Planning	15,000.00	15,000.00	0			
Use Train-the-Trainer Concept to Design Tailored Training Programmes	12,000.00	12,000.00	0			
Agency Totals	144,785.25	144,785.25	0	144,785.25	144,785.25	
Agency Name	St. James's Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Addressing issues raised from Patient Satisfaction Survey: Communications and Catering	5,000.00	5,000.00	0			
Appraisal Report of Staff Car Parking Facilities	7,500.00	7,500.00	0			
Commissioning of Phase 1H in St. James's Hospital	5,000.00	5,000.00	0			
Communications to Publicise Partnership	2,077.72	2,077.72	0			

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Develop & Implement a Health Promotion Strategy for SJH Staff, Patients and Community	40,000.00	40,000.00	0			
Develop an e-learning facility in SJH	10,000.00	10,000.00	0			
Develop workshops for Multidisciplinary Team Working; Promote Health and Safety in Partnership	10,000.00	10,000.00	0			
Developing an Employee Assistance Programme	59,000.00	59,000.00	0			
Development of Ambulatory Day Care Services	50,000.00	50,000.00	0			
Extended Hours Flexi-time Project in the Technical Services Department	50,000.00	50,000.00	0			
Further role out Partnerships Local Working Groups in Directorates Explore the introduction of Long Service Awards and Work with Sports and Social Club to improve staff amenities	20,000.00	20,000.00	0			
Improving Working Lives	50,000.00	50,000.00	0			
Information Booklet on Services for the Elderly	2,500.00	2,500.00	0			
Internal Communications	19,050.00	19,050.00	0			
Internal Communications Part 2	65,000.00	65,000.00	0			
Intranet Booth Project	45,000.00	45,000.00	0			
Introduction & Implementation of Competency Based Interview Framework	10,000.00	10,000.00	0			
Introduction of Time Management System	7,000.00	7,000.00	0			
Joint Training for Frontline Managers and Union/Staff Reps	15,000.00	15,000.00	0			
Mainstream Partnership 2005	15,000.00	15,000.00	0			
Management /union workshops, Staff Exit interviews, Database for local agreements	15,000.00	15,000.00	0			
Modernisation Programme - Flexi time in Technical Services Department	5,000.00	5,000.00	0			
Modernisation Programme - Partnership in Labmed	5,000.00	5,000.00	0			
National Project Staff Representative Facilities	6,000.00	6,000.00	0			
National Service Planning Initiative	19,050.00	19,050.00	0			
Patient Satisfaction in the Robert Mayne Day Hospital	24,651.74	24,651.74	0			
Piloting a Personal and Professional Development Plan Portfolio for Administration Staff and Nursing Staff	40,000.00	40,000.00	0			
Promoting Diversity and Cultural Competence through Partnership	70,555.00	70,555.00	0			
Promoting Equality & Diversity Services through Partnership	70,000.00	70,000.00	0			
Salary Information Leaflet	3,200.00	3,200.00	0			
Seasonal Event Funding	825.5	825.5	0			
Seasonal Event Funding 2002	750	750	0			
Second chance key skills programme	20,000.00	20,000.00	0			
Seed Funding	10,160.00	10,160.00	0			
SKILLS Project - Evaluation At Clinical Level	20,000.00	20,000.00	0			
Staff Party	5,025.00	5,025.00	0			
Staff Representative Facilities 2004	6,473.50	6,473.50	0			
Supporting Partnership Process	3,000.00	3,000.00	0			
Supporting the Health & Safety Week	2,500.00	2,500.00	0			
Supporting/improving staff relations through training and development - Partnership Workshop	15,000.00	15,000.00	0			
Think Discharge Digital Training DVD	4,250.00	4,250.00	0			
Training and Development 2005	30,000.00	30,000.00	0			
Ward Catering IT System	115,000.00	115,000.00	0			
Agency Totals	978,568.46	978,568.46	0	978,568.46	978,568.46	
Agency Name	St. Vincent's University Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
2009 Phase 2 Partnership under Pressure	79,327.00	79,327.00	0			
Communications - Long Stay Geriatric Hospital	10,000.00	10,000.00	0			
Communications and Consultation Programme	50,000.00	50,000.00	0			

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Conflict Facilitation Training	9,000.00	9,000.00	0			
Developing Partnership through Joint Training Initiatives	28,000.00	28,000.00	0			
Dignity At Work Policy	10,500.00	10,500.00	0			
Facilitation Meeting Skills	8,000.00	8,000.00	0			
Implementation of a Diversity Programme for SVUH	19,500.00	19,500.00	0			
Partnership Management and Partnership Communication -Transforming Management and Communication in St Vincents University Hospital through a comprehensive partnership training programme	100,000.00	100,000.00	0			
Patient and Staff Information and Education Programme	10,000.00	10,000.00	0			
Reaping the benefits of the Partnership Management and Partnership Communication project through improved internal communication	30,000.00	30,000.00	0			
Seasonal Event Funding	750	750	0			
Seed Funding	10,158.00	10,158.00	0			
Service Planning	5,000.00	5,000.00	0			
St. Vincents Accreditation Activity	56,000.00	50,000.00	0			
Support Contact People	1,500.00	1,500.00	0			
Supporting the Partnership Process	3,000.00	3,000.00	0			
Training and Development - Dignity at Work Programme	40,000.00	40,000.00	0			
Training Intervention around Creative Problem Solving/Joint Problem Solving/Interest Based Bargaining	9,000.00	9,000.00	0			
Training Needs Analysis	9,500.00	9,500.00	0			
Training Needs Analysis 2006	20,063.00	20,063.00	0			
Transforming Management & Communication through a comprehensive partnership training programme	100,000.00	100,000.00	0			
Trust in Care policy, process and rollout	20,000.00	20,000.00	0			
Agency Totals	629,298.00	623,298.00	0	629,298.00	623,298.00	
Agency Name	Stewarts Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Presenting Choices Module 1	100,000.00	100,000.00	0			
Presenting Choices Module 2 - Newsletter	16,000.00	16,000.00	0			
Provision of Intranet portal and Internet access to all hospital staff	35,000.00	35,000.00	0			
Residential Networking Initiative – Training	4,720.00	4,720.00	0			
Stewarts Hospital Equality project	25,000.00	25,000.00	0			
Agency Totals	180,720.00	180,720.00	0	180,720.00	180,720.00	
Agency Name	Technical Services					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Technical Services Upskilling	20,000.00	0	20,000.00			
Agency Totals	20,000.00	0	20,000.00	20,000.00	0	
Agency Name	Tullamore Midland Regional Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Childcare Facilities Needs Analysis Survey	6,000.00	6,000.00	0			
Communications and Networking at Midlands Regional Hospital - Information Kiosk	6,000.00	6,000.00	0			
National Conference to showcase Protected Mealtimes Initiative	4,000.00	4,000.00	0			
Agency Totals	16,000.00	16,000.00	0	16,000.00	16,000.00	

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Agency Name						
Waterford						
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Communication Strategy 2004	22,500.00	22,500.00	0			
Communications - Launch of Partnership in the South Eastern Health Board	4,462.88	4,462.88	0			
Development of Existing Facilities at St. Josephs Hospital	127,000.00	127,000.00	0			
Extra contribution to support the Partnership Process	5,000.00	5,000.00	0			
Implementation of Internal Communication Strategy	10,000.00	10,000.00	0			
Quality of Working Life Survey	40,000.00	40,000.00	0			
Seasonal Event Funding	825.5	825.5	0			
Seasonal Event Funding	750	750	0			
Seed Funding	10,160.00	10,160.00	0			
Supporting the Partnership Process	5,000.00	5,000.00	0			
Team Working / Personal Development Plans	35,000.00	32,000.00	0			
Agency Totals	260,698.38	257,698.38	0	260,698.38	257,698.38	
Agency Name						
Waterford Regional Hospital						
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
National Project Staff Reps Facilities	8,000.00	8,000.00	0			
Agency Totals	8,000.00	8,000.00	0	8,000.00	8,000.00	
Agency Name						
West Cork						
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Developing Innovative, Person Centred Standards of Patient Care in a Dementia Unit	60,500.00	60,500.00	0			
Agency Totals	60,500.00	60,500.00	0	60,500.00	60,500.00	
Agency Name						
Western Care Association						
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Communication Initiative	63,500.00	63,500.00	0			
Development and Implementation of revised Supervisory Support	12,520.00	12,520.00	0			
Partnership Arrangement in Western Care Association	19,050.00	19,050.00	0			
Replacement Costs	7,643.15	7,643.15	0			
RESPECT: Rights, Empowerment, Staff Outcomes, Partnership, Expectations, Creativity, Training	54,846.00	54,846.00	0			
Seasonal Event Funding	1,575.50	1,575.50	0			
Staff Magazine project	5,280.00	5,280.00	0			
Supporting/Managing Staff to Deliver Quality Services review of Supervisory Support Process.	17,000.00	17,000.00	0			
Agency Totals	181,414.65	181,414.65	0	181,414.65	181,414.65	
Agency Name						
Wexford						
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Dignity at Work 2004	20,500.00	18,000.00	0			
Dignity at Work 2005	13,000.00	0	0			
Join Training and Development Programme for all Staff	6,350.00	6,350.00	0			
Mental Health Service Community Programme	5,000.00	5,000.00	0			

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Quality and Risk Management Development of quality and risk management framework through engagement and consultation	47,500.00	47,500.00	0			
Wexford Local Health Office Clinical Governance Project	48,250.00	48,250.00	0			
Agency Totals	140,600.00	125,100.00	0	140,600.00	125,100.00	
Agency Name	Wexford General Hospital					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Audit of Security System	65,000.00	65,000.00	0			
Communication project - Wexford General Hospital, Email/Intranet Project	16,240.00	16,240.00	0			
Agency Totals	81,240.00	81,240.00	0	81,240.00	81,240.00	
Agency Name	Wicklow					
Project Name	Total Funds Awarded	Total Funds Expended to Current YE	Total Funds Not Expended To Date	Total Funds Awarded	Total Funds Expended to date	Diff
Catering for All Project	2,183.45	2,183.45	0			
Communicating Partnership in the East Coast Area Health Board	14,027.00	14,027.00	0			
Communications	5,000.00	5,000.00	0			
Communications 2005	17,328.55	17,328.55	0			
Dignity at Work 2005	48,500.00	48,500.00	0			
Dignity at Work 2006	5,000.00	5,000.00	0			
Diversity in the Workplace	12,000.00	12,000.00	0			
Extending Partnership	6,488.00	6,488.00	0			
Extending Partnership 2005	17,300.00	17,300.00	0			
Extending Partnership 2006	15,000.00	15,000.00	0			
Health & Safety 2005	2,000.00	2,000.00	0			
Improve communications in St. Colmans Hospital and aid Workplace Partnership	4,000.00	4,000.00	0			
Joint Implementation of the Dignity at Work Policy	16,200.00	16,200.00	0			
National Agreements & Government Reports	8,000.00	8,000.00	0			
Supporting the Partnership Process	5,000.00	5,000.00	0			
To establish a safer and more effective walking area for service users and staff	10,000.00	10,000.00	0			
Agency Totals	188,027.00	188,027.00	0	188,027.00	188,027.00	
Summary Totals				13,222,352.44	12,740,574.53	481,777.91

Source: HSNPF Grant Database

Other Grants awarded

Date	Agency	Project	€
5/12/2007	AMNCH	Equal at Work Training	1,000.00
6/12/2007	Beaumont	Craft Worker Convenor	50,000.00
5/12/2007	MHB	Capacity Building	1,948.00
28/8/2007	SVUH	Staff Survey	6,000.00
11/12/2008	Beaumont	Craft Worker Convenor	50,000.00
13/8/2008	HSE West - Clare	Training and Facilitation of Interest Based Bargaining Process for staff and managers in the community hospital for older persons, Ennistymon	9,500.00
4/6/2008	HSE National	Balancing Safety & Service: Mgmt of Work Related Aggression & Violence*	25,000.00
1/2/2008	HSE National	Quality and Risk Conference	10,000.00
24/6/2009	HSE South - North Cork	Interprofessional Learning and Working in Health and Social Care - One Day Seminar	3,000.00
12/6/2009	HSE Dublin Mid Leinster - Laois / Offaly	Partnership Training in St. Peter's Intellectual Disability Service, Castlepollard	1,600.00
		Total:	158,048.00

Source: HSNPF

Note: the list of grants awarded by HSNPF is provided here for information purposes only. The grants were not included in the scope of the Internal Audit.