

## **Chapter 45**

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### **Consultancy and External Support**

**HSE Update June 2012**

**Vote 40 Health Service Executive**

## Consultancy and External Support

In updating this chapter we have marked the text in blue.

Since its establishment in November 2012 the Procurement Directorate of the HSE has been driving an improvement and compliance approach with regard to consulting costs. This work has been underway for the last 12 months. Many of the instances included in this chapter represent an unacceptable level of non compliance with the procurement and financial regulations of the HSE. The HSE now complies with the S40.02 reporting required annually by the Comptroller and Auditor General and monitors and addresses non compliance with its policies. Our control assurance process requires each person at grade VIII level and above to confirm compliance with policies of the HSE. The revised HSE procedure for acquiring consultancy services is set out below for the information of Committee members.

The HSE still has a difficulty in real time monitoring of contracting as there is no single procurement and financial system in the organization. We have appointed a lead person to deal with all consultancy engagement and our policies reflect the findings of this report and best practice procurement. As a result of this we are encountering historical issues which relate to prior years as part of a clean up and movement to new and improved processes. For future years we see a need to define the meaning of consultancy.

There has been a substantial decrease in the level of expenditure on consulting services in recent years. The figure for 2011 is €8.2m. The table below sets out the data for the years 2005-11. All figures are VAT inclusive.

2005:	€21.232m
2006:	€7.965m
2007:	€16.793m
2008:	€15.612m
2009:	€15.136m
2010:	€10.497m
2011:	€8.2m (includes €3.6m to ESRI, figure net of ESRI is €4.6m)

**The details for 2011 Consultancies are set out in Appendix 1 below at p.18ff**

### HSE revised procedures for the management of consultancy expenditure

Under the Portfolio and Category Management approach within Procurement a specific Portfolio has been established to manage spend in the area of Professional Services, ICT and Office. This means that we now have a focus on consultancy services as part of Core procurement activity.

The National Financial Regulations have been updated to include specific reference to Procurement of Consultancy services to reflect the requirements of the *Department of Finances Guidelines for the engagement of consultants and other external support by the Civil Service 2006*

The organisation has identified a requirement for specific types of consultancy and in this context a number of Framework Agreements have been established which can be drawn from by way of mini competition should and when a specific requirement is identified. This is one area where Framework Agreements are very suitable as it allows you to put a provider in place at short notice which is often critical due to the nature of services required.

Some of the consultancy frameworks currently in place include the following:-

1. Advertising and Media Framework
2. Procurement Consultancy Services
3. General Management Consultancy Service
4. Insurance Services (WIP)
5. Financial Services (WIP)

As a general rule, requests for consultancy must be contained in a business case which must address:

- The **purpose of the project**
- The **scope of the project**. It is particularly important to establish project boundaries at the outset to prevent 'project creep' occurring;
- The **deliverables** expected from the project and how their implementation will achieve the HSE's policy objectives for the project;
- The **future cost savings and benefits** (if any), with associated time frames;
- The **budget availability**, sources of funds and identification of cost centre/ General Ledger code;
- Specified **timelines**;
- **Future phases** (if any),
- The **benefits management strategy** and post-implementation review (if appropriate). –
- The **identification of risks**,
- The **whole life cost** of the project,
- The estimated **maximum price** that will be paid to the contract holder
- The **cost management** procedures envisaged, i.e. how the HSE intends to manage the estimating, control, approval and reporting of all cost-related aspects of the project;
- An evaluation of all possibilities other than engaging external support, including doing the project in-house and **why the project can not be done in-house**;
- An inventory of the type and level of **specific skills required** by the HSE from the contract holders to carry out the project;
- Whether the project will result in a **transfer of skills** from the consultants to HSE;
- The HSE's envisaged scenario for the **project management arrangements**
- The identification of the HSE Officer who will act as **project manager**
- **Justification for not using any existing framework agreements** (if any). If the HSE has a suitable existing framework agreement and it is not proposed to, the reason for not doing so must be clearly stated;
- The type of **tendering procedure proposed** and the reasons for proposing it. The Procurement Directorate is best placed to advise on the appropriate procedure in each business case.
- A **Service Level Agreement (SLA)** should be drawn up between HSE and the service provider.

45.1 Apart from legal fees, the HSE incurred €22 million on consultancy and external support services in 2009. A sample of these services was reviewed in the course of the audit. The sample chosen accounted for expenditure of just over €41 million in the period 2006-2010.

45.2 The assignments fell into the categories set out in Figure 182. Over half of the expenditure was incurred on Clinical Casemix and ICT Technical Support. A more detailed breakdown of services provided under each consultancy is outlined in Annex A.

**Figure 182 Expenditure by Category of Consultancy 2006 – 2010**

<b>Consultancy type<sup>a</sup></b>	<b>Number examined</b>	<b>Value 2006-2010 €m</b>
Advisory services	5	2.65
ICT technical support	1	8.85
ICT external services	4	8.78
Service evaluation <sup>b</sup>	10	4.74
Clinical Casemix	3	13.45
Administration and training	2	0.92
Media	2	1.81
<b>Total</b>	<b>27</b>	<b>41.20</b>

Notes: a These classifications are based on the main focus of the projects involved.

b Six of these ten consultancies were evaluations of clinical functions.

45.3 Of the 27 assignments, 12 were once-off projects, 12 are continuing and three were long standing operations recently ceased.

## **Chapter Focus**

The chapter examines the sample of consultancy and external support services in the following respects

- f* how the service was acquired
- f* how delivery was monitored
- f* how costs were controlled
- f* whether the delivery of the assignment was as expected.

The term consultancy is used throughout the rest of the chapter to describe the range of consultancies, external service providers and analogous contracts that were the subject of this review.

The focus of the chapter is on the processes employed by the HSE in administering the consultancies. It does not comment on the processes employed by the service providers, who have a legitimate right to do business with the HSE in good faith on the terms it presents.

## Acquisition of Service

45.4 Cost-effective procurement of consultancy services in accordance with public service norms involves three main elements

- f* formulating a business case to set out the business need, rationale and expected benefits of the proposed consultancy
- f* open tendering to ensure even-handedness and the best spread of proposals
- f* a contract that specifies the consultancy activities, outputs and timescales.

45.5 Annex A indicates the extent to which individual consultancy procurements met these requirements.

## Business Cases

45.6 Overall, the completion of formal business cases did not occur in any of the consultancies. However, two of the consultancies were subject to a process of approval by the Centre for Management and Organisational Development (CMOD)<sup>365</sup>. The consultancy projects had a variety of origins and purposes including

- f* follow on work from previous reports or policy decisions (eight consultancies)
- f* outsourcing of services (eight consultancies)
- f* independent reviews of delivery of clinical and administration systems (eight consultancies)
- f* continuation of consultancies ongoing since the early 2000s (two consultancies)
- f* acquisition of specialised expertise related to a health information database originated in 1989 (one consultancy)

The procurement directorate of the HSE is now providing support to the organisation in terms of compliance with the policy including the completion of business cases where necessary.

## Tendering and Contracting

45.7 Contracts exceeding €25,000 in value, and up to the EU advertising thresholds of €125,000<sup>366</sup> should normally be advertised as part of a formal tendering process. However, the public body may invite tenders directly where there is a limited number of suppliers or service providers. Where direct invitations are issued, firms from which tenders are sought should be a good representative sample of all potential bidders in the market concerned. At least three firms should normally be invited to submit tenders.

45.8 The HSE have national financial regulations and national procurement regulations in place that set down guidance in this area and outline the process and procedures to be followed, in order to ensure compliance with statutory requirements and government guidelines.

45.9 The cumulative expenditure on foot of sampled projects not tendered in the period 2006 – 2010 was almost €23 million. 17 projects involved expenditure over the current lowest threshold for tendering (€25,000)<sup>367</sup>.

<sup>365</sup> This is the ICT control unit of the Department of Public Expenditure and Reform.

<sup>366</sup> Thresholds are revised every two years. This is the threshold in place until December 2011.

<sup>367</sup> Tendering is not required for urgent requirements under section 4.13 of Guidelines for Engagement of Consultancies in the Civil Service 1999 and in Section 6.13 of Public Procurement Guidelines – Competitive Process 2004.

45.10 The results of a review of the method of acquisition of consultancy support for the cases examined is summarised in Figure 183. Overall, ten of the 27 had been tendered and ten had current written contracts or a service level agreement (SLA).

The HSE accepts the weaknesses referred to below and is modified its procurement procedures to eliminate this non compliance.

**Figure 183 Procurement and Contracting**

Consultancy type	Number examined	Tendering		Contract/SLA <sup>a</sup>	
		Yes	No	Yes	No
Advisory services	5	2	3	1	4
ICT technical support	1	1	—	1	—
ICT external services	4	1	3	2	2
Service evaluation	10	4	6	4	6
Clinical Casemix	3	—	3	—	3
Administration and training	2	—	2	—	2
Media	2	2	—	2	—
<b>Total</b>	<b>27</b>	<b>10</b>	<b>17</b>	<b>10</b>	<b>17</b>

Note: a SLA denotes the existence of a current Service Level Agreement.

45.11 Overall, 17 of the 27 consultancies were not the subject of open tendering. In general, where consultancies were not tendered, no contract or SLA existed either. Only one of the cases not the subject of tendering had a current SLA in place. The reasons given by the HSE for non competitive procurement were

- f* In the case of the development of Casemix, two consultancies had been entered into where the advice sought was specialised.
- f* A consultant who provided assistance with clinical governance had previously worked with the HSE in relation to the development of a Quality and Risk Framework and its implementation strategy.
- f* A UK consultancy firm was appointed as a result of a failed competition to source a provider for a service improvement programme at a hospital.
- f* A firm that previously provided legal advice was again engaged to assist with the hospital co-location programme.
- f* A consultancy firm that provided assistance with an initial stage of the project, was retained for the follow-on implementation work that spread over four years with a value of €2.7 million to 2010.. Expenditure of €2.7m was incurred on this external consultancy during the period June 2007 to March 2010. An internal audit, requested by management, is presently being completed into this matter. A copy of this report can be made available to the Committee when it is finalised. While accepting the tender issues the project itself was very successful and supported the implementing the Healthstat process which is integrating the financial and service management of the health system.
- f* A firm was commissioned that had tendered for professional services under a framework agreement and was therefore, a party that could take part in a subsequent mini-competition however, it was appointed without a mini-competition being held
- f* In four cases, consultancy firms that had a track record of providing the service and were already providing similar services on site were retained.
- f* The HSE stated that there was an issue of public safety in three cases which needed to be addressed urgently and that a public tender competition would have delayed the processes.

- f* In two cases, no evidence was available to the audit team that quotes had been obtained from any firm other than the appointed consultants.
- f* In the final case, the consultancy firm had provided the service since the early 1990s and its staff had built up an expertise over the years.

45.12 A particularly material level of expenditure has been incurred on collecting demographic, clinical and administrative data (€13.3 million) and on developing a performance management system for the HSE (€2.7 million). While there was an initial tender under a framework agreement for advisory services that related to the latter project, the audit found no evidence of tendering in either case for the main body work done. [In the case of the ESRI there is no need for tender for the services provided as this is a government to government arrangement and is horizontal trading under the relevant EU directive which does not require a tender. An SLA is being finalized with the ESRI.](#)

45.13 In the former case, the consultancy was a legacy arrangement inherited by the HSE from the Department of Health and Children (the Department) on the transfer of functions to the HSE in 2007. The consultancy firm had provided the service since the early 1990s and its staff had built up an expertise over the years. Tendering had not taken place for the previous agreements with the Department, primarily because there were no other agencies offering such services. However, there is no SLA in place to ensure that the services required are clearly identified and the terms of engagement defined.

45.14 In the case of the legal consultancy related to hospital co-location where the expenditure for 2006 to 2010 was €1.9 million, the audit noted no evidence of any formal tender competition to provide the service. While a ‘terms of engagement’ document was forwarded to the HSE, no reporting or monitoring mechanism was specified in that document. The project involved is effectively ended but the HSE are retaining the services of the consultant in the event of possible legal challenges<sup>368</sup>. [An amount of €1.4m was recovered from bidders relating to these costs. This was part of the arrangement agreed up front with tenderers.](#)

## Conclusion – Acquisition Process

The HSE needs to review the rules and guidance around the procurement of consultancy. In particular, a business case that identifies the rationale for the consultancy, the activities to be carried out and the outputs to be delivered should be specified. Open procurement should be used with the most economically advantageous offer being chosen.

The lack of contracts militates against getting a defined and measured service or output. It is also necessary to have some form of commitment control so that the financial exposure of the HSE is predetermined to the extent possible.

Overall, it is apparent that most consultancies where tendering and contracting were done were acquired through the new Procurement Directorate<sup>369</sup>. Greater use of this central service could improve the level of compliance with good practice. [The Directorate is now supporting the whole HSE in complying with the HSE procurement policies.](#)

There needs to be greater usage of this central service to improve the level of compliance with good practice. [The putting in place of a team in the Procurement Directorate with a category management role to support the business is improving compliance with good practice.](#)

<sup>368</sup> The Accounting Officer has stated that €1.4 million was received through a non-refundable deposit from the preferred bidders upon their signing of the project agreement.

<sup>369</sup> See Chapter 42.



## Monitoring of Consultancies

45.15 The consultancies were reviewed to examine the extent of monitoring by the HSE in the course of the project. While it is normal practice that monitoring arrangements are formally built into contracts, it is recognised that other mechanisms may be in place to ensure standards are being met, such as close involvement of HSE officials with the consultancy. This has been considered and available documentation has been factored into the assessment.

45.16 The factors used in the course of this assessment included whether written contract details were available, whether regular meetings were held between the consultant and the HSE and whether there was compliance with the process outlined at the start of project. The results are outlined in Figure 184. The basis of the rating is set out in Annex B to this chapter. Overall, the review found that monitoring arrangements was good in six cases but were limited in ten cases.

**Figure 184 Review of Monitoring Arrangements**

Consultancy type	Number examined	Inadequate	Limited	Adequate	Good
Advisory services	5	—	3	2	—
ICT technical support	1	—	—	—	1
ICT external services	4	—	—	3	1
Service evaluation	10	—	3	4	3
Clinical Casemix	3	—	2	1	—
Administration and training	2	—	2	—	—
Media	2	—	—	1	1
<b>Total</b>	<b>27</b>	<b>—</b>	<b>10</b>	<b>11</b>	<b>6</b>

Rating Key: 1 Inadequate – Did not meet any of the criteria  
 2 Limited – Only partially met the criteria or significant limitations existed  
 3 Adequate – Addresses most aspects of the criteria with some limitations  
 4 Good – Fully or substantially meets the criteria

### Conclusion – Monitoring

There was limited monitoring in a substantial number of projects. There is scope to increase the intensity of monitoring and evidence its conduct. It would be desirable to establish a monitoring framework at the outset in a contract or SLA.

HSE now has KPIs in place through the Procurement Directorate. This has strengthened the capacity to effectively monitor performance on contracts. The HSE has developed specifications for all consultancies which include monitoring and performance.

## Financial Control

- 45.17 The achievement of a cost effective outturn on consultancy work depends on having
- f* pre-agreed rates set out in a contract or correspondence and
  - f* a process for establishing the planned volume of work and authorising any variation.

### **Adherence to Agreed Rates**

45.18 The rates paid to consultants were reviewed to ensure that the amounts charged in the financial statements were in line with agreed terms. The audit found that

- f* in seven projects where formal contracts existed, payment rates were in line with the agreement
- f* the rates set in three projects were established in a SLA
- f* in the case of seven further projects the rates were those in a proposal for a previous project (one case) or based on correspondence (six cases)
- f* in the case of three consultancies the rates were informally agreed and were evidenced in emails in two of those cases
- f* in two cases, the rates were formally negotiated annually by local HSE officials
- f* in one case the charge was based on cost recovery as agreed in an initial phase of the project
- f* inadequate details were available on how the amount was decided in the case of four consultancies<sup>370</sup>.

45.19 Matters noted in connection with the financial terms of engagement included

- f* In one case where tendering occurred and an SLA was drawn up, the rate that was used in the tendering documentation was not the rate used in the SLA. The additional cost effect is €159,000 over the period reviewed<sup>371</sup>.
- f* In two cases, overcharging had occurred. The first of these led to an overcharge of €9,385 which the HSE has been refunded to the HSE. The second had been picked up in October 2010. It involved an overcharge of €71,000. The company involved and the HSE came to a compromise and agreed a credit for €50,000. To date, the HSE has only used up €13,000 of the agreed credit. [The balance of the credit remains available to the HSE to use at its digression.](#)

<sup>370</sup> In one of these cases, there was a rate provided in a related advisory contract for one specified person for a short engagement period. However, the invoices reviewed are for at least 18 other consultants at different charge out rates.

<sup>371</sup> The additional cost appears to relate to the exclusion from the tender of the cost of employing a replacement GP while the tenderer carried out the assignment.

### **Contract Cost Control**

The establishment of the Procurement Directorate together with the strong focus on policy compliance has improved the contract cost control in 2011 and 2012. The HSE accepts and has adapted its systems and processes to address the weaknesses set out below.

45.20 Effective cost control depends not just on specifying a rate of payment but also a measure of planned volume or duration or preferably a fixed price. The audit found that

- f* a maximum price cap was specified in two cases and it was adhered to
- f* in nine cases, there was a contract or other agreement in place, and the amount paid matched the contract details
- f* in five cases, there was a contract or other agreement in place, but payments were made for extra work in those cases such as extra engagement with stakeholders or because the scope had been extended during the contract. The amounts involved totaled €213,000. However, in two of those cases the cost rose due to a doubling on the number of consultancy days.
- f* there was no volume based specification of output in four contracts where a daily rate applied
- f* in two cases, the rates were negotiated annually by local HSE officials, taking into account service volume levels
- f* in a further case an estimate was agreed but there was an overrun of €30,000 on the project
- f* in four cases, there was no effective cost control mechanism as there was no contract that specified either the rates or the volume of work.

45.21 There appeared to be scope drift resulting in substantial extra cost in four cases

- f* A performance management system project involved expenditure of over €2.7 million between 2007 and 2010. The advisory project that the consultants were engaged for, was expected to involve six to twelve days of work at a daily charge out rate of €2,030. In the original SLA for advisory services, the timeframe was specified as meaning *‘six working meetings, held monthly, with the possibility of up to an additional further six working group meetings and additional days on request by the Assistant National Director of Decision Support’*. The scope of the work did not include implementation of the performance management system. The audit found no evidence of the HSE undertaking any formal tender process for the extra implementation work. As there was no contract or SLA, no defined specification or monitoring arrangements were established. [Expenditure of €2.7m was incurred on this external consultancy during the period June 2007 to March 2010. An internal audit, requested by management, is presently being completed into this matter. A copy of this report can be made available to the Committee when it is finalised.](#)
- f* In Cork University Hospital in the period 2006 – 2010, €1 million was spent on hardware support. It appears that because the contractor had an on-site presence, the firm’s role was expanded. While in this case, an SLA was signed, the agreement has no provisions covering governance, service provider performance monitoring and measurement. The SLA only outlined items such as the service fees, limitations of liability, insurance details and termination details.
- f* In the HSE North West Region over the period 2006 – 2010, almost €2 million was spent between ICT Helpdesk and hardware maintenance support. It appears that because the contractor had an earlier contract for supply of related ICT products and an ongoing supply relationship with the service, the firm’s role was expanded for the ICT Helpdesk and hardware maintenance support arrangements.

- f* In the case of a consultancy where the spend for 2006 to 2010 was €13.3 million, the consultancy was in place for a number of years with a SLA prior to 2007 when the service transferred from the Department to the HSE. However, a number of new developments have taken place since 2007. The principal ones involved the creation of a portal that has been developed and supported by the consultants, that is used to collect and report on HIPE<sup>372</sup> data and additional areas of monitoring including consultants' contract monitoring and a new costing file for outpatient specialities introduced since 2007.

### **Conclusion – Financial Controls**

Contracts or SLAs were in place in ten of the 27 procurements. In these cases adherence to agreed rates could be verified.

The control of consultancy outlay depends upon the specification of both the rate and expected duration of the project or the conclusion of a fixed price contract. In 16 cases, this was not done.

Overall, from an administrative viewpoint, formal contracts or SLAs should be in place in all consultancy assignments in order to provide a clear budget for the project and to facilitate payment checking.

### **Delivery to Agreed Timescales**

45.22 The consultancies fell into two broad categories

- f* those that demanded a specific report
- f* those that were activity based.

45.23 It was found that the activity had been performed or the output which was paid for was delivered in all cases. However, due to the lack of contracts or SLAs it is not possible to independently confirm whether the output that was delivered was the planned output in 15 cases. In the other two cases without a contract or SLA, there was a performance management system in place that provided evidence that the service output was delivered by the contractor.

45.24 Nine cases involved the delivery of a report. Of these, four reports were delivered on time, in four cases delays ranged from six months to over a year and in the remaining case there is a continuous reporting function.

45.25 The remaining 18 did not involve delivering a report. In 11 of those cases, it was found that, in general, the output that was paid for was delivered on time or within the time periods established. It was not possible to conclude in the remaining seven cases where there were no documented terms.

<sup>372</sup> HIPE is the Hospital In-Patient Enquiry Scheme.

## Conclusion – Delivery to Agreed Timescale

It was found that the activity had been performed or the output that was paid for was delivered in all cases. However, it was not possible to establish whether the output delivered was that planned in 15 cases. In four cases, there were delays in providing reports required as part of contract output.

Documented timeframes should be established at the outset in all consultancies in order to ensure delivery to agreed timescales.

45.26 Department of Public Expenditure and Reform circular 40/2002 requires the HSE to complete a report in respect of contracts above €25,000 that have been awarded without a competitive process. Four consultancy assignments referred to in this chapter should have been reported on the 2010 return but were not. In 2009, 12 of the consultancies should have been reported in the 40/2002 return for that year but were not. Chapter 42 outlines the general arrangements for the management of procurement in the HSE.

## Conclusion

Excluding legal fees, the HSE incurred €22 million on consultancy in 2009. A review of 27 consultancies found that

- f* business cases identifying the rationale for the consultancies, the activities to be carried out and outputs to be delivered were not in place
- f* only ten of the consultancies were tendered openly
- f* ten of the consultancies had contracts or SLAs in place
- f* in many of the projects, there were limited details in respect of pricing and expected project durations
- f* there was limited monitoring in a substantial number of consultancies.

It was found that the activity had been performed or the output that was paid for was delivered in all cases. However, it was not possible to establish whether the output delivered was that planned in 15 cases. In four cases, there were delays in providing reports required as part of contract output.

The lack of contracts or agreements with financial and delivery terms makes it difficult to validate the rates paid and whether the services are delivered to a specified standard and timescale.

Overall, the HSE's procurement and management of consultancies needs to have more of a performance focus. This should include justification of each proposed consultancy in terms of its expected business impacts, and clear specification in advance of the key contract terms i.e. the main project outputs, the service standards to be met, and the cost and delivery timeframe.

## Annex A Consultancy Types and Descriptions

Category	Company	Description	Cumulative cost 2006-2010 €000	Acquisition process <sup>a</sup>		
				BC	T	C
Advisory services	Stuart Emslie	The assignment was to provide advice and documentation on a range of governance, risk management and patient safety matters for the newly created National Quality and Clinical Care Directorate.  The consultant had previously provided advice on the development of a Quality and Risk Framework, design of the Quality and Clinical Care Directorate and worked on investigations.	149	Z	Z	Z
	Simpler Consulting Ltd	The firm was to provide a service improvement programme and worked with hospital management and clinical teams on key opportunities to improve outpatient department service efficiency and effectiveness.	73	Z	Z	Z
	A & L Goodbody	The firm provided technical and legal advice for the hospital co-location programme	1,911	Z	Z	Z
	Joseph Clarke	The consultant was required to provide advisory services in relation to GPs and the development of primary care teams.	455	Z	I	I
	Michael Torpey	The assignment was to provide advisory services in relation to finance controls within the HSE.	58	Z	I	Z
ICT technical support	IBM Ireland Ltd	Technical support of core business critical applications.	8,851	I	I	I
ICT external services	IBM Ireland Ltd	The consultancy firm was engaged to provide hosting of equipment, operating systems management and support, hardware maintenance, network communications support and management, security services, disaster recovery provision and service delivery management.	5,822	I	I	I
	Westbourne Systems	The firm provided hardware maintenance support in Cork University Hospital.	999	Z	Z	I
	Compupac Software Ltd	The firm provided an ICT Helpdesk facility for the HSE North West Region.	1,076	Z	Z	Z
	Compupac Software Ltd	The firm provided hardware maintenance support for the HSE North West Region.	883	Z	Z	Z

Category	Company	Description	Cumulative cost 2006-2010	Acquisition process <sup>a</sup>		
			€000	BC	T	C
Service evaluation	PA Consulting Group	The consultancy firm was engaged to develop a performance management system for integrated information collection and analysis throughout the HSE.	2,732	Z	Z	Z
	Pricewaterhouse Coopers	The assignment was to provide assistance to the HSE in developing a corporate risk register and standard national protocols for the management and reporting of serious clinical matters.	148	Z	Z	Z
	Pricewaterhouse Coopers	The assignment was to review the logistics and inventory management systems in the HSE, to recommend how a new logistics and inventory service should be delivered and to provide an implementation plan.	435	Z	I	I
	Mazars	The consultancy firm was engaged to carry out ICT audits, to test ICT controls and provide assurance on the HSE's ICT systems and procedures.	303	Z	I	I
	Capita Business Services Ltd	The consultancy firm was engaged to review a radiology department in one hospital.	146	Z	Z	Z
	Prospectus	The firm was engaged to review national adult critical care services.	542	Z	I	I
	Windle & Associates	The consultancy firm was engaged to review the Hospital in the Home Initiative from a clinical and economic perspective.	35	Z	Z	Z
	Teamwork Management Services Ltd	The assignment was to review anaesthetic services in a hospital group.	129	Z	Z	Z
	Teamwork Management Services Ltd	The assignment was engaged to review radiology services in a hospital group.	127	Z	Z	Z
	Healthcare Informed	The consultancy firm was engaged to review the existing clinical governance framework in a specific area on foot of an internal review and to develop a document control (policies, procedures and guidelines) management system.	148	Z	I	I

Category	Company	Description	Cumulative cost 2006-2010 €000	Acquisition process <sup>a</sup>		
				BC	T	C
Clinical Casemix	The Economic and Social Research Institute	The Institute was engaged to collect demographic, clinical and administrative data on discharges and deaths in respect to inpatient and day case treatments and outpatient information from national acute public hospitals.	13,275	z	z	z
	Luke Van Doorn	The consultant was to provide advice and documentation on the current outpatient system and procedures in operation. The consultant was to devise a new coding structure to integrate the outpatient system into Casemix.	132	z	z	z
	GBG Associates Ltd	The firm was required to develop efficiency based key performance indicators, from the Casemix data in order to identify areas where hospitals could improve their performance.	42	z	z	z
Administration and training	Broadmeadow Consulting	The assignment was to compile and complete costing returns for three hospitals.	70	z	z	z
	Beecher Koenig Associates Ltd	The consultancy firm supplied tutors and a coordinator for courses that were run by the National Ambulance Service College.	848	z	z	z
Media consultancy	Anderson Editorial	The consultancy firm was engaged to advise on stakeholder communication and media management at a senior level both internally and externally.	1,179	z		
	Ogilvy & Mather Ltd	The firm was engaged to provide an advertising campaign.	630	z		
<b>Total</b>			<b>41,198</b>			

Source: Health Service Executive

Note: a The acquisition elements are BC (Business case completed or CMOD review), T (Tendering for work completed) and C (Contract or SLA available).

Key: z Denotes the absence of this condition.

| Denotes its presence.



## Annex B Rating Scheme for Monitoring

Each of the consultancies was assigned marks for the following

- f* whether written contract details were available
- f* whether meetings were held frequently
- f* whether there was compliance with the written contract details and whether the performance indicators were achieved.

The marks awarded to each criterion were based on the relative performance. The maximum overall mark being 12 and the minimum mark being three. The rating process was as follows

- f* If a consultancy achieved three marks, it was deemed that it did not meet any of the criteria
- f* If a consultancy achieved four to six marks, it was deemed it only partially met the criteria or significant limitations existed
- f* If the consultancy achieved seven to nine marks, it addressed most aspects of the criteria with some limitations
- f* If the consultancy achieved ten marks or over, it fully or substantially met the criteria.

Thereafter, the monitoring controls were assessed as follows

<b>Rating</b>	<b>Standard</b>
Inadequate	The number who achieved three marks Limited
	The number who achieved four to six marks
Adequate	The number who achieved seven to nine marks
Good	The number who achieved ten marks or more

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## Appendix 1 Consultancy Spend 2011

Vendor Name	Project	Total 2011 Incl VAT
2 Collaborate Limited	Investigation of Service Complaint	4,341.48
	Investigation/ Staff mediation	31,839.94
2 Collaborate Limited Total		36,181.42
3I STUDIO LIMITED	IT Consultancy-Estates Database	17,281.92
3I STUDIO LIMITED Total		17,281.92
ABTRAN	Road Traffic Accident Income Collection Project	25,168.00
ABTRAN Total		25,168.00
ACE EDITORIAL SERVICES LTD	Development of NCSS Editorial Style Guide	847.50
	Review of Cervical Check Programme Report	363.00
ACE EDITORIAL SERVICES LTD Total		1,210.50
ADVANCED ORGANISATION LTD	Healthcare Governance and Accountability Project	48,339.50
	Integrated Services Programme	12,584.00
	Reconfiguration in the South	2,359.50
ADVANCED ORGANISATION LTD Total		63,283.00
AMROP STRATEGIS	HR Consultancy	120,129.88
AMROP STRATEGIS Total		120,129.88
ANN MCWILLIAMS	National Review Panel of Deaths of Children in HSE Care	4,025.71
ANN MCWILLIAMS Total		4,025.71
ANNA SHAKESPEARE	Staffing Review and Report	852.00
ANNA SHAKESPEARE Total		852.00
AON (INSURANCE)	Dublin Hospital Group Risk Advisor	25,047.00
AON (INSURANCE) Total		25,047.00
APPLIED MANAGEMENT SYSTEMS Ltd	National Decontamination Group	2,764.00
APPLIED MANAGEMENT SYSTEMS Ltd Total		2,764.00
Arthur Cox	Management Review	14,786.30
Arthur Cox Total		14,786.30
Aurion Ltd	ICT Related Consultancy	15,996.07
	Vision for Change Survey	10,739.36
Aurion Ltd Total		26,735.43
BERNADETTE MORAN	Radiographic Advisor Services to Medical Exposure Radiation (MER) Unit	25,999.30
BERNADETTE MORAN Total		25,999.30
Brendan Byrne	Trust in Care Investigation	2,000.00
Brendan Byrne Total		2,000.00
Brian Glanville	Critical Incident Stress Management	13,759.20
Brian Glanville Total		13,759.20
C.M. COMISKEY	3rd DIAS Report	3,025.00
C.M. COMISKEY Total		3,025.00
CAROLINE MCCAMLEY	Advisory Committees on Violence Against Women	8,617.50
CAROLINE MCCAMLEY Total		8,617.50
CHANGE POINT LTD	Athrú Programme-Youth Sexual Offenders Conference	2,481.82
CHANGE POINT LTD Total		2,481.82
CHILD PROTECTION SERVICES IRELAND	Risk Assessment	6,100.00
CHILD PROTECTION SERVICES IRELAND Total		6,100.00
Ciaran Roche	Clinical Supervisor within the Risk Assessment & Consultation	29,758.71
Ciaran Roche Total		29,758.71
Cody Consulting	Governance Review	4,840.00
Cody Consulting Total		4,840.00
COMPUPAC IT SOLUTIONS LTD	ICT Help Desk	239,551.57
COMPUPAC IT SOLUTIONS LTD Total		239,551.57
Conal Devine & Associates	Mediation	9,648.91
	Inquiry into Protected Disclosure	26,861.57
	Disciplinary Investigation Audiology Services	3,748.69
Conal Devine & Associates Total		40,259.17
Connemara Strategic Software Ltd	Integrated Health Care Model for the South East	15,000.00
Connemara Strategic Software Ltd Total		15,000.00
CORINA NAUGHTON	Critical Incident Review	4,000.00
CORINA NAUGHTON Total		4,000.00
Cunnane Stratton Reynolds	Monaghan General Hospital Review	1,573.00
Cunnane Stratton Reynolds Total		1,573.00
DATA IRELAND	IT Consultancy- Database Maintenance	42,988.70
DATA IRELAND Total		42,988.70
DCM Compliance	Movement of Dangerous Substances	3,170.20
DCM Compliance Total		3,170.20
DEIRDRE MC TEIGUE	National Review Panel of Deaths of Children in HSE Care	12,777.14
DEIRDRE MC TEIGUE Total		12,777.14
DELOITTE & TOUCHE	Assessment of Clinical Change Programme	5,445.00
DELOITTE & TOUCHE Total		5,445.00
DENIS DOHERTY AND ASSOCIATES -Healthcare Co	Learning Disabilities	5,808.00
DENIS DOHERTY AND ASSOCIATES -Healthcare Consultants Total		5,808.00
Derek Fitzpatrick & Associates	Procurement of new IPT System	2,496.00
Derek Fitzpatrick & Associates Total		2,496.00
Diane McHugh	Social Work Consultant - Independent review of case file	450.80

Vendor Name	Project	Total 2011 Incl VAT
DKM Economic Consultants Total		32,024.00
DR HELEN BUCKLEY	National Review Panel - Childcare	50,807.51
DR HELEN BUCKLEY Total		50,807.51
DR JANE PILLINGER	Personal Development Services	2,964.50
DR JANE PILLINGER Total		2,964.50
Dr. Jarlath McKenna	Review on Certificate in Nursing	1,000.00
Dr. Jarlath McKenna Total		1,000.00
DR JOHN PINKERTON	National Advisory Group for Children & Families Services	628.96
DR JOHN PINKERTON Total		628.96
DR KEVIN MCCOY	Review of Church Audit.	8,226.00
DR KEVIN MCCOY Total		8,226.00
DR TERESA BRANNICK	Review of Church Audit.	250.00
DR TERESA BRANNICK Total		250.00
DR. JUNE ROBSON	Complaints Review	13,189.00
DR. JUNE ROBSON Total		13,189.00
DRURY COMMUNICATIONS	Advisor to Quality & Safety Directorate	6,425.00
DRURY COMMUNICATIONS Total		6,425.00
EAP Consultants	Employee Assistance Programme	14,157.00
EAP Consultants Total		14,157.00
Edgecumbe Consulting Group	Doctors Survey	1,050.00
Edgecumbe Consulting Group Total		1,050.00
EDGEWORTH CONSULTANTS	Psychology- Support for Bereavement Counselling Service	9,350.00
EDGEWORTH CONSULTANTS Total		9,350.00
ELEKTA LTD	IT Consultancy	2,278.43
ELEKTA LTD Total		2,278.43
Ellen Brady	Statistical Consultation-Recovery Context Inventory ( Mental Health)	840.00
Ellen Brady Total		840.00
ERNST & YOUNG CONSULTANCY	VFM Study	69,145.45
ERNST & YOUNG CONSULTANCY Total		69,145.45
FBV KEANE	Leading Surgery Programme	53,125.00
FBV KEANE Total		53,125.00
Finbarr Flood Consultancy	Review of Psychiatry Services	7,260.00
Finbarr Flood Consultancy Total		7,260.00
Forensic Psychological Service	Forsenic Psychological Service	52,850.00
Forensic Psychological Service Total		52,850.00
FRANK J CHALOUPKA	Delopment of a report on The Demand for Cigarettes in Ireland	9,092.00
FRANK J CHALOUPKA Total		9,092.00
FRECTAL LTD	National Clinical Strategy	14,520.00
FRECTAL LTD Total		14,520.00
GHR Consultancy	Retainer for Medical Officer InterCountry Adoption	12,000.00
GHR Consultancy Total		12,000.00
HARWYN LTD	Mediation Mental Health Services Project	19,197.60
HARWYN LTD Total		38,106.40
HAY GROUP(IRELAND) LTD	Consultancy Services in relation to Occupational Health Physicians	57,304.00
HAY GROUP(IRELAND) LTD Total		18,456.45
Hogan Solutions Consultancy Services	HSE National Nursing Manpower Strategy	18,456.45
Hogan Solutions Consultancy Services Total		790.52
Hollytree Management	Review Committee Section 55 Inquiry Trust in Care Investigation Dental Services Review Mental Health Review	6,395.21 12,925.64 30,239.36 514.25
Hollytree Management Total		50,074.46
HOSCA	Patient Flow Review	4,950.00
HOSCA Total		4,950.00
HUGH CONNOR	National Review Panel of Deaths of Children in HSE Care	33,477.68
HUGH CONNOR Total		33,477.68
IAN O'DONNELL	National Review Panel of Deaths of Children in HSE Care	2,400.00
IAN O'DONNELL Total		2,400.00
IBEC	HR Consultancy-Dispute Resolution	4,235.00
IBEC Total		4,235.00
IKOS RESEARCH & CONSULTANCY	Independent Research on Child Care Needs	25,996.00
IKOS RESEARCH & CONSULTANCY Total		25,996.00
INSURANCE RISK PROJECTS	Insurance Provider & Costs Review	6,050.00
INSURANCE RISK PROJECTS Total		6,050.00
IRISH CHILD AND FAMILY INSTITUTE	Risk Assesment	2,870.00
IRISH CHILD AND FAMILY INSTITUTE Total		2,870.00
IRISH COLLEGE OF GENERAL PRACTITIONERS	Request for Clinical Support for an Adverse Incident	2,794.50
IRISH COLLEGE OF GENERAL PRACTITIONERS Total		2,794.50
Irish Pensions	Pension Consultant	67,533.96

Vendor Name	Project	Total 2011 Incl VAT
Irish Pensions Total		67,533.96
Irish Society for Quality& Safety in Healthcare	Patient Experience Survey	2,100.00
Irish Society for Quality& Safety in Healthcare Total		2,100.00
Isoft Ltd	IT Consultancy - ICM Implementation PHN	11,724.90
Isoft Ltd Total		11,724.90
J.W. RODNEY PEYTON	Cluster Review	13,840.27
J.W. RODNEY PEYTON Total		13,840.27
JAMES E MCTERNAN	National Review Panel of Deaths of Children in HSE Care	37,509.87
JAMES E MCTERNAN Total		37,509.87
JIM JAMISON	Review of Church Audit	10,500.00
JIM JAMISON Total		10,500.00
Jim Melly Consulting	Review of Psychiatry Services	8,567.95
Jim Melly Consulting Total		8,567.95
JO MCHUGO	Clinical Review of Cases of Miscarriage Misdiagnosis	5,808.00
JO MCHUGO Total		5,808.00
Joe Cahill & Associates	HR Investigations HR Consultancy	1,603.01 1,603.01
Joe Cahill & Associates Total		3,206.02
JOHN BROSNAN	National Review Panel of Deaths of Children in HSE Care	5,580.00
JOHN BROSNAN Total		5,580.00
John Horgan	HR Investigations	1,210.00
John Horgan Total		1,210.00
JONATHAN DODD	Expert Reviewer Consultant Radiologist	3,000.00
JONATHAN DODD Total		3,000.00
Karen McMinn Consultancy	Conflict Mediation Initiative	4,138.00
Karen McMinn Consultancy Total		4,138.00
Kelcon Management	Management Financial Consultants	1,379.40
Kelcon Management Total		1,379.40
KERR SOLUTIONS	Nursing report	1,800.00
KERR SOLUTIONS Total		1,800.00
KEVIN MCKENNA	Linking Service & Safety	390.00
KEVIN MCKENNA Total		390.00
KICK COMMUNICATIONS	Immunisation Research Project	50,196.90
KICK COMMUNICATIONS Total		50,196.90
Kim Manley	Ireland Centre for Practice Development	688.00
Kim Manley Total		688.00
LEONIE LUNNY	National Review Panel of Deaths of Children in HSE Care	6,085.71
LEONIE LUNNY Total		6,085.71
LESLEY TURNBULL	Review Cytology Laboratory Screening Services	19,540.00
LESLEY TURNBULL Total		19,540.00
Liam O'Dalaigh	Childcare Investigation	2,959.00
Liam O'Dalaigh Total		2,959.00
Limetree Management Consultants	HR - Organisational Development Unit	409.60
Limetree Management Consultants Total		409.60
LIS NIXON ASSOCIATES	Acute Medicine Programme AMP Programme Diagnostic Visit and Report for Beaumont, Galway, Mater, Vincents, St Ja	3,888.79 3,136.00 44,162.30
LIS NIXON ASSOCIATES Total		51,187.09
LOCKHART PSY CONSULTING	National Review Panel of Deaths of Children in HSE Care	24,547.98
LOCKHART PSY CONSULTING Total		24,547.98
LUKE VAN DOORN	Development & Delivery of OPD Cost Weights-Casemix	33,161.00
LUKE VAN DOORN Total		33,161.00
Lynne Peyton	Childcare Case - Neglect Report	49,995.00
Lynne Peyton Total		49,995.00
MAPS	Rostering System	41,091.75
MAPS Total		41,091.75
MARGARET KELLY CONSULTING	Strategic Plan for Radiation Oncology Nursing Facilitation of the Director of Nursing Role Consultation Meeting (NMPD	8,760.52 1,623.00
MARGARET KELLY CONSULTING Total		10,383.52
Margaret McGahern	Finance Reviews of Internal Controls	3,649.00
Margaret McGahern Total		3,649.00
Margaret McLoughlin	Electronic Blood Tracking System Project	84.61
Margaret McLoughlin Total		84.61
Marie Carroll	Organisational Development	660.00
Marie Carroll Total		660.00
MARION REYNOLDS	National Review Panel of Deaths of Children in HSE Care	23,606.08
MARION REYNOLDS Total		23,606.08
MARK BRIERLEY	Review of Capacity for Alternative Care	45,070.00
MARK BRIERLEY Total		45,070.00
MARSH IRELAND	Insurance Advisory Service	51,074.00
MARSH IRELAND Total		51,074.00
Mary Fletcher Smith	Advocacy Services	23,584.75

Vendor Name	Project	Total 2011 Incl VAT
MAUREEN BASSETT	Independent Research on Child Care Needs	9,250.00
MAUREEN BASSETT Total		9,250.00
Mazars	IT Audits	233,291.89
Mazars Total		233,291.89
MELANIE PINE	National Review Panel of Deaths of Children in HSE Care	5,862.50
MELANIE PINE Total		5,862.50
Mercer Ireland Ltd	Pension Consultant	36,274.87
Mercer Ireland Ltd Total		36,274.87
MERIDIAN PRODUCTIVITY	Assess the Productivity of Primary Care Teams	41,959.00
MERIDIAN PRODUCTIVITY Total		41,959.00
MICHAEL BROPHY ASSOCIATES	Investigation of Complaint	16,642.00
MICHAEL BROPHY ASSOCIATES Total		16,642.00
MICHAEL FOX	Child Protection	6,809.92
MICHAEL FOX Total		6,809.92
MILLWARD BROWN Landsdowne	Elder Abuse Project	8,167.50
MILLWARD BROWN Landsdowne Total		8,167.50
Monaghan County Council	Traveller Info Project	12,500.00
Monaghan County Council Total		12,500.00
Mott MacDonald Ireland Limit	National Review of Sexual Abuse Services	55,589.00
Mott MacDonald Ireland Limit Total		55,589.00
Mr Dermot Coates	Primary Care Reimbursement Service- Investigations & Statistics	24,537.50
Mr Dermot Coates Total		24,537.50
Mr JWR Peyton OBE	Management Review Mullingar	2,023.19
Mr JWR Peyton OBE Total		2,023.19
Mr Paul Gallagher	Review of Care Case	1,271.14
Mr Paul Gallagher Total		1,271.14
MR PHIL MORTELL	Children's Services	14,576.93
MR PHIL MORTELL Total		14,576.93
MRS MICHAELA WILLIS	Specific Standards and Recommended Practices Relating to Post Mortem	5,779.58
MRS MICHAELA WILLIS Total		5,779.58
NICOLA CARR	National Review Panel of Deaths of Children in HSE Care	236.47
NICOLA CARR Total		236.47
Nixon Consultants	Reconfiguration of Acute Hospital Services	14,697.14
Nixon Consultants Total		14,697.14
NUALA HARMEY	National Standards for Postmortems.	2,400.00
NUALA HARMEY Total		2,400.00
OLM CONSULTANCY	Conciliation CUH	5,989.50
OLM CONSULTANCY Total		5,989.50
Open Applications Consulting Ltd	Hosting of My Home from Home Website	1,089.00
	Project Management of Renal Module	1,815.00
Open Applications Consulting Ltd Total		2,904.00
PATRICIA DONNELLY	Consultancy Service - Traceability Activities OLOL	120,223.67
PATRICIA DONNELLY Total		120,223.67
Patrick Duffy	Critical Incident Stress Management	12,640.63
Patrick Duffy Total		12,640.63
PAUDIE GALVIN	Report issued on Standards of Care	509.34
PAUDIE GALVIN Total		509.34
PAUL MURRAY	National Review Panel of Deaths of Children in HSE Care	5,875.44
PAUL MURRAY Total		5,875.44
PETER BOLAND	Staffing Review and Report - Aras Attracta	668.00
PETER BOLAND Total		668.00
PETER SMYTH MANAGEMENT CONSULTANCY	Procurement Advice and Support	59,532.00
PETER SMYTH MANAGEMENT CONSULTANCY Total		59,532.00
PFH Technology	ICT Related Consultancy	1,609.30
PFH Technology Total		1,609.30
POTENTIAL ORGANISATION	National Review Panel of Deaths of Children in HSE Care	136,598.82
POTENTIAL ORGANISATION Total		136,598.82
PRICEWATERHOUSECOOPERS	Specialist Audit work	53,600.00
	Smarter Healthcare Better Outcomes	20,570.00
	Tax advice	35,090.00
PRICEWATERHOUSECOOPERS Total		109,260.00
PROF JOHN BAMFORD	National Review of Audiology Services	35,609.50
PROF JOHN BAMFORD Total		35,609.50
PROFESSIONAL SOLUTIONS	National Review Panel of Deaths of Children in HSE Care	42,441.36
PROFESSIONAL SOLUTIONS Total		42,441.36
Professor MX Fitzgerald	Review of Radiology Reporting Tallaght Hospital	6,250.00
Professor MX Fitzgerald Total		6,250.00
PROJECT MANAGEMENT LTD.	Capital Projects-On Site Services	9,431.03
PROJECT MANAGEMENT LTD. Total		9,431.03
QUALITY SOLUTIONS FOR HEALTH	Re-assessment of Endoscopy Services-Production of Individual Site As	16,295.10
	Global Rating Scale-GRS Standards Development	11,917.48
	Strategic Development Work	4,422.21

Vendor Name	Project	Total 2011 Incl VAT
QUALITY SOLUTIONS FOR HEALTH Total		32,634.79
RANSBORO CONSULTANCY LTD	Review of Contract Beds	53,966.00
RANSBORO CONSULTANCY LTD Total		53,966.00
Raymond McGee	HR Investigations	651.48
Raymond McGee Total		651.48
Resource	HR Consultancy	8,311.73
Resource Total		8,311.73
RISK MANAGEMENT INTERNATIONAL	Information Security Project	5,445.00
RISK MANAGEMENT INTERNATIONAL Total		5,445.00
RITA BURTENSHAW	Regional Advisory Committee	13,850.00
RITA BURTENSHAW Total		13,850.00
Roger Killeen	National Special Care Admissions/Discharges Committee	48,980.80
Roger Killeen Total		48,980.80
ROSEMARY RYAN	Review of Care	10,000.00
ROSEMARY RYAN Total		10,000.00
ROYAL COLLEGE OF PHYSICIANS	Peer Review of Colorectal Screening Programme	5,359.00
ROYAL COLLEGE OF PHYSICIANS Total		5,359.00
ROYAL COLLEGE OF SURGEONS	Programme Management Support	647,092.00
ROYAL COLLEGE OF SURGEONS Total		647,092.00
ROYAL COLLEGE PHYSICIANS IRL	Histopathology Project	100,146.00
	Radiology Project	151,968.00
ROYAL COLLEGE PHYSICIANS IRL Total		252,114.00
SAVILLS COMMERCIAL (IRELAND) Ltd	General Office Rental Levels	12,705.00
SAVILLS COMMERCIAL (IRELAND) Ltd Total		12,705.00
SEAN CUNNINGHAM	Clinical Biochemist Advice to St Luke's Hospital	14,400.00
SEAN CUNNINGHAM Total		14,400.00
SEAN RUTH & ASSOCIATES	Teambuilding for Nursing staff.	3,160.00
SEAN RUTH & ASSOCIATES Total		3,160.00
SIMON WALFORD	Support to Acute Medicine Strategy Team	59,371.04
SIMON WALFORD Total		59,371.04
SIOBHAN MCGRORY	Violence Against Women	10,890.00
SIOBHAN MCGRORY Total		10,890.00
SOUTH INFIRMARY VICTORIA HOSPITAL	Advisor to the Medical Exposure Radiation (MER) Unit	10,731.85
SOUTH INFIRMARY VICTORIA HOSPITAL Total		10,731.85
SPENCER NICKSON LTD	Healthcare Facilities Consultant-HSE Steering Group	9,104.96
SPENCER NICKSON LTD Total		9,104.96
Suzanne Phelan	Childcare Case Review & Final Report	7,249.00
	Childcare Consultancy	4,004.80
	National Review Panel of Deaths of Children in HSE Care	17,894.28
Suzanne Phelan Total		29,148.08
SYMBIO HR SOLUTIONS LTD	HR Consulting Services	10,618.00
SYMBIO HR SOLUTIONS LTD Total		10,618.00
THE ECONOMIC & SOCIAL RESEARCH INSTITUTE	Casemix	3,554,575.00
THE ECONOMIC & SOCIAL RESEARCH INSTITUTE	Roadmap to Reform the Delivering of Drugs to Consumers	78,946.69
THE ECONOMIC & SOCIAL RESEARCH INSTITUTE Total		3,633,521.69
THE HAUGHTON INSTITUTE	Pneumococcal Economic Evaluation	32,500.00
THE HAUGHTON INSTITUTE Total		32,500.00
THE HEARTBEAT TRUST	Heart Failure Prevention Project	64,176.96
THE HEARTBEAT TRUST Total		64,176.96
The Performance Partnership	HR Consultancy	25,014.00
The Performance Partnership Total		25,014.00
TIO CONSULTING LTD	Leadership Team Development	19,885.00
TIO CONSULTING LTD Total		19,885.00
TONY SHANNON	National Clinical Strategy & Programmes	658.00
TONY SHANNON Total		658.00
TURLOUGH O'SULLIVAN	Review	28,000.00
TURLOUGH O'SULLIVAN Total		28,000.00
UKWON LTD	Hospital of the Future project	9,050.79
UKWON LTD Total		9,050.79
UNIVERSITY COLLEGE CORK	Dental Survey	21,505.34
UNIVERSITY COLLEGE CORK Total		21,505.34
Ward Solutions	IT Consultancy-Network Support	34,757.00
Ward Solutions Total		34,757.00
WEAFER ASSOCIATES	End of Life Care Scoping Exercise	3,569.50
WEAFER ASSOCIATES Total		3,569.50
Webster Lawlor and Associates	Gap Analysis Report	9,276.40
Webster Lawlor and Associates Total		9,276.40
WESTBOURNE IT SOLUTIONS	ICT Related Consultancy	18,392.80
WESTBOURNE IT SOLUTIONS Total		18,392.80
WILLIAM LEIGH LEDGER	Miscarriage Misdiagnosis Clinical Review	18,634.00
WILLIAM LEIGH LEDGER Total		18,634.00
Workright Consultants	Occupational Therapy consultancy	350.00

Vendor Name	Project	Total 2011 Incl VAT
Workright Consultants Total		350.00
Grand Total		<b>8,208,089.94</b>