



*File Ref: NHR/INF/0/129384*

17<sup>th</sup> January 2014.

Ms. Niamh Maguire,  
Committee Secretariat,  
Committee of Public Accounts,  
Leinster House,  
Dublin 2



Dear Ms. Maguire,

I refer to your letter dated the 9<sup>th</sup> January 2014 regarding our attendance at the recent Public Accounts Committee meeting on 19 December 2013 and a request for information on a number of follow up issues that arose during the course of the Committee's examination.

Please find attached our response to your queries.

I trust this information is of assistance.

Yours sincerely,

Dr Ambrose McLoughlin,

Secretary General.

**Follow Up from the Public Accounts Committee**

**Meeting 19<sup>th</sup> December 2013**

- 1. Details of any occasions when Mr Paul Kiely raised the issues of payments by the CRC to the Mater Hospital for the administration of the superannuation scheme.**

I have identified 4 records which relate to the CRC and its superannuation scheme. They are attached at Appendix 1.

Please note that while the letter from Patsy Carr to Paul Kiely in May 2010 is not signed, the Department can confirm that it was issued on 5<sup>th</sup> May 2010.

- 2. A copy of the updated information on payments to section 38 agencies.**

In relation to your request for updated information on payments to section 38 agencies, I note that the HSE have provided an update to you.

- 3. A note on when the Department of Health first became aware that senior executives employed by the Central Remedial Clinic were in receipt of remuneration packages that exceeded those set down by the health sector.**

I attach the letter (Appendix 2) dated 22<sup>nd</sup> May 2013 which was sent to Fergal Goodman, Department of Health by Barry O'Brien, HSE National Director of Human Resources which first informed the Department of Health of unauthorised allowances being paid in the CRC. A schedule was attached to the letter which detailed a number of additional payments to various agencies including the CRC.

- 4. A copy of the letter from Mr Seán McGrath, National Director of Human Resources, HSE to Mr Michael Scanlan, former Secretary General, Department of Health which deals with the adherence to consolidated salary scales.**

The letter (with schedule) of 30 March 2011 from Sean McGrath to the Secretary General is attached (Appendix 3)

- 5. A note on the procedures involved in appointing the administrative board of directors for the newly constituted hospital group in the North West.**

A note on the relevant procedures is attached. (Appendix 4)

- 6. A copy of the Parliamentary Question of September 1996 that refers to private sources of funding.**

The 1996 PQ can be accessed via this link

<http://historical-debates.oireachtas.ie/D/0469/D.0469.199609260074.html>



**Central  
Remedial  
Clinic**

Penny Ansoley Building,  
Vernon Avenue,  
Clontarf,  
Dublin 3,  
Ireland.

Telephone: +353 (0) 1 854 2200  
Facsimile: +353 (0) 1 833 5496  
Email: [info@crc.ie](mailto:info@crc.ie)  
[www.crc.ie](http://www.crc.ie)

11<sup>th</sup> May 2010

Ms. P. Carr  
Department of Health & Children  
Hawkins House  
Dublin 2

Dear Ms. Carr,

Thank you for your letter of 5<sup>th</sup> May 2010, which I received this morning. I apologise for the delay in getting back to you following our telephone conversation. I have asked our Actuary to provide further information and I am awaiting his response.

With regards to the issues you have raised in this letter, I will do some research into the history of our funding and revert to you as soon as possible.

Kind regards.

Yours faithfully,



Paul Kiely  
Chief Executive Officer

May 2010

Mr Paul Kiely  
Chief Executive  
Central Remedial Clinic  
Penny Ansley Building  
Vernon Ave  
Clontarf  
Dublin 3

Dear Paul

I refer to your letter to Mr Michael Scanlan dated 25<sup>th</sup> February and my subsequent telephone conversation with you on 18<sup>th</sup> March regarding access to VHSS for some of your employees. You undertook to provide material on the private pension scheme to which some 65 (57.2 WTE) are members. I understand the employer contribution in relation to these staff is 16% of salary.

In the meantime I have examined the records available to me. It would appear that your organisation was established by *articles of association* and therefore access to the VHSS was conditional on salaries being paid through the Mater Hospital payroll. In 1979 the CRC was funded on a contribution basis (now section 39) rather than by direct allocation (now referred as section 38). I can confirm however that the approved staff ceiling for superannuation purposes was 102.5 in 1990 and was subject to no replacement appointments requiring VHSS registration being made without this Departments approval. There would appear to be no further communication until 2004 when the CRC sought access to the VHSS in its own right rather than in line with the original approval. This was not agreed to (letter of 2 November 2004 refers).

In your letter you state that the CRC is funded wholly by way of Section 38 allocation from HSE. Can you provide details of how and when this change came about- how was funding provided from 1990 to 2005? In addition, I await the information regarding the private pension scheme as discussed. You will appreciate that without this information no comprehensive examination of the issue can take place.

I remain  
Yours sincerely

Patsy Carr  
Pension Policy Unit

2 November  
October 2004

Mr Tony Kett  
Administrator  
Central Remedial Clinic  
Penny Ansley Building  
Vernon Avenue  
Clontarf  
Dublin 3

Dear Mr Kett

I refer to your recent letter regarding the administrative arrangements put in place in 1979 to allow access for staff of the CRC access to the Voluntary Hospital Superannuation Scheme. Our files indicate that an arrangement was put in place whereby the staff would be on the Mater hospital payroll and provision would be made to meet the future pension costs by way of a 10% employer contribution. (Copy of relevant letter of authorisation to Mater Hospital attached).

As you will see the 10% employer contribution along with the staff contribution mentioned in that letter was to be credited to the Mater Hospital Superannuation account. This provision is to ensure that sufficient monies are there to meet the pension costs as they arise. In addition Spouses and Children's contributions of 1.5% are due to be paid by both the employer and employer.

I would like to clarify that it was incorrect of you to cap your contribution to the Mater Hospital in 2002 as the difference in paid and due is now overdue to the Voluntary Hospital Superannuation Account from which future pensions fall to be paid.

Finally, I regret to inform you that the Central Remedial Clinic would not qualify for entry to the Voluntary Hospital Superannuation Scheme in its own right and this Department is happy for the existing arrangements to continue. I trust this clarifies the matter for you.

Yours sincerely



Patsy Carr  
Pension Policy Section

**Central  
Medical  
Clinic**

Penny Ansley Building,  
Vernon Avenue,  
Clontarf,  
Dublin 3,  
Ireland.

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[www.crc.ie](http://www.crc.ie)

14<sup>th</sup> October, 2004.

Ms. Patsy Carr,  
Department of Health & Children,  
Hawkins House,  
Hawkins Street,  
Dublin 2.

Re: *VHSS*

Dear Patsy,

I refer to our telephone conversation the other day in relation to our membership in the Voluntary Hospital's Superannuation Scheme.

I believe, back in 1977 when voluntary hospitals were allowed to participate in the scheme, a special provision was made for the CRC which resulted in its' membership being administered through the Mater Hospital. One of the reasons for this was the close relationship the clinic had with the Mater and the fact that two members from the Mater sat on the CRC's Board of Governors and still do to this day.

Also, because participation was open only to Voluntary Hospitals at that time, it would not have been possible for the CRC to join in its' own right without coming under the umbrella of the Mater

The position that has prevailed ever since that day has been that :-

the Clinic makes a payment each quarter to the Mater which comprises Gross Pay, an employee contribution of either 5%, 6½% or a calculated rate depending on the time of entry to the scheme, together with an Employer Rate of 10% and 13% which is considered to be an administrative payment to the Mater.

As membership to the Scheme has opened up in recent years with non-officer grades and part-time people being eligible, this has now placed a tremendous strain on our resources. It is for this reason we capped our contribution at 2002 rates and informed the Mater prior to doing so. We believe, in any event, that we can administer the Scheme ourselves for a fraction of what we pay the Mater. At the very least, we believe a fee should be set which bears some resemblance to the amount of administration required to administer our relatively small scheme. It we were to

continue with the existing system, our contribution to the Mater for 2003 for administering the scheme would amount to approximately €240,000.

Our preference is to Administer our own scheme. We would appreciate your assistance in this regard.

Yours sincerely,

  
Tony Kett  
Administrator







Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive

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Feidhmeannacht na Seirbhíse Sláinte  
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Office of the National Director of Human Resources  
Health Service Executive  
Dr Steevens' Hospital  
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Ackd.

22<sup>nd</sup> May 2013

HR Ref : 173651

Mr. Fergal Goodman,  
Principal Officer,  
National HR Unit,  
Department of Health,  
Hawkins House,  
Dublin 2.

**Re: Remuneration of Chief Executives in the Health Sector**

Dear Mr Goodman,

I refer to your correspondence to Mr. Sean McGrath regarding the above dated 31<sup>st</sup> August 2011 and wish to apologise for the delay in responding. I can confirm that on 5<sup>th</sup> September 2011 your letter was circulated to each Regional Assistant National Director of HR, HSE and they in turn were requested to bring the matter to the attention of relevant HSE staff and HSE funded hospitals/agencies within their area of responsibility. The letter was also sent to the relevant HSE HR Officials to advise regarding the inclusion of this provision in future contracts for Chief Executives in the HSE.

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In respect of the HSE, each of the new Hospital Groups will have a Chief Executive. The 2 Chief Executives appointed to date have been on the basis of secondment arrangements, the terms of which have been sanctioned by the Minister for Health (22<sup>nd</sup> December 2011). As these appointments were through secondment, no contracts of employment were issued.

I have received confirmation that all Section 38 Agencies have been advised of the provision. I have also sought confirmation from the Regional HR Offices that the approach set out in your letter is currently being taken in Section 38 Agencies in their area of responsibility. Many of the responses received were unclear and in some instances no response was received. Despite several reminders from this office, it was not possible to get absolute confirmation of compliance in respect of all Section 38 Agencies.

In May 2012, I sought detailed information from each Section 38 Agency regarding the remuneration of senior managers including pay, allowances, grants, bonuses and foundation payments from any other body or organisation to the individual managers.

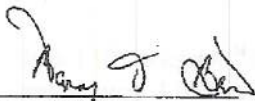
As you are aware, the HSE Internal Audit function subsequently undertook an audit of remuneration in Section 38 Agencies commencing in June 2012. This audit identified a number of situations where Chief Executives were in receipt of allowances and other perquisites in addition to their salary, in many instances funded from private sources. I attach details of same for your information.

In light of the recommendations contained in the audit report an implementation plan has been put in place jointly between the HSE and Department of Health. This will include the development of a policy relating to the remuneration of Senior Managers in Section 38 Agencies and will address the payment of additional allowances, salaries and perquisites from private funding and also Senior Managers carrying out privately remunerated work for their agencies over and above their service contracts. Advice will be sought from the Department of Public Expenditure and Reform regarding these matters to inform the development of the policy. On finalisation of same, a requirement to comply with the policy will be included in the HSE Standard Service Arrangement with the Section 38 Agencies.

Given that the audit report has identified instances of non compliance with the provisions set out in your letter, the HSE has recently sought legal advice with regard to the ending of payment of non sanctioned allowances and perquisites. On receipt of this allowance, a decision will be taken on how best to proceed.

I trust that the above clarifies the position.

Yours sincerely,



Barry O'Brien  
National Director of Human Resources

Additional payments to CEOs/Secretary Managers in Section 38 Agencies

Agency	Allowance/perquisite	Amount
AMNCII	Health Insurance	€2513
Cappagh Hospital	Flexibility/Out of Hours	€8,000
Brothers of Charity, Clare	Functional Officer scale +7%	€104,000 total
Brothers of Charity Cork	LHO Scale + 6%	Not stated
Central Remedial Clinic	Additional salary	€116,949 <sup>1</sup>
	Allowance	€19,016 <sup>1</sup>
Cheeverstown House	Allowance	€4,699.92
Drug Treatment Centre Board	Allowance	€3,731 <sup>2</sup>
Dublin Dental School & Hospital	TCD Lecturing	€30,000
Mater Hospital	Oversight of development of new Mater Hospital	€25,625
National Maternity Hospital	Allowance	€53,009
	On call allowance	€45,000 <sup>1</sup>
National Rehabilitation Hospital	Foundation Company Secretary Allowance	€321
		€15,750
Our Lady's Hospice	Allowance to manage Blackrock Hospice Board of Directors	€12,700
	Allowance to lead fundraising	€7,000
Our Lady's Children's Hospital	Allowance for supervision of auxiliary activities, Franchise income & Change management	€30,000 <sup>1</sup>
Rotunda Hospital	Dual allowance	€3,437
	Allowance	€17,000 <sup>1</sup>
	Phone Allowance	€294
Royal Hospital Donnybrook	On call allowance	€1,485
	Health Insurance	€3,255
South Infirmary Victoria University Hospital	Company Secretary Allowance	€11,485
St. James' Hospital	On call allowance	€7,480
	Allowance(DOH Approved)	€8,937
St. Michael's House	Salary supplemented from private funds	Not stated
Stewarts Hospital	Motor allowance	€18,000

<sup>1</sup> Paid from private funds

<sup>2</sup> Agreed as part of benchmarking exercise with DOH/HSE





Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive

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HR Ref: 154135

30<sup>th</sup> March, 2011.

Mr. Michael Scanlan  
Secretary General,  
Department of Health & Children,  
Hawkins House,  
Dublin 2.

*Re: Adherence to Consolidated Health Sector Salary Scales.*

Dear Michael,

Your letter of the 24<sup>th</sup> February refers.

Following your request I requested confirmation from HSE funded agencies (Section 38) of their adherence to the Health Sector consolidated Salary Scales.

Accordingly I can confirm, based on the information supplied to my office, from within the system that no employee of the HSE is in receipt of remuneration greater than the level approved by the Minister for Health and Children.

I have outlined in the attached the responses received from the Agencies. Included within their responses are details of agencies that have not, despite numerous calls, submitted any reply to my query and are included as a 'not adhering' return. Also outlined are details from the respective Agencies of incidences whereby the agency have not confirmed that their salary scales are in line with the consolidated salary scales. HSE will follow up with agencies that have not responded or are not in compliance with the consolidated scales.

Yours sincerely,

Séan McGrath,  
National Director of Human Resources.

Enc. 2

SECRETARY GENERAL'S OFFICE	
Ref No: DL2011/14609	
Tracked By: IN AD	CUT AD
Date: 30/3/11	5/4/11

Hospital / Agency	Response Received	Adheres to DOHC Salary Scales	Comments
Adelaide & Meath Hospital incorporating the National Children's Hospital, Tallaght, Dublin 24.	No	-	No reply received - followed up with a number of phone calls.
Beaumont Hospital, P.O. Box 1297, Beaumont Road, Dublin 9.	Yes	Yes	
Brothers of Charity (Clare), Banner House, Clare Road, Ennis, Co. Clare.	Yes	Yes	No letter of sanction from DOHC was supplied for following posts: Chief Executive; Driver; Pool Attendant.
Brothers of Charity (Galway), Woodlands Centre, Renmore, Galway, Co. Galway.	Yes	No	Catering Assistant: No sanction from DOHC was supplied.
Brothers of Charity (Limerick), Bawnmore, Limerick, Co. Limerick.	Yes	No	No letter of sanction from DOHC was supplied for following posts: Chief Executive; Intensive Support Worker Challenging Behaviour.
Brothers of Charity (Roscommon), Lanesboro Street, Roscommon Town, Co. Roscommon.	Yes	No	No letter of sanction from DOHC was supplied for following posts: Chief Executive; Maintenance craftsman; Farm/Health & Safety Chief Executive: No letter of sanction from DOHC was supplied.
Brothers of Charity (Southern Region), Lota, Glanmire, Cork, Co. Cork.	Yes	No	
Cappagh National Orthopaedic Hospital, Finglas, Dublin 11.	Yes	Yes	
Carraigean Cairde Services, 12 Geal Gua, Kilmish, Dunganran, Co. Waterford.	Yes	No	No letter of sanction from DOHC was supplied for following posts: Recreation Supervisor; Group 1 Gardener / Groundsman.
Central Remedial Clinic Day Activity Centre, Penny Ansley Building, Vernon Avenue, Clontarf, Dublin 3.	Yes	Yes	
Cheeverstown House, Kiltvare, Templeogue, Dublin 6W.	Yes	Yes	
Coombe Women's Hospital, 8 Dolphin's Barn, Dublin 8.	Yes	Yes	
COPE Foundation, Bonnington, Montenotte, Cork, Co. Cork.	Yes	No	Cope Foundation has confirmed that authorisation for all staff was received from the HSE with corresponding budgets to pay the salaries.
Cork University Dental School & Hospital - UCC Orthodontic Training School, University College Cork, College Road, Cork, Co. Cork.	Yes	Yes	
Daughters of Charity Services for Persons with Intellectual Disability (Limerick Services), St. Vincent's Centre, Lisnagry, Limerick, Co. Limerick.	Yes	Yes	
Dublin Dental School & Hospital, Lincoln Place, Dublin 2.	Yes	Yes	
Incorporated Orthopaedic Hospital, Castle Avenue, Clontarf, Dublin 3.	Yes	Yes	
KARE, Central Services, Newbridge Industrial Estate, Newbridge, Co. Kildare.	Yes	Yes	

Hospital / Agency	Response Received	Adheres to DOHC Salary Scales	Comments
Carmen Centre, Leopardstown Park Hospital, Foxrock, Dublin 18.	Yes	Yes	
Mater Misericordiae Hospital, Eccles Street, Dublin 7.	Yes	No	Chief Executive: Additional allowance; no letter of sanction from DOHC was supplied.
Mercy University Hospital, Grenville Place, Cork, Co. Cork.	Yes	Yes	
National Maternity Hospital, Holles Street, Dublin 2.	Yes	Yes	
National Rehabilitation Hospital, Rochestown Avenue, Dún Laoghaire, Co. Dublin.	Yes	Yes	
Our Lady's Children's Hospital, Cummin, Dublin 12.	Yes	Yes	
Peamount, Newcastle, Co. Dublin.	Yes	Yes	
Rotunda Hospital, Parnell Square, Dublin 1.	Yes	Yes	
Royal Hospital Donnybrook, Morehampton Road, Donnybrook, Dublin 4.	Yes	No	No letter of sanction from DOHC was supplied for following posts: Chief Executive Officer; Director of Nursing 2A; IH&SC; Operation Manager.
Royal Victoria Eye & Ear Hospital, Adelaide Road, Dublin 2.	Yes	Yes	
Sisters of Charity - Our Lady's Hospice Ltd., Harold's Cross, Dublin 6W.	Yes	Yes	
Sisters of Charity of Jesus and Mary, Moore Abbey, Monasterevin, Co. Kildare.	Yes	Yes	
Sisters of La Sagesse Services, Cregg House, Balfinagar, Rosses Point Road, Sligo, Co. Sligo.	Yes	No	No letter of sanction from DOHC was supplied for following posts: Head of Client Services; Pool attendant; Recreation Co-ordinator.
South Infirmary/Victoria University Hospital, Old Blackrock Road, Cork, Co. Cork.	Yes	Yes	
St. Vincent's Healthcare Group, Elm Park, Dublin 4.	Yes	Yes	
St. James's Hospital, 1 St. James's Street, Dublin 3.	Yes	Yes	
St. John of God Hospital Services, 'Granada', Stillorgan, Co. Dublin.	Yes	Yes	
St. John's Hospital, St. John's Square, Limerick, Co. Limerick.	Yes	Yes	
St. Luke's Hospital, Highfield Road, Rathgar, Dublin 6.	Yes	Yes	
St. Michael's House, Dublin North Regional Headquarters, Ballymun, Road, Dublin 9.	Yes	Yes	

Hospital / Agency	Response Received	Adheres to DOHC Salary Scales	Comments
St. Vincent's Hospital, Convent Avenue, Richmond Road, Fairview, Dublin 3.	Yes <i>Yes for contracts</i>	No	No letter of sanction from DOHC was supplied for following posts: Chief Executive; Financial Controller.
Stewart's Hospital, Palmerstown, Dublin 20.	No	Yes	No reply received - followed up with a number of phone calls.
Sunbeam House Services, Cedar Estate, Killarney Road, Bray, Co. Wicklow.	Yes	Yes	
Temple Street Children's University Hospital, Temple Street, Dublin 1.	Yes	Yes	
The Children's Sunshine Home, Leopardstown Road, Foxrock, Dublin 18.	Yes	Yes	
The Drug Treatment Centre Board, Trinity Court, 30-31 Pearse Street, Dublin 2.	Yes	Yes	
HSE	Yes	Yes	



## West/North West Hospital Group Board

### Process of Appointment

1. The appointment of Mr. Noel Daly as Chair of the (then) Galway/Roscommon University Hospital Group was made on the basis of a memo issued by the Chief Operating Officer of the SDU to the Secretary General and Minister on 29 May 2012. Mr. Daly was appointed by the Minister on 29<sup>th</sup> May 2012. Mr. Daly subsequently wrote to the Secretary General, suggesting a number of nominees to the Galway/Roscommon University Hospital Group in August 2012.
2. Letters of appointment issued to the following nominees on 29 January 2013:
  - Dr. Jim Browne;
  - Dr. Brendan Day GP;
  - Mr. John Killeen;
  - Ms. Phyllis MacNamara;
  - Mr. Zubair Javeed.
3. Requests for 3 further nominees to be appointed to reflect the extension of the Galway Roscommon University Hospital Group to encompass Sligo and Letterkenny Regional Hospitals, thereby becoming the West/North-West Hospital Group, were sent from the Chair to the Director General and to the Secretary General on 7 June 2013. On 17 June the Director General wrote to the Sec. Gen. to request that he consult with the Minister on the matter. The 3 nominees were appointed on 26 June 2013 as follows:
  - Mr. Gerry McManus;
  - Ms Sharon Moohan
  - Mr. Colam O'Neill.

A complete list and short biographies of Board members is presented at **Appendix 1**.

### Tenure

4. Board members have been appointed for a period of up to and not more than 3 years, effective from the date of appointment. Chairpersons have been appointed for a period of three years.

### Assessment against the agreed competency framework for Hospital Group Boards

5. An assessment of the existing boards' membership matched against the competency framework used in the Public Appointments Service advertisement for Hospital Group Board members in July 2013 indicates that the required competencies are well represented in the current Board. Furthermore, the Board as currently constituted contains an appropriate blend of members from public, private and voluntary sectors with demonstrable expertise in clinical / social / business / legal / medical / academic and patient advocacy domains. The Board is functioning to well developed procedural frameworks and comprises all of the competencies required.

## **Appendix 1: Membership of the West/North West Hospital Group Board**

- **Chair** Mr Noel Daly

A former Chief Executive of An Bord Altranais (The Nursing Board) from 1982-1988 who has served in senior management posts in the health service in Ireland, the UK and USA before establishing The Health Partnership in Ireland in 2004. He also worked as a consultant to the World Health Organisation and other appointments included Chair of London First Health Group (appointed by Mayor of London) 2000-2002 and Chair of Meret Healthcare (Primary Care Company) 2008-2011. Mr. Daly retired as managing director of The Health Partnership in December 2011 and as voluntary chairman in April 2012.

- **Dr. Jim Browne**

President NUI Galway, engineering graduate of NUI Galway and former Dean of Engineering. Achievements include academic leadership, strategic planning and change management within NUI Galway. Awarded the degree of DSc by the University of Manchester for published work in 1990, is a member of the Royal Irish Academy and the Irish Academy of Engineering. Memberships include the Senate of the National University of Ireland, the Board of CAO and the Board of Galway University Foundation. Also has considerable experience of working with overseas universities, public and private bodies. Dr Browne has recently been appointed Chair of the New Children's Hospital Group.

- **Dr. Brendan Day GP**

Former President ICGP. Has been involved in undergraduate and postgraduate teaching at NUI Galway for many years. Was an examiner for the Royal College of General Practitioners, 1984 - 1994; an examiner for the MICGP 1986 – 2002; an external examiner for undergraduate final medical examinations at NUI Galway, 1994 – 1998; and an external examiner for postgraduate medical examinations for the State of Bahrain, 1998 – 2002. From 1988 until 2012, Dr. Day is a member of the editorial board of the Irish Medical Journal. Dr Day has been a member of the Executive of the Irish College of General Practitioners since 2009 and was President of the ICGP from 2010/2011.

- **Mr. John Killeen**

Originally from Co. Roscommon, an engineer by profession, he is a retired CEO of Colas Group in Ireland and a retired Managing Director of Cold Chon Galway Ltd. He played an influential role in the development of major infrastructural projects in Ireland and was involved in setting up the National Roads Authority. He is a Past President of Institution of Engineers of Ireland, a founding President of the Academy of Engineers in Ireland and is currently Chairman of the Galway Harbour redevelopment project. He is also the man behind the Volvo Ocean Race stopover.

- **Ms. Phyllis MacNamara**

A graduate of Trinity College, Dublin. Following the death of her husband she became an advocate for raising awareness of mental health issues and promoting increased public openness on suicide. She was named as Volunteer of the Year by the Mayor of Galway for 2011 and is a major advocate for the Console Group, a dedicated suicide prevention and intervention service. Phyllis runs an antique and modern jewels shop in Galway city.

- **Mr. Zubair Javeed**

Chief Financial Officer of Creganna-Tactx Medical, based in Galway. Zubair started his career in the NHS with the North West Health Authority and was subsequently part of the team that set up Central Manchester Trust. Prior to joining Creganna-Tactx, he was Vice-President of Finance for CR Bard. In addition to his finance role, he is also responsible for the IT and procurement within Creganna-Tactx. Zubair has also provided management consulting advice to a number of health organisations in the UK most notably, King's College Hospital NHS Foundation Trust and the Royal Free London NHS

Foundation Trust where he designed and implemented finance, management reporting and procurement systems.

- Mr. Gerry McManus

Jointly formed IT Company, Compupac in 1983, former President of Sligo Chamber of Commerce. Served 12 years on the Governing Body of IT Sligo where he was Chairperson of the Internal Audit Committee and Vice Chairman of the Governing Body. Currently Chairperson of the Friends of Sligo Regional Hospital, Chairperson of the Patients' Forum and a Board member of the Research and Education Foundation. Also a member of the BMW Region Shadow Economy and Liaison Group.

- Ms. Sharon Moohan

Holds a BCL and a LLM in European Law and a Diploma from the Law Society of Ireland in Commercial Law and Corporate Governance. Currently a Solicitor to the Residential Institutions Redress Board, on the legal representative panel for the Mental Health Commission and a Member of the Panel established for the purposes of Regulations 25 and 34 of the Garda Síochána (Discipline) Regulations 2007. Worked in the European Commission for a year and also was a Lecturer in European Law at Letterkenny Institute of Technology for two years. Her legal competencies extend to employment law, judicial review and commercial law.

- Mr. Colam O'Neill

BSc in Chemistry and Biology and until his retirement was Managing Director of Allergan Ireland and Vice President of European Operations, Allergan Pharmaceuticals Ltd – based in Westport, Co. Mayo. Competencies include customer care, regulatory compliance, cost models and budgetary control. Experience working with the IMB, the FDA and the European Regulatory Body.

