

**MINUTES OF THE BOARD MEETING OF THE
HEALTH INFORMATION AND QUALITY AUTHORITY**

22 January, 10am – 2pm
Smithfield, Dublin

Present:

Name	Details	Initials
Pat O'Mahony	Chairperson	POM
Paula Kilbane	Board Member	PK
Caroline Spillane	Board Member	CS
Stephen O'Flaherty	Board Member	SOF
Lynsey Perdisatt	Board Member	LP
Michael Rigby	Board Member	MJR
Tony McNamara	Board Member	TMcN
Jim Kiely	Board Member	JK
Molly Buckley	Board Member	MB

In Attendance:

Phelim Quinn	CEO	PQ
Kathleen Lombard	Board Secretary and Chief Risk Officer	KL

Apologies:

Enda Connolly	Board Member	EC
Martin Sisk	Board Member	MS

1. Welcome and Quorum

It was noted that a quorum was present and the Board meeting was duly convened.

A Board only session took place before the commencement of the formal business in line with the Code of Practice for the Governance of State Bodies.

During the Board only session, SOF, Chair of the Resource Oversight Committee (ROC) reported to the Board the results of the CEO's annual performance review for 2019 which was conducted by the Chairperson of the Board and the Chair of the ROC. The results of the performance review showed a positive performance by the CEO during 2019 which was endorsed by the members of the ROC at their earlier meeting on the morning of 22 January. The 2020 objectives for the CEO were also agreed, subject

to some amendments suggested by the Chairperson. The Board considered the report from the Chair of the ROC and agreed the outcome of the CEO's performance review and plan for 2020. It was agreed that the 2020 objectives would be circulated to the Board.

2. Conflict of Interest

No conflicts were declared.

3. Board minutes of 20 November 2019

The minutes of the meeting of 20 November 2019 were reviewed by the Board and it was agreed that they were an accurate record of the meeting. MB proposed approval of the minutes and PK seconded the proposal; **accordingly it was resolved that the minutes of 20 November 2019 be approved by the Board.**

4. Review of Actions

KL provided an update on all the actions arising from the meeting of 20 November including a verbal update on;

- best practice minute taking
- outcome of discussions with organisations on seeking the views of vulnerable children when developing standards
- strategic HR planning and
- development of a stakeholder engagement report where focus on future engagement is included.

The remaining actions were noted as being in progress.

5. Matters arising

There were no matters arising.

6. Health and safety matters

No incidences to report in relation to health and safety.

7. IPSOS MRBI Staff Survey

Tarik Laher (TL) of Ipsos MRBI joined the Board meeting to present on the results of the recent employee survey carried out in HIQA. A full account of the process methodology and response rate was provided in the information included in the Board pack. TL summarised the key highlights indicating that the rate of engagement was very high and that overall results were positive. In addition there are areas where the survey indicated changes could be made.

The Board observed the high level of engagement by HIQA staff and that it is important that staff should see action being taken to address the findings. A detailed

discussion on aspects of the survey took place and it was agreed that this will be kept on the Board's agenda. PQ confirmed that an objective has been included in the Business plan 2020 which includes actions to address the findings.

8. CEO's Report – key strategic and operational matters

MD, Chief Inspector joined the meeting for this item as some items on the CEO's report are relevant to regulatory activities.

PQ advised that in consultation with the Chairperson, the agenda has been re-ordered so that CEO's report comes early in the meeting for the purpose of highlighting the key strategic and operational matters that he wishes to bring to the attention of the Board. In the context of strategic matters, the following was raised;

- PQ advised that the EMT has been considering issues arising from overcrowding in acute hospitals.

There was a detailed board discussion on this issue. It was noted that previous work carried out by HIQA has made recommendations relating to acute services. PQ advised that the executive management team has been exploring ways in which HIQA could effectively address quality and safety issues within the acute services that were relevant to HIQA's monitoring functions under section 8 of the Health Act, that would not place further burden on services, that were focused on driving improvement and that would align to the National Health Strategy, Sláintecare. He highlighted that the team would give further thought to a revised approach and would prepare a paper which would come to the next meeting of the Board for further discussion at the next board meeting.

- Assessment of Need (special education) standards

PQ provided the background to these standards and explained that these standards were developed by the Department of Health and Children before 2007 and were adopted by the interim HIQA and subsequently HIQA shortly after its establishment. PQ advised that these extant standards have been assessed as not fit for purpose and would require a full revision to align with HIQA's current methodology and quality assurance framework. A briefing paper has been included in the Board papers and the Board's consideration of a range of options is sought on how to proceed with the standards. PQ acknowledged that there were competing demands for a range of standards in 2020 and noted that the draft business plan sets out the requirement for new/additional resources to meet this demand.

- Direct provision centres

PQ advised the Board of correspondence received from the Department of Justice (DoJ) regarding a potential role for HIQA in the inspection of the International Protection Accommodation System to assess whether providers are providing safe and effective services. The Board debated the viability of HIQA's involvement in this area. PQ explained that further engagement has been arranged with the DoJ to discuss further and he will report back to the Board.

- Patient Safety Bill

PQ updated the Board on the publication of the Patient Safety Bill in December 2019 and the ongoing discussions on the Bill with the DoH. There remains a number of issues which require clarification arising from the Bill and PQ has written to the DoH outlining these. It was observed that the pace of progressing the legislation may slow due to the upcoming election and changes within a new programme for Government.

In the context of operational matters, PQ highlighted the following;

- Publication of the maternity services review is set for the week commencing 10 February 2020. It was noted that the findings of this report would be important in the future delivery of the National Maternity Strategy.

- Risks associated with HIQA's IT system

PQ updated the Board in relation to a further IT system performance issue in recent weeks. As a result, the associated risks have been escalated and are being closely monitored. He outlined a plan setting out how risks inherent within the existing system would be mitigated in advance of the procurement of any new system as outlined within the Digital and Data Strategy. He noted that the risks in relation to the current system had been notified to the DOH.

- A review of HRB CICER activities by an international panel

This was a very positive review of the HRB-CICER at the midpoint of the 5 year grant by a panel of international experts. The report on the review will be presented at the March Board meeting.

8.1 Corporate Performance Report

PQ summarised the end of year corporate performance report. It was noted that the majority of the 2019 objectives had been achieved. A small number of objectives had not been fully achieved in 2019, but these will be completed early in 2020. A small number of objectives could not be completed due to factors outside of HIQA's control.

The Board noted the report and commended the staff on the volume of work delivered in 2019.

8.2 Risk report

KL summarised the recent changes to the risk register. In this context, the risks relating to the ICT system and its potential impact on regulatory activities had been discussed earlier in the meeting. KL highlighted that other risks have also increased - these include the public's perception of the scope of HIQA's remit and potential improvements not being realised if recommendations or standards are not implemented in the health and social care sector.

The report also included the objectives and activities that are planned for 2020 to address the risks and challenges identified by the Board at its strategy session in October.

The Board noted the report.

8.3 Finance Report

SA, Acting Head of Operations, presented the finance report for the period to the end of November 2019 and summarised the expected year end position. The Chair of the Resource Oversight Committee observed that the committee had reviewed the statements in detail. It was noted by the Board that as the organisation grows and develops, there is a need for additional focus on the finance and budgeting oversight. It was agreed that the executive management will explore a more advanced budget modelling system and would develop further reporting on financial reporting to the ARGC and the Board.

8.4 Business Case for PRISM Sustain Project

PQ explained that when he presented at the ARGC on progress on the ICT strategy and the related costs, it was requested that greater detail be brought to the Board in relation to the Prism "sustain" Project. This project is required in the immediate term to address risks relating to the existing IT system and to keep operations running until the overall project to replace Prism is delivered in approximately 3 years.

PQ presented the business case for the project and the related costs. The Board queried whether any of the elements relating to this project are transferrable to the larger project. PQ clarified that all hardware upgrades, while necessary elements necessary for the sustainability of the existing system are also required in the longer term. He also explained that the costs relating to this project are included in the ICT start of year submission for the Department of Health which will be reviewed later on the agenda.

9. Chief Inspector's report

MD highlighted key aspects of her report to the Board on the delivery of the monitoring programmes for health and social care services including the inspection activity in

- Older persons
- Disability centres
- Children's services and
- Healthcare services.

MD advised that a summary of the Chief Inspector's work is included in HIQA's annual report and that national overview reports for each of these areas are published. In addition she provided a summary of enforcement activity, some of which relates to HSE centres. MD advised the Board that she had met with officials from the HSE in November and had discussed measures such as reducing the number of beds in the relevant centres which would improve privacy and other quality of life issues for residents.

The Chairperson advised that he will also raise this matter with the Chair of the HSE Board Cíarán Devane, when he has an opportunity.

It was also noted that PQ and MD will be meeting with the Quality and Safety Committee, a subcommittee of the HSE's Board where this issue among a range of others will be discussed.

The Board reiterated their support of the Chief Inspector's position and emphasised the importance of ensuring equity of approach with the private sector providers.

9.1 Maternity Services Review

MD summarised the findings from the maternity services review. The Board noted the content of the report and the findings of the review.

MD informed the Board that the review team met with relevant officials from the HSE and had also briefed the DoH. It was noted that the report will be published in the week commencing 10 February 2020.

10. Draft Business Plan 2020

SA joined the meeting for this item.

PQ introduced the draft plan and advised the Board that having taken into account the discussions of the Board at the October strategy day, a range of objectives have been drafted for the business plan 2020.

SA advised that the plan is indicative as the allocation of funding is not yet confirmed and a number of objectives are highlighted in red to indicate that these will be dependent on an increase in funding over last year. The Board reviewed the plan and made a number of observations in relation to the plan as follows:

- include an objective for undertaking a strategic organisational review and
- include an objective on a change management programme
- change wording for some objectives so that they are more specific and
- the timelines for a number of objectives to be reviewed.

Subject to these changes, the Board agreed the draft Business plan for 2020. TMcN proposed approval of the plan and MJR seconded the proposal; **accordingly it was resolved that the draft business plan for 2020 be approved by the Board.**

PQ advised that when the letter of allocation is received, he will revert to the Board with any changes to the plan.

10.1 Start of Year Submission 2020

PQ explained that a start of year ICT submission is submitted annually to Department of Public Expenditure and Reform. The submission includes the capital grants claimed in 2019, the capital grants for previously approved projects that are rolled over to

2020, the projected project costs for 2020 and the operational costs for 2020. It was noted that both the Audit Risk and Governance Committee (ARGC) and the Resource Oversight committee (ROC) had reviewed the submission. PK proposed approval of the start of year submission and JK seconded the proposal; **accordingly it was resolved that the start of year submission for 2020 be approved by the Board.**

11. Assessment of Needs - Standards

This item was deferred until the next meeting of the Board.

12. HTA Prioritisation Policy

Patricia Harrington PH (Head of HTA assessment) joined the meeting for this item and explained that the policy had been revised following a review of topic identification and prioritisation procedures across the EU network of HTA agencies. Feedback was also sought from the HSE and the DoH. PH outlined the main changes to the policy. The Board considered the policy and queried if information technologies have been given consideration. PH clarified that while it is included within the broad definition of technologies, she was happy to specifically reflect it in the policy.

Subject to this change, JK proposed approval of the HTA Prioritisation Policy and MJR seconded the proposal; **accordingly it was resolved that the HTA Prioritisation Policy be approved by the Board.**

13. Health Information and Standards: Strategic Objectives

This item was deferred until the next meeting of the Board.

14. Board work plan 2020

KL advised that the annual work plan for the Board is to ensure that all matters that require Board attention are set out and addressed during the course of the year. PK proposed approval of the work plan 2020 and SOF seconded the proposal; **accordingly it was resolved that the Board work plan for 2020 be approved by the Board.**

15. Board Committee Report

The committee report was noted and relevant aspects were further explored by the Board during the meeting including the Business plan and start of year submission, the maternity services review, financial reporting and key operational issues.

15.1 ARGC Annual Assurance report

KL advised that the report compiled by the ARGC annually supports the Board's role in reviewing the effectiveness of HIQA's internal controls and in providing assurance to the Board prior to signing off the Annual report and annual accounts. The report

includes a review by the Board committees of the internal controls for each of HIQA's functions and corporate activities, internal audits that were carried out during 2019, the audit of internal controls by the C&AG, a report on risk management and the review of the financial statements. The ARGC concluded that the exercise as outlined in the report provides evidence of sound assurances around HIQA's internal controls. The Board received the report.

16. Chairperson's report

The Board noted the Chairpersons report.

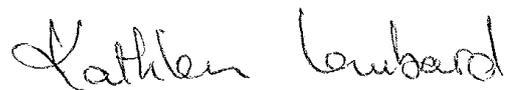
17. Any other Business

It was agreed that a meeting of the ARGC and ROC will be arranged shortly where their respective terms of reference will be examined.

Signed



Pat O'Mahony
Chairperson



Kathleen Lombard
Board Secretary

Actions arising from the Board meeting on 22 January 2020

No	Action	Person Responsible	Timeframe
1	CEO's 2020 objectives to be circulated to Board	PQ	Feb 20
2	Keep plan to address the staff survey findings on the Board's agenda - Business plan objective 2020 includes actions to address the findings.		Report to ROC mid-year
3	Paper to come to Board exploring older person's pathway from admission to discharge based on HIQA's standards, Sláintecare and a human rights based approach to care.	MD	March board meeting
4	PQ to report back to Board on a meeting with the DoJ to discuss HIQA's role in inspection of the International Protection Accommodation System	PQ	March Board meeting
5	The report on the HRB-CICER programme to be presented at the March Board meeting.	MR	March Board meeting
6	The Executive to explore a more advanced budgeting and financial modelling system.	SA	March Board meeting
7	Draft business plan to be amended to: <ul style="list-style-type: none"> - include an objective for undertaking a strategic organisational review and - a change management programme - change wording for some objectives so that they are more specific - timeline for a number of objectives to be reviewed 	SA	immediate
8	Include specific reference to information technologies in the HTA prioritisation policy.	MR/PH	immediate
9	meeting of the ARGC and ROC to be arranged shortly	KL	immediate

Carried forward Actions

No	Action	Person Responsible	Time-frame
1	research best practice on recording individual contributors in Board minutes	KL	complete
2	report to the Board on the outcome of discussions with organisations on seeking the views of vulnerable children when standards for children being developed	PQ	complete
3	HIQA's HR operating model to come to the Board	PQ/SA	When appropriate
4	social care to be included in HTA Strategy	MR	complete
5	greater focus and scrutiny of budgetary planning and expenditure during 2020	PQ/SA	ongoing
6	session with the Board on risk to be arranged	KL	March or May
7	stakeholder engagement report to be presented differently e.g. stakeholder heat map	PQ/COB	When appropriate

8	Appoint second appointable individual to the ARGC if still interested.	KL/CS	In progress
9	agreed that the two committees should have a joint meeting to discuss this in detail and that the terms of reference are then revised to reflect any outcomes from the discussion, if required.	KL + chairs	complete
10	HIS directorate to liaise with CES to explore areas that may be beneficial		Meeting arranged between Director of HIS, CEO Tusla and CES. Meeting to be arranged with Slaintecare project office
11	<ul style="list-style-type: none"> - legal advice regarding the provision for having regard to HSE resources to be shared with DoH - the Chairperson and CEO to raise the matter with the Minister and his officials at their meeting in mid-February 2018 (<i>completed Feb 2018</i>) - Concerns with regard to future legislative developments, for example, the licensing framework and the importance of ensuring that the dual approach to regulation would not be repeated for future functions. 	PQ	Letter has issued. Advice under consideration by DoH advisors. No further update as of 6 March 2019