

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

2 December 2020, 10am – 2pm
Zoom Conference

Present:

Name	Details	Initials
Pat O'Mahony	Chairperson	POM
Tony McNamara	Board Member	TMcN
Jim Kiely	Board Member	JK
Bernadette Costello	Board Member	BC
Caroline Spillane	Board Member	CS
Lynsey Perdisatt	Board Member	LP
Michael Rigby	Board Member	MJR
Paula Kilbane	Board Member	PK

In Attendance:

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

1. Quorum

The Chairperson welcomed participants to the meeting. It was noted that a quorum was present and the Board meeting was duly convened.

A short Board only session took place before the commencement of formal business in line with the Code of Practice for the Governance of State Bodies, when the process for recruitment to senior positions in HIQA was discussed.

Following the discussion, PQ joined the meeting.

2. Conflict of Interest

No conflicts were declared.

3. Board minutes

3.1 Minutes of Board meeting of 30 September 2020

The minutes of the meeting of 30 September 2020 were reviewed by the Board and it was agreed that they were an accurate record of the meeting. JK proposed approval

of the minutes and BC seconded the proposal; **accordingly it was resolved that the minutes of 30 September be approved by the Board.**

3.2 Formal note of email approval for the delegation of HA7 “to operate such other schemes aimed at ensuring safety and quality in the provision of services as the Authority thinks appropriate” for the purpose of operating a scheme to collect data from designated centres for older people (nursing homes) on the implementation status of the Nursing Homes Expert Panel report recommendations and to satisfy the provisions of specific recommendations.

The email approval by the Board of this delegation was formally noted for the minutes.

3.3 Formal note of email approval for changes to the committee membership.

The email approval by the Board of changes to committee membership was formally noted for the minutes.

3.4 Formal note of email approval for the delegation of HA7 “to operate such other schemes aimed at ensuring safety and quality in the provisions of services as the Authority thinks appropriate” for the purpose of operating a scheme to collect data on the uptake of the seasonal influenza vaccination programme among those living and working in residential social care services.

The email approval by the Board of this delegation was formally noted for the minutes.

It was noted that email approvals by the Board are on an exceptional basis and agreed by the Chairperson in advance in order to progress necessary items in between meetings. It was agreed that given the exceptionally busy nature of HIQA and the increased need for approvals between Board meetings that the Procedure for Obtaining Board Approval between Board Meetings should be reviewed to ensure that it is still fit for purpose.

4. Review of Actions

Key updates on the actions arising from the September Board meeting was provided including that:

- HIQA and the HSE are engaging to ensure that the multi-agency response to COVID outbreaks in nursing homes is maintained
- RF, Director of Health Information and Standards had met with the Ombudsman for Children on the Assessment of Needs standards. There will be further engagement on this at a policy level.
- A report from the Head of Communications and Stakeholder Engagement was presented at the last ROC meeting. Further developments will be monitored by the ROC so this action may be closed.

It was noted that the action on business planning could be removed when the draft business plan is approved. In addition, the HR work on succession planning and analysis of the roles and functions will be overseen by the ROC and will be reported to

the Board as part of the Committee report; therefore it can be removed from the action list.

5. Matters arising

The Chairperson updated the CEO on the discussion during the Board only session and advised that although the CEO's contract will run to the end of 2021, it was considered by the Board that given the seniority of the roles, the process for recruitment of a new CEO and a new Chief Inspector should commence early in 2021. It was also agreed that the process would be overseen by the Resource Oversight Committee.

6. Health and safety matters

PQ advised that there had been one health and safety incident reported to the Health and Safety Authority since the last Board meeting.

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

Mary Dunnion (MD) Chief Inspector joined the meeting for this item as some items on the CEO's report are relevant to regulatory activities. PQ highlighted the following items from his report:

- COVID-19 response – Business Continuity Plan

The Business Continuity Team continues to meet fortnightly. In line with Government guidance, the majority of staff are working remotely. There are clear protocols for staff whose presence in the office is deemed essential.

- COVID-19 Nursing Home Expert Panel Report

A number of significant recommendations are directly relevant to HIQA and a business case for additional human resources has been submitted to the Department of Health (DOH). As part of the response to the recommendations, HIQA has initiated a scheme to collect information from providers on the implementation of the Expert Panel Report recommendations. In addition, the draft business plan includes HIQA's activities to address the recommendations.

- Evidence Synthesis (COVID-19)

The HTA team is almost entirely dedicated to COVID-19 related work and a significant volume of work has been delivered since the last Board meeting. Sanction has been received to recruit additional staff to support the evidence synthesis function and provide the necessary information to NPHET.

- National Maternity Survey

The results of the first National Maternity Services Survey were launched on 1 October and there was significant attendance by maternity service stakeholders and considerable stakeholder engagement undertaken in the following months.

- National Public Engagement Survey on Health information

This survey is currently underway in partnership with the HSE and the DoH with the objective of gaining an understanding of the public's views on the collection, use and sharing of health information.

- Online training resources

There has been significant uptake of the online Infection Prevention and Control training.

- Communications and Stakeholder Engagement

- Information has been provided to the Joint Oireachtas Committee on Transport and Communication Networks on the Rapid HTA of alternatives to laboratory based real time RT-PCR to diagnose current infection with severe respiratory syndrome coronavirus 2
- Information has been provided to the Joint Committee on Health on HIQA's position on the need for an enhanced framework for adult safeguarding in Ireland and
- The Chairperson and the CEO met with the Minister for Health and the Minister of State for Mental Health and Older People.

- The CEO confirmed that the output from the Board's strategy session has been factored into the draft business plan. The draft plan takes account of projections on new policy initiatives, legal commencements due in 2021, existing statutory functions and COVID related activity. In line with HIQA's procedure for developing the plan, the DoH and the Department of Children, Equality, Disability, Integration and Youth were consulted. A detailed response was received from the DoH which has been considered and reflected as appropriate. Informal indications are that the necessary resources will be provided to deliver the plan.

- Work is ongoing in relation to HR strategic initiatives including a succession planning framework and a review of the current organisational structure. The outputs from this work will be brought to the Board early in 2021.

- Cyber security

Following the cybersecurity review and the penetration testing exercise, a project to address the findings has been initiated. A subsequent business case for capital was secured which will allow this project to commence in Q1 2021 to implement additional measures.

- Publications

The CEO highlighted that there has been a significant number of publications since the last Board meetings and further details are included in the report.

In response to a number of observations made by the Board, PQ advised that:

- the cyber security recommendations will be implemented on a prioritised basis
- academic publications can be detailed as part of future annual reports and reports to the Board, and
- the revised approach whereby the HTA directorate includes the role of providing evidence synthesis to NPHET is working well.

The Board thanked the CEO for an excellent report and acknowledged the volume and quality of work that has been undertaken and is ongoing.

8. Chief Inspector's report

MD referred the Board to the Chief Inspector's report which reflects the structure of previous reports and includes an update on:

- COVID-19 public health emergency activities including inspections based on live business intelligence and the Nursing Home Expert Panel report recommendations
- Inspection/monitoring activity across the pillars of Older Person Services, Disability services, children's services and healthcare
- Receipt and management of Unsolicited Information and
- Activity relating to legal proceedings.

In the context of legal proceedings, MD updated the Board on comments made by a member of the Dáil in relation to a recent cancellation of registration of a nursing home which had been the subject of media attention. She advised the Board that she had written to the TD to set out the background and sequence of events of the case to which his comments referred.

The Board discussed the importance of ensuring that public representatives are properly informed about the extant regulatory processes in order that the trust in the regulator's role would be maintained.

MD referred the Board to correspondence included with the Board papers between the CEO and the Minister in relation to a number of issues including:

- Ongoing risk rating of nursing homes and
- A number of case studies to support HIQA's request for changes to the existing regulatory framework.

In response to the Board's queries, it was confirmed that the DoH has sought legal assistance in respect of the suggested amendments to the legislation and the regulations.

It was also confirmed that a meeting has been scheduled with Laura Magahy, Programme Director of Sláintecare on the role of HIQA in the health and social care sectors.

MD also drew the Board's attention to increased challenge from providers to inspectors assessing compliance with National Infection Control guidance and policy (Regulation 27). This creates additional pressure on the Directorate by diverting resources from inspection activity. It was noted that the DoH has been advised of this development. In addition, it was also suggested that the Chief Inspector considers writing to Nursing Homes Ireland as the representative body for private and voluntary providers.

The Board thanked MD for an excellent report which set out the current environment clearly.

8.1 Role of HIQA under the Health Act in response to COVID 19

Aoife McCann (AMcC) Head of Legal presented to the Board on the statutory role and functions of HIQA and the Chief Inspector in response to the pandemic and outlined the relevant provisions of the legislation.

The Board welcomed the assurance provided by advices and thanked AMcC for the briefing.

9. Regulatory reform

Paul Dunbar (PD) and Martin McMahon (MMcM) from the Regulation Directorate joined the meeting for this item.

JK, Chair of the Regulation Committee advised the Board that he had requested that this item be added to the Board agenda following presentation at the last Regulation Committee meeting of a paper on regulatory reform, developed by PD and MMcM. Subsequent discussion by the committee raised fundamental issues including:

- The need for an overarching approach to legislation and regulation which takes account of issues identified over the course of 10 years of regulation in the social care sector
- The need for a national debate on the future models of care of vulnerable people as there is no coherent vision or national policy on the overall approach to care that is reflective of modern human rights.

The Board welcomed the paper as an important contributor to the discussion on social policy change. It was suggested other services be added to the paper such as the provision of meals, innovative style services and response services to electronic notifications. MD confirmed that she will also discuss the paper with Laura Magahy which should help to further develop the content.

The Chairperson commended the Chief Inspector and her team on an excellent piece of work and requested that the Regulation Committee, together with members of the Executive develop a plan for taking the paper forward and that the Board will consider it further at its meeting in January.

The Chairperson advised that it was necessary and appropriate to give additional time to a number of important agenda items and therefore some items on the agenda will be deferred until the next meeting of the Board on 14 December so that full attention could be given at that meeting.

10. Report from Board Committees

This item was deferred until the Board meeting on 14 December.

11. Digital and Data Transformation Strategy (DDTS) – status update to Board on progress against original approved strategy

Bala Krishnan (BK) Chief Information Officer (CIO) and Pat Millar and Ronan Foley from Clarion Consulting joined the meeting for this item.

As requested by the Board, an update on the delivery of the DDTS as approved in March 2019 was presented. PM included an account of the background and purpose of the strategy and described the plan as enabling HIQA to meet increasing demands in terms of functions and increase capabilities across technical, process, project and data areas.

A detailed progress report on the largest of the DDTS projects - the replacement of the current ICT system, PRISM was provided. In addition an overview was provided to the Board on:

- The application of a programme management approach to the strategy
- The budget spend (actual versus approved)
- The funding model
- Evaluation of enterprise solutions and market soundings
- The Procurement approach
- Risks and mitigations
- Indicative timelines and
- Next steps.

The Chairperson thanked Clarion Consulting for the detailed presentation. In response to the Board's queries, a number of clarifications were provided as follows;

- HIQA has not yet progressed to next level of the maturity model but progress has been made and it will not require completion of the plan to realise a change in status
- The cyber security report and recommendations will be implemented in parallel with other projects and will not slow the overall strategy
- A formal project implementing the cyber security recommendations including review of ICT policies, procedures, protocols and training will commence in Q1 2021
- Software development lifecycle is flagged by the CIO as a risk – this is a legacy matter and is being addressed
- There is appropriate user involvement and buy in to support the "leaning out" of processes
- The prospect of the solution becoming outstripped by technological advances before the strategy is delivered in full is unlikely as solutions will include an ongoing roadmap for updates from suppliers
- One of the challenges will be getting quality responses to the procurement process and
- Software suppliers own intellectual property rights for core systems.

PM and RF from Clarion confirmed that the strategy is on schedule and the indicative budget remains as originally outlined. It was also confirmed that the investments in

the PRISM sustain project will have a longer term value than the immediate sustainability of the current system.

The Chairperson thanked PM and RF. He acknowledged the volume of work progressed in delivering the strategy and in responding to the business in terms of new demands arising from COVID 19. He thanked BK and asked that the Board's appreciation is passed onto the ICT team for their work.

BK, PM and RF left the meeting at this point.

12. Risk report

This item was deferred until the Board meeting on 14 December.

13. Corporate Performance Report

SA highlighted the summary on the delivery of the 2020 business plan objectives and advised that the majority of objectives will be delivered by year end. For those that are not on track, a rationale is provided within the report.

It was noted that the performance of the various functions and operations had been reviewed in detail by the Committees.

14. Finance Report

This item was deferred until the Board meeting on 14 December.

15. Accommodation Update

This item was deferred until the Board meeting on 14 December.

16. Draft Business Plan 2021

This item was deferred until the Board meeting on 14 December.

17. Recommendations on a National Electronic Patient Summary

Rachel Flynn (RF) Director of Health Information and Standards joined the meeting for this item to present on the development of the recommendations and explained that this work follows from the development of the National Standard on Information Requirements for a National Electronic Patient Summary.

MJR, as Chair of the Standards, Information, Research and Technology (SIRT) committee advised that this item had been discussed in detail at a recent committee meeting where a number of suggestions were made for consideration by the Executive.

RF confirmed that the Committee's suggestions had been considered and reflected in the document before the Board. RF explained that an electronic patient summary is a succinct account of the clinical information needed to deliver better care to patients

during occasions of unscheduled care and referred the Board to the statement of assurance accompanying the recommendations which outlined the process supporting the project.

MJR proposed approval of the Recommendations and PK seconded the proposal; **accordingly it was resolved that the Recommendations on a National Electronic Patient summary be approved by the Board.**

The Board thanked RF for her work and acknowledged that this is a significant step forward for the e-Health agenda.

RF left the meeting.

18. Process Outline for the development of Overarching Standards for the Care and Support of Children Using Health and Social Care Services

This item was deferred until the Board meeting on 14 December.

19. Risk Management Policy and handbook

This item was deferred until the Board meeting on 14 December.

20. Anti-fraud policy and procedure

This item was deferred until the Board meeting on 14 December.

21. Chairperson's report

This item was deferred until the Board meeting on 14 December.

22. Correspondence

A number of items of correspondence was included for the Board's attention which had been referred to earlier in the meeting

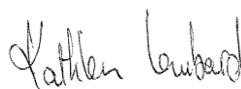
23. Any other Business

There was no further business identified for this meeting.

Signed



Pat O'Mahony
Chairperson



Kathleen Lombard
Board Secretary

Actions arising from Board meeting on 2 December 2020

No	Action	Person Responsible	Time-frame
1	Procedure for Obtaining Board Approval between Board Meetings should be reviewed to ensure that it is still fit for purpose.	KL	January 2021
2	Actions re: <ul style="list-style-type: none"> • Communications and Stakeholder Engagement reports may be closed • business planning can be removed as draft business plan is before the Board for approval • HR work on succession planning and analysis of the roles and functions will be overseen by the ROC and can be removed 	KL	immediate
3	the process for recruitment of a new CEO and a new Chief Inspector to commence and will be overseen by the ROC	PQ/LP/KL	early 2021
4	academic publications to be detailed in future CEO reports	PQ	Jan 2021
5	Chief Inspector to consider writing to Nursing Homes as the representative body for private and voluntary providers	MD	December 2020
6	other services to be added to the paper on regulatory reform such as the provision of meals, innovative style services and response services to electronic notifications	MD	December 2020
7	the Regulation Committee, together with members of the Executive to develop a plan for taking the paper forward and that the Board will consider it further at its meeting in January	MD/JK	January 2021

Carried forward actions from previous meetings

1	the revised consolidated scheme of delegation to come back to the Board	PQ	Jan 21
2	further strategic discussions to take place on models of working as staff return to office based working and for future staff requirements	SA	In progress
3	the importance of conducting a study to develop principles for record-keeping for children's health, balancing confidentiality, accountability, and appropriate sharing to be considered	RF	Currently working on standards where guidance to support the standards will be required – this is a potential gap

			and guidance will be considered as part of this
4	revised dates to be provided in future corporate performance reports for those objectives that have been delayed.	SA	system procured which will provide better reporting
5	Further develop elements of the paper on emergency department overcrowding revisit at the appropriate time	MD	On hold
6	options set out in relation to the sustainability of the CICER programme to be given further consideration at a future meeting	PQ/MD	On hold
7	Provide a more granular update on the various work streams of the DDT strategy at future Board meetings	BK	Future board meetings
8	Explore securing a temporary resource to work on the AON standards. (Chairperson and CEO to raise the matter with the Secretary General of the DoH at their upcoming meeting)	PQ/RF	Following the prioritisation process this item emerged as third, so will not be progressed in the near future – RF has discussed with Childrens Ombudsman – may be revisited
9	CEO and Chairperson to meet with the HRB to explore what is being done in the area of technology research	POM/PQ	deferred
10	greater focus and scrutiny of budgetary planning and expenditure during 2020	PQ/SA	Report pending