



PUBLIC SESSION MINUTES

RQIA Board Meeting

Board Room, Holywell Hospital, Steeple Road, Antrim

11 November 2010, 2:00pm

Present

Ian Carson (Chairman)
Richard Adams
Geraldine Donaghy
Lilian Jennett
Ruth Laird
Allen McCartney
Patricia McCoy
Una O'Kane
Colin Reid
Austin Smith

Officers of the Board present

Glenn Houston (Chief Executive)
Maurice Atkinson (Director of Corporate Services)
Robert Graham (Committee Services Manager)
Theresa Nixon (Director of Quality Assurance)
Phelim Quinn (Director of Operations)
David Stewart (Director of Service Improvement)

Apologies

None

Apologies

None

10.127 Welcome and Chairman's Remarks

10.127.1 The Chairman welcomed Board members and Officers of the Board to the meeting.

10.128 Minutes of the meeting of the Board held on Thursday 2 September [Paper min/Sept/10]

10.128.1 The Board **APPROVED** the minutes of the Board meeting held on 2 September.

Resolved Actions

- Minutes to be formally signed off by the Chairman

10.129 Matters arising from minutes

10.117.5 Prisons Strategy

10.129.1 A Board member asked for an update on the development of an RQIA Prisons Strategy. The Director of Operations confirmed that an initial paper had been prepared but that there had been a delay in taking forward this work.

10.130 Declaration of Interests

10.130.1 The Chairman asked Board members if, following consideration of the agenda items, any interests were required to be declared in line

with Standing Orders. No declarations of interests were made.

10.131 Chairman's report - Chairman [Paper E/06/10]

- 10.131.1 The Chairman presented his report to the Board and began by advising that he had attended the CIPFA conference on the strategic implications of the Comprehensive Spending Review.
- 10.131.2 The Chairman noted that the meeting with the Minister regarding the McDermott Review needed to be added to the Report.
- 10.131.3 The Board **NOTED** the Chairman's Report.

10.132 Chief Executive's Report - Chief Executive [Paper F/06/10]

- 10.132.1 The Chief Executive began by thanking the review team involved in the McDermott Review for their work in completing the report. He advised Board members that he had met with survivors to share the report and to address any concerns they had with the findings. He added that the Director for Service Improvement had also held a separate meeting with another survivor, who was satisfied with the review RQIA had undertaken but felt that the terms of reference could have been extended. The Chief Executive also thanked Lorna Conn for her contribution during the review.
- 10.132.2 The Chief Executive presented his report and outlined some of the key meetings he had attended since the previous Board meeting. He made reference to a useful meeting with the Permanent Secretary and the Chief Executive of the Patient Client Council. He added that he had also met with the Permanent Secretary to discuss the forthcoming Public Accounts Committee hearing following the publication of the NIAO report on the care of elderly people in residential and nursing homes.
- 10.132.3 The Chief Executive advised Board members that the mid-year accountability review meeting with DHSSPS had taken place at the end of October and that the meeting had been positive. He said that, along with the Chairman, he had shared concerns with the Chief Medical Officer about vacancies in key positions. He undertook to share a minute of the meeting with Board members once it became available.
- 10.132.4 The Chief Executive moved on to update on progress in respect of reviews. He advised that the Child and Adolescent Mental Health (CAMHS) Review had been submitted to DHSSPS on 8 November following incorporation of comments made by Board members. He told the Board that RQIA had completed its first inspections under the Ionising Radiation (Medical Exposure) Regulations (IRMER) and that a summary report on the key findings of these inspections would be brought to the Board in early 2011.

- 10.132.5 The Chief Executive informed the Board that the Director of Operations had attended the most recent EPSO (European Partnership of Supervisory Organisations) conference at which almost 20 European nations were represented. He told Board members that RQIA had volunteered to host the conference scheduled for October/November 2011.
- 10.132.6 The Chief Executive advised that the Finance Manager, Paul Gick, was leaving RQIA on 11 November and that an Interim Finance Manager, Jonathan King, had been appointed.
- 10.132.7 The Chief Executive updated the Board on communications matters. He told the Board that RQIA inspection reports are now accessible online. He also advised the Board that a series of meetings were being organised with the Health Committee spokespersons of the main political parties.
- 10.132.8 The Chief Executive concluded his report by giving an update on quality assurance issues. He thanked Board Members for their contributions to the draft EFQM action plan.
- 10.132.9 A Board member asked if RQIA would be able to measure the number of hits on its website, in particular, the sections where inspection reports are held. The Chief Executive said that the Communications Manager would make the necessary arrangements. He added that RQIA was intending to write out to all registered providers to advise them that inspection reports are now online.
- 10.132.10 A Board member asked if the complaints training could be extended to Board members. The Director of Quality Assurance undertook to facilitate a session for Board members at a future workshop.
- 10.132.11 The Board **NOTED** the Chief Executive's Report.
- 10.133 Finance Report - Director of Corporate Services [Paper G/06/10]**
- 10.133.1 The Director of Corporate Services presented the Finance Report to the Board and explained that an additional non-recurring allocation had been added to the RRL in respect of funding for ICT equipment. He added that RQIA is actively pursuing the outstanding debts in relation to registration fees.
- 10.133.2 The Director of Corporate Services advised the Board that RQIA's projected end of year position is a deficit of £34k but he was hopeful that with current financial controls, RQIA should be able to achieve break even. He added that at a recent meeting with DHSSPS there was discussion on the definition of "break even" and he was awaiting clarification on this matter.

- 10.133.3 The Director of Corporate Services advised the Board that he was preparing a paper for submission to the Executive Management Team on a programme management approach to the efficiency measures outlined by RQIA in its savings proposals submitted to DHSSPS. The Chief Executive added that one of the proposals which concerned fee income, had been discussed at a recent meeting of the DHSSPS Board and that there was support for this proposal. He explained that a working group was to be established with terms of reference to be agreed between RQIA and DHSSPS.
- 10.133.4 The Board **NOTED** the Finance Report.
- 10.134 Corporate Performance Report - Director of Corporate Services [Paper H/06/10]**
- 10.134.1 The Director of Corporate Services presented the Corporate Performance Report to the Board and explained that this report was a cumulative report for the first two quarters of 2010/11. He gave an overview of the RAG rating and said that at 30 September, 78% of actions were green and 22% amber and added that the main headline achievements were laid out in Section 3. He invited questions from Board members about the content of the report.
- 10.134.2 The Chairman asked how RQIA staff have responded to the new format and if it had placed additional demands on their workload. The Director of Corporate Services said that the report was much easier to complete as managers simply updated the report from the previous quarter and that it enabled managers to remain focused on the achievement of KPIs. The Director of Operations added that managers were beginning to consider outcomes for 2011/12.
- 10.134.3 A Board member asked how the information contained in the report could be verified. The Director of Corporate Services explained that the traffic lights classification of actions was supported by KPIs and information in the "headlines" section of the report. Furthermore, he explained that Internal Audit were due to carry out a Performance Management audit and, as part of this audit, they would look at the report and how the information contained in it is compiled.
- 10.134.4 A Board member asked about action CA1.2.6 and how RQIA was seeking to obtain the views of service users. The Director of Operations said that RQIA is implementing an initiative to reduce the number of pre-inspection questionnaires that are sent out. He added that RQIA was considering employing two staff members who would liaise with service users in advance of inspections. In the meantime, he noted that RQIA was developing links with VOYPIC, AgeNI and the Community Information Branch at DHSSPS.
- 10.134.5 The Chief Executive explained that the recruitment for the two additional posts was on hold due to the current vacancy controls but

that RQIA was very keen to fill these posts. In response to concerns from Board members about the implications of not filling these posts, the Director of Operations explained that RQIA was trying to reconfigure the financial resources required from within existing resources and he hoped that there would be progress by the end of the next quarter.

10.134.6 The Board **NOTED** the Corporate Performance Report.

10.135 Corporate Risk Assurance Framework Report - Director of Corporate Services [Paper I/06/10]

10.135.1 The Director of Corporate Services advised the Board that the Corporate Risk Assurance Framework Report had been considered by the Audit Committee at its meeting on 21 October and that following comments from Committee members, the format of the change log had been amended.

10.135.2 The Director of Corporate Services explained that two risks had been removed from the register, one had been de-escalated to the Corporate Services directorate register and another had been removed entirely. He explained that the ratings of some of the other risks had been amended.

10.135.3 The Board **NOTED** the Corporate Risk Assurance Framework Report.

10.136 Audit Committee update - Committee Chairman [Paper J/06/10]

10.136.1 The Committee Chairman informed Board members that the Audit Committee met on 21 October and asked members to note the minutes of the meeting of 1 July.

10.136.2 The Committee Chairman advised that John Allen from DHSSPS had attended the meeting on 21 October. She gave an overview of the main areas covered at the meeting.

10.136.3 The Committee Chairman said that the Committee had requested that Board members receive updated risk management training. The Committee have also requested a presentation at a future Board workshop about the new incident reporting procedures. She added that the Committee had approved the Mid Year Assurance Statement for submission to DHSSPS and had considered the outcomes of the recent financial audit. She told the Board that the Committee had received correspondence from NIAO regarding the preparation of end of year accounts but noted that RQIA had met with NIAO to discuss some of the issues highlighted.

10.136.4 The Committee Chairman expressed the concerns of the Committee around the wording of the risk on the Corporate Risk Assurance

Framework Report about RQIA's reputation and suggested the Executive Team should revise this. She went on to say that the Committee had received an update on some of the VFM initiatives being considered but that there was still some work to do.

- 10.136.5 The Committee Chairman advised that an analysis of aged debt had been prepared and that actions were ongoing to recover the debt. She further advised that the Committee had considered a paper on the actions taken following an investigation into unredeemed cheques that had been found. She assured the Board that all necessary steps had been taken and that there would not be a recurrence.
- 10.136.6 The Committee Chairman expressed her thanks, on behalf of the Committee, to Paul Gick who was leaving as Finance Manager. She thanked him for his work in supporting the Committee.
- 10.136.7 The Board **NOTED** the Audit Committee update.
- 10.137 Discussion Paper on Measuring Inspection Outcomes within the Regulated Sector - Director of Operations [Paper L/06/10]**
- 10.137.1 The Director of Operations told the Board that the forthcoming NIAO Report on "Arrangements for Ensuring the Quality of Care in Homes for Older People" had pointed to a perceived inability of RQIA to monitor inspection outcomes. He explained that in comparison to the rest of the UK, RQIA was well advanced in this area and he pointed to further work being done to develop a new approach to RQIA's inspection planning process which would be covered in the next item.
- 10.137.2 The Board expressed the view that the paper should be shared with the DHSSPS. The Chairman advised that the Chief Executive had shared the draft paper with the Permanent Secretary with regard to the impact of the proposals for the forthcoming PAC hearing.
- 10.137.3 The Board **NOTED** the discussion paper on measuring inspection outcomes.
- 10.138 Inspection Planning Approach Project - Director of Operations [Paper M/06/10]**
- 10.138.1 Dermot Parsons and Jacqui Murphy joined the meeting and delivered two presentations which outlined to the Board the rationale for the inspection planning project and how the new inspection tool would work in practice.
- 10.138.2 The Chairman expressed his view that this was an innovative and exciting development for RQIA and would contribute towards the overall assessment of health and social care. He asked for further clarity on whether it was necessary to conduct a public consultation

and he asked what work would take place in December as part of the planning process.

- 10.138.3 The Director of Operations explained that in 2006, RQIA had publicly consulted on its inspection methodology which had been based on the principles of the Better Regulation Taskforce. Since then, RQIA had sought to develop a more risk-based and proportionate approach, but keeping in line with RQIA's statutory obligations. He noted that there were concerns about the new approach but explained that the new rationale for inspection was more scientific. From an equality point of view, he said that this methodology had scored relatively low and thus did not require a full equality impact assessment.
- 10.138.4 The Director of Operations advised that in December, RQIA would be selecting the standards for inspection in 2011/12. Following this, training would commence for staff on the use of the new tool and then the schedule of inspections for the year would be developed. He acknowledged that there was a risk with the new approach but felt that in the absence of any current rationale for inspections, the risk was minimal. Jacqui Murphy added that RQIA had undertaken a pilot of the use of the tool and it had been shown to work well.
- 10.138.5 A Board member commented that the new approach appeared to make good use of staff resources, but asked if it would place more reliance on self-evaluation. The Director of Operations advised that each registered establishment would continue to have its minimum two inspections and therefore, there would be validation of the self-assessment.
- 10.138.6 A Board member said that the approach was an exciting development with a clear rationale but felt it was a change in public policy and asked about consultation. Dermot Parsons said that RQIA carries out an annual series of roadshows with registered providers and that last year, almost 1,000 people attended. He added that these workshops provided a good opportunity to discuss new ideas and that in the main, managers expressed a view that they did not wish to see a reduction in inspection activity. He said that it is RQIA's intention to meet with registered providers early in 2011 to share the new approach with them.
- 10.138.7 A Board member asked about complaints and cautioned about organisations which may become complacent if their initial assessment showed them to be of low risk. The Director of Operations explained that any new information regarding e.g. complaints, would be inputted into the system to keep it current. Dermot Parsons added that no organisation would be treated as "low intensity" for two successive years. The Chief Executive added that RQIA would have indicators across all types of inspections - care, pharmacy, estates, finance to ensure as broad a picture could be

obtained on each registered facility.

- 10.138.8 The Director of Operations told the Board that the overall responsibility lay with the Head of Programme and that over the coming months RQIA would begin to build up its intelligence base.
- 10.138.9 The Chief Executive explained to Board members that this new methodology approach shows that RQIA can respond to any challenges raised by the NIAO report which had indicated that Northern Ireland lagged behind other areas of the UK in this regard.
- 10.138.10 A Board member asked whether RQIA and the sector were ready for this change of approach. Another Board member felt that RQIA needed to raise awareness with service users and their families in areas such as complaints and whistleblowing.
- 10.138.11 The Board **APPROVED** the inspection planning approach.
- 10.139 Performance Management Framework - Director of Corporate Services [Paper K/06/10]**
- 10.139.1 The Director of Corporate Services presented the draft Performance Management Framework to the Board. He explained that this had been developed in line with the new Corporate Strategy and KPIs and that the framework sought to make the connection between performance measurement and performance management.
- 10.139.2 The Director of Corporate Services explained that the model used within the framework was a "plan-do-review-revise" cycle and there were 4 identified within the model, i.e. where we want to be, how we will do it, how we are doing and how we need to act differently.
- 10.139.3 The Chairman said that the framework was good and asked about the role of the Board and how this work linked with the December Board workshop with Bernard Marr. The Director of Corporate Services explained that the December workshop would focus more on the savings delivery plan. He added that in terms of performance management, the Board had a role to play in each stage of the cycle, and in particular, the "review" stage, where the purpose of the annual Board workshop would be to review the framework.
- 10.139.4 The Board **APPROVED** the performance management framework.
- 10.140 Audit of Inequalities Consultation Document - Director of Corporate Services [Paper N/06/10]**
- 10.140.1 The Director of Corporate Services told Board members that RQIA was required to have a new Equality Scheme in place by 1 May 2011. He added that the Business Services Organisation (BSO) had helped to develop a template for an action plan (an "audit of

inequalities") which was broken down into the main work areas within RQIA.

10.140.2 A Board member asked for further information on the proposed review of lay representation on review teams. The Director of Operation advised that RQIA would be working with AgeNI and the NI Chest, Heart and Stroke Association on future reviews. The Chief Executive added that organisations are approaching RQIA to inquire about opportunities for joint work.

10.140.3 The Board **APPROVED** the audit of inequalities consultation document.

10.141 Mental Health and Learning Disability / Update on a Rights Based Approach - Director of Operations [Paper O/06/10]

10.141.1 The Director of Operations presented the updated mental health and learning disability report to the Board. He gave an overview of the serious adverse incidents (SAIs) recorded and noted that there were still some issues to be resolved following the introduction of new arrangements whereby incidents are reported to both RQIA and the HSC Board.

10.141.2 The Director of Operations advised that progress continues to be made on reducing the errors in prescribed forms and guardianship applications. He added that a workstream will be developed to ensure that, in future, these forms could be received electronically.

10.141.3 Board members were advised that the programme of inspections had commenced and that the programme for the final quarter would be reviewed shortly. It was further noted that the Guardianship and Medical Panels were continuing to meet.

10.141.4 The Director of Operations told the Board that RQIA had secured funding from GAIN to develop guidelines on the implementation of the Mental Health Order. As part of this, a web-based training package will be developed.

10.141.5 The Director of Operations said that the Expert Advisory Panel had met and that a report on the work of the Panel would be brought to the Board in 2011.

10.141.6 A Board member asked if the reports from the mental health inspections would be made available online. The Director of Operations explained this would present difficulties in terms of patient identifiable information but that the team is considering how the key findings could be reported.

10.141.7 The Board **NOTED** the update on mental health and learning disability.

10.142 Final Approval of Review Reports - Chief Executive

10.142.1 The Chief Executive advised Board members that RQIA was awaiting confirmation of publication of the review of the Northern Ireland Ambulance Service from DHSSPS. He asked if the Board would approve the publication of the report following any amendments required to be made. The Board **APPROVED** this approach.

10.142.2 The Chief Executive advised that RQIA had received confirmation of publication for the Safeguarding Review Stages IV and V and the Review of Readiness for Revalidation and that these reports would be published shortly.

10.142.3 The Board **NOTED** the update on review reports.

10.143 Regional Healthcare Hygiene and Cleanliness Standards and Audit Tool and Inspection Process and Methodology - Director of Operations [Paper C/06/10]

10.143.1 The Director of Operations advised Board members that RQIA had developed an audit tool for the hygiene inspection programme by working with other agencies such as DHSSPS and the Public Health Agency. He explained that RQIA would seek to undertake a full programme of announced and unannounced inspections by means of a three year rolling programme. He went on to explain the methodology for the inspection and the process for reporting on the outcomes of the inspections.

10.143.2 A Board member felt that the document required some amendments, particularly in relation to the some of the section headings as they were unclear. The Director of Operations undertook to review these.

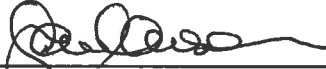
10.143.3 A Board member suggested that the Royal Belfast Hospital for Sick Children should be inspected more regularly. The Director of Operations agreed to review this. A Board member asked about psychiatric wards. The Director of Operations explained that issues in these wards would be picked up by the Mental Health and Learning Disability team.

10.143.4 Subject to minor amendment, the Board **APPROVED** the new audit tool for hygiene inspections.

10.144 Any Other Business

10.144.1 There was no other business and the Chairman drew the public session to a close at 5:05pm.

Date of next meeting:
Thursday 13 January 2011, Board Room, Riverside Tower

Signed 

Dr Ian Carson
Chairman

Date _____ 13/1/11 _____

