

## AGENDA

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**RQIA Board Meeting**  
**Boardroom, RQIA**  
**Thursday 20 February 2020, 10.30am**

### **PUBLIC SESSION**

- |   |   |                      |                           |
|---|---|----------------------|---------------------------|
| 1 | Minutes of the public meeting of the Board held on Thursday 16 January 2020 and matters arising | Min/Jan20/<br>public | 10.30am<br><b>APPROVE</b> |
| 2 | RQIA Business Plan 2020-21<br><b>Head of Business Support</b>                                   | A/02/20              | 10.35am<br><b>APPROVE</b> |
| 3 | Any Other Business  |                      | 10.45am                   |

**Date of next meeting: 19 March 2020 Boardroom, RQIA**



## RQIA Board Meeting

Date of Meeting	19 March 2020
Title of Paper	Public Session Minutes
Agenda Item	1
Reference	Min / Jan20 / public
Author	Hayley Barrett
Presented by	Prof. Mary McColgan
Purpose	To provide Board members with a record of the previous meeting of the RQIA Board.
Executive Summary	The minutes contain an overview of the key discussion points and decisions from the Board meeting on 16 January 2020
FOI Exemptions Applied	None
Equality Impact Assessment	Not applicable
Recommendation/Resolution	The Board is asked to <b>APPROVE</b> the minutes of the Board meeting on 16 January 2020
Next steps	The minutes will be formally signed off by the Chair.

## PUBLIC SESSION MINUTES

<p><b>RQIA Board Meeting</b>  <b>Boardroom, RQIA</b>  <b>16 January 2020; 10.45pm</b></p>	
<p><b>Present</b>  Prof. Mary McColgan OBE (<b>MMcC</b>)  Lindsey Smith (<b>LS</b>)  Denis Power (<b>DP</b>)  Robin Mullan (<b>RM</b>)  Seamus Magee OBE (<b>SM</b>)  Patricia O’Callaghan (<b>POC</b>)  Sarah Havlin (<b>SH</b>)  Gerry McCurdy (<b>GMcC</b>)</p> <p><b>Apologies</b>  Dr Norman Morrow (<b>NM</b>)</p>	<p><b>Officers of RQIA in attendance</b>  Olive Macleod OBE (Chief Executive) (<b>OM</b>)  Dr Lourda Geoghegan (Director of Improvement and Medical Director) (<b>LG</b>)  Jennifer Lamont (Head of Business Support) (<b>JL</b>)  Dermot Parsons (Director of Assurance) (<b>DPa</b>)  Malachy Finnegan (Communications Manager) (<b>MF</b>)  Hayley Barrett (Business Manager) (<b>HB</b>)  Lyn Buckley (Senior Inspector) (<b>LB</b>)</p>

### 1.0 Welcome and Apologies

- 1.1 MMcC welcomed all members and Officers of the Board to this meeting. Apologies were noted from Dr Norman Morrow.
- 1.2 MMcC welcomed Gavin Davidson (GD) and Dr Claire McCartan (CMcC) from the School of Social Sciences, Education and Social Work, Queen’s University Belfast.
- 1.3 MMcC welcomed Lyn Buckley, Senior Inspector to the meeting as an observer.

### 2.0 Agenda Item 1 – Review of International Evidence of the Effectiveness of the use of CCTV in Care Home Settings

- 2.1 OM advised that she had commissioned Queen’s University to complete a Review of International Evidence of the Effectiveness of the use of CCTV in Care Home Settings. RQIA’s guidance on the use of CCTV was published in 2016.
- 2.2 GD presented his findings following the review of international evidence, concluding that there is insufficient research evidence to support the proposal that CCTV in care home settings drove improvement in the quality of care. There are a range of complex issues which need to be considered

and addressed but the available research evidence does not support its use in the context of improving the safety and quality of care. The report also highlights that the relevant legal issues (especially regarding covert surveillance) are complex. If the use of CCTV is expanded consultation, consent and best interests are central considerations. The practical and operational issues are also key.

2.3 GD agreed to circulate the CCTV Rapid Evidence Assessment Draft Report to Board members for comment.

2.4 **Resolved Action (213)**

**The CCTV Rapid Evidence Assessment Draft Report to be shared with Board members for comment.**

2.5 OM advised that a formal presentation of the CCTV Rapid Evidence Review is scheduled for 28 February at Queen's University Belfast, with an invited audience including DoH, Trusts, COPNI and PSNI. There will be an opportunity to discuss the timeliness of findings and lessons for collaborative working.

2.6 Board members acknowledged their appreciation to GD and his colleagues for the presentation and found the findings interesting and challenging. The Board welcomed the discussion in relation to the limitations of the use of CCTV in advancing quality improvement.

**3.0 Agenda Item 2 – Minutes of the public meeting of the Board held on Thursday 21 November 2019 and matters arising**

3.1 Board members **APPROVED** the minutes of the Board held on Thursday 21 November 2019.

3.2 Board members noted that actions 211 and 212 are now complete.

**4.0 Agenda Item 3 –Declaration of Interests**

4.1 MMcC asked Board members if, following consideration of the agenda items, any interests were required to be declared in line with Standing Orders. RM advised that he is a member of the Equality Commission.

**5.0 Agenda Item 4 – Acting Chair's Report**

5.1 MMcC advised Board members of the Accountability Meeting chaired by Dr McBride on Wednesday 8 January. MMcC advised that the approved minutes of the previous Accountability and Ground Clearing meeting and the draft minutes of 8 January have been shared with Board members.

5.2 MMcC advised Board members that she and DP attended an IHRD workshop on 10 December, in relation to the HSC Draft Board Members' Handbook. MMcC advised that it is anticipated that the Handbook will be made available for wider dissemination by March 2020.

5.3 MMcC advised of a RADaR workshop on 4 December facilitated by Prof Taylor that explored the project's developments to date.

5.4 MMcC advised of other meetings to include participation in RQIA Learning Week, NI Leadership and Governance Conference and the RQIA Remit Subgroup meeting.

5.5 Board members **NOTED** the Acting Chair's Report.

## **6.0 Agenda Item 5 – Corporate Performance Report (Quarter 3)**

6.1 JL presented the Corporate Performance Report (Quarter 3) to Board members.

6.2 JL advised that one action has been completed and 18 actions are on target to be completed by the completion date. JL highlighted that action 2.4 has been deferred to quarter 4. JL advised that action 1.5 has not been achieved by the completion date due to resource issues.

6.3 JL advised Board members that the Corporate Performance Report (Quarter 4) will be presented to the Board on 21 May 2020.

### **6.4 Resolved Action (214)**

**Corporate Performance Report (Quarter 4) to be presented to the Board on 21 May 2020.**

6.5 Board members **APPROVED** the Corporate Performance Report (Quarter 3).

## **7.0 Agenda Item 6 – IRRS Mission**

7.1 MMcC advised that the presentation on the IRRS Mission has been deferred.

7.2 Board members **DEFERRED** the IRRS Mission.

## **8.0 Agenda Item 7 – Chief Executive's Report**

8.1 OM advised Board members of media coverage since the last meeting in relation to Owen Mor Care Centre, Valley Nursing Home, Ulster Independent Clinic, Muckamore Abbey Hospital, Bluestone and Western Trust mental health services.

8.2 DPa advised Board members that written representation is likely to be received from the Responsible Person of the Valley Nursing Home following enforcement action. A Decision Making Panel will be convened on 31 January, if representation is received. POC and SH will represent the Board on this panel.

- 8.3 Board members noted the key meetings attended by the Chief Executive.
- 8.4 OM advised Board members that two 'statements of claim' for the next stage of proceedings in relation to a legal challenge to RQIA.
- 8.5 OM informed Board members that a number of staff took part in strike action on 18 December. The main impact was on our ability to undertake inspection activity.
- 8.6 Board members noted the enforcement action since the last meeting. LG advised of enforcement activity in relation to Ulster Independent Clinic and their medical governance arrangements. LG advised of engagement with the Charities Commission and the CMO in respect of Ulster Independent Clinic.
- 8.7 MMcC acknowledged the improvements identified in Muckamore Abbey Hospital with a positive outcome. MMcC on behalf of the Board expressed their thanks to RQIA staff for the work involved in this process.
- 8.8 Board members **NOTED** the Chief Executive's Report.

**9.0 Agenda Item 8 - RQIA Finance Update**

9.1 JL presented the finance report advising of a £60k easement had been made to the Department. JL advised that the Executive Team will meet to determine if a second easement will be required, however RQIA are currently on target to break even.

9.2 Board members **NOTED** the RQIA Finance Update.

**9.3 Agenda Item 9 – Any other business**

9.4 As there was no other business, MMcC thanked Board members and Officers for their attendance and contribution and brought the meeting to a close.

**Date of next meeting:  
19 March 2020**



Signed

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**Professor Mary McColgan  
Acting Chair**




Date

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## Board Action List

Action number	Board meeting	Agreed action	Responsible Person	Date due for completion	Status
213	16 January 2020	The CCTV Rapid Evidence Assessment Draft Report to be shared with Board members for comment.	Business Manager	19 March 2020	
214	16 January 2020	Corporate Performance Report (Quarter 4) to be presented to the Board on 21 May 2020.	Business Manager	21 May 2020	

### Key

Behind Schedule	
In Progress	
Completed or ahead of Schedule	



# RQIA Business Plan 2020-21





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**Who we are:**

RQIA, as Northern Ireland's scrutiny and improvement body for health and social care has a clear vision for how we support and ensure care is safe, effective, compassionate and well-led. We believe that people in Northern Ireland should experience a better quality of services as a result of our inspections, audits and reviews.

We are committed to work closely with providers of health and social care services so that they can deliver improved care. We also are dedicated to hearing and acting on the experiences of patients, clients, families and carers. It is only by working in partnership with users and providers of care that we can encourage and influence improvement and that we can measure the extent of our achievements.

**What we do:**

Under the powers conferred on RQIA by the Health and Social Services (Quality, Regulation and Improvement) (Northern Ireland) 2003 we are the body which registers and inspects what are known as "regulated services". These include nursing and residential care homes; children's homes; domiciliary care and nursing agencies; residential family centres; adult day care services; and independent healthcare establishments (such as private dental clinics; hospices; and independent hospitals and clinics).

We use our powers to inspect these services using the range of regulations and standards in place. Where we find issues with the safety or quality of care delivered, we work with providers to improve. Where a provider is unable to meet our requirements for improvement we have a range of powers of enforcement including de-registration in the most serious cases.

RQIA is also the independent arbiter of the quality of care delivered in the health and social care service in Northern Ireland. There has been a legal duty of quality placed on HSC trusts since 2003 and RQIA undertakes a range of activity to keep the Department of Health informed as to the quality of care delivered. We inspect acute

hospitals against a range of published standards and also report on the quality of hygiene we find. Through our programme of audits and reviews we provide an independent over view of the quality and availability of services which in the last year have included reviews of general paediatric surgery, mental health and Developing Eyecare Partnerships. We also published three clinical audits, two quality improvement projects and one regional guideline relating to home births. .

Since 2009 RQIA has had a specific responsibility to assess the health and social care services provided to people with mental ill health or a learning disability. Our responsibilities include promoting good practice; preventing ill treatment; remedying any deficiency in care or treatment; terminating improper detention in a hospital or guardianship; and preventing or redressing loss or damage to a patient's property.

The HSC has four core values that underpin how we work – working together, excellence, compassion and openness and honesty. We live these values in how we do behave with service users, providers, carer and the general public and in how we act with each other.

This business plan has been developed to support our overarching aim that people will have confidence that RQIA will use our expertise to best effect and take action where necessary to improve the quality of health and social care delivered in NI.

### **The context in which we work:**

RQIA is an arm's length body of the Department of Health. We are operationally independent but are accountable to the Department. We operate within a framework of policies, legislation and standards as laid down by the Department of Health. Like all public sector bodies, we are working within ongoing constraints on the resources available to us. The Department will be implementing a Partnership Agreement during 2020, to replace the MSFM and RQIA will work closely with the Department to agree the following;

- a) Roles / Responsibilities
- b) An Engagement Plan

Flexibility in approach and a process for Dispute Resolution will be key elements of the Agreement. The return of the Assembly and priorities of the new Executive and Minister for Health will shape our work in 2020/21.

In 2018/19 the Department of Health commissioned RQIA to undertake work following the recall of neurology patients in the Belfast HSC Trust and this will continue in 2020/21 with the review of the case notes of deceased patients. We have also been commissioned to undertake other reviews to support policy development.

The Department of Health has begun a review of our founding legislation and in the first phase will look at why and what is regulated in Northern Ireland. In the coming year we reaffirm our commitment to work with them as a key stakeholder in this important work – particularly to reinforce a rights-based approach to our work.

We continue to review and revise how we do our business in RQIA and in 2020/21 we will further focus on our inspection methodology to ensure we are working effectively to promote improvement in the services we inspect across the HSC and independent sectors. We have also committed to revise our reports so that they meaningfully show how we capture our rights-based approach to inspection.

Our Membership Scheme has now been tested and we will evaluate its effectiveness in the coming year.

In conjunction with the Independent Health and Care Providers we completed a survey of providers to determine their experience of registration and inspection. Overall feedback was positive but some areas for improvement were identified and we will action these in the coming year.

We will undertake a range of activities to support improved outcomes where we can. We will continue to improve our systems and processes; our use of intelligence; supporting and empowering our staff through learning and development activity; effective use of enforcement where necessary; building and improving our

relationships with all our stakeholders; and undertaking internal improvement as part of our commitment to being a learning organisation.

2020/21 is likely to be another busy and productive year for RQIA. We look forward to the challenges ahead and will meet them with a commitment to recognising and sharing good practice where we find it and encourage improvement where necessary.

This Business Plan focuses on a number of key actions where all directorates and units of RQIA will work together to achieve the corporate goal. It is accompanied by a suite of performance measures against which the Executive Team will be held to account. Additionally, RQIA's Risk Registers and Corporate Risk Framework set out how we identify and mitigate risks associated with our business. Similarly, our work is supported by a range of policies and procedures that document the governance around what we do. These are kept under review. Each directorate and unit also has its own business plan setting out key objectives for their discrete areas of work for the year.

Olive Macleod OBE

RQIA Chief Executive

## **Strategic Theme One:**

### **Encourage Quality Improvement in Health and Social Care**

RQIA has a range of powers and functions to encourage the improvement of the quality of health and social care. We aim to use these powers proportionately and appropriately to give all providers the opportunity to improve before we move to enforcement action.

We will work collaboratively- offering support and signposting to best practice based on our expertise and experience - whilst maintaining our independence. It is this independence that allows to effectively discharge our oversight and scrutiny functions.

**Outcome:** RQIA can identify demonstrable improvement in the quality of health and social care as a result of our work.

#### **Actions for 2020/21:**

1. We will produce regular summaries of the quality of services we inspect, audit and review in 2020/21.
2. We will take forward the recommendations relevant to RQIA's role and functions from any external reports and reviews.
3. We will identify ways to demonstrate how we support improvements through our work in all the settings where we have a presence.
4. We will effectively demonstrate our rights-based approach to inspection, audit and review.
5. We will develop measures that demonstrates the impact of our work.

## **Strategic Theme Two:**

### **Use sources of information effectively**

RQIA generates a wealth of valuable information and in 2020/21 we will continue our drive to turn this information into intelligence. Our ongoing collaboration with information teams across Health and Social Care in Northern Ireland and the rest of the UK will strengthen our work in this area and build capacity in our own teams to ensure sustainability. We will use this intelligence to better inform ourselves and our stakeholders of our work.

**Outcome:** RQIA will strengthen its data-gathering and analysis function and optimise the use of internal and external sources of information to inform an intelligence-led approach to designing and focusing its work to inform our own improvement and to support improvement across the HSC system.

### **Actions for 2020/21:**

1. We will use enhanced intelligence to support our move to a risk-based model of regulation and quality improvement.
2. We will improve our website to share information and intelligence in a more meaningful and effective way.
3. We will improve our oversight of complaints in regulated services.



## **Strategic Theme Three:**

### **Engage and involve service users and stakeholders**

RQIA has a broad and diverse range of stakeholders and in 2020/21 we will improve how we involve them in the design and delivery of our work.

**Outcome:** RQIA can demonstrate that our approach to our work ensures that the people who use health and social care services are involved in supporting us to develop our approaches to improving the quality of services.

#### **Actions for 2020/21:**

1. We will work collaboratively to report on the lived experience of users of health and social care.
2. We will invest in a resource dedicated to leading an effective programme to recruit, train and support a bank of lay assessors who will enhance our understanding of user experience in all the settings where we have a presence.
3. We will ensure that all staff have the training and resources required to ensure that our stakeholders are included in our work and that we effectively incorporate the principles of co-production.
4. We will introduce a range of new ways to communicate with our stakeholders.
5. We will actively participate in regional work on engagement, involvement and co-production across the HSC to enhance our understanding of the requirements to promote public involvement and co-production across the system and in our own work.
6. We will establish a mechanism to engage with providers to enhance understanding about our role, remit and functions and facilitate at least two events to do so.

## **Strategic Theme Four:**

### **Deliver Operational Excellence**

As an improving organisation we are dedicated to reflecting on and refining how we do our business. In 2020/21 we will continue to improve how we work to make best use of our people, their skills and the technology available to support our work.

We will continue our programme of organisational development to support our staff, improve the quality of our products and provide better service to all our customers and stakeholders.

**Outcome:** RQIA's commitment to developing our staff and using our resources in the most effective way to ensure a skilled workforce, deployed effectively, living the values and demonstrating continuous improvement in performance.

#### **Actions for 2020/21:**

1. We will undertake an interim assessment of the actions set out in our Transformation, Modernisation and Reform framework; and further revise our plans in line with business need.
2. We implement an organisational development plan to give our staff the skills they need to support the outcomes described in our plans for transformation, modernisation and reform.
3. We will analyse and evaluate the responses to the HSC Staff and Cultural Surveys in order to further refine our plans for internal transformation and reform.
4. The review of our inspection methodology will include revised reporting formats.

5. We will establish a project to take forward a review of our registration function in line with the scope developed in 2019/20.
6. We will review the skillsets and experience we look for when recruiting inspection staff.
7. We will work in a more sustainable way to reduce our impact on the environment.

## **Core Activities**

In addition to the specific actions included in our business plan for the coming year, RQIA will maintain our core activities. As specific projects are complete and mainstreamed into “business as usual” these may become core activities in the following years.

### **Actions for 2020/21:**

1. We will exercise our powers to support and drive improvement in the services we inspect, review and audit.
2. We will provide advice to the Department of Health on proposed policy and legislation affecting the regulation or quality of health and social care.
3. We will take a risk based approach to meeting our requirements in respect of the regulation, inspection, review and audit of health and social care.
4. We will manage our resources effectively to ensure that we operate within allocated budget, operating within a breakeven tolerance where a deficit is not permissible and a surplus cannot exceed £20k.
5. We will maintain our commitment to the Executive’s approved Asset Management Strategy including delivery of the Property Asset Management Plan.
6. We will develop and foster strategic alliances with other regulators and improvers.
7. We will support collective learning from good practice across the settings where we have a presence.
8. We will continue to actively participate in the work of HSC QI.

9. We will continue in our independent assurance role overseeing the sustainable implementation of the recommendations of the report of the Inquiry into Hyponatraemia-Related Deaths.
10. We will publish a quarterly summary of high level statistical information in relation to the regulatory and / or oversight activities carried out by RQIA. The publication will be in line with official statistics guidance and as such we will seek national statistics accreditation.
11. We will ensure that the work of the Information Team is in line with the Northern Ireland Statistics and Research Agency (NISRA) and Department of Health standards and in line with the Northern Ireland Data Strategy for Health and Social Care.
12. We will develop strategic alliances with other organisations to promote the use of information collected and analysed internally within RQIA and work collaboratively where we can.
13. We will improve how we do our business to ensure that people trust and use our reports of inspection, audits and reviews to make informed choices and decisions about health and social care services.
14. We will further develop our information systems to ensure that our operational teams have access to timely and relevant information about services to inform their work.