

## PUBLIC SESSION

**RQIA Authority Meeting  
Via Zoom  
Thursday 3 March 2022 at 12.40pm**

<p><b>Present:</b> Christine Collins MBE (Interim Chair) <b>(CC)</b> Bronagh Scott <b>(BS)</b> Jacqui McGarvey <b>(JMcG)</b> Prof. Stuart Elborn <b>(SE)</b></p> <p><b>Apologies:</b> Suzanne Rice <b>(SR)</b> Neil Bodger <b>(NB)</b> Francis Rice (Professional Advisor Nursing) <b>(FR)</b> Malachy Finnegan (Communications Manager) <b>(MF)</b></p>	<p><b>RQIA Staff in Attendance:</b> Briege Donaghy (Chief Executive) <b>(BD)</b> Jacqui Murphy (Acting Head of Business Support Unit) <b>(JM)</b> Emer Hopkins (Director of Hospital Services, Independent Healthcare, Reviews and Audit) <b>(EH)</b> Lynn Long (Director of Mental Health, Learning Disability, Children's Services and Prison Healthcare) <b>(LL)</b> Elaine Connolly (Director of Adult Care Services) <b>(EC)</b> Karen Harvey (Professional Advisor Social Work / Project Lead for Assurance) <b>(KH)</b> Paul Cummings <b>(PC)</b> Financial Advisor, Associate, Leadership Centre Courtney Ryder <b>(CR)</b></p>
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### 1.0 Agenda Item 1 – Welcome and Apologies

- 1.1 The meeting commenced at 12:40pm.
- 1.2 The Chair noted apologies for Suzanne Rice, Neil Bodger, Francis Rice and Malachy Finnegan.

### 2.0 Agenda Item 2 – Minutes of the Meeting of the Authority held on 3 February 2022 and Matters Arising

- 2.1 There were no comments regarding the previous minutes.
- 2.2 Authority Members **APPROVED** the minutes of 3 February 2022
- 2.3 The Chair referred to the Members Activity Report and commended JM and the wider staff in RQIA on the work completed to improve the report.
- 2.4 In relation to action 247 the Chair provided an update advising that she recognised that the work being undertaken by the Business,

Appointments and Remuneration Committee (BARC) regarding RQIA's professional advisory roles is still ongoing.

2.5 In relation to action 248 JM advised that SE's laptop is ready. JM noted that NB's laptop has been examined by ITS, with no issues reported. JM added that she is arranging for a member of staff to meet with NB to check the settings from a home environment. BS noted that issues with her systems have been fixed and thanked JM for her assistance.

2.6 All other actions were considered complete.

### **3.0 Agenda Item 3 – Declarations of Interest**

3.1 CC asked Authority Members if, following consideration of the agenda items, any interests were required to be declared in line with Standing Orders.

3.2 CC declared an interest due to her position as Chair of the Patient Client Council (PCC), however, the Department of Health has confirmed that the position is time bound and that it is actively seeking to recruit a Chair. CC would recuse herself from dealing with any matters which she considers would constitute a conflict of interest in relation to her respective role as Chair of the PCC.

3.3 BS advised that she has been recently appointed as the Chair of NIPEC. BS noted that she is an Associate with the HSC Leadership Centre and is currently seconded to the Department of Health, via HSC Leadership Centre, to advise on COVID surge planning. If any areas arise that cause a conflict she will excuse herself.

3.4 JMcG advised that she is a member of the NI Social Care Council (NISCC) Board.

### **4.0 Agenda Item 4 - Members Activity Report**

4.1 The Chair offered her appreciation to JM for the improved format of the Members Activity Report.

4.2 JM noted that it would be helpful if authority members could notify JM of upcoming meetings and/or events they attend. JM noted plans to send a reminder email to Authority Board Members to notify JM of upcoming meetings.

4.3 BS thanked JM for work completed.

4.4 Authority Members **NOTED** the Members Activity Report.

### **5.0 Agenda Item 5 – Interim Chair's Business**

- 5.1 The Interim Chair referred to the Statement of Strategic Intent and highlighted the importance of progressing this piece of work in order to prioritise the work ahead.
- 5.2 CC advised that this piece is crucial to allow the organisation to shape the Management Plan for 2022/2023 and prioritise work for the year ahead. All agreed that this piece is key to ensure RQIA plays its position as regulator of the healthcare sector, particularly in light of emergence from COVID-19 and the impact upon patient care, waiting times, ambulance turnaround times and access to services, etc. CC explained that next steps would include producing a Statement of Strategic Intent to issue for consultation with the public in late Summer 2022, following the development of the Programme for Government.
- 5.3 Authority Members **NOTED** the Interim Chair's Business.

## **6.0 Agenda Item 6 – Chief Executive's Report: Verbal Update**

- 6.1 BD referred to the publication reports for children's services and noted that a co-production approach and a series of meetings will take place, inviting a range of stakeholders, representing children and young people's interest, such as NICCY, VOYPIC, Children's Law Centre, etc. BD noted that RQIA does not currently publicise children's reports with the rationale being to protect confidentiality and safeguard these vulnerable service users. BD acknowledged that this presents a lack of opportunity for wider stakeholders to be informed, to scrutinise and challenge.
- 6.2 BD noted issues around unregulated services and added the importance of developing the regulatory framework.
- 6.3 BD referred to the closure of the HSC Board and discussed arrangements for developing a new framework and commissioning arrangements across Northern Ireland. BD added that this change will affect the scoping role of RQIA and engagement with the DoH continues in terms of fulfilling roles during this transition period.
- 6.4 BD briefed Authority Members on a number of emerging concerns and enforcement procedures some of which will be made available in the public domain. BD noted importance to continue to engage with relevant stakeholders, service users, families and representatives who may be directly affected.
- 6.5 BD referred to the Muckamore Abbey Hospital Public Inquiry and recognised that Board members are aware of the efforts being made by RQIA staff to comply with the requirements of the Inquiry. Some RQIA staff have been redirected to assist with the Inquiry Project and provide support. BD added that within the coming days, a meeting is scheduled with the Public Inquiry team to establish the arrangements for the submission of materials. Legal support is being established and a

business case is under development to outline any additional resource required.

- 6.6 BD discussed the Deceased Patient Review and noted that RQIA is awaiting the report from the Royal College of Physicians' Expert Panel which is expected in late March or April 2022. Upon receipt of the report, further family engagement will take place and discussions will be held with the DoH to determine the next steps.
- 6.7 BD noted workforce concerns, which had been impacted by the COVID-19 Pandemic. BD advised of shortfall in securing permanent staff and increasing difficulty in securing agency staff which is affecting capacity to complete core work. BD added that RQIA is actively recruiting. BD advised of the aim to stabilise the senior management team at RQIA. BD noted ongoing work, assisted by Associates from the HSC Leadership Centre, to undertake a workforce analysis, supported by appropriate skill mix, support, supervision and support. BD added that RQIA may potentially seek investment via business cases from the DoH.
- 6.8 In relation to operational performance and the delivery of statutory functions, BD advised that inspection teams continue to employ a risk-based approach, with appropriate assessment in place. Performance continues to be reviewed.
- 6.9 BD outlined the active engagement in building relationships and noted involvement in a number of events. BD noted involvement in the regional forum on integrated care and the closure of the HSC Board. BD had presented at shared discussion with at a breakfast seminar with over 250 attendees. BD noted involvement as key speaker at the Westminster Policy Forum with Minister Swann, reflecting on work through partnerships.
- 6.10 The Interim Chair thanked BD for update and recognised that the entire system is under pressure. CC opened discussion to Board members.
- 6.11 BS commended RQIA staff on the vast amount of work completed and noted the importance of raising the profile of RQIA at events.
- 6.12 SE agreed, acknowledging the breadth and quality of activity undertaken.
- 6.13 Authority Members **NOTED** the Chief Executive's Report: Verbal Update.
- 7.0 Agenda Item 7 - Progress on Developing Management Plan 2022/2023 (High level Framework)**
- 7.1 BD noted that over the last year, RQIA's management plan has served the organisation well and kept focus on 70+ objectives. BD advised that due to capacity, adjustments have been made on the core delivery of some objectives, however, these are being actively addressed.

- 7.2 BD referred to the need to stabilise the workforce which will require a performance management framework that is more outcome-focused and extends to support RQIA for many years. Over the coming weeks, workshops will be organised with staff across the organisation to reflect on completed work and to progress the work ahead. BD noted plans to provide the draft Management Plan at the Authority meeting in April 2022.
- 7.3 BD advised that the Framework for the Management Plan is constructed of four Key Strategic Objectives and three Enablers.
- 7.4 The Chair noted importance of progressing and completing the Management Plan to underpin RQIA's activity in the new financial year.
- 7.5 Authority Members **NOTED** the Progress on Developing Management Plan 2022/23 (High level Framework).
- 8.0 **Agenda Item 8 - RQIA Recognition and Appreciation Strategy and Delivery Plan**
- 8.1 BD referred to RQIA's Winter Plan which focused on four key objectives. The first key objective was the health and wellbeing of staff. BD advised that bespoke seminars were organised alongside regular staff meetings and briefings and staff have also had access to shared health and wellbeing programmes. BD recognised the need for staff recognition and appreciation strategy.
- 8.2 JM noted RQIA's commitment to recognising and appreciating its employees. JM presented the RQIA Recognition and Appreciation Strategy and Delivery Plan to Authority Members. JM referred to the guidance document which references examples for managers to recognise work, both informally and formally. JM noted that a delivery plan is included within the Strategy which outlines projected delivery dates. JM proposed to launch the Strategy in quarter one, potentially May 2022 to recognise and appreciate staff in a number of different ways, such as showcasing work at meetings and events such as Authority and Executive Management Team meetings, directorate meetings and staff meetings. JM recognised importance of cultural change in implementing the Strategy and reiterated that communication with staff is vital.
- 8.3 The Interim Chair recognised the importance of the RQIA Recognition and Appreciation Strategy, Guidance Document and Delivery Plan. CC thanked JM and Mary Bryce, Associate from the HSC Leadership Centre and Eamonn MacManus, HR Manager for facilitating the development of this piece.
- 8.4 SE reinforced the need to recognise and appreciate staff to sustain and drive culture change and commended this approach being established by RQIA. He noted this to be the beginning of a culture shift for the organisation.



- 8.5 BS commended the Strategy and Delivery Plan and agreed this piece should be supported going forward.
- 8.6 Authority Members **APPROVED** the RQIA Recognition and Appreciation Strategy and Delivery Plan.
- 9.0 **Agenda Item 9 - Financial Performance Report (January 2022)**
- 9.1 PC noted a change in the financial position of RQIA from a surplus position to a deficit which will start to shift the perception of the organisation with the DoH. At the end of month 10, RQIA is reporting a deficit of £49k in comparison to the budget position which was projected at £27k.
- 9.2 PC advised of an underspend in pay budgets. RQIA had returned £275k to the DoH following their request to review RQIA's position in November 2021. PC noted that expenditure in the Deceased Patients Records Review and the Muckamore Abbey Hospital (MAH) Inquiry Project is greater than expected and therefore a year end deficit of £85k is projected. PC referred to discussions with DoH and noted that £43k has been secured for the MAH Inquiry but not yet received. PC advised that, following discussions with the DoH, a request for additional funding to cover projected deficits would be welcomed.
- 9.3 PC advised that the budgets are being tightly managed as we approach year end to ensure a break-even position.
- 9.4 SE welcomed the update and change in the financial position.
- 9.5 BS agreed, saying it was demonstrative that the organisation is utilising its funds appropriately. BS thanked PC for the report.
- 9.6 PC advised that it is his intention to introduce a much more succinct report with graphical and trend information in the new financial year.
- 9.7 CC agreed that this report demonstrated good management of public funds and thank PC for his input.
- 9.8 Authority Members **APPROVED** the Financial Performance report.
- 10 **Agenda item 10 - Any Other Business**
- 10.1 As there was no other business, the Chair brought the meeting to a close at 13:20pm.

**Date of Next Meetings:**



- **Authority Board Workshop:** Thursday 10 March 2022, 12:00 noon (Management Plan 2022/2023)

Signed:   
**Christine Collins MBE**  
**Interim Chair**

Date 7 April 2022

Action number	Authority meeting	Agreed action	Responsible Person	Date due for completion	Status
247	3 February 2022	BARC to take forward the work required to establish the necessary professional advisory roles and update the Authority Board in due course.	Business, Appointments and Remuneration Committee	3 May 2022	
248	3 February 2022	Authority Members unable to utilise their RQIA accounts to advise Head of Business Support Unit.	Authority Members	18 March 2022	

### Key

Behind Schedule	
In Progress	
Completed or ahead of Schedule	