

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

8 July 2020, 10.30 am – 2.15 pm
Zoom Conference

Present:

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

In Attendance:

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

Apologies:

Enda Connolly	Board Member	EC
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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 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 mid-year performance review for 2020 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 the first half of 2020 which presented a range of challenges for the CEO arising from the pandemic. The outcome of the appraisal was endorsed by the members of the

ROC at their meeting earlier in the week. The priorities for CEO for the second half of 2020 were also discussed at the appraisal meeting and considered by the ROC. The Board considered the report from the Chair of the ROC and there was unanimous agreement with the outcome of the CEO's mid-year performance review.

The Chairperson highlighted that this is likely to be the last formal meeting for four Board members, whose tenure expires at the end of July. He thanked all four members for their commitment and contribution while on the Board and his appreciation was reiterated by the other Board members. It was noted that the process for appointment or reappointment of board members is underway and is subject to the Minister's approval.

2. Conflict of Interest

No conflicts were declared.

3. Board minutes

3.1 Minutes of Board meeting of 6 May 2020

The minutes of the meeting of 6 May 2020 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 JK seconded the proposal; **accordingly it was resolved that the minutes of 6 May be approved by the Board.**

3.2 Minutes of Board meeting of 24 June 2020

The minutes of the meeting of 24 June 2020 were reviewed by the Board and it was agreed that they were an accurate record of the meeting. MS proposed approval of the minutes and MJR seconded the proposal; **accordingly it was resolved that the minutes of 24 June be approved by the Board.**

4. Review of Actions

KL provided an update on the actions arising from the meetings of 6 May and 24 June. It was noted that a comprehensive review of the ICT strategy delivery took place at the recent ROC meeting. The Board agreed that:

- accidents or incidents that meet the threshold for reporting to the HSE will be reported to the Board
- The session for the Board on risk and risk appetite will be included as part of the strategy session later this year.

Remaining actions were shown to be in progress or deferred until a more appropriate date.

5. Matters arising

There were no matters arising.

6. Health and safety matters

PQ advised that appropriate actions have been taken in relation to a recent incident involving a staff member.

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 has commenced planning for a phased return to the office, whilst also enhancing working arrangements for those who will continue to work from home for the foreseeable future. In addition, work has been undertaken by ICT to install software to support key programmes of work in both the HIS and HTA Directorates which involve stakeholder engagement and liaison.

A staff survey was undertaken in recent weeks to assess how staff were experiencing remote working and performance. There was a high response rate and positive feedback overall to the survey. Actions have been included within the overall action plan for addressing the external survey findings, undertaken at the end of 2019.

- Work of HTA team

The HTA team has been involved in a range of activities to support the National Public Health Emergency Team (NPHE). This work has informed the development of guidance by the Health Protection Surveillance Centre, policy making by the Department of Health (DoH) and papers for the NPHE to support decision making and includes:

- Development of public health guidance
- Development of infection prevention and control guidance
- Publication of themed reviews of international public health guidance and
- Producing rapid evidence summaries.

- Communications

An increasing volume of media queries and FOI requests are being processed. The CEO and the Chief Inspector presented to the Oireachtas Committee on COVID-19 and a number of additional submissions have been made since then to the committee.

- Business planning and performance management

Since the May board meeting, HIQA reviewed its draft business plan for 2020 which is before the Board for approval today. It was noted that HIQA has received its letter of allocation and subject to Board approval, the Business plan must be submitted to the

Minister one month from the date of the letter. In addition, it was noted that capital funding for HIQA's ICT strategy had been approved.

Two reports were presented to the ARGC committee; an internal audit on the publications process and as part of the cyber security review, a penetration testing exercise was undertaken. Both reports were reviewed in detail.

8. Chief Inspector's report

MD briefed the Board on a number of nursing homes that have been at the centre of media attention and provided an overview of the regulatory history and the issues identified by HIQA during the inspection processes. She advised that inspection reports for these centres are in progress.

In addition, MD advised that risk inspections of nursing homes are ongoing where centres have had significant outbreaks and centres where risk is impacting on renewal registration have been prioritised.

In response to the Board, MD confirmed that each centre will receive an individual report, but an overview report will also be published which will include a qualitative section reflecting the experiences of staff and residents and key findings.

MD expressed her concern that the findings to date from these inspections indicate that governance and management structures in some centres are still not sufficient to withstand further outbreaks. In addition she advised that baseline staff levels have not increased even where there has been significant outbreaks and infection prevention and control competence is not commensurate with managing a pandemic.

For this reason, MD emphasised the need for the multi-agency meeting and approach as discussed at the Board meeting of 24 June.

The Board also asked MD to expand on the new corporate performance risk in relation to capacity for regulating the older persons' services during the pandemic. MD clarified that the legislative requirements remain the same and renewal inspections and registrations must be carried out in addition to the additional post-COVID type inspections. However she explained that a business case for additional staff for the older person's team is being developed. In the meantime, to mitigate the risk, inspectors will be deployed across the pillars according to prioritised need.

MD also updated the Board on a number of legal cases currently being managed. The Board thanked MD for her and her team for the volume of work underway in the Regulation Directorate.

9. Corporate Performance Report – Bi-annual review 2020

Sean Angland (SA) Head of Corporate Services joined the meeting at this point and presented a full report on the delivery of the 2020 objectives for the first half of the year. SA proposed that the performance report is considered in conjunction with the draft Business Plan for 2020 which has been revised to include HIQA's COVID response

activities both externally and internally to ensure business continuity within HIQA. He highlighted that as a result of the necessary reconfiguration of HIQA's priorities for the first 6 months of the year, the timelines for some of the original activities have changed. It was noted that the Board committees had reviewed different aspects of the performance report before the Board.

The Board complimented the Executive on achieving the volume of work delivered to date. It was requested that revised dates are provided for those objectives that have been delayed.

10. Finance Report

SA advised that as a result of feedback from the Board, he had developed a presentation style report for the Board, together with a detailed financial report to the end of May 2020. SA provided an overview of the income streams, expenditure by category and function, payroll and expenditure on professional services. Additional detail was also provided on ICT spend.

He advised that expenditure is very close to budget and explained where minor variances had occurred. The Chair of the ARGC Committee expressed the satisfaction of the committee with the new format and invited further feedback from the Board. In response to the Board, SA confirmed that the CIO is aware of the need to progress with the implementation of the ICT strategy in line with the budget set out.

The Board thanked SA for his report and emphasised the need for continued close monitoring of expenditure to budget.

11. Risk report

KL summarised the recent changes to the corporate risk register, highlighting that one risk was added by the Regulation Directorate, which had been discussed earlier in the meeting. In addition, the likelihood of a number of other risks had been reduced following discussions at various committee meetings and subsequent consideration by the Executive management.

The Chair of the ARGC advised the Board that the committee had received a very useful presentation on risks at their last meeting which had provided a useful framework for reviewing HIQA's risks in the current climate. PQ added that maintaining public confidence and ensuring that assurances provided by HIQA on services is appropriate to and commensurate with HIQA's role. In that context, the importance of the multi-agency approach proposed by HIQA was noted.

The Board agreed that the relevant Committees should continue to monitor the factors relating to the risks discussed during the meeting.

12. Business plan 2020

SA presented the draft Business plan for 2020 which has been revised to reflect COVID 19 response initiatives, the letter of allocation and revised timing for original objectives. SA highlighted that the letter of allocation from the DoH confirming the funding had specified that standards for home care standards should be developed and this is included accordingly in the plan.

In response to the Board's questions on capacity and timelines, it was clarified that the business plan is prepared on the basis of available resources. The Board also suggested that the overview report due to be published by the Chief inspector, which was discussed earlier in the meeting should be included as an objective. In addition, it was suggested by the Board that more specific timelines be allocated to the delivery of the objectives.

The Executive agreed to address the Board's suggestions. TMcN proposed approval of the Business plan 2020 and Ms seconded the proposal; **accordingly it was resolved that the Business plan 2020 be approved by the Board.**

13. Galway office Business Case – request to commence detailed lease negotiations

SA reminded the Board that a business case for acquiring new offices in Galway was approved at the March Board meeting. At that meeting, the Board had an in-depth discussion on the proposed lease and asked that some aspects of the proposed lease be revisited with the potential landlord.

SA outlined the outcome of the discussions with the landlord and explained the resulting favourable changes to the lease terms. In addition, a letter of recommendation from the property consultant who carried out the search for suitable premises is included with the Board papers and it sets out the process followed, market comparisons and conclusions and its recommendation to the Board to proceed with the proposed lease, subject to technical and legal due diligence.

The Board engaged in a further discussion on the revised terms and agreed that notwithstanding the changes in the wider environment, the current office in Galway is not suitable and additional capacity is required, particularly in light of additional activity that will accompany the regulation of homecare services.

It was noted that there will be further strategic discussions on models of working as staff return to office based working and for future staff requirements.

PK proposed approval of the request to progress detailed lease negotiations and TMcN seconded the proposal; **accordingly it was resolved that commencing detailed lease negotiations be approved by the Board.**

The Board thanked SA for his work to date on this matter. SA left the meeting at this point.

14. Process outline for developing recommendations for a consent model for the collection, use and sharing of information

Rachel Flynn (RF) Director of Health Information and Standards joined the meeting for this item and the item on Children's standards. RF explained that this project has been requested by the DoH and involves a partnership of the DoH, the HSE and HIOA.

RF explained that the purpose of the study is to establish people's experience and views on the use and sharing of health information. It is intended that the study findings will inform recommendations on improving collection, use and sharing of health information and also DoH policy in this area. RF requested the Board's approval for the process outline for undertaking the project.

The Chair of the Standards, Information, Research and Technology (SIRT) committee advised that the committee had received a presentation on the study and had discussed it in detail; as such the committee were happy to support this project.

JK proposed approval of the process outline for the development of recommendations on a consent model for the collection, use and sharing of personal health information and MS seconded the proposal; **accordingly it was resolved that the process outline for the development of recommendations on a consent model be approved by the Board.**

15. National Children's Standards – development approach

Deirdre Connolly (DC) Standards Project Lead joined the meeting for this item. RF outlined the background to the standards development approach and explained that arising from an investigation carried out by HIOA in 2018, there was a recommendation that standards be developed for children's social services. Following an extensive review of evidence in other jurisdictions and engagement with a range of key stakeholders, it is considered that developing a set of overarching standards would be a better approach, which will support the framework for developing the Standards for Children's social services.

RF referred to the evidence review for informing the development of national standards for children's social services and the discussion papers paper informing the scope of the standards, both included in the Board's papers. This work culminated in the rationale for changing the direction and priority around the standards. She summarised the revised approach as:

- Pausing the work on the draft standards for Children's social services
- Commencing work on the overarching standards
- Recommencing work on the children's social services standards
- Scoping the standards for assessment of need.

RF explained that by reorienting their approach, it ensures that all three standards will be fully aligned. The Chair of the SIRT committee advised the Board that the committee had reviewed this matter in detail and are happy with the revised approach set out by RF.

MS proposed approval of the approach for the development of National Children's Standards including pausing the work on the draft standards for Children's social services and MJR seconded the proposal; **accordingly it was resolved that the revised approach to the national children's standards be approved by the Board.**

The Board also agreed the importance of conducting a study to develop principles for record-keeping for children's health, balancing confidentiality, accountability, and appropriate sharing. RF agreed to consider this in the context of future work programmes.

RF and DC left the meeting at this point.

16. Staff survey – action plan addressing findings

Susan Montgomery (SM) Head of HR joined the meeting for this item. PQ advised the Board that the plan to address the findings from the staff engagement survey of 2019 was presented at a recent Resource Oversight Committee (ROC) meeting. Following suggestions and observations by the ROC members, the plan has been updated and is before the Board for any questions or clarifications.

The Chair of the ROC advised that the Committee had gone through the plan in detail and were pleased to note that a further follow on survey was undertaken internally to ascertain the experiences of staff while home working during the COVID pandemic and how they felt they were managing. It was noted that actions addressing the findings from this survey have been included in the overall action plan.

SM advised the Board that while there was an excellent response rate from staff to the recent survey, it is a snapshot at a particular time and with the current environment so different and uncertain, monitoring staff experience on a regular basis will be important.

The Board thanked SM and emphasised the need to continue this work as a priority, given the challenges for organisations and staff at this time. SM left the meeting.

17. National Early Warning System – Clinical Guideline 1 (CICER)

Mairin Ryan (MR) Director of HTA and Shelley O'Neill (SON) HRB-CICER Programme Manager joined the meeting at this point. MR advised the Board that this is an update of the previous Irish National Early Warning System (INEWS) Clinical Guideline which is part of the HRB-CICER work programme. A statement of assurance together with the Budget Impact Analysis – INEWS and the clinical and cost effectiveness review of National Early Warning Systems (NEWS) are included with the Board papers for information.

SON presented on the project milestones, the scope of the systematic reviews and the findings from the reviews including the overall cost of implementing the updated INEWS guidelines.

In response to the Board, SON confirmed that the quality of international literature was poor and that there is insufficient economic data to assess the return on investment. It was agreed that this should be made explicit in the finalised outputs.

The Board thanked SON for the quality of the work produced her and her team. SON and MR left the meeting at this point.

18. Response to the Law Reform Issues Paper on Regulatory Framework for Adult Safeguarding

Aoife McCann (AMcC) Head of Legal Services joined the meeting for this item. She presented the background to this paper and explained that HIQA had calling for adult safeguarding legislation for a number of years. The Law Reform Commission (LRC) developed a paper for public consultation - *Issues Paper for Adult Safeguarding* which included an analysis of the issues and recommendations for a statutory framework for adult safeguarding. AMcC summarised HIQA's submission, included in the Board papers, to the LRC's Issues paper and outlined some of the proposals in this context.

The Board complimented the presentation and the related work involved in providing the submission. It was agreed by the Board that fresh emphasis should be given to this matter and that it should be raised with the new Minister and Secretary General of the DoH when a meeting is arranged.

19. Chairperson's report

The Board noted the Chairperson's report.

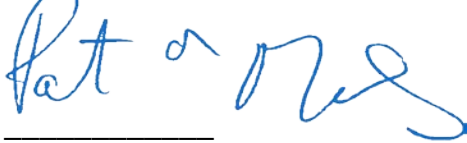
20. Board Committee Report

CS advised the Board that the ARGC committee had received a good presentation on risks affecting organisations in the current environment and it provided a good framework for reviewing HIQA's corporate risk register.

21. Any other Business

It was noted that the five year tenure of four board members will expire later in July. In that context, their contribution was acknowledged by the Chair on behalf of the Board and the CEO, on behalf of the executive management. All four Board members expressed their appreciation for the calibre and commitment of staff and for the quality of the work produced.

Signed



Pat O'Mahony
Chairperson



Kathleen Lombard
Board Secretary

Actions arising from Board meeting on 8 July 2020

No	Action	Person Responsible	Time-frame
1	revised dates to be provided in future corporate performance reports for those objectives that have been delayed.	SA	
2	more specific timelines be allocated to the delivery of the objectives in the business plan for 2020	SA	
3	further strategic discussions to take place on models of working as staff return to office based working and for future staff requirements	SA	
4	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	
5	fresh emphasis to be given to adult safeguarding and raise with the Minister and Secretary General of the DoH when meeting is arranged.	PQ	

Carried forward actions from previous meetings

1	<p>a. Board to examine opportunity to continue recent innovative approaches and assess potential for reconfiguration and reengineering of functions and resources</p> <p>b. an analysis of the role and functions of HIQA, in light of responses to COVID be prepared for Board strategy session</p> <p>c. HIQA's priorities and focus in aftermath of COVID-19 to be examined, including potential changes to the health and social care environment and any implications for HIQA's oversight and governance structure.</p>	PQ/EMT	<p>Board strategy session: Sept/Oct</p> <p>Engagement with EMT and Board in advance</p>
2	<p>Re Business planning, the Executive management to consider;</p> <ul style="list-style-type: none"> - succession planning and structure to ensure delivery of on track objectives - that resources are deployed to areas which are deemed high priority - prioritise improvements to the system and allocate sufficient resources - the Business plan to be reviewed by the Board when the allocation is received. 	PQ/SA	RFT developed for support on succession planning, strategic HR and org. structure

3	Further develop elements of the paper on emergency department overcrowding revisit at the appropriate time	MD	To be arranged
4	options set out in relation to the sustainability of the CICER programme to be given further consideration at a future meeting	PQ/MD	To be arranged
5	Provide a more granular update on the various work streams of the DDT strategy at future Board meetings	BK	Future board meetings
6	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	Deferred until appropriate time
7	CEO and Chairperson to meet with the HRB to explore what is being done in the area of technology research	POM/PQ	deferred
8	HIS and HTA to explore working together on standards development in areas where information and other technologies meet	RF/MR	In progress
9	The Executive to explore a more advanced budgeting and financial modelling system.	SA	March Board meeting
10	greater focus and scrutiny of budgetary planning and expenditure during 2020	PQ/SA	ongoing
11	session with the Board on risk to be arranged	KL	To be part of strategy session Sept 2020
12	stakeholder engagement report to be presented differently e.g. stakeholder heat map	PQ/COB	A review has commenced of how stakeholder engagement is captured in the CEO's report. However, since outbreak of COVID, resources needed on time sensitive publications work