

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

29 September 2021, 10am – 3pm  
Zoom Conference

**Present:**

<b>Name</b>	<b>Details</b>	<b>Initials</b>
Pat O'Mahony	Chairperson	POM
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
Marion Meany	Board Member	MM
Martin O'Halloran	Board Member	MOH
Danny McConnell	Board Member	DMcC
Martin Higgins	Board Member	MH

**In Attendance:**

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

**Apologies:**

Tony McNamara	Board Member	TMcN
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**1. Welcome and Quorum**

It was noted that a quorum was present and the Board meeting was duly convened.

**2. Conflict of Interest**

No conflicts were declared on any matters on the agenda.

**3. Board minutes**

**3.1 Minutes of Board meeting of 7 July 2021**

The minutes of the meeting of 7 July 2021 were reviewed by the Board and it was agreed that they were an accurate record of the meeting. CS proposed approval of

the minutes and MJR seconded the proposal; **accordingly it was resolved that the minutes of 7 July be approved by the Board.**

### 3.2 Minutes of Board meeting of 17 August 2021

The minutes of the meeting of 17 August 2021 were reviewed by the Board and it was agreed that they were an accurate record of the meeting. DMcC proposed approval of the minutes and BC seconded the proposal; **accordingly it was resolved that the minutes of 17 August 2021 be approved by the Board.**

### 3.3 Minutes of Board meeting of 9 September 2021

The minutes of the meeting of 9 September 2021 were reviewed by the Board and it was agreed that they were an accurate record of the meeting. PK proposed approval of the minutes and JK seconded the proposal; **accordingly it was resolved that the minutes of 9 September 2021 be approved by the Board.**

## **4. Review of Actions**

An update on the actions arising from previous Board meetings was provided and the following was noted:

- An update on HIQA's future working model will be provided at the meeting
- A schedule of documents requiring Board approval will be developed
- The urgency in progressing the discussion on implications for Patient Safety Bill in the context of the NIMS review was discussed at the recent SIRT committee.

All other actions were noted as complete.

## **5. Matters arising**

There were no matters arising.

## **6. Health and safety matters**

There were no reportable Health and Safety matters since the last Board meeting.

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

Mary Dunnion (MD) Chief Inspector (CI) 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 vast majority of staff continue to work remotely, with a minority of staff who are office based for essential operations. Staff have been advised that we are developing an agreed model of working which will commence in Quarter 1 2022.

- Direct provision
 

PQ and the Chief Inspector met with officials from the Department of Children, Equality, Disability, Integration and Youth (DoCEDIY) and Department of Health (DOH) to discuss next steps for HIQA's proposed role as the interim inspection body for Direct Provision centres. Funding for operationalising the function will be provided by DoCEDIY
- Regulatory and legislative reform
 

There continues to be positive engagement on proposed changes to the Health Act. HIQA has been requested to carry out an international review of nursing home regulatory models
- The HTA Directorate
  - o continues to provide evidence syntheses (COVID-19) to NPHE and associated groups
  - o has commenced its new work programme (approved by the Board in July)
  - o has applied for an extension to its funding for the CICER programme and
  - o in preparation for the new function of justification of ionising radiation, recruitment is underway with the intention of having the necessary resources in place by year end.
- Health Information and Standards Directorate (HIS)
 

Key developments in the HIS Directorate include:

  - o National Standards for Children's social services – through engagement with the DoCEDIY and Tusla and based on feedback from the consultation process, additional guidance will be required to support the implementation of these standards and the standards team is working to identify tools and materials for this purpose. A business case for a specific team for children's standards was submitted to the DoH
  - o Principles for Health and Social Care Standards have been developed which will underpin the development of future standards. Following the consultation process, the document "standards development process: a principles based approach" will be finalised and published
  - o National Standards for Home care support
 

Work on an evidence review and a public scoping exercise is currently underway which will inform the development of these standards to support the statutory scheme for home care services, currently being developed by the DoH
  - o National Data Collections
 

Further to the discussion at the July Board meeting on the review of the National Incident Management System (NIMS) the position paper on the need for reform of the Health information system in Ireland has been revised to include national data collections. In addition, PQ has written to the DoH seeking a meeting to discuss implications for the implementation of the Patient Safety Bill.
  - o National Care Experience programme (NCEP) –
    - due to the cyber-attack on the HSE, the National In-Patient Experience survey was delayed but is now underway
    - The Nursing Home Experience Survey is progressing well
    - The NCEP team, in association with Maynooth University has applied for grant funding under the HRB secondary data analysis project team

- Corporate Plan  
The corporate plan is before the Board for approval to go to public consultation
- Organisational restructure  
A comprehensive update will be provided to the Board during the meeting
- Finance Improvement project  
The review of the finance function has been completed and the findings and recommendations presented to the ARGC on 22 September. A number of strategic changes will be required including the replacement of the existing system and to secure additional specialised resources. The associated work programme will be reflected in the business plan and budget for 2022.
- Digital and Data Transformation Strategy (DDTS)  
A comprehensive update on the delivery of this strategy will be provided to the Board during the meeting.
- Memoranda of Understanding (MOUs)  
A list of MOU's and Joint Working Arrangements (JWAs) are included in the CEO report
- Details of publications, corporate governance developments, stakeholder engagement activities and complaints management are included in the report.

The Chairperson thanked PQ for a comprehensive report and noted that key items will be revisited under separate agenda items during the meeting.

## **8. Chief Inspector (CI) and Director of Regulation report**

MD referred the Board to the Chief Inspector's and Director of Regulation report and highlighted the following:

- Designated centres for older persons (DCOP)
  - o In recent weeks, there has been an increase in Nursing home notifications of Covid-19 infections. It was noted that because of the vaccination programme, cases have not been as severe.
  - o Issues relating to the sustainability of infection prevention and control practices continue
  - o Notices of proposed decisions to cancel the registration of two nursing homes and
  - o There is an urgent need for regulatory reform.
- Designated centres for people with a disability (DCD)  
Further to ongoing updates in relation to two national providers of disability services
  - o In one case, the HSE and the provider have entered into a process to review funding arrangements. As a result, the provider has withdrawn their notification to cease operations

- In the second case, significant changes are underway at a corporate level but the provider continues to be monitored closely.
- Children's services
  - Following the cyber-attack in May 2021, routine inspections of foster care and child protection and welfare services were paused, but recommenced at the end of July.
  - A report on foster care services is currently being finalised.
- Healthcare
  - The review of gynaecological services at Letterkenny University Hospital has recently concluded and will be published shortly. Concerns identified by HIQA has resulted in the initiation of an external intervention at hospital level involving a deeper examination of issues and developing an improvement plan
- Legal activity including –  
The High Court has granted a stay on the publication of an inspection report. The legal response to the judgement was discussed. It was noted that the DOH had also been briefed.

The Board noted that this development would have significant implications for wider regulatory sectors. MD advised that a notification will be posted on the website next to the date of inspection report that the report cannot be published due to legal proceedings. Subsequent reports will continue to be published.

The Board made a number of observations on the Chief Inspector's report as follows:

- The research on homecare regulation needs further discussion by the Board with a similar approach to the position papers on regulatory reform and the regulation of nursing homes.
- Recurring themes from HIQA reviews relating to governance, oversight and accountability need to be extracted to a higher level so that the core issue is clear and can be addressed
- An independent review is underway at CUMH into the incident relating to the disposal of perinatal babies organs. HIQA will examine the report when it becomes available.

The Chairperson advised the Board that this is the final meeting that MD, Chief Inspector of Social Services and Director of Regulation.

JK, Chair of the regulation committee commended MD's leadership and competence and noted the level of responsibility and volume of work for which she has been responsible.

Members of the Board echoed JK's remarks and wished her well in her retirement.

The Chairperson thanked MD for the significant contribution she has made to health and social care regulation and monitoring.

MD thanked the Board for their comments. MD left the meeting at this point.

## **9. Report from Board Committees**

### Audit Risk and Governance Committee (ARGC) 21 September

The Chair of the ARGC, Caroline Spillane (CS), reported that the Committee had, at its recent meeting;

- Received a full briefing on the review of the finance function including the findings and recommendations which focus on changes to systems and technology and a need for an evolved structure to better support an expanded organisation
- Received a paper on the range of organisational initiatives relating to culture together with the rationale for deferring a culture audit until Quarter 1 2022
- Examined the finance report to the end of July
- Considered a paper on the communication and management of corporate policies and procedures and
- Reviewed the corporate risk register and a report on the implementation of internal audit recommendations.

### SIRT Committee 7 September

The Chair of the SIRT Committee, Michael Rigby (MJR), advised the Board that the quality of the papers presented to the SIRT committee was worth noting. He highlighted the following items:

- The committee's concerns relating to the review of the National Incident Management Systems (NIMS) in the context of potential elements of the Patient Safety Bill. MJR suggested that it might be worth considering a review of risk reporting internationally as part of the Directorate's work programme for 2022. It was agreed that the Executive should consider this suggestion further and revert with an approach. PQ advised that he will write to the DOH to emphasise the Board's concern.
- Two papers (the position paper on the need for reform of the health information system and the process outline for recommendations on ICT enablement of Older persons services) were considered by the Committee and are on the Board agenda for approval.

MJR also advised the Board of an excellent report from the HTA Directorate on Knowledge Sharing and Impact Measurement which is included with the Board papers for information.

### Regulation Committee 27 September

The Chair of the Regulation Committee (JK) reported that the Committee had considered the following items at their recent meeting:

- A presentation on the research into homecare regulation

- A review of the implementation of recommendations on cervical screening services
- The Letterkenny Hospital review and
- Issues alluded to by the Chief Inspector in her earlier report.

### Resource Oversight Committee (ROC)

The Chair of the ROC, Lynsey Perdisatt (LP), reported that the Committee last met on 6 July but that she has been kept updated of the work that is ongoing around the organisational restructure, related projects and the recruitment activity. The meeting is due to meet in November where these topics will be covered in detail by the Committee.

The Chairperson thanked the Committee Chairs for their reports and for all the oversight work taking place to support the Board effectively.

## **10. Organisational Update and model for future working**

Susan Montgomery (SM) HR Manager and Marian Bergin (MB) HR consultant joined the meeting. MB presented an update on the organisational restructure project and summarised some of the key developments:

- A new healthcare function will be developed and the recruitment process for a new role, the Director of Healthcare is currently underway
- The Chief Inspector role (recruitment process is complete) will include additional responsibilities
- Analysis of the corporate support activities for the newly structured directorates has commenced
- Finance and HR are also undergoing restructures and are using business partnering models to better support the business
- The Information Division is expanding and are driving managed processes centrally.

The Board made a number of observations and welcomed the business partnering model as it helps minimise the potential for professional silos to develop. In response to the Board's comments, it was noted that while the smaller support services will be reviewed, the initial focus is on the regulation directorate as there are a number of activities carried out within the Directorate that can be utilised by the wider organisation. It was also noted that although there are a significant number of workshops planned, there is an appetite amongst staff to engage with the project.

### **10.1 Future working model**

SM updated the Board on the development of a new working model for HIQA which reflects the government's position on remote and hybrid working models.

SM explained that HIQA is undertaking this project on the basis of what is known of the government position and by working collaboratively with staff. SM explained that there are a number of important related factors in the overall project including:

- available office space
- collaborative working and
- transitioning staff into the office where appropriate in the coming months.

SM described that the project includes a persona mapping exercise which considers staff roles according to a range of criteria, the results of which will be presented to the Executive management at the end of October.

Other factors which will require consideration in future models of working will be the suitability of home office arrangements and that it is a benefit rather than a contractual right.

SM confirmed that health and safety measures and reduced occupancy will be in place when staff are returning to the office.

The Board acknowledged the significant work underway and the progress made. The Chairperson thanked MB and SM for their efforts in advancing this substantial programme of work. MB and SM left the meeting at this point.

## **11. Update on Digital and Data Transformation strategy (DDTS)**

Pat Miller (PM) from Clarion Consulting joined the meeting at this point to present an update on the DDTS which included the following elements:

- A dashboard showing the status of each project together with a brief update and next steps
- The status of the development of the Business Intelligence Roadmap and
- Cyber security activities.

PM gave a detailed update on the program to replace the Prism system which is the current platform for regulatory operations and highlighted the large procurement process that is underway.

PM also briefed the Board on the Prism "Sustain" project and advised that the system currently is stable.

In response to the Board's comments and queries, PM provided the following clarifications:

- The tender evaluation team was comprised of business users, IT users, a procurement expert and was supported by Clarion Consultants
- Value for money will be kept to central to discussions
- HIQA's Chief Information Officer (Bala Krishnan) liaises regularly with Government Chief Information Officer, who is supportive of the strategy
- The single biggest project of the DDTS strategy is the replacement of the Prism system and the effort and impact will be seen when implementing the project and
- HIQA is approximately half way through implementation of the DDTS.

The Board thanked PM for the update on the DDTS and PM left the meeting.



## **12. Corporate Risk Report**

KL presented the corporate risk report and highlighted the main changes to the corporate risk register including the addition of a new risk.

The Board noted the risk report.

## **13. Corporate Performance and Human Capital Reports**

SA joined the meeting at this point and presented the corporate performance report which shows that of the 103 business plan objectives, 19 are not on target, 9 are unlikely to be achieved by the due date, 6 will not be delivered by due date and 4 cannot be achieved at present due to external factors. A short status note is included in the report which explains the variance.

SA also presented the human capital report to the Board which provided an overview of staff numbers, absence rates, sick leave, a summary of starters and leavers and a summary of learning and development activity.

The Board suggested that it would be useful to see comparator data with previous years so that trends could be identified. Turnover figures should also be benchmarked against public sector data. SA confirmed that this information will be added to future reports.

The Board thanked SA for the report.

## **14. Finance Report**

SA presented the financial report for the period ending 31 July and highlighted the following:

- A full reforecast was carried out mid-year to produce a revised budget
- It is anticipated that the full DoH allocation will be drawn down
- The additional funding allocated for the implementation of the Nursing Homes Expert Panel recommendations will not be drawn down in full but the DOH has committed to funding this activity in 2022
- internal candidates who have been successful in recruitment competitions have created vacancies and therefore the full salary costs have not been realised during 2021 and
- Forecasted ICT expenditure has been revised downwards and includes the correction of an error in the original budget for managed services.

The Board made a number of observations and SA confirmed that the finance unit will be working with managers across the organisation to monitor the budget closely for the remainder of the year and to respond to any variances within their areas.

The Board thanked SA for his report.

## **15. Approval of cleaning contract**

SA referred the Board to a paper setting out a procurement process for commercial cleaning services for HIQA's offices which had recently been run by the Office of Government procurement (OGP). Because the value of the services meets the threshold for Board approval, SA requested Board approval for award of the contract.

The Board considered the paper outlining the process and indicated their agreement. BC proposed approval of the contract for commercial cleaning services and MM seconded the proposal; **accordingly it was resolved by the Board that the award of contract to the successful tenderer for commercial cleaning services be approved.**

## **16. Approval of security consultancy services**

PQ referred the Board to the paper on the procurement of security consultancy services to support HIQA's systems, key projects and aspects of the delivery of the DDTs. A tender process is underway for this service and because the value of the services will meet the threshold for Board approval, PQ requested Board approval for award of the contract to the provider assessed as the most economically advantageous tender (MEAT).

POM proposed approval of the award to the (MEAT) provider, when assessed by the evaluation panel, for the provision of cyber security services and MM seconded the proposal; **accordingly it was resolved that award of the tender for security consultancy services be approved by the Board.**

## **17. Approval for affixing the seal to office leases**

SA reminded the Board of deliberations by the Board over the last 18 months on HIQA's property requirements and in particular two office leases as follows:

- Galway Office Lease (included with Board papers)

The Board had approved the terms of a lease for a Galway office in July 2020, with the final lease being approved by the Board in January 2021. In accordance with the Health Act, consent of the Minister for Health and the Minister for Finance (DPER) was sought for entering the lease. SA advised the Board that a letter confirming Ministerial approval has been received and is included with the Board papers.

SA advised that Board approval is now sought for affixing of the seal to the lease for the Galway office.

MH proposed approval of affixing of the seal to the Galway office lease, and DMcC seconded the proposal; **accordingly it was resolved that affixing of the seal to the Galway office lease be approved by the Board.**

- Cork Office Lease

The Board had approved the heads of terms for a lease for additional office space in Cork in March 2021. Since then negotiations with the landlord has taken place to agree the lease. The lease and a letter of recommendation from Beauchamps solicitors are included with the Board papers. SA explained that the consent of the Minister for Health and the Minister for DPER for entering the lease will now be sought.

SA requested Board approval for affixing of the seal to the lease for the Cork office, subject to the consent of the Minister for Health and the Minister for DPER for entering the lease.

PK proposed approval for affixing of the seal to the Cork office lease subject to the consent of the Ministers for Health and DPER and MH seconded the proposal; **accordingly it was resolved that affixing of the seal to the Cork office lease, pending the consent of the Ministers be approved by the Board.**

SA left the meeting at this point.

## **18. Process outline for the development of recommendations on ICT enablement of older person's services**

RF, Director of Health Information and Standards, together with members of her team, Louise McQuaid (Technical Standards Lead) and Kevin O'Carroll (Manager – Standards and Technology) joined the meeting.

RF advised that the process outline for this project is presented to the Board for approval and explained that this project has been deemed a priority, following the impact of COVID-19 on older care services and the recommendation from the Nursing Homes Expert Panel for an integrated IT system for older person's services. HIQA has undertaken the development of recommendations on ICT enablement of Older Persons Services.

In response to a suggestion from the Board, expertise on safeguarding will be included, either as a member of the Expert Advisory Group or through a focus group session.

MJR, Chair of the SIRT committee advised that the Committee had considered this at their recent meeting and he was proposing approval of the process outline for the development of recommendations on ICT enablement of older person's services. MM seconded the proposal; **accordingly it was resolved that the process outline for this project be approved by the Board.**

## **19. Health information – the need for reform position paper**

RF provided a brief background to the development of the position paper and the discussions at both the SIRT committee and the Board which culminated in the paper before the Board. RF also advised that she and the CEO had met with the DOH and

DPER (Office of the Government Chief Information Officer) to discuss this paper and will meet again before it is launched.

Louise McQuaid (LMcQ) Technical Standards Lead presented the position paper on the need for reform of the health information system in Ireland and set out:

- the current fractured health information landscape and what the ideal state might look like
- the six key enablers for building an effective health information system and
- the recommendations contained in the position paper that are structured on the key enablers.

It was agreed that:

- the health information landscape graphic be amended to expand the user groups to include diagnostics services, allied health professionals and a broader term other than "patients"
- an exemplar of a good health information system be included in the paper
- engagement should focus on the need for a sound legal framework and the need for clear leadership and
- there are associated issues such as value for money, the Patient Safety Bill, the cyber-attack which would benefit from the recommendations.

In response to the Board's comments, RF clarified that while there are pockets of good information, interoperability is a particular obstacle. She explained that a stakeholder plan is being finalised to accompany the launch of the position paper. PQ advised that engagement has already commenced with the DoH, DPER and other key stakeholders. It was also agreed that PQ will seek a meeting with the Secretary General of the DoH where he and the Chairperson can provide a briefing on the position paper.

MJR, Chair of the SIRT committee commended the team on producing a very high quality paper in a short time period and he proposed approval of the position paper on the need to reform the health information system. MH seconded the proposal; **accordingly it was resolved that the position paper be approved by the Board.**

## **20. Scheme of approval of HTA outputs**

Mairin Ryan (MR) Director of HTA, joined the meeting. MR advised that the scheme of approval for the HTA Directorate outputs had last been reviewed in 2017. Since then, the work of the Directorate had expanded in scope and volume and now includes other work streams such as evidence synthesis, the public health response to Covid-19 and the work of the National Screening Advisory Committee.

MR explained that the Directorate had undertaken a formal review of the outputs which included the statutory remit, the strategic importance of the outputs, the scale of work involved and the need for timely approval.

As a result, a revised scheme is presented to the Board, which sets out who is responsible for approval of the different outputs and the rationale for these approvals.

It was suggested that the wording relating to the SIRT committee's role be amended to avoid incorrect interpretation.

JK, proposed approval of the revised scheme of approval for HTA outputs and MJR seconded the proposal; **accordingly it was resolved that the scheme of approval for HTA outputs be approved by the Board.**

## **21. Policies for Child and Adult Safeguarding**

Ann Delany (AD) regional manager, healthcare joined the meeting to present HIQA's safeguarding processes for adult and children and to seek approval from the Board for

- a. the child protection and welfare policy and
- b. adult safeguarding policy

AD explained the obligations of the Board and staff members in relation to adult and child safeguarding, the training being put in place to support understanding of these obligations and the governance of this area into the future.

It was agreed that:

- training for the Board should occur every two years, in line with the approach for staff
- Board committee oversight will be decided in the context of a wider consideration of the committee remits and
- the training modules will be circulated to the Board when finalised.

POM proposed approval of a) the child protection and welfare policy and b) the adult safeguarding policy. MH seconded the proposal; **accordingly it was resolved that the safeguarding policies (a. and b.) be approved by the Board.**

POM thanked AD for her presentation, who left the meeting.

## **22. Draft corporate plan 2022-2024**

PQ introduced the draft corporate plan and explained that following the strategy session of the Board earlier in September, further work had been carried out to prepare the document for consultation. Each of the strategic objectives were outlined and the following was noted:

- HIQA's commitment to the sustainability agenda is included
- the DDTS may not be widely understood and should be explained better and
- Wording on strategic objective 5 to be improved.

PQ explained that the draft plan will now be subject to a six week consultation phase and the final document, amended where appropriate on the basis of the consultation feedback, will be brought to the next meeting of the Board for final approval.

MOH proposed approval of the draft corporate plan 2022-2024 and PK seconded the proposal; **accordingly it was resolved that the draft corporate plan 2022-2024 be approved by the Board.**

### **23. HTA Impact report**

The HTA impact report was highlighted by the Chair of the SIRT committee earlier in the meeting.

### **24. Chairpersons report**

The Chairperson's report was noted.

### **25. Any other Business**

There being no further business, the meeting was closed.

**Signed**



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**Pat O'Mahony**  
**Chairperson**



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**Kathleen Lombard**  
**Board Secretary**

## Actions arising from Board meeting on 29 September 2021

No	Action	Person Responsible	Time-frame
1	Executive to consider a review of risk reporting internationally as part of the Directorate's work programme for 2022.		
2	CEO to write to the DOH to emphasise the Board's concern re NIMS review/Patient safety Bill		
3	<ul style="list-style-type: none"> <li>- Comparator data with previous years to be included in Human capital report so that trends could be identified</li> <li>- Turnover figures to be benchmarked against public sector data.</li> </ul>		
4	expertise on safeguarding to be sought, either as a member of the EAG or through a focus group session for the project on ICT enablement of older person's services		
5	In respect of the HI position paper: <ul style="list-style-type: none"> <li>- the graphic to be amended to expand the user groups (diagnostics services, allied health professionals, broader term for "patients")</li> <li>- an exemplar of a good health information system be included in the paper</li> </ul>	MR	September
6	Arrange meeting with the Secretary General of the DoH for CEO and Chairperson to provide a briefing on the position paper	MR	2022
7	wording relating to the SIRT committee's role be amended in the HTA outputs paper		
8	Future HR reports to include a comparator to industry/public sector norms regarding turnover, sick leave and other appropriate information lines	SA	September
9	Board committee oversight for child and adult safeguarding to be decided		
10	Re corporate plan: <ul style="list-style-type: none"> <li>- the DDTS may not be widely understood and should be explained better and</li> <li>- Wording on strategic objective 5 to be improved</li> </ul>		

## Carried forward actions from previous meetings

No	Action	Person Responsible	Time-frame
1	the rationale for not selecting a topic should also be included in future presentations on the HTA prioritisation process	MR	2022
2	Implications of function of investigating incidents (Patient Safety Bill) on HIQA to be	Corporate planning	Verbal update at 7/7/2021 BM –

	considered further as part of strategic discussions		positive engagement reported
3	Meet with the Secretary General and the Minister to raise the significance of acquisition of nursing homes by large companies	PQ/POM	When meeting can be arranged
4	Regulation committee to maintain oversight of developments on OPCAT. A report will come back to the Board at the appropriate time.	JK/KL	When appropriate
5	A coordinated understanding and approach to diverse activities to be raised with the Secretary General of the DoH by CEO and Chairperson	PQ/ POM	Corporate planning process has addressed this in part

#### **On hold actions**

1	Further develop elements of the paper on emergency department overcrowding revisit at the appropriate time	MD	On hold
2	CEO and Chairperson to meet with the HRB to explore what is being done in the area of technology research	POM/PQ	deferred
3	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 Children’s Ombudsman – may be revisited