

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

3 July 2024, 10am – 2pm
Board Room, Dublin

Present:

Name	Details	Initials
Pat O'Mahony	Chairperson	POM
Bernadette Costello	Board Member	BC
Caroline Spillane	Board Member	CS
Clíodhna Foley-Nolan	Board Member	CFN
Daniel McConnell	Board Member	DMC
James Kiely	Board Member	JK
Marion Meany	Board Member	MM
Martin Higgins	Board Member	MH
Martin O'Halloran	Board Member	MOH
Michael Rigby	Board Member	MJR
Paula Kilbane	Board Member	PK

In Attendance:

Name	Details	Initials
Angela Fitzgerald	Chief Executive Officer	AF
Sean Angland*	Acting Chief Operations Officer	SA
Carol Grogan*	Chief Inspector of Social Services	CG
Sean Egan*	Director of Healthcare Regulation	SE
Susan Montgomery*	Head of Human Resources and Organisation Development	SM
Lydia Buckley*	Data Protection Officer	LB
Laura Magahy*	Forvis Mazars	LM
Michael Breathnach*	Forvis Mazars	MB
Pat Millar*	Clarion Consulting	PM
Stephen Horan*	Grant Thornton	SH
Aiste Kupryte*	Grant Thornton	AK
Karen Egan	Board Secretary	KE
Emma Deenihan*	Head of Quality, Risk and Compliance	ED
Sukhneet Kaur Dhir	Board and Committee Secretariat Manager	SKD

*Joined for part of the meeting.

Apologies:

Name	Details	Initials
Lynsey Perdisatt	Board Member	LP

1.0 Welcome and Quorum

The Chairperson welcomed Board members to the meeting. A quorum was confirmed and the meeting was duly convened. The Chairperson advised that a Board -only session had been scheduled to discuss the CEO mid-year performance review.

1.1 Board only session - CEO PMDS

POM reported to the Board that he and LP, had recently met with the CEO to undertake a mid-year review of CEO performance. On behalf of LP, Chair of the Resource Oversight Committee (ROC), he provided an update on the meeting and noted that the CEO's performance was well documented as being exceptionally strong in the first half of the year. He also advised that the services of a professional coach had now been secured.

The Board unanimously agreed with the conclusions of the CEO's performance review.

AF and SD joined the meeting at this point.

2.0 Conflict of Interest

No Conflicts of Interest were declared.

3.0 Board Minutes (i) 22 May (ii) amended minutes of 20 March

(i) The minutes of the meeting of 22 May 2024 were reviewed by the Board and it was agreed that they were an accurate record of the meeting. BC proposed approval of the minutes and CFN seconded the proposal; **accordingly it was resolved that the minutes of 22 May be approved by the Board.**

(ii) The amended minutes of the meeting of 20 March were reviewed by the Board and it was agreed that they were an accurate record of the meeting. POM proposed the approval of the amended minutes and BC seconded the proposal; **accordingly it was resolved that the amended minutes of 20 March be approved by the Board.**

4.0 Review of Actions

KE referred the Board to the Review of Actions paper with updates on actions arising from previous meetings. She advised that a number of actions were in progress as indicated.

5.0 Matters Arising

POM advised that the upcoming vacancies on the Board were being considered by the Minister for Health and a formal notification was awaited from the Department. He thanked MJR for his work as a member of the Board and Chair of the SIRT Committee over the last few years. The Board members and AF also expressed their appreciation to MJR and thanked him for his contributions to the work of HIQA since his appointment to the Board.

6.0 Emerging Issues and Risks

No new emerging issues and risks were brought to the Board for discussion.

7.0 Health and Safety Matters

Sean Angland (SA), Acting Chief Operating Officer joined the meeting. He informed the Board about the Safe Driving Awareness Programme which covers essential safe driving practices and techniques and is being offered to all staff.

AF also noted that Board members would be invited to Safe Driving Awareness Programme session taking place over coming months.

8.0 Culture Review

Susan Montgomery (SM), Head of Human Resources and Organisation Development, Laura Magahy (LM) and Micheal Breathnach (MB), Forvis Mazars joined the meeting at this point.

BC introduced the Culture Review item and thanked LM and MB for all their work. She confirmed that the Culture Review Report had been reviewed by the Audit, Risk and Governance Committee at its recent meeting. She advised that the work on culture was linked to the Blended Working Strategy and the People Strategy and that it would be appropriate for the implementation plan arising out of the culture review to be overseen through the Board's Resource Oversight Committee.

LM gave the presentation on the Culture Review and highlighted several positive findings along with a number of recommendations intended to close any gaps in alignment between the target and actual culture.

AF noted the comprehensive work undertaken by LM and MB which, when considered in parallel with the IPSOS B&A staff engagement survey and the Review of Blended Working survey, provided rich data for the organisation in terms of developing a positive culture on a sustained basis.

The Board had an in-depth discussion on the Culture Review and agreed the following:

- Board oversight of the culture framework and its implementation by the HR directorate would be through the Resource Oversight Committee, and the Terms of Reference for that Committee would need to be updated accordingly.
- Given the level of growth underway in HIQA, the matter of what is the optimal size for the organisation to maintain coherence across its functions should be tabled for discussion at the Board's upcoming strategy session in October.
- The Executive would engage further with Fortis Mazars on the management responses to the recommendations and the final version of the report would be returned to the Board for its review.

SM, LM and MB and left the meeting at this point.

9.0 Board Committee Report

Standards, Information, Research and Technology Committee (SIRT) – 18 June 2024

MJR, Chair of SIRT Committee advised that the Committee considered the following items at the meeting:

- The Health Technology Assessment for addition of Herpes Zoster (shingles) vaccination to the Adult Vaccination Programme was reviewed and recommended for approval by the Board. MJR advised that the Committee had noted the public interest in the matter and the importance of communicating the key message of the HTA accurately. The Committee had also discussed cost effectiveness.
- The Governance Assurance Report for the Ionising Radiation (IR) function was reviewed and recommended for circulation to the Board for information.
- Public Health and CICER/ESCG function update was reviewed and recommended for circulation to the Board for information.
- The Committee noted that the National Standards for Information Management in Health and Social Care were developed by HIQA and had received approval from the Minister for Health.
- An update on risk management in the HTA and HIS Directorates was provided to the Committee.

Regulation Committee – 20 June 2024

JK, Chair of the Regulation Committee advised the Board that the Committee reviewed a range of topics at its meeting:

- A Report from the Chief Inspector - a detailed report was given across all three service pillars within the Directorate (Chief Inspector report is included with the Board papers).
- A Report from the Director of Healthcare Regulation which focused on key developments, including:
 - o An update on the CHI review
 - o An update on IPAS (which was included in the CEO report to the Board).
- An update on Networks and Integration Security Directive (NIS-2) (on Board agenda).
- An update was given on the Business plan objectives and risk management in the Healthcare Regulation and Social Care Directorates.

Audit, Risk and Governance Committee (ARGC) – 25 June 2024

BC, Chair of the ARGC reported that the following items were reviewed in detail at the ARGC meeting on 25 June 2024:

- An update on the Internal Audit Programme for 2024 - the Procurement review report was presented.
- The Culture Review was presented and discussed (on Board agenda).
- Reports on Financial results to May 2024 (on Board agenda) and DER finance were presented.
- Corporate risks were reviewed.
- The updated Risk Management Handbook and Policy (including Risk Appetite) were reviewed and recommended for approval by the Board (on Board agenda).

Resource Oversight Committee (ROC) – 27 June 2024

POM advised that he would provide the update on the recent meeting in the absence of LP, Chair of the ROC. He reported that the following items were reviewed in detail at the meeting:

- The contract for the provision of a national survey solution to maintain the services required to deliver the National Care Experience Programme was reviewed and was recommended for the approval of the Board (on Board agenda).
- A presentation on UN Sustainability Goals (on Board agenda).
- CEO PMDS (this matter was addressed during the earlier closed session).
- An update on the Workforce Plan was provided by the CEO.
- A report on Corporate Performance and Risk.

- An update on the DER programme and risks (Board DER status report on agenda).

POM thanked the Committee Chairs for their reports and for the work of the Committees in providing oversight of the Executive on behalf of the Board.

10.0 CEO's Report

Carol Grogan (CG), Chief Inspector of Social Services and Sean Egan (SE), Director of Healthcare Regulation joined the meeting at this point. AF highlighted the following from her report:

Corporate Governance

- Reflecting discussions at the recent Committee Coordination group meeting, there would be an increased focus on using time at Board meetings to look at strategic issues.
- A Board level strategic discussion on Protected Disclosures was proposed following presentation of the audit review on Protected Disclosures to the ARGC.
- The work of KE and ED in support of the Audit and Quality, Risk and Compliance functions was noted.

Strategic HR Issues

- A Mental Health First Responders Group has been established as an additional support to all staff, alongside the EAP and Wellbeing Programme.
- Preparations were underway for the All Staff away day. The theme for the event, which will take place on 11 September, is "Connection while Growing".
- HIQA submitted an updated Strategic Workforce Plan 2024 to the Department of Health and would be meeting with the Department shortly to discuss the Plan and resourcing issues in general.

Preparation for COVID-19 Inquiry

- AF noted that there would be a presentation later in the meeting on preparations for a COVID-19 Inquiry.
- She advised that any formal communication from the Minister on the matter would be tabled for discussion by the full Board.

Healthcare Regulation — Strategic Developments

- AF advised that the CHI review was now in the final stages of drafting with a target completion date of Q3 2024.
- Since the May Board meeting, HIQA has continued to engage with the Department of Health regarding the scope of the proposed review of Emergency Care Service Provision in the Mid-West; Terms of Reference for the review would be presented for Board approval when they are available.
- The International Protection Accommodation Services (IPAS) is now embedded and performing well.

- HIQA awaits confirmation on the commencement date for the Patient Safety (Open Disclosure and Notifiable Incidents) Act.

CER Directive

- AF noted that the Board had provided a conditional approval by written procedure since the last Board meeting, and noting of this decision was on the Board agenda.
- Engagement was ongoing with the Office of Emergency Planning (OEP) to prepare for a future role for HIQA under the CER Directive.
- HIQA has provided detailed legal feedback to the OEP on the draft regulations; no major concerns were identified.
- AF also highlighted the exceptional support being provided by the legal team under the leadership of Aoife McCann (AMcC), Head of Legal Services.

Health Technology Assessment

- The contract for the follow-on HRB Evidence Synthesis for Clinical Guidelines (HRB-ESCG) grant commenced on 28 May 2024. HIQA has applied for a HRB funded Knowledge Translation Award to support the HRB-ESCG grant through the development of digital educational resources not funded by the current grant.

Health Information and Standards

- The General Scheme for the Health Information Bill had been forwarded by the Department of Health and had been reviewed by the Executive. Developments in this area will be monitored. AF acknowledged the leadership of Rachel Flynn, Director of Health Information and Standards, in this area.
- In May 2024, the Minister for Health approved the National Standards for Information Management in Health and Social Care. The Standards will now be published and a communications plan has been prepared.

The Board expressed appreciation for the work and leadership of AF and thanked her for the comprehensive report.

11.0 Chief Inspector's Report

CG advised that she had presented the Chief Inspector's report in detail at the recent Regulation Committee meeting and highlighted the following key points to the Board:

Older Persons team

- Emerging issues since the Regulation Committee meeting were mostly related to financial stability of some registered providers and financial issues had recently led to the urgent cancellation of one centre.

Disability team

- At end-May 2024, there had been an increase of 43 designated centres since the beginning of the year. There were concerns regarding inadequate staffing

resources on inspection teams to cope with the increase in the number of centres.

Children's Team

- As of the end of May 2024, inspections have been concentrated on children's residential centres and the escalated provider inspection programme of child protection and welfare services and of foster care services that have 25% of children unallocated.
- The sector is continuing to experience the impact of an insufficient supply of placements for children and shortages of experienced social workers and social care staff.

Legal proceedings

CG summarised the current legal proceedings underway in the Directorate.

The Board thanked CG for her detailed report.

12.0 DER Status Report

Pat Millar (PM), Clarion Consulting joined the meeting at this point.

Carol Grogan (CG), Program Sponsor, introduced the DER Status Report and provided a summary of progress on the programme, including completion of the latest round of user acceptance testing which received positive feedback from business units. CG also advised that the DER risk register would be updated shortly.

AF updated the Board on recent developments in relation to escalations with the vendor:

- The approach to engagement with the vendor was outlined, along with detail on the current escalation with the vendor and associated costings.
- It was noted that a good discussion on DER had taken place at the recent ARGC meeting, including consideration of the funding approach for the project.
- A close out meeting for the current escalation was scheduled with the vendor's CFO later that week.

The Board complimented the Executive and PM on their handling of the DER project to date and noted that the project now appeared to be in a more viable position, notwithstanding there are many challenges and risks ahead.

CG and PM left the meeting at this point.

13.0 NIS-2

Sean Egan (SE), Director of Healthcare Regulation, introduced this item and gave an update on the NIS-2 Directive. In his presentation, he highlighted the following:

- Summary of engagement with the NCSC and the Department of the Environment, Climate and Communications since the last Board meeting.
- The progress made in clarifying the potential scope of involvement for HIQA in the taking on of responsibilities under the Directive.
- The remaining queries that HIQA has in relation to the scope of involvement and resourcing requirements.
- An estimate of the number of entities that will fall to HIQA for regulation under NIS-2.

The Board queried the appropriate funding source for the activities under NIS-2 and asked that clarity be sought on whether the required income would be voted or through some other funding mechanism.

AF highlighted SE's leadership on this item and advised that she was happy to recommend that the Board approve in principle the proposal that HIQA take on the role of competent authority under the NIS-2 Directive, subject to the outstanding issues, specifically around resourcing levels, HIQA's role alongside the National Cyber Security Centre (NCSC), including agreement around transitional arrangements for potentially assuming this function by HIQA from NCSC, and clarity on outstanding legal queries, being addressed to the satisfaction of the HIQA Executive.

The Board agreed to progress the matter by written procedure in coming days, after having additional time to consider the matter and the papers provided.

SE left the meeting.

14.0 Finance Report

Sean Angland (SA), Acting Chief Operating Officer joined the meeting at this point.

BC introduced the Finance Report and advised that the report had been discussed in detail at the recent ARGC meeting. She highlighted the following points:

- Expenditure to end-May was over budget.
- The primary drivers of this variance were payroll costs for posts sanctioned in late 2023 but not provided for in the 2024 budget and a backdated rent review of the Dublin office premises.

The Board noted that certainty had been received from the Department in relation to sanction of new posts and that recruitment had commenced on this basis. The Board also noted that the volume of the recent pay awards were unprecedented.

In response to comments and queries from the Board, the following was clarified by the Executive:

- The Department recognises the additional costs such as those associated with taking on of new functions and salaries of additional workers, and the backdated rent review of the Dublin office premises.
- The Executive was engaging with the Department of Health in relation to securing additional funding for these.

AF advised that continuing growth of the organisation and its functions were leading to an increased demand for financial resources. She advised Board that the above matters would be raised with the Department at their upcoming governance meeting.

15.0 Corporate Plan Update

SA introduced this item and provided the update on the preparation of the new Corporate Plan. He highlighted the following:

- The plan is in its development phase and is on schedule.
- In terms of consultation, a number of workshops, 1-to-1 meetings with key stakeholders had been held and a staff survey was underway.

The Board agreed that the draft Corporate Plan would be the substantive item to be considered at the Board's upcoming strategy session in October.

16.0 Presentation on UN Sustainability Goals

SA gave the presentation on the UN Sustainability Goals. He highlighted the following:

- Deloitte had worked with HIQA to engage across the organisation and with its stakeholders to develop the scale and scope of HIQA's sustainability vision.
- HIQA can play a role in furtherance of the UN Sustainable Development Goals (SDGs) directly through activities that protect the planet and enable staff to maximise social value.
- HIQA can also act indirectly to amplify its impact through promoting and encouraging sustainability in the sector more widely.

The Board congratulated SA on the excellent presentation and noted the significance of the subject. The Board agreed that the UN Sustainability Goals need to be considered in the context of the new Corporate Plan and it was proposed that there be a significant discussion on this at the October Board meeting as part of the corporate strategy session.

17.0 Preparedness for COVID Inquiry – Presentation

Lydia Buckley (LB), Data Protection Officer, Stephen Horan (SH) and Aiste Kupryte (AK), Grant Thornton joined the meeting at this point.

AF introduced this item and advised that a detailed paper had been circulated to the Board so as to provide full details on the progress on preparedness for a COVID Inquiry. SH and AK gave the presentation which provided an overview of the HIQA preparations.

The Board thanked the team for an informative presentation and the excellent work done to date. The Board noted the importance of providing adequate HR supports to all staff involved in the enquiry while it is ongoing.

LB, SH and AK left the meeting.

18.0 Contracts for Approval – National Care Experience Programme

POM advised the Board that the contract for the provision of a national survey solution to maintain the services required to deliver the National Care Experience Programme was scrutinised by the Committee at their recent meeting on 27 June 2024 and the Committee were in a position to recommend it to the Board for approval.

POM proposed the approval of the National Care Experience Programme contract and BC seconded the proposal; **accordingly it was resolved that the contract for the provision of a national survey solution to maintain the services required to deliver the National Care Experience Programme be approved by the Board.**

19.0 HTA Herpes Zoster

MJR, Chair of the SIRT Committee advised that the Committee was happy to recommend the HTA for the addition of herpes zoster (shingles) vaccination to the Adult Vaccination Programme to the Board for approval.

JK proposed the approval of the HTA for the addition of herpes zoster (shingles) vaccination to the Adult Vaccination Programme and PK seconded the proposal; **accordingly it was resolved that the HTA for the addition of herpes zoster (shingles) vaccination to the Adult Vaccination Programme be approved by the Board.**

20.0 Approval of updated Risk Handbook and Policy (including Risk appetite)

Emma Deenihan (ED), Head of Quality, Risk and Compliance joined the meeting.

BC introduced the item and advised the Board that the Risk Management Policy and Risk Management Handbook were reviewed in detail by the ARGC at their meeting on 25 June 2024 and the Committee was happy to recommend the same to the Board for approval. She noted that the Risk Management Policy and Handbook would be subject to continuing review and would be updated on an ongoing basis.

BC proposed approval of the Risk Management Policy (including Risk appetite) and the Risk Management Handbook and CFN seconded the proposal; **accordingly it was resolved that the Risk Management Policy (including Risk appetite) and the Risk Management Handbook were approved by the Board unanimously.**

ED left the meeting at this point.

21.0 Appointments to ARGC and SIRT Committees

The Board noted the paper on the appointments to the ARGC and SIRT Committees which proposed the following:

- Clíodhna Foley-Nolan (CFN) to be appointed to the Audit, Risk and Governance (ARGC) Committee for a 12 month period from 03 July 2024 to 02 July 2025. Her appointment to the Standards, Information, Research and Technologies (SIRT) Committee to cease on 03 July 2024.
- Marion Meany (MM) to be appointed to the Standards, Information, Research and Technologies (SIRT) Committee for a 12 month period from 03 July 2024 to 02 July 2025. Her appointment to the Audit, Risk and Governance (ARGC) Committee to cease on 03 July 2024.

MOH proposed the appointments to the ARGC and SIRT Committees and POM seconded the proposal; **accordingly it was resolved that appointments to ARGC and SIRT Committees be approved by the Board.**

22.0 Noting of Board decision by written procedure – Competent authority under CER Directive

The Board noted that, as provided in its Standing Orders, the decision on the CER Directive taken some weeks earlier by written procedure would be recorded in the minutes of the 3 July 2024 Board meeting as follows:

**The Board resolved by written procedure on 30 May 2024 that HIQA accept the role of Competent Authority under the Critical Entities Resilience (CER) Directive subject to remaining legislative, regulatory and resourcing matters being clarified to the satisfaction of the Executive.
Should the Executive not receive the required clarifications, the matter may be referred back to Board for further discussion.**

23.0 Public Health and HRB CICER function updates

MJR informed the Board that the Public Health and HRB CICER function updates were discussed in detail at the recent meeting of the SIRT Committee and were recommended to be circulated for the information of the Board.

The Board noted the updates.

24.0 Governance Assurance Report for IR Function

MJR informed the Board that the Governance Assurance Report for the Ionising Radiation (IR) Function was reviewed at the recent meeting of the SIRT Committee and was recommended to be circulated for the information of the Board. It is intended to set the precedent for an annual Governance Assurance Report for the IR Function.

The Board noted the Report.

25.0 CEO Report to the HIQA Board on adherence with JWA Procedures

The CEO Report on adherence with JWA Procedures was noted by the Board.

26.0 Chairperson's Report

The Chairperson's Report was noted by the Board.

27.0 Any Other Business

POM thanked everyone for their contribution during the meeting. There being no further business, the meeting concluded at 1:58pm.

Signed



Pat O'Mahony
Chairperson



Karen Egan
Board Secretary

Actions arising from Board meeting – 3 July 2024

No	Action	Person Responsible	Timeframe
1	Board members to be invited to Safe Driving Awareness Programme sessions taking place over coming months.	Board Secretary	July/August
2	Final version of the culture review to be returned to the Board for its review.	SM	October Board meeting
3	Board oversight of the culture framework and its implementation by the HR directorate to be through the Resource Oversight Committee; ROC ToR to be updated accordingly.	Board Secretary	October Board meeting
4	Agenda for October Board Strategy session to include the following: <ul style="list-style-type: none"> - The draft Corporate Plan (substantive item) - What is the optimal size for the organisation to maintain coherence across its functions. - Board level strategic discussion on Protected Disclosures following presentation of the audit review on Protected Disclosures to the ARGC. - UN Sustainability Goals in the context of the new Corporate Plan. 	Board Secretary	October Board meeting
5	Clarity to be provided on the appropriate funding source for the activities under NIS-2.	SE/SA	To accompany next update to Board on NIS-2
6	Paper seeking Board decision by written procedure on the role of HIQA under the NIS-2 Directive to be circulated.	KE/SE	Immediately after meeting
7	Governance Assurance Report for IR Function to be presented to the Board on an annual basis.	MR	Annually
Actions carried forward from previous meetings		Person Responsible	Timeframe
8	Agenda for October Board meeting to include substantive item on options for accommodating the increasing workload for Regulation and SIRT Committees.	Board Secretariat	October Board meeting
9	Business Case on the transfer of the NITAG function to HIQA be submitted to the Board in August 2024.	MR	August 2024

10	A paper providing clarification on the NIS-2 proposal, including setting out the impact on HIQA as an organisation of taking on the new functions under NIS-2, to be brought to the Board later in the year.	SE	At appropriate time
11	To consider a symposium during the upcoming Irish Presidency of the Council of the European Union (July–December 2026)	AF	Ongoing
12	Develop a policy on recovery of legal costs arising in litigation and present at the next Board meeting for consideration and approval.	AMcCann	Ongoing
13	Show percentage of training/education days against the overall number of working days	SM	Ongoing
14	Consideration to be given to governance arrangements for occasions when staff members are appointed to external bodies. AF agreed to come back with an update on this to the Board.	KE/AF	Ongoing
15	Regulation committee to maintain oversight of developments on OPCAT. A report will come back to the Board at the appropriate time.	JK/KE	When Appropriate