

## MINUTES

---

### **RQIA Board Meeting Dufferin Room A, Downshire Hospital, Downpatrick 14 January 2010, 2pm**

#### **Present**

Ian Carson (Chairman)  
Richard Adams  
Geraldine Donaghy  
Ruth Laird  
Allen McCartney  
Una O'Kane  
Colin Reid  
Austin Smith

#### **Officers of the Board present**

Glenn Houston (Chief Executive)  
Maurice Atkinson (Director of Corporate Services)  
Robert Graham (Committee Services Manager)  
Theresa Nixon (Director of Quality Assurance)  
Phelim Quinn (Director of Operations)  
David Stewart (Director of Service Improvement)

#### **Apologies**

Lilian Jennett  
Patricia McCoy

#### **Apologies**

None

### **PUBLIC SESSION**

#### **10.01 Welcome and Chairman's Remarks**

- 10.01.1 The Chairman welcomed Board members and Officers of the Board to the meeting. He noted apologies from Board members Lilian Jennett and Patricia McCoy.
- 10.01.2 The Chairman asked Board members if, following consideration of the agenda items, any interests were required to be declared in line with Standing Orders. No declarations of interests were made.
- 10.01.3 The Chairman advised that the four Board members awaiting reappointment to the Board had now received confirmation of their reappointment. He added that he did not know when the recruitment process was due to commence for the three vacancies on the Board.

#### **10.02 Minutes of the meeting of the Board held on Thursday 12 November [Paper min/Nov/09]**

- 10.02.1 The Board **APPROVED** the minutes of the meeting of the Board meeting held on 12 November, subject to the amendment, "aligned with the ~~the~~ strategic objectives" in paragraph 09.104.1.

#### **Resolved Actions**

- **Minutes to be amended and formally signed off by the Chairman**

**10.03 Matters arising from minutes**

10.03.1 The Chairman advised that the action list from the last meeting had been completed and sought updates on any other matters arising.

**09.99.2 Friends of Foyleville**

10.03.2 The Director of Operations advised the Board that RQIA had responded to a written submission from the Friends of Foyleville but that the group remained concerned, particularly around the issue of staffing levels in the unit. He added that RQIA is continuing a dialogue with the group.

**09.103.2 Meeting with Paul Long**

10.03.3 A Board member asked if there were any developments arising from RQIA's meeting with Paul Long. The Chief Executive advised the Board that the session had been useful and that the key learning for RQIA was around ensuring the robustness of its systems for collating and analysing information relating to concerns, particularly information from different sources. He added that the session would assist RQIA in formulating its approaches to risk assessment and the management of serious concerns. The Director for Service Improvement added that NHS Trusts and statutory services in England are now registered with CQC.

**09.108.5 Advocacy Training**

10.03.4 A Board member asked if the advocacy training had taken place. The Director of Operations advised that the training was due to take place in May 2010 and the Board would be informed. He stated that the Human Rights Advisor had asked for nominations from Board members for attendance at the training.

**09.106.2 Feedback on RQIA Corporate Strategy**

10.03.5 A Board member asked if the feedback on the consultation on the RQIA Corporate Strategy had been shared with those who had responded. The Director of Corporate Services informed the Board that, following the approval of the Strategy by DFP Supply, the summary of the consultation responses had been placed on the RQIA website and sent to the respondents.

**09.102.2 Information Sharing Protocol with NI Ombudsman**

10.03.6 The Director of Quality Assurance confirmed that the protocol would be available at the Board meeting in March.

**10.04 Chairman's report - Chairman [Paper A/01/10]**

- 10.04.1 The Chairman presented his report to the Board and advised that he would share the minutes of the recent Accountability Review with Board members, when available.
- 10.04.2 The Chairman informed the Board of RQIA's attendance at an HSC Commissioning workshop and advised that the event had shown that the relationships between the new HSC organisations are not fully developed but that RQIA's input to the event had been welcomed.
- 10.04.3 The Chairman advised the Board that he had met with the Permanent Secretary, and that the meeting had been useful.
- 10.04.4 The Chairman concluded his report by informing the Board of RQIA's presence at the recent Assembly debate. He welcomed the references made at the debate around the independence of RQIA.
- 10.04.5 The Board **NOTED** the Chairman's Report.

**Resolved Actions**

- **Minutes of Accountability Review meeting to be shared with Board members**
- **Board members to forward expressions of interest for the advocacy training to the Committee Services Manager**

**10.05 Chief Executive's Report - Chief Executive [Paper B/01/10]**

- 10.05.1 The Chief Executive presented his Report to the Board and began by noting the recent media interest in RQIA's work following the launch of the Child Protection Review and the Unannounced Hygiene Inspection reports. He advised the Board that RQIA had attended a meeting of the Northern Ireland Assembly Health Committee and had held discussions with DHSSPS officials regarding RQIA's future work on the Safeguarding Review vis-à-vis the follow up work by Mr. Henry Toner QC in the Western Trust.
- 10.05.2 With regard to the unannounced hygiene inspections, the Chief Executive confirmed that the Minister had established a new team to monitor the implementation of the Trusts' action plans in respect of the unannounced hygiene inspections. Members confirmed that they had read a copy of the Minister's letter of 11 December 2009 concerning this matter. The Chief Executive added that RQIA had met with Dean Sullivan, Mary Hinds and the Chief Medical Officer to discuss RQIA's work and the work of this new team. He informed the Board that the DHSSPS had been advised that it was RQIA's intention to continue with its inspection programme.
- 10.05.3 A Board member expressed concern about the press coverage of the Child Protection Review and its association with the Toner Review

arising from the deaths of the McElhill/McGovern Family. The Chief Executive advised that the reporting had focused almost exclusively on events in the Western Trust. He explained that the launch of the Child Protection Review reports coincided with the completion of the Coroner's inquest into the McElhill / McGovern deaths.

- 10.05.4 The Chief Executive updated the Board on the financial position and advised that RQIA had agreed to surrender a further £100k. He added that this would be discussed further at Item 6.
- 10.05.5 The Chief Executive advised the Board that following a request from DHSSPS, an overview report of the Maternity Services review was being prepared and would be brought to the Board workshop in February.
- 10.05.6 The Chief Executive provided an update on two issues of concern which appear on the RQIA Corporate Risk Register around unregistered accommodation for children and day care facilities which do not meet the minimum standard for registration. It was noted that, with regard to the day care centres, the issues mostly concerned estates and health and safety issues.
- 10.05.7 The Chief Executive advised the Board that RQIA's Senior Hygiene Inspector would be visiting Scotland and Wales to look at the methodology of conducting both announced and unannounced hygiene inspections of hospitals. The Chairman explained to Board members that the Minister had raised concerns about RQIA's inspections as they represented a "snapshot" and that perhaps in future some announced inspections should last up to three days.
- 10.05.8 A Board member asked if improvements could be noted by the inspection team. The Chief Executive advised that there were significant improvements in the Northern Trust, and in other acute hospitals, for example the Mater Hospital, but in some cases the levels of cleanliness had fallen. He went on to explain that the DHSSPS had set up the new team and their remit is to follow up on the recommendations of RQIA's reports and that the Trusts would be accountable to this new group, thus maintaining RQIA's independence.
- 10.05.9 A Board member pointed out that the issue of the responsibility for following up on recommendations made by RQIA had been raised previously by the Board. The Chief Executive concurred with this point but explained that in the case of the Child Protection Review, the Minister had specifically asked RQIA to conduct a re-audit. Members confirmed that they had received a copy of the Minister's letter of 8 December 2009 concerning this matter.
- 10.05.10 A Board member noted that in recent months the profile of RQIA had been raised and congratulated the staff for the work they had done to

achieve this. The Board member raised a concern that it was the responsibility of the Board to set the strategic direction of RQIA, and that the role of the Board may be compromised if the current work programme continues on hold at the request of the DHSSPS, as outlined in the Chief Executive's Report.

- 10.05.11 The Chairman noted the concerns of the Board member and explained that at meetings with the DHSSPS, he had made specific reference to the role of the RQIA Board. The Chief Executive added that it was RQIA's intention to continue with the programme of unannounced hygiene inspections but that inspections would not recommence until mid-February, in order to allow the DHSSPS team to meet with each of the five Trusts. He added that during the intervening period RQIA would take time to consider its methodology for conducting these inspections. He finished by saying that RQIA had advised the DHSSPS that it was planning to revisit a number of acute, maternity and mental health units that had previously been inspected.
- 10.05.12 A Board member sought clarity on the membership of the new DHSSPS team. The Chief Executive explained that Dean Sullivan is Director of Planning and Performance Management at the DHSSPS and thus will have a role in ensuring Trusts implement the recommendations of RQIA reviews.
- 10.05.13 A Board member asked if the publication of reports had stopped. The Chief Executive explained that it was RQIA's intention to place all reports of inspections that have been completed to date into the public domain. He added that he had made it clear to the DHSSPS that RQIA would be publishing the reports and putting them on its website in due course. He concluded by saying that until the programme of inspections was recommenced RQIA would be working closely with the DHSSPS team to make sure there is a clear understanding of our respective roles.
- 10.05.14 A Board member proposed that the concerns of the Board regarding the temporary cessation of the unannounced hygiene inspection programme, at the behest of the DHSSPS, and the implications of this vis-à-vis the role of the RQIA Board, were communicated to the DHSSPS. The Chairman agreed that he would address these concerns with DHSSPS.
- 10.05.15 The Chief Executive gave an overview of recent job appointments and leavers. He concluded his report by informing the Board that RQIA had begun a review of fees and that a scoping paper had been sent to DHSSPS. It was noted that the outcome of the review would be brought to the Board.
- 10.05.16 The Board **NOTED** the Chief Executive's Report.

**10.06 Finance Report - Director of Corporate Services [Paper C/01/10]**

10.06.1 The Director of Corporate Services presented the Finance Report to the Board and advised that at 30 November 2009, projections indicated a forecast surplus of £110k. He explained that this was largely due to RQIA's failure to recruit to a number of vacancies. He advised the Board that in order to comply with the DHSSPS monitoring round and to achieve a break even position, it had been agreed that a further £100k would be surrendered. He added that work was continuing to monitor both pay and non-pay expenditure in order to keep under review the forecast for the end of year position.

10.06.2 Board members expressed their concern at the underspend and the implication of this for future RQIA allocations. The Chief Executive explained that work had already commenced on the financial plan for 2010/11. The Director of Corporate Services added that it is hoped that DHSSPS will be in a position to advise RQIA in February of its indicative allocation for 2010/11.

10.06.3 The Board **NOTED** the Finance Report.

**10.07 Corporate Risk Register / Assurance Framework Report - Director of Corporate Services [Paper D/01/10]**

10.07.1 The Director of Corporate Services presented the updated Corporate Risk Register to the Board and outlined the main changes. He advised of two new risks and that the previous risk concerning RQIA's inability to fill vacancies had been removed. In addition he highlighted that, subject to the agreement of the Board, Risk 4 should be removed as it has a minor impact/unlikely probability.

10.07.2 A Board member suggested that Risk 4 should remain on the Risk Register based on the Executive Team carrying out a review the Risk Assessment.

10.07.3 The Director of Corporate Services explained that the Assurance Report was compiled using risks from the Corporate Risk Register and applying two criteria - risks that concerned RQIA's inability to carry out its statutory functions and risks that concerned RQIA's inability to achieve a financial break even position. He further explained that following a recent meeting of the Audit Committee it had been agreed that both the Corporate Risk Register and the Assurance Framework had to be brought to the Board for consideration.

10.07.4 A Board member asked if the Corporate Risk Register described the risks adequately and that risks should be considered in terms of cause, event and effect. A Board member added that it was important that every risk had an identified risk owner.

- 10.07.5 The Chairman drew members' attention to Risk 1 on the Assurance Report and noted that RQIA had not yet heard from DHSSPS regarding this matter. A Board member asked if DHSSPS received the Assurance Framework Report. The Director of Corporate Services confirmed that DHSSPS would receive all papers going to the Board as a matter of course.
- 10.07.6 The Director of Corporate Services pointed to the potential for duplication between the Corporate Risk Register and the Assurance Framework and suggested that RQIA would do further work to develop a single, integrated report or to consider the criteria for the Assurance Report.
- 10.07.6 The Board **NOTED** the updated Corporate Risk Register and Assurance Report.
- 10.08 3 Year Review Programme - Director for Service Improvement [Paper E/01/10]**
- 10.08.1 The Director for Service Improvement presented RQIA's 3 Year Review Programme to the Board and advised that the final version of the programme would be shared across the HSC.
- 10.08.2 The Chairman expressed his thanks for the contributions made by Board members in the preparation of the document and advised that it had been shared with Minister. The Director of Operations added that Trusts had been enquiring about a potential review programme and the publication of this document would allow Trusts to know when reviews would be undertaken.
- 10.08.3 The Chief Executive advised that it was RQIA's intention to produce an abridged version of the review programme and to publish it in a similar format to that of the Corporate Strategy.
- 10.08.4 A Board member asked if the review programme had been shared with RQIA staff. The Chief Executive confirmed that key staff had been involved in the preparation of scoping papers and that the programme would be shared with all staff at the next staff meeting.
- 10.08.5 A Board member expressed his view that the process for developing the review programme had allowed the Board to feel ownership of the finished product.
- 10.08.6 The Board **APPROVED** the Three Year Review programme.
- 10.09 Data Security Policy - Director of Corporate Services [Paper F/01/10]**
- 10.09.1 The Director of Corporate Services presented the Data Security Policy to the Board and explained that, following the workshop in

December, comments made by Board members had been incorporated in the final version of the document. He added that some guidance was necessary for Board members to accompany the policy.

- 10.09.2 The Chairman asked how RQIA assured itself that it had the proper systems in place for ensuring data security. The Director of Corporate Services added that the ICT and Records Management Controls Assurance Standards would guide RQIA in this area. The Chief Executive suggested that this was an area of work that Internal Audit could pick up on.
- 10.09.3 A Board member asked what training would be put in place for RQIA staff. The Director of Corporate Services advised that training in Data Protection and Freedom of Information would be arranged for staff following approval of the Policy.
- 10.09.4 A Board member suggested that guidance was required on the password protection of e-mails. The Chief Executive concurred with this point and noted that it was an issue RQIA was giving due consideration to.
- 10.09.5 The Board **APPROVED** the Data Security Policy.

**10.10 Gifts and Hospitality Policy - Director of Quality Assurance [Paper G/01/10]**

- 10.10.1 The Director of Quality Assurance presented the Gifts and Hospitality Policy to the Board and advised that she had considered the comments of Board in the preparation of the final version. She added that training would be undertaken with all staff.
- 10.10.2 Board members agreed that it was a comprehensive policy and no further amendments were required.
- 10.10.3 The Board **APPROVED** the Gifts and Hospitality Policy.

**10.11 Mental Health and Learning Disability - Director of Operations [Paper H/01/10]**

- 10.11.1 The Director of Operations presented the latest update on the work of the Mental Health and Learning Disability team. He began by giving an overview of serious adverse incidents and noted that there had been an improvement in the reporting of these by Trusts. He added that there had also been a reduction in the error rate for prescribed forms and guardianship applications.
- 10.11.2 The Director of Operations advised that a series of meetings had taken place between RQIA and Trust Directors to outline the role of the Mental Health and Learning Disability team.

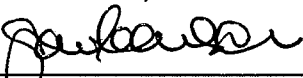


- 10.11.3 The Director of Operations advised that it was his intention to bring an overview of the Patient Experience Reviews to a future Board meeting. He went on to inform the Board that the Guardianship and Medical Panels continued to meet and added that the Expert Advisory Panel would hold its first meeting during February.
- 10.11.4 The Director of Operations advised that RQIA would be participating in a joint inspection of Magilligan prison in March 2010. On a different theme, he added that RQIA was working with DHSSPS on developing new legislation for Mental Health and Learning Disability.
- 10.11.5 The Director of Operations concluded by advising that the Mental Health and Learning Disability team had begun to develop its own Strategy, looking at its objectives under OPCAT, the 1986 Mental Health Order and the 2007 Reform Bill.
- 10.11.6 The Chairman expressed his appreciation for the work of the team in covering such a large remit and the importance of this work. A Board member asked how many staff were employed within the team. Another Board member asked if the staff had integrated with the other teams across RQIA. The Director of Operations advised that the team based in Riverside Tower was small in number but there were many sessional staff. He added that the team had integrated well with other teams. The Chairman suggested that Board members may wish to meet with the team.
- 10.11.7 A Board member sought clarity on the scope of the CAMHS review. The Director of Operations confirmed that there had been difficulties in defining the scope of the review but that, following discussions with Trusts, the review would shortly be commenced.
- 10.11.8 A Board member asked if specific training was required for Board members in terms of the legislation. The Director of Operations advised that the Human Rights Advisor was developing a proposal in this area.
- 10.11.9 The Board **NOTED** the update from the Mental Health and Learning Disability team.
- 10.12 Terms of Reference and Project Plan for Phase 2 Review of Quarterly Report - Director of Corporate Services [Paper I/01/10]**
- 10.12.1 The Director of Corporate Services advised the Board that following the Board meeting in November, work had begun to review the format of the Quarterly Report. He said that the first phase of this work was underway and that the second phase would involve setting up a review group with Board member participation. He gave a brief overview of the project plan and noted that the planned completion date is May 2010.

- 10.12.2 A Board member proposed that the bullet points in section 4 of the project plan should be reworded to put the emphasis on improved learning and strategic decision making.
- 10.12.3 A Board member sought clarity on the status of the 2010/11 Business Plan. The Director of Corporate Services confirmed that work had commenced and that the draft would be signed off by the Executive Team at a workshop on 22 January. He added that it is hoped that the DHSSPS will shortly be advising RQIA of its financial allocation for 2010/11.
- 10.12.4 Subject to the suggested revisions, the Board **APPROVED** the terms of reference and project plan for the review of the Quarterly Report.
- 10.13 Any Other Business**
- 10.13.1 There was no other business and the Chairman drew the public session to a close at 4:15pm.

**Date of next meeting:  
Thursday 11 March 2010, Venue TBC**

Signed

  
\_\_\_\_\_  
Dr Ian Carson  
Chairman

Date

11 March 2010