

**RQIA Corporate
Performance Report
2018-19**

**Quarter 2
July to September 2018**



**The Regulation and
Quality Improvement
Authority**

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Introduction

The Corporate Performance Report summarises our performance for the last financial year. In a change from previous Corporate Performance Reports this paper will focus on providing evidence on how well RQIA is delivering the actions identified within the annual Business Plan, linked to its strategic objectives and priorities as described in the Corporate Strategy 2017-21.

Traffic Light Rating System

RQIA has adopted a Traffic Light Rating System to demonstrate how well the business actions are performing or have been delivered. The Traffic Light rating operates as follows:

-  action has not been achieved by the completion date. A brief exception report should be produced detailing the remedial action required to ensure achievement of action by year end.
-  action unlikely to be achieved by the completion date. A brief exception report should be produced detailing the remedial action required to ensure achievement of action by the completion date or by when the action will be achieved.
-  action forecast to be completed by the completion date
-  action delivered

Summary of Traffic Light Rating System (Period Ending September 2018)

Traffic Light	Sept 2018	Actions that require exception reports
	0	
	0	
	34 (100%)	
	0	

Summary of Achievements

- The RADaR database has been developed and is currently being piloted by the Nursing & Residential Team.
- The RQIA Membership Scheme was launched on 7 June 2018 and by the end of Quarter 2, 70 people had signed up to RQIA's membership scheme
- A project has been initiated by day care and domiciliary care agency inspectors to provide information about RQIA and inspections in a format that is accessible to service users with a range of communication needs.
- A total of 1,233 inspections were completed by the end of Quarter 2 which represents 49% of year's scheduled inspections completed.
- 45 inspections were completed with lay assessor involvement by the end of Quarter 2, which is on target.
- The information request database has been built on a Microsoft Access platform and was rolled out to the information team in late June 2018. The database holds all the required information and meets the team's needs.
- Two Memoranda of Understanding (MoUs) were signed off in Quarter 2 with the Northern Ireland Social Care Council and the Fire and Rescue Service.

STRATEGIC THEME 1

Encourage quality improvement in health and social care services

Action	Measures	Delivery				Performance
		Q1	Q2	Q3	Q4	
<p>Action 1.1 We will lead an independent assurance process overseeing the sustainable implementation of the recommendations of the report of the Inquiry into Hyponatraemia-Related Deaths.</p> <p>Brag Rating: ●</p> <p>On track for achievement</p>	Implementation of workstream 9 arising from the O'Hara report.				X	On track for achievement. The project group has been established and first meetings planned.
<p>Action 1.2 We will produce our first annual summary of the quality of services we inspected, audited and reviewed in 2017/18.</p> <p>Brag Rating: ●</p> <p>On track for achievement</p>	<ul style="list-style-type: none"> First annual summary report of services we inspected, audited and reviewed 				X	This work will be completed by Quarter 4

STRATEGIC THEME 1

Encourage quality improvement in health and social care services

Action	Measures	Delivery				Performance
		Q1	Q2	Q3	Q4	
<p>Action 1.3 We will implement the steps outlined in our action plan arising from our internal review of steps taken in respect of Dunmurry Manor Care Home and consider recommendations made by the Commissioner in respect of actions arising for RQIA in the report of his investigation</p> <p>Brag Rating: ● On track for achievement</p>	Implementation of the steps outlined in RQIA's action plan arising from our internal review of Dunmurry Manor				X	<p>DoH is leading on the response to the COPNI report and RQIA submitted the input as requested by the required deadline.</p> <p>The Dunmurry Manor Care Home Action Plan remains in place with several actions completed to date.</p>
<p>Action 1.4 Where we identify gaps in the quality of services in care homes, we will support improvement, for example by providing or signposting to best practice guidance.</p> <p>Brag Rating: ● On track for achievement</p>	Number of RQIA initiatives for supporting improvement to overcome gaps identified in the quality of services which RQIA inspects				X	<p>In Quarter 1, work began on the development of a resource pack for care homes on planning for winter pressures. The aim of the project is to have a resource pack developed and supported by events in the autumn to assist with winter planning. Work is</p> <p>In September RQIA with support from NICE delivered 3 Medicines Management Workshops to Care Home Providers. Other opportunities have also been sought including working with the NICE Implementation Facilitator for NI to increase awareness of NICE resources for the regulated sector.</p> <p>The information team is working to analyse breaches on compliance with a view to ascertaining key areas in which to focus for future projects.</p>

STRATEGIC THEME 2

Use sources of information effectively

Action	Measures	Delivery				Performance
		Q1	Q2	Q3	Q4	
<p>Action 2.1 We will develop and quality assure a range of relevant risk factors to inform the targeting of resources to nursing and residential home inspections.</p> <p>Brag Rating: ● On track for achievement</p>	<ul style="list-style-type: none"> Complete detailed quality assurance on the 8 data sources identified as part of the Dynamic Data Workstream for RADaR Complete a pilot using the above data sources in order to try and predict risk as set out in the RADaR model 				X	<p>NI Ambulance Service (NIAS) data and Hospital Admission Data have been evaluated and summary reports produced. There are a number of data quality issues with the hospital admission data and as such quality assurance is ongoing. The NIAS data has provided valuable insight and work is now underway to agree a regular process for receipt of the data and explore the possibility for inclusion in iConnect</p> <p>Work pressures within BSO have resulted in a delay in receiving the initial extract of data from the GP NHAIS system for validation. The RADaR database has been analysed extensively and the results have been presented at the RADAR workshop on 5th November.</p>
<p>Action 2.2 We will ensure information collected centrally within RQIA is fit for purpose and delivers a consistently high standard of timely and appropriate analysis.</p> <p>Brag Rating: ● On track for achievement</p>	<ul style="list-style-type: none"> Develop self service capability for validation, performance and quality reports Deliver training in the use of self-service reporting 			X	X	<p>The first self-service reporting template has been developed and designed and roll-out will commence on 31st October 2018.</p> <p>Training in the interpretation and use of the self-service reporting template will be undertaken at team level and will commence at the Agencies Team meeting on 31st October 2018.</p>
<p>Action 2.3 We will publish an annual summary of high level statistical information in relation to the regulatory activities carried out by RQIA. The publication will be in line with official statistics guidance and as such we will seek national statistics accreditation.</p> <p>Brag Rating: ● On track for achievement</p>	<ul style="list-style-type: none"> Produce an agreed draft publication using information for the 2017/18 year by the end of 2018/19 				X	<p>Initial discussions were held during Quarters 1 and 2. The majority of the work involved in producing the summary report is on target for completion by the end of Quarter 4.</p>

STRATEGIC THEME 2

Use sources of information effectively

Action	Measures	Delivery				Performance
		Q1	Q2	Q3	Q4	
<p>Action 2.4 We will ensure that the work of the Information Team is in line with the Northern Ireland Statistics and Research Agency (NISRA) and Department of Health standards.</p> <p>Brag Rating: ●</p> <p>On track for achievement</p>	<ul style="list-style-type: none"> Information Team Business Plan to be incorporated within the NISRA DoH Business Deliver training to the information team on DoH and NISRA standards Plan 	X			X	<p>The RQIA Information Team Business Plan has been incorporated within the NISRA DoH Business Plan.</p> <p>Training in relation to DoH and NISRA standards will be provided to the information team by the end of Quarter 4.</p>

STRATEGIC THEME 3

Engage and involve service users and stakeholders

Action	Measures	Delivery				Performance
		Q1	Q2	Q3	Q4	
<p>Action 3.1 We will increase the profile of RQIA with the public.</p> <p>Brag Rating: ●</p> <p>On track for achievement</p>	Number and % of people who were surveyed in the Household Survey that are aware of RQIA's role and responsibilities			X		<p>A number of questions in relation to the public's perception of RQIA's role and responsibilities were incorporated in to the (NISRA) Continuous Household Survey during 2017/18.</p> <p>The results of the survey are due in Quarter 2 and an analysis of the results will be completed in Quarter 3.</p>
<p>Action 3.2 We will launch a membership scheme to involve service users, families and carers in our work.</p> <p>Brag Rating: ●</p> <p>On track for achievement</p>	Successful launch of RQIA Membership Scheme			X		<p>The Membership Scheme was launched on 7 June 2018. During Quarter 1 we asked for volunteers to join the scheme with a view to an event or series of events in the autumn to co-produce terms of reference and a work-plan for the group.</p> <p>At 30 September 2018, 70 people had signed up to RQIA's membership scheme. In Quarter 3 members will be invited to attend focus groups to develop and co-produce terms of reference and a work-plan for the group. This may include developing accessible information and guidance for members of the public; accessible report formats; and seeking views on other areas/issues that we should focus upon.</p>
<p>Action 3.3 We will actively develop partnerships with academia and service improvers to enhance our processes and procedures.</p> <p>Brag Rating: ●</p> <p>On track for achievement</p>	<ul style="list-style-type: none"> Analysis of RQIA's active involvement with academia and service providers Number of inspections completed with student nurses involvement 				X	<p>RQIA has been engaging with Professor Brian Taylor (Ulster University), on the development and implementation of 'RADaR'. RQIA delivered a presentation on RADaR at the University of Ulster DARE Conference, on 3 July.</p> <p>RQIA has also met with representatives from the Association for Real Change (ARC), Independent Health and Care Providers (IHCP) for the purposes of information sharing and planning partnership working events.</p> <p>RQIA will be supporting ARC at an event for registered Managers on 27 November focusing on monitoring quality across a range of social care settings.</p> <p>A training programme on rights of children is currently being developed with Queens University Belfast and the RQIA Children's Team to be delivered in November.</p> <p>Two dental inspections were completed with student nurses involvement in Quarter 2.</p>

STRATEGIC THEME 3

Engage and involve service users and stakeholders

Action	Measures	Delivery				Performance
		Q1	Q2	Q3	Q4	
<p>Action 3.4 We will work collaboratively to report on the lived experience of users of health and social care.</p> <p>Brag Rating: ● On track for achievement</p>	<p>We will work with a range of representative groups to best assess lived experience.</p>				x	<p>In Quarter 2 RQIA continued to engage with the Voice of Young People in Care organisation (VOYPIC) to increase user involvement in children's homes inspections. Currently VOYPIC are preparing a proposal which will include the recruitment of an intern who will oversee the training and induction of a team of ex care experienced young people (sessional workers) to assist in the inspection of children's services.</p>
<p>Action 3.5 We will increase the involvement of lay assessors in our work programmes.</p> <p>Brag Rating: ● On track for achievement</p>	<p>Meaningful lay assessor involvement to increase in all work programmes</p>				X	<p>The target for 2018/19 is 70 inspections to include a lay assessor.</p> <p>At the end of Quarter 2, 45 inspections have been carried out with a lay assessor present, 30 within a nursing home and 14 within a residential care home. One inspection which involved a lay assessor was completed within a MHL service.</p>

STRATEGIC THEME 4

Deliver operational excellence

Action	Measures	Delivery				Performance
		Q1	Q2	Q3	Q4	
<p>Action 4.1 We will implement the actions set out in our Transformation, Modernisation and Reform framework.</p> <p>Brag Rating: ●</p> <p>On track for achievement</p>	Implementation of the actions set out in our Transformation, Modernisation and Reform framework				X	The Head of Business Support was recruited in Quarter 2. Job descriptions for additional new posts such as a Business Manager have been drafted for banding.
<p>Action 4.2 We will develop and implement an organisational development plan to give our staff the skills they need to support transformation, modernisation and reform.</p> <p>Brag Rating: ●</p> <p>On track for achievement</p>	Implementation of the RQIA Organisational Development Plan				X	Discussions have been held with the HSC Leadership Centre to develop a bespoke programme of organisational development for RQIA staff. A draft programme has been received in Quarter 1 for assessment with the intention of rolling out a programme to senior staff by the end of Quarter 4.
<p>Action 4.3 We will develop and implement a charter of RQIA's vision and values</p> <p>Brag Rating: ●</p> <p>On track for achievement</p>					X	RQIA is currently reviewing its vision and values which will define our culture and capture what we do when we are at our best. This work is on target for completion by the end of Quarter 4.
<p>Action 4.4 We will develop and implement a suite of customer service standards.</p> <p>Brag Rating: ●</p> <p>On track for achievement</p>	Development and implementation of a suite of customer service standards				X	During Quarter 1 a benchmarking exercise was undertaken to ascertain customer service standards in comparable organisations.

STRATEGIC THEME 4

Deliver operational excellence

Action	Measures	Delivery				Performance
		Q1	Q2	Q3	Q4	
<p>Action 4.5 We will align our range of provider guidance to ensure it reflects our vision, values and commitment to customer service.</p> <p>Brag Rating: ● On track for achievement</p>	Aligned provider guidance which reflects our vision, values and commitment to customer service				X	This exercise will follow on foot of the development of customer service standards.
<p>Action 4.6 We will pilot the risk-adjusted, dynamic and responsive (RADaR) model designed in 2017/18 to support a risk-based, intelligence-led approach to inspection planning for care homes and other services.</p> <p>Brag Rating: ● On track for achievement</p>	Pilot and review RADaR with Nursing and Residential Care throughout 2018/19				X	The risk adjusted part of the RADaR Database is now live and is currently being piloted by the Nursing & Residential Teams. Work is ongoing on the development of the dynamic intelligence led model which is on track for achievement by Quarter 4. A workshop for RQIA staff involved in thee pilot and development of the dyanamic data was held in June and a further workshop is planned for November.
<p>Action 4.7 We will improve the quality of our reports so they are meaningful, accessible and useful to all stakeholders.</p> <p>Brag Rating: ● On track for achievement</p>					X	A project has been initiated by day care and domiciliary care agency inspectors to provide information about RQIA and inspections in a format that is accessible to service users with a range of communication needs. The project has involved service users, staff and inspectors and feedback from these groups supports the need for RQIA to review the accessibility of inspection reports. Through co-production, the project aims to produce a range of 'easy read' reports and other information about RQIA for service users who have communication needs. It is anticipated that this project will be completed on target by the end of March 2019.

CORE ACTIVITIES

In addition to the specific actions included in our business plan for the coming year, RQIA will maintain our core activities

Action	Measures	Delivery				Performance
		Q1	Q2	Q3	Q4	
<p>Action 5.1 We will exercise the Authority's powers to support and drive improvement in the services we inspect, review and audit</p> <p>Brag Rating: ● On track for achievement</p>					X	RQIA will contribute to an Association for Real Change (ARC) workshop involving registered managers of services to develop a regional quality monitoring template for the completion of monthly reports. This workshop will take place on 27 November.
<p>Action 5.2 We will provide advice to the Department of Health on proposed policy and legislation affecting the regulation or quality of health and social care.</p> <p>Brag Rating: ● On track for achievement</p>					X	In Quarter 2 a paper was drafted and presented to RQIA's Audit Committee on 10 th October 2018 advising on gaps in service provision with recommendations to ensure the safety and wellbeing of those young people requiring accommodation in unregistered accommodation. This report will be discussed with the RQIA Board and the DoH in due course.
<p>Action 5.3 We will meet our statutory requirements in respect of the regulation, inspection, review and audit of health and social care.</p> <p>Brag Rating: ● On track for achievement</p>	<ul style="list-style-type: none"> % of planned inspections, reviews and audits completed by year end 				X	<p>A total of 2529 inspections of regulated services are scheduled for 2018/19, with 1,233 completed in Quarter 2. This represents 49% of scheduled inspections for the year completed by end of Quarter 2.</p> <p>RQIA has funded 3 audits and 3 quality improvement initiatives during 2018/19 – all of which have commenced in Quarter 1. During Quarter 2 there were concerns about 1 quality improvement initiative and in response RQIA is constantly monitoring and assessing the situation. This matter will be escalated to the appropriate Medical Director in Quarter 3.</p> <p>Four thematic reviews are currently underway with a further five undergoing quality assurance to be published in-year.</p>

CORE ACTIVITIES

In addition to the specific actions included in our business plan for the coming year, RQIA will maintain our core activities

Action	Measures	Delivery				Performance
		Q1	Q2	Q3	Q4	
<p>Action 5.4 We will manage our resources effectively to ensure that we operate within allocated budget, operating within a breakeven tolerance where a deficit is not permissible and a surplus cannot exceed £20k.</p> <p>Brag Rating: ●</p> <p>On track for achievement</p>	<ul style="list-style-type: none"> Produce the 2018/19 annual fee schedule and forward to BSO Finance in a suitable format to allow creation of invoices completed Produce end of quarter pro-rata fee schedules and forward to BSO Finance in a suitable format to allow creation of invoices – ongoing (to be completed by year end) Assist BSO Finance in recovering 98% of 2018/19 fee income by year end (ongoing) Achieve Break even 		X			<p>The 2018/19 annual fee and quarter 1 pro-rata schedules were approved and forwarded to BSO Income for processing in July 2018. Invoices have now been issued to all providers.</p> <p>The quarter 2 pro-rata schedule has been prepared and approved. This will be forwarded to BSO for processing during November 2018.</p> <p>We are on target to meet our goal of recovering 98% of the 2018/19 fee income by 31/03/2019.</p> <p>RQIA staff restructuring has commenced following the outcome of the Workforce Review carried out in 2017/18 and as a result a number of posts have or will be advertised in the coming months.</p>
<p>Action 5.5 We will adopt a targeted, proportionate and responsive approach to our programme of inspection, audit and reviews.</p> <p>Brag Rating: ●</p> <p>On track for achievement</p>					X	<p>In addition to the regulated services where 'RADaR' is being piloted, RQIA continues to plan inspections and respond to concerns in a manner that is targeted and proportionate. A range of regulatory interventions are used to drive improvements in services including enforcement activity, signposting and compliance monitoring.</p>
<p>Action 5.6 We will develop and foster strategic alliances with other regulators and improvers.</p> <p>Brag Rating: ●</p> <p>On track for achievement</p>					X	<p>Bi-annual liaison meetings are held between RQIA and the Northern Ireland Commissioner for Children and Young People (NICCY). RQIA met NICCY on the 14 June 2018 to exchange information around issues of mutual interest in respect of children's services in Northern Ireland.</p> <p>Two Memoranda of Understanding (MoUs) were signed off in Quarter 2 with the Northern Ireland Social Care Council and the Fire and Rescue Service.</p>

CORE ACTIVITIES

In addition to the specific actions included in our business plan for the coming year, RQIA will maintain our core activities

Action	Measures	Delivery				Performance
		Q1	Q2	Q3	Q4	
<p>Action 5.7 We will recognise and share examples of good practice where we find it.</p> <p>Brag Rating: ● On track for achievement</p>					X	Following a serious adverse incident RQIA, co-produced with a service provider learning outcomes from the incident. This will be disseminated to service providers in Quarter 3 in relation to managing residents with modified diets and texture descriptors.
<p>Action 5.8 We will continue to actively participate in the work of HSC Quality Improvement.</p> <p>Brag Rating: ● On track for achievement</p>					X	<p>RQIA is a member of the Critical Friends Group which was established to critically challenge and provide senior guidance and governance oversight to the design process of improvement.</p> <p>RQIA's director of Improvement participates in meetings of the Design Collaborative progressing work of the Improvement Institute/System.</p>
<p>Action 5.9 We will work in partnership with the Innovation Lab to improve our engagement with users of health and social care services.</p> <p>Brag Rating: ● On track for achievement</p>					X	RQIA plans to meet with the Innovation Lab to plan work for the coming year to support the membership scheme and other initiatives.
<p>Action 5.10 We will deliver a minimum of (12) engagement events with providers of health and social care services.</p> <p>Brag Rating: ● On track for achievement</p>					X	During Quarter 2 RQIA held seven engagement events. These included: three workshops across Northern Ireland to support care home providers prepare their services for the winter, in partnership with RCN, PHA, NI Ambulance Service and Multiagency Emergency Preparedness groups. We also held three workshops on medicines management, with input from NICE. RQIA's Mental Health and Learning Disability team also held a stakeholder involvement workshop with service providers and managers.

CORE ACTIVITIES

In addition to the specific actions included in our business plan for the coming year, RQIA will maintain our core activities

Action	Measures	Delivery				Performance
		Q1	Q2	Q3	Q4	
<p>Action 5.11 We will implement Phase II of the project to integrate MHL D systems into iConnect.</p> <p>Brag Rating: ● On track for achievement</p>	<ul style="list-style-type: none"> % of milestones successfully delivered on target 				X	<p>The MHL D Information System project is on schedule and within forecast budget. The build is on target for completion by the end of October 2018.</p> <p>User Acceptance Testing has commenced on the completed modules and the minor issues identified have been resolved. User Acceptance Testing will be completed by the end of November 2018.</p> <p>The MHL D modules are scheduled for go-live on 2 January 2019.</p>
<p>Action 5.12 We will implement and oversee central monitoring of all statistical information requests.</p> <p>Brag Rating: ● On track for achievement</p>	<ul style="list-style-type: none"> Develop a database to record details of information requests including customer details, type of request and time taken to collate Use the database to record all requests for information and review the information regularly at information team meetings. 				X	<p>The information request database has been built on a Microsoft Access platform and was rolled out to the information team in late June 2018. The database holds all the required information and meets the team's needs.</p> <p>A total of 122 separate information requests have been logged onto the database. The information team continues to review and discuss ongoing information requests at our bi-monthly team meetings.</p>
<p>Action 5.13 We will develop strategic alliances with other organisations to promote the use of information collected and analysed internally within RQIA and work collaboratively where we can</p> <p>Brag Rating: ● On track for achievement</p>	<ul style="list-style-type: none"> Attend and provide input to the Regional Strategic Information Group Attend and provide input to Regional NMC Analyst Network Meetings 				X	<p>RQIA have been represented at all ISB meetings to date and have had input to the now agreed terms of reference for the group.</p> <p>RQIA have attended 2 meetings of the UK Healthcare Regulators Analyst Network to share best practice in data analysis with other UK Healthcare Regulators including CQC, HIW, NMC, GDC, GMC, HIS.</p> <p>RQIA information team are facilitating a visit from HIW in November to share best practice</p>

CORE ACTIVITIES

In addition to the specific actions included in our business plan for the coming year, RQIA will maintain our core activities

Action	Measures	Delivery				Performance
		Q1	Q2	Q3	Q4	
<p>Action 5.14 We will improve how we do our business to ensure that people trust and use our reports of inspection, audits and reviews to make informed choices and decisions about health and social care services.</p> <p>Brag Rating: ●</p> <p>On track for achievement</p>					X	RQIA produced a video called 'Geraldine's Story' where Geraldine shared her experience of finding a nursing home for her husband who was living with dementia.