



# RQIA Business Plan 2018-19



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**Who we are:**

RQIA, as Northern Ireland's scrutiny and improvement body for health and social care has a clear vision for how we support and ensure care is safe, effective, compassionate and well-led. We believe that people in Northern Ireland should experience a better quality of services as a result of our inspections, audits and reviews.

We are committed to work closely with providers of health and social care services so that they can deliver improved care. We also are dedicated to hearing and acting on the experiences of patients, clients, families and carers. It is only by working in partnership with users and providers of care that we can encourage and influence improvement.

**What we do:**

Under the powers conferred on RQIA by the Health and Social Services (Quality, Regulation and Improvement) (Northern Ireland) 2003, we are the body which registers and inspects what are known as "regulated services". These include nursing and residential care homes; children's homes; domiciliary care and nursing agencies; residential family centres; adult day care services; and independent healthcare establishments (such as private dental clinics; hospices; and independent hospitals and clinics).

We use our powers to inspect these services against the range of regulations and standards in place. Where we find issues with the safety or quality of care delivered, we work with providers to improve. Where a provider is unable to meet our requirements for improvement we have a range of powers of enforcement including de-registration in the most serious cases.

RQIA is also the independent arbiter of the quality of care delivered in the health and social care service in Northern Ireland. There has been a legal duty of quality placed on HSC trusts since 2003 and RQIA undertakes a range of activity to keep the Department of Health informed as to the quality of care delivered. We inspect acute

hospitals against a range of published standards and also report on the quality of hygiene we find. Through our programme of audits and reviews we provide an independent overview of the quality and availability of services, which in the last year have included a review of regional plastic surgery services and an audit of medicines reconciliation on discharge documentation.

Since 2009, RQIA has had a specific responsibility to assess the health and social care services provided to people with mental ill health or a learning disability. Our responsibilities include promoting good practice; preventing ill treatment; remedying any deficiency in care or treatment; terminating improper detention in a hospital or guardianship; and preventing or redressing loss or damage to a patient's property.

RQIA has four core values that underpin how we work. In all that we do we will be **FAIR – fair and accountable and act with integrity and respect**. We live these values in how we behave with service users, providers, carer and the general public and in how we act with each other.

This business plan has been developed to support our overarching aim that people will have confidence that RQIA will use our expertise to best effect and take action where necessary to improve the quality of health and social care delivered in NI.

### **The context in which we work:**

RQIA is an arm's length body of the Department of Health. We are operationally independent but are accountable to the Department. Like all public sector bodies, we are working within ongoing constraints on the resources available to us. In 2018/19 we have been subject to a 2% cut to our funding allocation from the Department. When income from registration and other fees is taken into account, RQIA will operate with a budget of some £8.5million.

The ongoing absence of the Assembly has impacted on the ability of the health service to introduce new policy and legislation; but work has begun on the programme of reform introduced on the foot of the Bengoa Report. RQIA aims to be

a central tenet in the Delivering Together programme given our position as the only regional body charged with reporting on the quality and availability of health and social care services.

Last year saw publication of Sir John O'Hara's report into the Inquiry into Hyponatraemia-Related Deaths. The RQIA Chief Executive is to lead an independent assurance process overseeing implementation of the recommendations. This will be based on the need to ensure that recommendations are implemented on a sustainable basis.

The quality of life of our older people is of interest to many people. In 2018-19, we expect the Commissioner for Older People to publish his report into the quality of care at Dunmurry Manor Care Home. RQIA submitted a significant volume of evidence to the Commissioner's investigation and our staff were interviewed for 25 hours. We await publication of the report which we believe will honestly reflect the experience of residents, carers and families of the home who gave evidence to him.

RQIA inspections are of course a snapshot in time of the care delivered in a home or other setting. It has been our experience with Dunmurry Manor that we did not find the same level of failings that the Commissioner has shared with us in his findings so far. RQIA is a learning organisation and we are committed to internal improvement and making best use of the intelligence we have access to in determining how we target our resources. In the coming year we will introduce a risk-based, evidence-led approach to designing our inspection programme (the RADAR model). This has been developed in partnership with Ulster University and will match a statistical model with the expertise of our professional inspectors to support our decision making.

We have also reflected on our public profile and will be focusing on improving this in the coming year. RQIA will launch a membership scheme for residents and their carers and families that will enable us to co-design our engagement activity to deliver their priorities.

The Department of Health has begun a review of our founding legislation and in the first phase will look at why and what is regulated in Northern Ireland. As a key stakeholder we will work closely with the Department in contributing to this key policy development.

Finally, we have begun an internal programme of transformation and reform within RQIA. In 2018-19 we will maintain a focus on improving our leadership, people, our customer relations and processes to make it easier to do business with and within RQIA.

2018-19 is likely to be another busy and productive year for RQIA. We look forward to the challenges ahead and will meet them with a commitment to recognising and sharing good practice where we find it and encourage improvement where necessary.

Olive Macleod OBE

A handwritten signature in black ink that reads "Olive Macleod." The signature is written in a cursive style with a large initial 'O' and a distinct 'A' at the end.

RQIA Chief Executive

## **Strategic Theme One:**

### **Encourage Quality Improvement in Health and Social Care**

RQIA has a range of powers and functions to encourage the improvement of the quality of health and social care. We aim to use these powers proportionately and appropriately to give all providers the opportunity to improve before we move to enforcement action.

We will work collaboratively - offering support and signposting to best practice based on our expertise and experience - whilst maintaining our independence. It is this independence that allows to effectively discharge our oversight and scrutiny functions.

**Outcome:** RQIA can identify demonstrable improvement in the quality of health and social care as a result of our work.

#### **Actions for 2018-19:**

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.
2. We will produce our first annual summary of the quality of services we inspected, audited and reviewed in 2017-18.
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.
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.

## **Strategic Theme Two:**

### **Use sources of information effectively**

RQIA generates a wealth of valuable information and in 2018-19 we will continue our drive to turn this information into intelligence. Our ongoing partnership with NISRA will strengthen our work in this area and build capacity in our own teams to ensure sustainability.

**Outcome:** RQIA will strengthen its data-gathering and analysis function and optimise the use of internal and external sources of information to inform an intelligence-led approach to designing and focusing its work.

#### **Actions for 2018-19:**

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.
2. We will ensure information collected centrally within RQIA is fit for purpose and delivers a consistently high standard of timely and appropriate analysis.
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.
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.

## **Strategic Theme Three:**

### **Engage and involve service users and stakeholders**

RQIA has a broad and diverse range of stakeholders, and in 2018-19 we will improve how we involve them in the design and delivery of our work. We will increase our use of lay assessors. These interested members of the public - who accompany us on inspections specifically to speak to patients, residents and service users to ascertain their views – provide an invaluable insight into the quality of care delivered.

We will also work collaboratively and in partnership with other regulators and improvers to share learning and reflect on how we do our business.

**Outcome:** RQIA can demonstrate that our approach to our work ensures that the people who use health and social care services are involved in supporting us to improve the effectiveness of what we do.

#### **Actions for 2018-19:**

1. We will increase the profile of RQIA with the public.
2. We will launch a membership scheme to involve service users, families and carers in our work.
3. We will actively develop partnerships with academia and service improvers to enhance our processes and procedures.
4. We will work collaboratively to report on the lived experience of users of health and social care.
5. We will increase the involvement of lay assessors in our work programmes.

## **Strategic Theme Four:**

### **Deliver Operational Excellence**

As an improving organisation we are dedicated to reflecting on and refining how we do our business. In 2018-19 we will fundamentally change how we work to make best use of our people, their skills and the technology available to support our work.

We will introduce a significant programme of organisational development to support our staff, improve the quality of our products and provide better service to all our customers and stakeholders.

**Outcome:** RQIA's commitment to a sustainable culture of learning and improvement is demonstrated in our approach to developing our staff and using our resources in the most effective way.

#### **Actions for 2018-19:**

1. We will implement the actions set out in our Transformation, Modernisation and Reform framework.
2. We will develop and implement an organisational development plan to give our staff the skills they need to support transformation, modernisation and reform.
3. We will develop and implement a charter of RQIA's vision and values.
4. We will develop and implement a suite of customer service standards.
5. We will align our range of provider guidance to ensure it reflects our vision, values and commitment to customer service.

6. We will implement 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.
7. We will improve the quality of our reports so they are meaningful, accessible and useful to all stakeholders.

## **Core Activities**

In addition to the specific actions included in our business plan for the coming year, RQIA will maintain our core activities. As specific projects are complete and mainstreamed into “business as usual” these may become core activities in the following years.

### **Actions for 2018-19:**

1. We will exercise RQIA’s powers to support and drive improvement in the services we inspect, review and audit.
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.
3. We will meet our statutory requirements in respect of the regulation, inspection, review and audit of health and social care.
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.
5. We will maintain our commitment to the Executive’s approved Asset Management Strategy including delivery of the Property Asset Management Plan.
6. We will adopt a targeted, proportionate and responsive approach to our programme of inspection, audit and reviews.
7. We will develop and foster strategic alliances with other regulators and improvers.
8. We will recognise and share examples of good practice where we find it.
9. We will continue to actively participate in the work of HSC QI.

10. We will work in partnership with the Innovation Lab to improve our engagement with users of health and social care services.
11. We will deliver a series of engagement events with providers of health and social care services.
12. We will implement Phase II of the project to integrate MHLD systems into iConnect.
13. We will implement and oversee central monitoring of all statistical information requests.
14. 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.
15. 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.



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