

**Disability
Services
Provider**

**Engagement
Seminar March
2024 - Summary
Output Paper**



**Health
Information
and Quality
Authority**

An tÚdarás Um Fhaisnéis
agus Cáilíocht Sláinte



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Introduction

Finbarr and I are delighted to present this output paper from the important service provider seminar held by HIQA's Chief Inspector of Social Services in Dublin Castle on 26 March 2024. This paper presents some of the main points from the presentations and discussions, including the feedback from board members, CEOs and executive management members of disability services who attended.

The seminar was a collaborative learning event and it was planned and delivered by a group representing the Chief Inspector of Social Services, the representative organisations for disability services providers and the Health Service Executive (HSE). We would like to acknowledge the members of the Planning and Implementation Group who worked very hard to deliver such a good quality programme on the day:

Cathy McGrath	Disability Federation of Ireland
Elaine Teague	National Federation of Voluntary Service Providers
Shona Logan King	National Disability Services Association
Marie Kehoe O'Sullivan	Health Service Executive
Ciara McShane (Chair)	Chief Inspector of Social Services Directorate within HIQA

We would like to express our appreciation to the Communications and Stakeholder Engagement Team in HIQA for the assistance, advice and support that they provided to the Planning and Implementation Group.

We would like to thank Aidan Horan, who facilitated the event. He did an excellent job in providing food for thought from his extensive experience of good governance based on his work with a range of national and local organisations, as well as from his time with the Institute of Public Administration. His facilitation ensured that as many voices as possible were heard on the day, that the day progressed at a good pace and that the discussions were focused and helpful.

We also sincerely thank the presenters who bravely put themselves forward to give their experiences of different aspects of governance relevant to the work of service providers.

We would also like to thank the service users, staff and management of Stewarts Care and of

St Gabriel's who developed videos to help inform the discussions and to remind us all that our work has a common objective — to ensure the delivery of a high quality of service to people with disabilities that they are entitled to.

We were very thankful to the Minister of State for Disabilities, Anne Rabbitte, who not only provided an insightful keynote address, but was also very generous with her time and remained on to hear feedback from participants and to respond to the issues that were arising.

Finally, we would like to thank the providers, their board members and executive management members for taking the time to attend and participate constructively in the discussions on the day. The value and importance of the relationship between the board, or governing body, and its executive or management team are sometimes not sufficiently acknowledged and understood.

Our hope is that the seminar and this paper will prompt a greater appreciation of the impact of that relationship on determining the culture, capacity and capability of an organisation and the positive impact that this has on the delivery of quality support to people with disabilities. We hope the seminar and this paper will prompt an ongoing review, and reflection, of the importance of that relationship.



Carol Grogan
Chief Inspector of Social Services



Finbarr Colfer
Deputy Chief Inspector of Social Services
(Disability)

Background and objectives

On Tuesday, 26 March 2024, the Chief Inspector and the Disability Services Team hosted a shared learning event, in collaboration with provider representative organisations and with the Health Service Executive (HSE) in its role as commissioner and as provider of disability services.

A collaborative working group was established to plan and implement the programme for the seminar. This working group deliberately took a joint approach to ensuring that the seminar reflected the concerns and interests of the participating stakeholders. The working group consisted of representatives from:

- The Disability Federation of Ireland
- The National Federation of Voluntary Service Providers
- The National Disability Services Association
- The Health Service Executive
- The Chief Inspector of Social Services Directorate within HIQA.

As part of the event, the service users, staff and management in Stewarts Care and in St Gabriel's presented videos to remind participants of our shared goal of ensuring that strong governance delivers good outcomes for people with disabilities who avail of services.

The event explored the importance and value of the relationship between the board of directors and executive management team of provider organisations. This relationship is critical to executing effective direction, leadership and positively impacting on governance and oversight at all levels of an organisation, and most importantly ensuring good outcomes for people with disabilities who live in designated centres.

The Chief Inspector recognised the potential of the event to draw on the collective learning, insights and expertise of all the stakeholders; provider representative organisations, providers themselves and the HSE and the regulator.

This collaborative event aimed to build on the theme from 2023's provider roadshows, *The Impact of Good Governance: The Right(s) Approach*, which highlighted the impact of good governance on achieving good outcomes for people with disabilities living in designated centres.

The Chief Inspector recognises that the landscape remains challenging for providers and that some providers are facing difficulties in re-establishing effective oversight as they continue to evolve, emerge and re-adjust post-pandemic. We also appreciate the challenges with the

recruitment and retention of staff in particular key roles, the pressures of rapidly increasing costs, lack of available property to support residents and also funding constraints. Now more than ever, it is crucial that provider organisations have effective governance arrangements in place so they can successfully manage and navigate the current landscape and operating environment.

The event was designed to bring together the key decision-makers of the organisations, to recognise and reinforce the value of the unique and critical relationship between the board of directors and executive officers and managers of organisations, and to provide a forum for debate and discussion of the shared challenges facing the sector. By doing so, the Chief Inspector aimed to support providers to reflect on their work in establishing strong governance arrangements in designated centres and to manage the challenges that exist. We also aimed to allow reflection on achieving good outcomes for people with disabilities and improved compliance levels through strengthened oversight and collaborative efforts, and the delivery of an effective governance framework, norms and standards in designated centres.

Setting the scene: key messages from the opening speakers

The opening addresses provided valuable insights into the challenges and opportunities within the sector.

The opening speakers on the day included:

- Minister Anne Rabbitte, Minister of State for Disabilities, Department of Children, Equality, Disability, Integration and Youth
- Bernard O'Regan, Head of Operations – Disability Services, HSE
- Aidan Horan, Governance Expert and seminar facilitator
- Carol Grogan, Chief Inspector of Social Services, HIQA

Despite the diverse perspectives presented, several consistent key themes emerged, reflecting a shared commitment to enhancing governance, promoting rights-based approaches and fostering collaboration to enhance the quality and inclusivity of disability services in Ireland.

Commitment to good governance

Each speaker emphasised the significance of good governance as essential for ensuring high-quality care and service stability within the disability sector. They highlighted the need for strong leadership, capable personnel and robust governance practices to ensure optimal outcomes for people with disabilities and to deliver enhanced organisational performance. Emphasis was placed on creating a culture of trust, accountability and transparency, with a necessary focus on continuous quality improvement to drive service excellence.

Promoting rights-based approaches

A rights-based approach was underlined as fundamental for reforming and improving services, promoting improved resident participation and fostering greater community integration. Speakers highlighted the importance of upholding residents' rights, safeguarding their wellbeing, and creating environments conducive to meaningful inclusion and participation. The implementation of a rights-based approach was viewed as integral to enhancing the quality of life and promoting the autonomy of individuals with disabilities.

Collaboration and stakeholder engagement

Collaboration between stakeholders was identified as crucial for achieving sustainable and effective services. The diverse composition of the attendees at the seminar and their

contributions and inputs reflected a very positive effort, and helpful forum to consider governance challenges collectively. Speakers emphasised the value of shared learning, dialogue, and stakeholder engagement in fostering good governance, driving service improvements and overall advancing the shared objective of delivering high-quality care and support to those who require it.

The opening addresses set a strong foundation for the day's discussions, highlighting key strategic measures and shared priorities within the disability services sector. Despite the complexity of challenges, there was a consensus on the importance of governance, rights-based approaches and collaboration in shaping the future of disability services. It was also acknowledge that moving forward, continued dialogue and concerted efforts are essential to translate these shared commitments into tangible improvements that enhance the lives of individuals with disabilities and promote inclusive communities.

Overview from governance expert

Aidan Horan

Aidan Horan, Principal, A Horan Associates Ltd contributed to the opening addresses and afterwards introduced and facilitated the workshops and other discussions throughout the day. Aidan was formerly the Director of the Consultancy, Training and Development Directorate at the Institute of Public Administration specialising in governance, risk management, audit and assurance service. Aidan has been nominated as a non-executive member to a number of state and voluntary board and committee roles over the years and he has led and overseen many independent board and committee effectiveness reviews within state, public, not for profit, charity and sporting sectors.

He provided insightful perspectives on the fundamental principles and practices of effective governance within organisations. He delved into key themes such as-

Purposeful governance

He emphasised that governance is a means to an end and not an end in itself, the ultimate goal being the achievement of the organisation's purpose and mission and the effective delivery of organisational priorities and objectives. He highlighted the importance of aligning governance structures, arrangements, processes, and frameworks with the overarching purpose of the organisation. Good governance requires a collective endeavour between boards and executives and staff to ensure that structures and arrangements are fit for purpose, facilitating the delivery of organisational objectives. An integral part of the collective endeavour is fostering a positive culture and service ethos that supports the delivery of priority objectives.

An integral part of this is fostering a positive culture that supports the organisation's objectives.

Clarity of roles and responsibilities

A central theme throughout his presentation and the workshop discussions was the importance of clarity regarding roles and responsibilities between boards, committees, senior executives, managers and staff. The importance of defining and understanding these roles are critical for ensuring effective collaboration, responsibility and accountability. He cautioned against the blurring of boundaries between executive and board functions, which can happen, and emphasised the need for distinct and well-defined roles to be regularly revisited, including the schedule of matters reserved for board decisions and the consequent delegations to senior executive. The focus on clarity of roles and responsibilities also extends to the clarity of what is acceptable conduct and behaviours by board members and individual executives and managers and this can be reflected in the codes of conduct that should be part of the organisation's

governance policies.

Accountability and performance

Robust accountability and performance evaluation are two critical aspects of governance. He underscored the importance of board and committee reviews and evaluations, focusing on the meeting process, (agendas, minutes, chairing etc.), the people around the table (participation, engagement, constructive challenge, knowledge and skills), and the performance dimension (delivery of board/ committee functions, achievement of priorities etc.). Embracing questioning and feedback was encouraged as a means to demonstrate accountability and drive continuous improvement. Encouraging a questioning culture helps to avoid groupthink, by fostering an environment where diverse perspectives are valued. Additionally, the discussion emphasised the significance of strategic planning, performance management, and risk assessment in ensuring organisational success.

In terms of board and committee evaluations or effectiveness reviews, the appendices includes detailed survey questions that could be used as part of these reviews.

Trust, respect and communication

Trust, respect, and open communication were identified as further fundamental elements of effective governance. Mr. Horan highlighted the necessity for a culture of trust between boards and executives, where information is shared transparently, and questions are sought and welcomed to provide necessary levels of assurance on delivery but also the management of risks, challenges and uncertainties. Clear communication channels and a sense of mutual respect were noted as being essential for fostering good collaboration and better informed decision-making within governance structures, where the knowledge and experience around the table can be harnessed. A culture of “no surprises”, where open and honest communication is the norm, and feedback is welcomed and used constructively, helps to build and maintain trust.

Continuous improvement and learning

Acknowledging that good governance is a journey, the importance of continuous improvement, reflection and learning in governance practices was also emphasised. Boards and executives were encouraged to seek feedback, reflect on their performance, and engage in ongoing learning opportunities and sharing positive and negative experiences. This commitment to continuous improvement ensures that governance practices remain responsive to evolving organisational needs and external challenges.

In summary, these key messages on clarity and purpose, accountability and performance, behaviours, trust, respect, assurances, continuous improvement and learnings, are all part of the good governance journey, all provide valuable insights.

Workshop 1: Leadership, Ethics and Culture

Summary of presentation

Presented by: Shona Logan King and Dr Ailis Quinlan (RehabCare)

Key messages: With a focus on person-centred culture and strategic planning, the presentation emphasised the importance of ethical leadership, transparency and continuous improvement in fostering a positive organisational culture. The presenters shared their organisation's journey and experiences, aiming to contribute to the collective learning of the audience. Key themes discussed included:

Person-centred culture

The significance of maintaining a person-centred culture within the organisation was emphasised, highlighting the importance of aligning board decisions and executive actions with the needs and values of the individuals receiving services. Through regular visits to services and active engagement with stakeholders, organisations should strive to keep the person at the centre of decision-making processes, ensuring that the impact of decisions is clearly understood at all levels. The principle of “noses in and fingers out” was discussed, supporting the concept of role clarity, suggesting an appropriate hands-off approach from the board concerning operational matters while at the same time maintaining effective oversight and accountability.

Strategic planning and direction

Strategic planning emerged as a cornerstone for shaping organisational culture and direction. The session highlighted the value of stakeholder engagement and collaborative decision-making in developing a strategic plan that reflects organisational values and priorities. By mapping out priorities relating to quality, safety and continuous improvement, the organisation establishes a clear roadmap for achieving its objectives and fostering the necessary positive culture.

Ethical leadership and values alignment

Ethical leadership plays a crucial role in shaping culture and behaviour. The importance of embedding values such as dignity, respect, justice, and teamwork across all levels of the organisation was discussed. By aligning values with strategic planning and decision-making processes, the organisation can reinforce a culture of integrity, accountability and transparency.

Transparent and open communication

Transparent and open communication was highlighted as essential for fostering a positive culture within the organisation. The presenter emphasised the need for robust governance structures and processes to support transparent communication channels. By setting clear expectations and promoting open dialogue, the organisation creates an environment where concerns and issues can be addressed proactively, thereby contributing to continuous improvement and learning.

Continuous improvement and learning

The importance of continuous improvement and learning in shaping organisational culture and governance practices was also discussed. Through forums, webinars, and internal learning initiatives, the organisation can foster a culture of learning and knowledge sharing. By proactively identifying issues, conducting reviews and implementing corrective actions, the organisation demonstrates its commitment to quality, safety and service excellence.

This workshop provided valuable insights from across the audience into their views on the critical elements of leadership, ethics, and culture within disability organisations. By prioritising a person-centred culture, strategic planning, ethical leadership, transparent communication, and continuous improvement, it was felt that organisations can cultivate a positive culture that enhances service delivery, fosters trust, and drives organisational success. The key messages shared during the workshop can serve as important guiding principles for stakeholders seeking to promote effective leadership, ethical conduct, and a supportive culture within their organisations.

Provider feedback on Workshop 1

Key feedback received from the attendees in response to this thematic workshop included:

Need for robust governance structures:

Attendees stressed the importance of establishing robust governance structures that foster trust, respect, and clear roles between the board, executives, and management. This includes the need for a balanced board with diverse skill sets, knowledge and experiences and effective communication channels to ensure transparency and accountability, while the concept of “noses in, fingers out”, for appropriate oversight without excessive micromanagement, received widespread support and acclaim.

Person-centred care and human rights:

Central to the discussions was the concept of person-centred care and human rights,

with attendees emphasising the significance of aligning organisational culture with strategic objectives. Stakeholder engagement, particularly involving service staff and users, was underscored as essential for shaping decisions and fostering a more collaborative environment.

Ethical leadership and accountability:

Ethical leadership and accountability emerged as vital components of effective governance, with attendees advocating for transparent reporting cultures and proactive information-seeking by the board. The importance of effective risk management practices and continuous improvement efforts to enhance organisational resilience and adaptability were also highlighted.

Enhanced board visibility and engagement:

There was a call for enhanced board visibility within service settings, coupled with direct engagement with service users, to better inform the board and to ensure that the needs of service users are better understood and represented. Attendees emphasised the need for a collaborative approach between the board and executive team, stressing the importance of clear role delineation and the need for improved visibility and positive acknowledgement of services provided.

Organisational culture and empowerment:

Cultivating an organisational culture centred on individual needs and empowerment was seen as crucial, alongside fostering transparent, ethical relationships between boards and management. Attendees also emphasised the need for meaningful representation of service users and efficient feedback mechanisms to drive continuous improvement efforts.

Alignment with regulatory requirements:

Aligning with regulatory requirements and meeting legislative standards, along with building trust among frontline staff and documenting processes effectively, were identified as essential considerations for organisational success and necessary to ensure greater resilience in times of challenge and uncertainty.

Workshop 2: Review and evaluation of governance arrangement Summary of presentation

Presented by: James Forbes (ChildVision)

Key messages: This workshop looked at the evolving understandings of governance and the landscape of governance practices within the sector. The presentation explored a range of key themes including efforts aimed at enhancing organisational effectiveness and responsiveness to the needs of service users and stakeholders. Key themes discussed included:

Evolving governance practices

The need to move beyond traditional definitions of governance towards a more comprehensive approach that reflects the complexity of modern organisational governance roles was discussed.

Avoiding groupthink

A key concern raised was the danger of groupthink, highlighting the importance of actively seeking diverse perspectives and avoiding internal biases within boards and executive teams.

Person-centred care and human rights

There was a strong call for genuine person-centred care and a commitment to human rights principles. The importance of including service users in governance roles and in the governance arrangements that operate can ensure that organisational practices truly reflect their needs and rights.

Establishing quality assurance subcommittees

The benefit of establishing subcommittees focused on quality assurance with clear terms of reference and external membership to provide diverse insights, was discussed.

Proactive engagement with regulation

Proactive engagement with regulation was highlighted as essential, emphasising the need to view regulation not as a burden, but as an opportunity for growth and improvement and learning.

Continuous improvement and training

Continuous self-evaluation processes, including specific training on human rights and person-centred care, were deemed necessary for ongoing compliance and improvement. Building a learning culture where mistakes are seen as learning opportunities, was also emphasised.

Aligning regulatory excellence with strategic goals

Aligning regulatory excellence with strategic goals and embedding transparency throughout the organisation were identified as crucial steps towards sustained improvement.

In summary, by embracing evolving definitions of governance, actively engaging with regulation and fostering a learning culture, organisations can better meet the needs of those they serve and drive positive change in the sector.

Provider feedback on Workshop 2

The detailed feedback from this Workshop underscores critical themes that can positively shape governance practices within organisations and broaden the understanding of governance. Key takeaways identified included:

Emphasis on service user engagement:

Attendees universally agreed that involving service users at all levels of decision-making was of critical importance. This emphasis reflects a commitment to a person-centred approach and ensuring that the voices of those served, are sought out, heard and valued.

Need for vigilance against groupthink:

The audience recognised the danger of groupthink within governance structures and emphasised the value of diverse perspectives. A proactive approach to fostering open dialogue and challenging consensus thinking to drive innovation and effectiveness was also deemed important.

Call for clear governance structures:

There was consensus on the necessity of establishing clear terms of reference, self-evaluation processes and targeted board committee training. Clarity in governance structures is seen as fundamental to ensuring accountability, transparency, and effective oversight.

Focus on quality assurance:

Attendees emphasised the importance of establishing quality and assurance subcommittees with independent members, reflecting a commitment to continuous improvement, regulatory compliance and maintaining and evolving high standards of service delivery and resident care.

Acknowledgment of governance challenges:

There was a shared recognition of the complexity of governance challenges and the need for ongoing dialogue, reflection, refreshing and adaptation, where necessary.

The key themes highlighted in this thematic workshop underscored the sector's commitment to ensuring effective governance practices that prioritise engagement with people using services, transparency and quality assurance.

Workshop 3: Internal compliance and accountability

Summary of presentation

Presented by: Dermot Monaghan and Una Tomany (HSE CHO1)

Key messages: The third workshop showcased the evolution of governance structures within disability services, highlighting the journey towards person-centred care and accountability.

Key themes discussed included:

Transformation through collaboration:

The transformative power of good collaboration between service providers and regulatory bodies like HIQA was highlighted. Through dialogue and mutual understanding, organisations have and continue to navigate challenges to prioritise the needs of people using services and enhance service delivery.

Embracing complexity in service delivery:

Providers acknowledged the complexity inherent in delivering disability services, with diverse needs requiring a multifaceted approach. While this complexity poses challenges, it also drives innovation and the development of tailored solutions to meet individual needs.

Strengthening governance and oversight:

A robust governance structure emerged as central to ensuring quality, safety and accountability within disability services. From executive management teams to governance committees, organisations should establish clear structures to monitor compliance, drive improvement and uphold human rights principles.

Focus on continuous improvement:

Continuous improvement was underlined as essential for enhancing service quality and responsiveness. Quality improvement plans, monitoring processes, and early warning systems enable organisations to identify trends, address issues proactively and foster a culture of

learning and adaptation.

Empowering service users:

The presentation highlighted the importance of empowering service users and integrating their voices into governance processes. While progress has been made, there is a recognised need to further enhance representation and ensure meaningful engagement to truly centre services on the needs and aspirations of those served.

In summary this workshop showcased the ongoing evolution of governance practices within disability services, driven by a commitment to person-centred care, accountability and continuous improvement. By embracing collaboration, navigating complexity and empowering service users, organisations are continually striving to create environments that prioritise dignity, autonomy, and quality of life for all.

Provider feedback on Workshop 3

Based on the detailed feedback provided, several overarching themes and key strategic messages were identified in the responses to the questions posed within the workshop. Key takeaways identified included:

Challenges posed by disparities:

Attendees emphasised challenges posed by disparities in funding, compliance obligations, and support structures, particularly between HSE and non-HSE providers. There was a call for recognition of the difficulties faced by smaller organisations compared to larger ones.

Simplification and local decision-making:

Simplifying organisational structures and promoting local decision-making were highlighted as crucial for efficiency and effectiveness. Clear lines of delegation and accountability were seen as essential, along with the involvement of service users in decision-making processes.

Investment in staff and quality:

Investment in staff, along with emphasis on person-centred practice, rights, autonomy and safety, were seen as crucial for improving service quality. Attendees recognised the importance of audits, quality improvement plans, and structured training schedules and development opportunities.

Continuous improvement:

There was a consensus that improvement is always possible, albeit sometimes very challenging. Attendees emphasised the importance of establishing subcommittees, utilising clear data and key performance indicators, and fostering a culture of reflection and open communication to drive continuous improvement.

Adaptation and proactivity:

Attendees expressed concerns about adapting to new HSE arrangements and external issues impacting service provision. There was a call for proactive rather than reactive approaches to address challenges, with a hope that restructuring within the HSE would improve decision-making processes.

Transparency and communication:

Clear communication and connection between executives and their boards were highlighted as essential for effective governance. Attendees appreciated honest and transparent engagement and stressed the importance of effective communication channels.

These themes collectively underscore the importance of addressing disparities, promoting local decision-making, investing in staff and quality improvement, fostering a culture of continuous improvement, being proactive in addressing challenges, and maintaining transparency and effective communication for effective governance and service provision.

Post-seminar reflections

The event provided a valuable opportunity to share insights, perspectives as well as service provider learnings from past and present experiences. The event agenda, the presentations and the rich feedback within the workshop sessions provide potential pathways forward for chairs and CEOs and senior executives to come together, collaborate and constructively challenge one another all with the aim of further strengthening the governance structures, governance arrangements and culture of their organisations.

The seminar highlighted again the great value and benefit in availing of opportunities where key stakeholders came together in person and share their positive and negative experiences all for the betterment of the services they provide and improved quality for people using services.

Conclusion

This recent shared learning event brought together a diverse group of stakeholders, within the disability sector to discuss and reflect on the essential aspects of governance, service quality,

and organisational improvement. The seminar aimed to foster a collaborative environment for sharing insights, identifying challenges and exploring strategies for enhancing service delivery and governance practices.

Throughout the day, speakers and participants underscored the critical role of robust governance in ensuring high quality care and maintaining service stability, and the importance of this particularly in challenging times. Key themes that emerged from the discussions included a strong focus on person-centred care and human rights, the importance of enhanced board visibility and engagement, fostering a positive organisational culture and actively engaging service users in decision-making processes. Collaboration was also highlighted as a crucial element for success for the sector. Discussions went on to cover several other areas for development, including simplifying organisational structures, promoting local decision-making, investing in staff development and fostering a culture of continuous improvement. The importance of transparency, effective communication and proactive adaptation to changing circumstances were also recurring themes.

The feedback gathered from participants provided valuable insights into their experiences and perspectives on the workshop topics. Participants expressed a keen interest in further exploring areas such as person-centred rights, culture change, staff recruitment and retention, and effective governance practices.

In summary, the shared objectives of the seminar were to facilitate meaningful dialogue, share best practices, and identify actionable strategies for improvement. We are very pleased that the feedback received suggests we achieved our objectives.

By continuing to focus on robust governance structures, arrangements, culture and collaborative learning, we earnestly believe that collectively we are and can have an even more positive impact on the lives of people with disabilities who live in designated centres. They remain our priority.

Next steps

Subsequent to the seminar the multi-agency planning group continued their work to develop this detailed output paper which presents the main points from the presentations and discussions, including the feedback from Board Members, CEOs and executive management members of service providers who attended.

This paper has been circulated to relevant stakeholders and published on HIQA's website. We particularly hope that those who attended as well as the service providers who were not in a position to attend will benefit from this summary publication of the seminar proceedings. The appendices include useful additional information and resources which boards and committees can use to carry out an evaluation or effectiveness review.

The Chief Inspector will continue to look at ways in which we can engage with the disability sector and promote opportunities for shared learning and other foras where providers and other key stakeholders can come together.

We will continue with the well-established provider representative forum and continue to use this as a platform where information and experiences can be shared and considered.

Building on the momentum of this seminar, the Chief Inspector has committed to a follow up webinar in late 2024 for providers, to reflect on the output of the day and provide an opportunity to reengage and share any further learnings since the seminar.

Appendix 1 – Agenda for the Provider Seminar

Agenda



9.15 – 10.00 Registration / Tea & Coffee

10.00 – 12.30: Morning Session

- Opening address from Minister of State for Disability, Anne Rabbitte
- Contributions from:
 - HIQA's Chief Inspector of Social Services, Carol Grogan
 - Health Service Executive, Bernard O'Regan
 - Good Governance & Board / Executive relationships, Aidan Horan

Workshop 1: Rehab Care
Theme: Leadership, Ethics and Culture
Presented by: Shona Logan King and Dr Ailís Quinlan

12.30 – 13.15: Break for Lunch

13.15 – 14.30: Afternoon Session Part 1
Workshop 2: ChildVision
Theme: Review and evaluation of governance arrangements
Presented by: James Forbes

14.30 – 14.45: Tea & Coffee

14.45 – 16.30: Afternoon Session Part 2
Workshop 3: HSE CHOI
Theme: Internal compliance and accountability
Presented by: Dermot Monaghan and Una Tomany

- Closing comments and feedback from external facilitator
- Closing comments and next steps from Finbarr Colfer, HIQA's Deputy Chief Inspector of Social Services (Disability)

Appendix 2 – Worksheets

Worksheet - Morning session

Initial Activity

Question 1: What are the three most significant threats facing your organisation?

(1)

(2)

(3)

Question 2: What are the three most significant opportunities facing your organisation?

(1)

(2)

(3)

One final task

Agree the top three threats and opportunities at the table and nominate a member at your table to feedback.

Worksheet - Workshop 1

HIQA Collaborative Learning Event Printworks, Dublin Castle 26 March 2024

Topic 1 – Leadership, Ethics and Culture

Individual worksheets to assist with your reflections and to provide some ideas for discussions at your table.

First area to consider – from the presentation what resonated most with you and/or reflects the practice within your organisation?

Second area to consider – from the presentation, what are the areas for development or improvement that should be considered in your organisation?

Finally, what is your key or most important takeaway from the presentation?

When you have addressed these areas individually or with a colleague, you might share your reflections at the table.

Following the sharing, please nominate a colleague at the table to feedback, if requested.

Other thoughts / ideas

Thank you for your participation.

**The completed worksheet will be collected at the end of the workshop.*

Worksheet: Workshop 2

HIQA Collaborative Learning Event Printworks, Dublin Castle 26 March 2024

Topic 2 – Review and Evaluation of Governance Arrangements

Individual worksheets to assist with your reflections and to provide some ideas for discussions at your table.

First area to consider – from the presentation what resonated most with you and/or reflects the practice within your organisation?

Second area to consider – from the presentation, what are the areas for development or improvement that should be considered in your organisation?

Finally, what is your key or most important takeaway from the presentation?

When you have addressed these areas individually or with a colleague, you might share your reflections at the table.

Following the sharing, please nominate a colleague at the table to feedback, if requested.

Other thoughts / ideas

Thank you for your participation.

**The completed worksheet will be collected at the end of the workshop.*

Worksheet: Workshop 3

HIQA Collaborative Learning Event

Printworks, Dublin Castle

26 March 2024

Topic 3 – Internal Compliance and Accountability

Individual worksheets to assist with your reflections and to provide some ideas for discussions at your table

First area to consider – from the presentation what resonated most with you and/or reflects the practice within your organisation?

Second area to consider – from the presentation, what are the areas for development or improvement that should be considered in your organisation?

PTO

Finally, what is your key or most important takeaway from the presentation?

When you have addressed these areas individually or with a colleague, you might share your reflections at the table.

Following the sharing, please nominate a colleague at the table to feedback, if requested

Other thoughts / ideas

Thank you for your participation.

**The completed worksheet will be collected at the end of the workshop.*

Appendix 3 – Board effectiveness survey

HIQA Collaborative Learning Event 26/03/2024 - An Example of a Board / Governing Body Effectiveness Survey as shared at the seminar.

Introduction

Dear Board Member

As you are aware, an important good governance practice is that Boards/ Governing Bodies and Committees carry out a periodic review of their effectiveness and a common methodology used would be the confidential completion of a survey questionnaire by members.

These reviews afford board and committee members an opportunity to step back and reflect upon how the board and committees conduct their business, which, outside of such a review, can be difficult given the current busy nature of the board and committee agendas. It is also important in providing assurance to internal and external stakeholders that the members, individually and collectively, are serious about good governance and ensuring that the board/governing body is effective, performing well and is operating to necessary standards and norms.

It has been agreed that each member be requested to complete the survey confidentially and a composite report will be prepared and presented for consideration at the next board meeting. The survey is a mix of graded questions as well as questions requiring a qualitative response.

Thanking you in advance and the deadline for completion of the survey is next Friday xx/xx/2024

1. Are the roles and responsibilities of the Board clear versus the roles and responsibilities of the Chief Executive / Senior Manager? (i.e. "who decides on what" - e.g. clear schedule of reserved matters, clear delegated authorities).*

Strongly disagree Disagree Neutral Agree Strongly agree

2. Do you agree with the following statement: "The Board collectively understands and appreciates its responsibility for the overall direction and strategic control of the organisation, and this is evident in its meeting agendas, areas of most focus and deliberations"*

Strongly disagree Disagree Neutral Agree Strongly agree

3. Are you satisfied that the Board strikes the right balance between support and challenge in its interactions with the Senior Leadership Team? *

Very Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

4. Do you agree that the Board has worked effectively in delivering on its governance obligations and its agreed work programme?*

Strongly
disagree

Disagree

Neutral

Agree

Strongly agree

5. Are you satisfied that the Board has a robust process in place to evaluate the performance of the Chief Executive / Senior Manager?*

Very
Dissatisfied

Dissatisfied

Neutral

Satisfied

Very Satisfied

6. In terms of role clarity, responsibilities and the relationships between Board and management, have you any additional comments you would like to make?

7. Are you satisfied that there is appropriate diversity amongst the Board and Committee membership? (E.g. in terms of age, gender, backgrounds, knowledge of the sector. perspectives etc.)*

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. In your view, does the Board and Committees comprise the right mix of skills and experience to fully and properly execute its functions? (E.g. knowledge of the sector, health/ social care, business/management, governance, strategy, finance, risk etc.)*

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Are you satisfied that the Board makes clear decisions and is assured on their implementation thereafter?*

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Please consider each of the following in respect of the Council members:*

	No	Partially	Yes
a) Members read the papers in advance and are evidently well prepared	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) All members materially engage during a typical Board meeting (i.e. more than a fleeting contribution)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Members bring to bear independence of judgement and useful perspectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Members put the interests of the organisation first and foremost at all times	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. How would you rate the Board's cohesiveness as a team and the extent to which members work together while appropriately challenging one another?

Very Unsatisfactory Adequate Very Satisfactory

12. Please rate the following aspects of the Council's meetings?*

	Very Unsatisfactory	Unsatisfactory	Adequate	Satisfactory	Very Satisfactory
a) Meeting Agenda (e.g. no. of items, type of items, time for significant items, flexibility)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

b) Meetings

Minutes (e.g. accuracy, detail, coverage, informative)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

c) Meeting Papers - Quality (e.g. depth, presentation, clarity on action/ decision required)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

d) Meeting Papers - Circulation (e.g. timeliness, at least 5 working days ahead)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

e) Staff Presentations to the Board

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

f) Meeting Duration and Frequency (eg to complete agenda items and deliver its role)

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

g) Overall support of the Secretary and Secretariat

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

h) Conflicts of interests / conflicts of loyalty relating to agenda items are appropriately dealt with

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

13. Through its agendas, papers and discussions, does the Board achieve the right balance between items of performance (strategy, key performance indicators etc.) and items of conformance (audit, compliance etc.) of the organisation?*

Strongly
disagree

Disagree

Neutral

Agree

Strongly agree

14. Are you satisfied that the Board gives sufficient time to oversight and monitoring of the organisation's risks? (for example, is risk a standing item at Board? Do you spend sufficient time focusing on the principle risks?)

*

Very
Dissatisfied

Dissatisfied

Neutral

Satisfied

Very Satisfied

15. How would you rate the quality of information provided to the Board, both from the management and the committees, to facilitate decisions and the assessment of overall organisational performance*

Very
Unsatisfactory

Unsatisfactory

Adequate

Satisfactory

Very
Satisfactory

16. Are you satisfied that the Board is kept abreast of material matters, which arise between Board meetings?

*

No

Partially

Yes

17. Do you agree that Board members are kept up to date with the latest sectoral developments and with key stakeholder relationships?

*

Disagree

Not sure

Agree

18. Do you agree that the distinct roles and responsibilities of the Board and Committees are generally well defined and understood? *

Disagree

Not sure

Agree

19. Are you satisfied that the communication and reporting arrangements between the Board and its Committees are generally appropriate, timely and effective?*

Very
Dissatisfied

Dissatisfied

Neutral

Satisfied

Very Satisfied

20. During their tenure, are you satisfied that Board and Committee members have access to appropriate training and development opportunities to support them in fulfilling their obligations as members? (Note: as individuals and/or as a collective) *

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Do you have any additional comments you would like to make on the work and functioning of the Committees and on the support they provide to the Board?

22. How would you rate the quality of the debate and discussion around the Board Table?*

Very unsatisfactory	Unsatisfactory	Adequate	Satisfactory	Very Satisfactory
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. Generally, on the basis that the 'buck stops at the Board', are you satisfied with how the Committees and senior management report to the Board and likewise how the Board engages with those reports and significant issues arising?

*

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

24. Are you satisfied with the role and style of the Chairperson during Board meetings? (E.g. allowing all members to input, encouraging debate, summarising the outcome of discussions and decisions made etc.)

*

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. Are you satisfied with the support of the Secretary to the Board? (E.g. in servicing meetings, advising on member and governance obligations, induction etc.)

*

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. How would you rate the quality of Induction/Training received on appointment to your role on the Board*

Very
unsatisfactory Unsatisfactory Adequate Satisfactory Very
Satisfactory

27. Please rate the following statement: The performance and behaviour of the Board engenders mutual trust and respect between the Senior Leadership Team and the Board*

Disagree Not sure Agree

28. Please rate the following statement: The performance and behaviour of the Senior Leadership Team engenders mutual trust and respect between the Board and the Team *

Disagree Not Sure Agree

29. In your view, does the Board make sufficient use of private session time? *

No Partially Yes

30. If organisational culture is a key determinant of organisational success or otherwise, does the Board and Committees give enough consideration to the organisational culture within the organisation, in your view?

*

No

Partially

Yes

31. In our opinion, what are the areas where you consider the Board has performed particularly well over the last 12 months?*

32. In your opinion, what are the areas where you consider the Board needs to improve its performance? *

33. In your opinion, what do you consider should be the Board's key priorities over the next 12 - 24 months?*

34. Please include any final comments or observations you consider appropriate or would like to make

Thank You

Thank you for completing the survey.

Appendix 4 – Committee member effectiveness survey

HIQA Collaborative Learning Event 26/03/2024 - An Example of a Committee Effectiveness Survey (Audit & Risk) as shared at the seminar.

Introduction

Dear Committee member

As you are aware, an important good governance practice is that boards/ governing bodies and committees carry out a periodic review of their effectiveness and a common methodology used would be the confidential completion of a survey questionnaire by members.

These reviews afford board and committee members an opportunity to step back and reflect upon how the board and committees conduct their business, which, outside of such a review, can be difficult given the current busy nature of the board and committee agendas. It is also important in providing assurance to internal and external stakeholders that the members, individually and collectively, are serious about good governance and ensuring that, in this case, the Audit and Risk Committee is effective, performing well and is operating to necessary standards and norms.

It has been agreed that each ARC member be requested to complete the survey confidentially and a composite report will be prepared and presented for consideration at the next ARC meeting. There are 24 questions, a mix of graded questions as well as questions requiring a qualitative response.

Thanking you in advance and **the deadline for completion of the survey is next Friday xx/xx/2024**

1. Are you satisfied that the Audit and Risk Committee (ARC), through its agenda and its discussions, operates within its terms of reference and areas of responsibility and effectively delivers its work programme?

*

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Are you satisfied that there is appropriate diversity amongst the Committee membership? (E.g. in terms of age, gender, backgrounds, perspectives etc.)

*

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. In your view, does the ARC comprise the right mix of skills and experience to fully and properly execute its functions? (E.g. knowledge of the organisation and the sector, governance, audit, assurance, finance, risk etc.)

*

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Are you satisfied that the Committee makes clear decisions and is assured on their implementation thereafter?*

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Please consider each of the following in respect of the ARC members:*

	No	Partially	Yes
a) Members read the papers in advance and are evidently well prepared	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) All members materially engage during a typical Committee meeting (i.e. more than a fleeting contribution)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c) Members bring to bear independence of judgement and useful perspectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d) Members put the interests of the organisation first and foremost at all times	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

extent to which members work together while appropriately challenging the Executive and one another?

Very Unsatisfactory	Unsatisfactory	Adequate	Satisfactory	Very Satisfactory
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Please rate the following aspects of the ARC meetings?

*

Very Unsatisfactory Unsatisfactory Adequate Satisfactory Very Satisfactory

a) Meeting
Agenda (e.g.
no. of items,
type of items,
time for items)

c) Meeting

b) Meetings
Minutes (e.g.
accuracy,
detail,
coverage,
informative)

Papers - Quality
(e.g. depth,
clarity on
decision
required)

d) Meeting
Papers -
Circulation
(e.g.
timeliness)

e) Management
Presentations to
the ARC

h) Conflicts of

f) Meeting
Duration and
Frequency

interests /
conflicts of
loyalty dealt
with

8. Are you satisfied that the ARC is kept abreast of material matters, which arise between meetings?*

No

Partially

Yes

9. Are you satisfied that the communication and reporting arrangements between the Board and ARC are appropriate, timely and effective?*

Very
Dissatisfied

Dissatisfied

Neutral

Satisfied

Very Satisfied

10. During their tenure, are you satisfied that ARC members have access to appropriate training and development opportunities to support them in fulfilling their obligations as members? (Note: as individuals and/or as a collective)*

Very
Dissatisfied

Dissatisfied

Neutral

Satisfied

Very Satisfied

11. From your perspective as an ARC member, do you agree with the following statement "the ARC performs well and fulfils its role and responsibilities in supporting and assisting the Board in fulfilling its overall governance and leadership role?" *

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

12. How would you rate the quality of the debate and discussion around the Committee Table?*

Very unsatisfactory

Unsatisfactory

Adequate

Satisfactory

Very Satisfactory

13. Are you satisfied with the role and style of the Chairperson during ARC meetings? (e.g. allowing all members to input, encouraging debate, summarising the outcome of discussions and decisions made etc.)*

Very Dissatisfied

Dissatisfied

Neutral

Satisfied

Very Satisfied

14. Are you satisfied with the support of the Secretary to the ARC? (e.g. in servicing meetings, preparation of minutes etc.)*

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

15. Are there any additional comments you would like to make in relation to the work of the ARC Secretary?

16. Are you satisfied with the support of the Executive to the ARC? (e.g. in presenting papers, preparation of reports, availability to respond to questions, follow through on actions etc.)*

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Are there any additional comments you would like to make in relation to the work of the Executive and their interaction with the Committee?

18. Are you satisfied with the quality of work of Internal Audit and with the support of Internal Audit for the ARC? (e.g. delivery of the audit plan, preparation of reports, availability to respond to questions, follow through on actions etc.)*

Very
Dissatisfied Dissatisfied Neutral Satisfied Very Satisfied

19. Are there any additional comments you would like to make in relation to the work of Internal Audit and their interaction with the Committee?

20. Are you satisfied with the quality of work of External Audit and its reporting and engagement with the ARC? *

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Are there any additional comments you would like to make in relation to the work of External Audit and their interaction with the Committee?

22. In your opinion, what are the areas where you consider the ARC has performed particularly well over the last year?

*

23. In your opinion, what are the areas where you consider the ARC needs to improve its performance? *

24. Please include any final comments or observations you consider appropriate or would like to make

Thank You

Thank you for completing the survey.



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