

26.03.2024



# Exploring the importance and value of the relationship between boards and executive management teams: A collaborative learning event

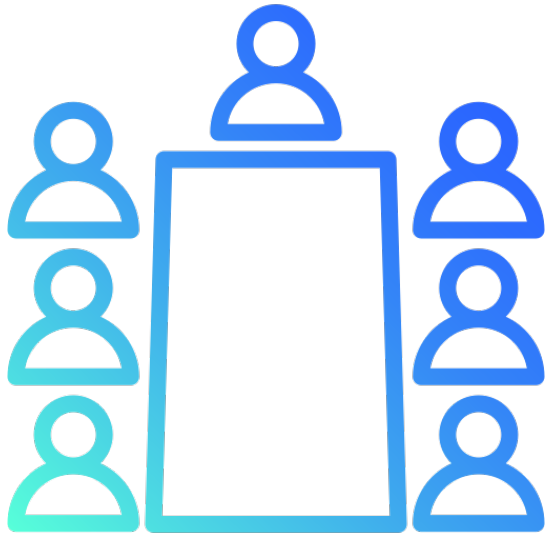
The Printworks, Dublin Castle



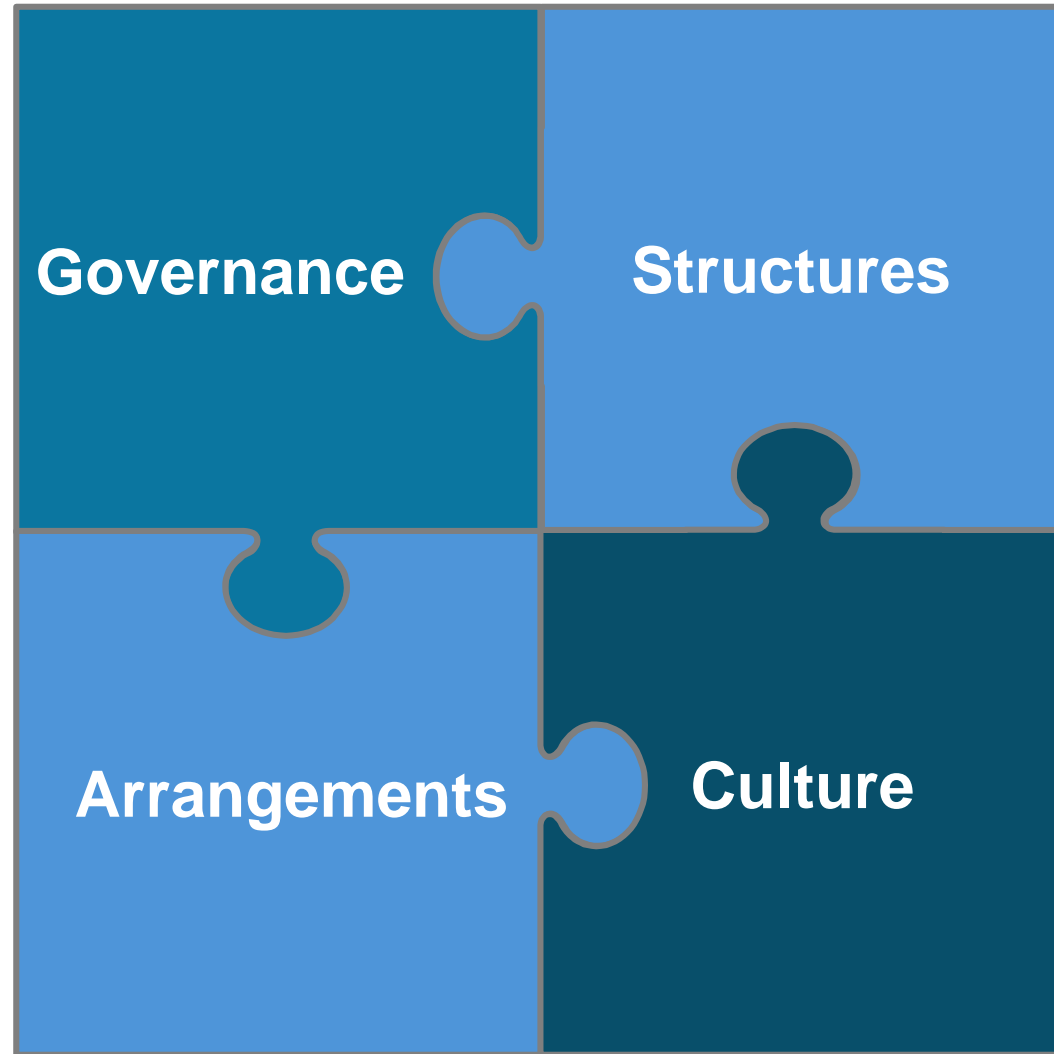


**Bernard O'Regan**  
**Assistant National Director**  
**– National Disability Team**

# Assessing good governance and the relationships between boards and executives

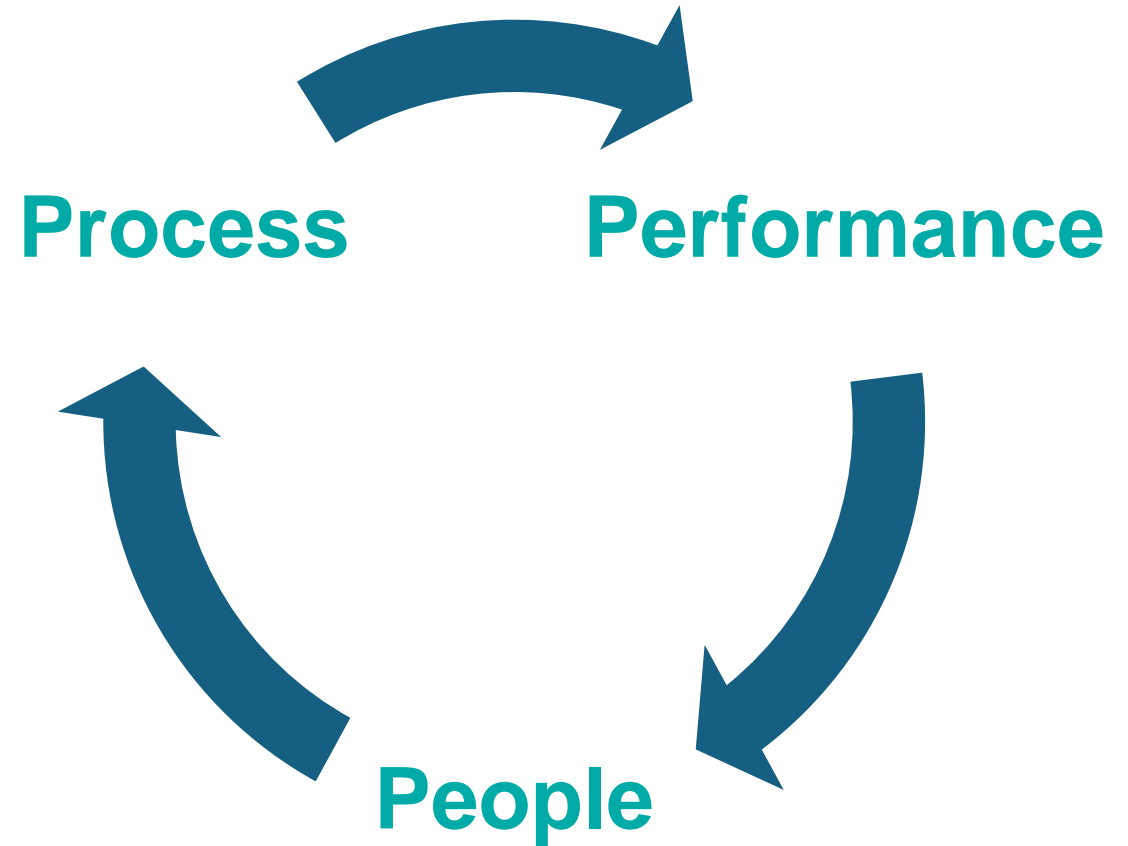


**Aidan Horan**



# The Board / Committee

- Effectiveness Reviews
- Performance Reviews
- Evaluations



# Governance reviews

## topic areas

- Roles and responsibilities – clarity and execution
- Leadership
- Strategy planning and implementation
- Performance monitoring and reporting ( KPIs )
- Risk management system
- Performance accountability arrangements
- Internal controls systems
- Board and sub-board structure / committee / working group effectiveness
- Values and their visibility



# Governance reviews

## topic areas (continued)

- Capacity and capability of governance and leadership team and individuals
- Compliance with legal, regulatory and governance obligations
- Stakeholder relationships, engagement and management
- Ethics, conduct, behaviour
- Financial governance, management controls and reporting
- Audit and assurance arrangements
- Oversight and scrutiny of governance obligations in relation to joint ventures, third party arrangements, funding agreements etc



# Board and executive relationships - reflections

- Board-led or executive-led organisations?
- Clarity
  - Purpose
  - Roles and Responsibilities
  - Accountability
  - Conduct and behaviours
- Trust
- Respect





# Within your folder for today



- HIQA Collaborative Learning Event, 26 March 2024 – An example of a board / governing body effectiveness survey
- HIQA Collaborative Learning Event, 26 March 2024 – An example of a committee effectiveness survey (audit and risk)



# Mentimeter

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

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



Scan to  
take part



Join at [menti.com](https://menti.com)

Use code: 8121 5108



# Leadership, ethics and culture



# RehabGroup

Investing in People, Changing Perspectives

- Shona Logan-King, Director of Quality and Governance
- Dr Ailis Quinlan, Board Director

# Rehab Group - Governance



“To pursue opportunities, to be more independent, participate in and contribute to society living the life of their choosing”

## RehabCare

68 Resource centres =  
1,827 Service Users

64 Residential services / Supported  
Accommodation = 240 users

15 Respite = 620 Service Users

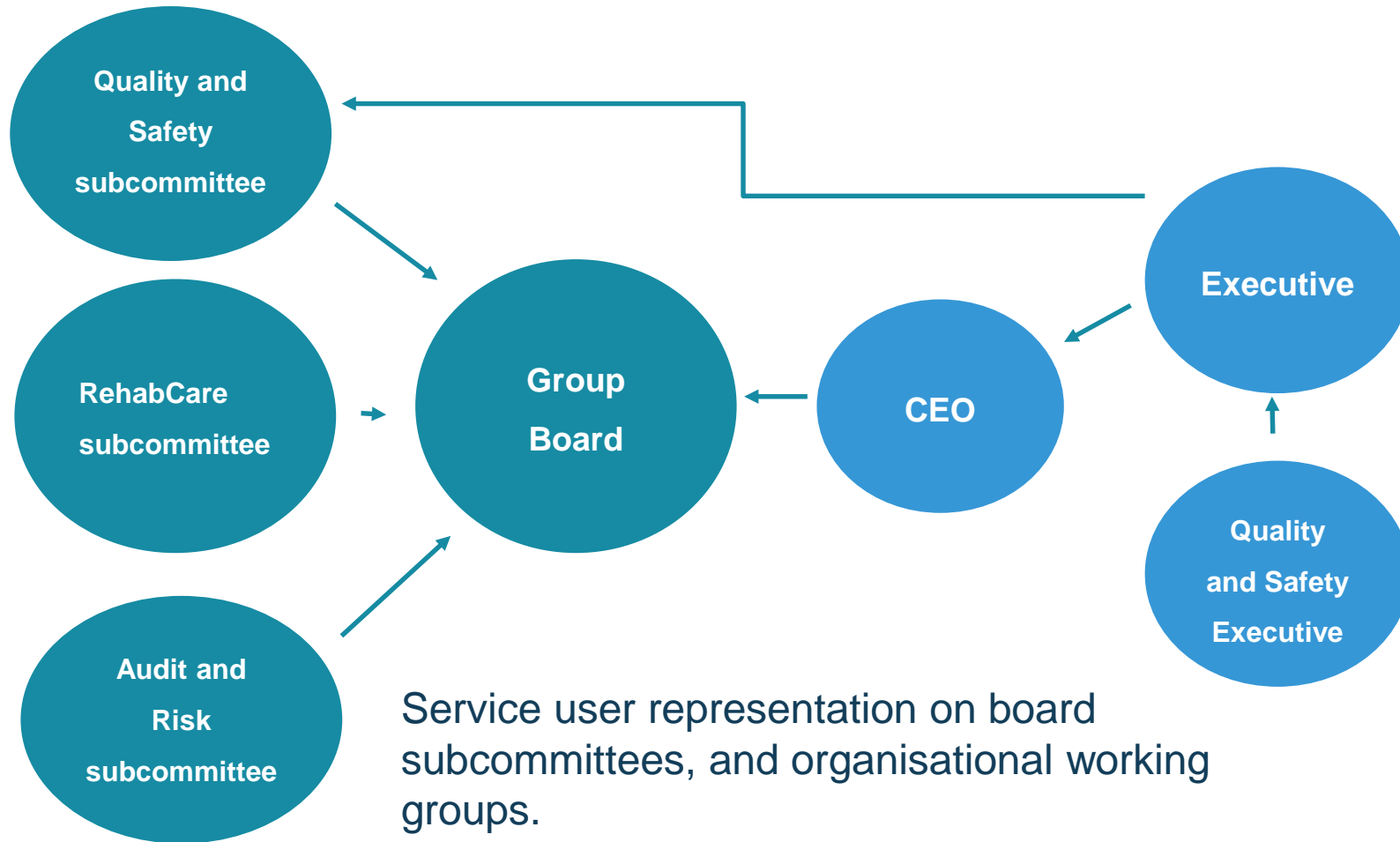
13 Outreach services = 989 users

11 Care Link/PA services = 578  
clients

RehabGroup

Investing in People, Changing Perspectives

# Group Governance Structure - Quality and Safety



# What culture do we want to achieve?

Person centred

Outcomes focused



Transparent and open

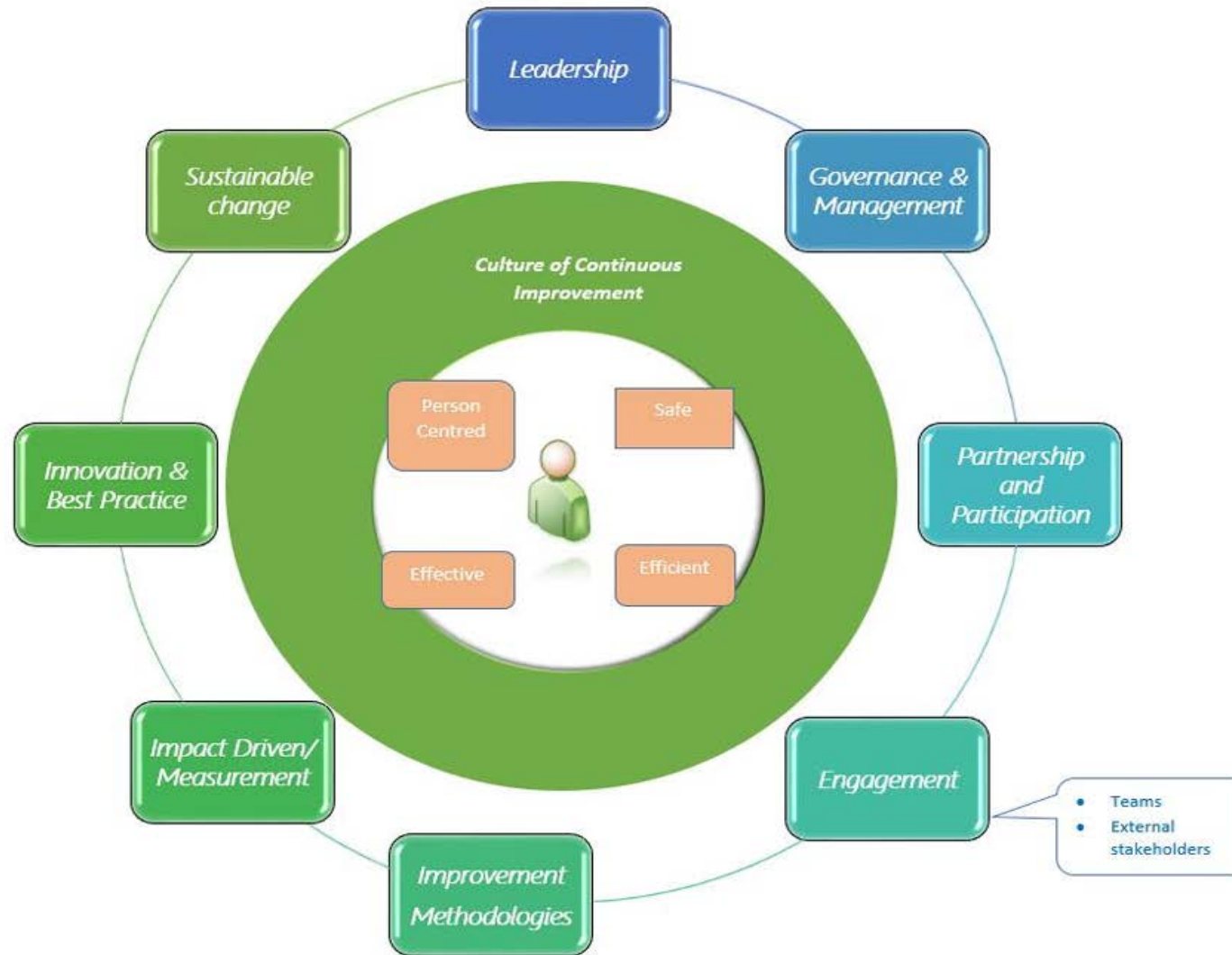
Learning and continuous improvement

Human rights-based service delivery

**What works well? What could be improved? What is not working?**

**How do we achieve this?**

# Quality Improvement Framework





# How do we achieve this - ethics

- Living and believing in our organisational values
- Ethical decision making, with service users at the core
- Transparency and integrity in all aspects of governance
- Making safeguarding personal
- Health, safety and wellbeing: staff and service users
- Compliance with regulatory bodies, and Charities Code
- Staff training and practice



# Relationship between Board and Executive

- To deliver high-quality services
- Develop and foster relationship of mutual trust and respect between the executive and the board
- Competent board and executive. Appropriate skills-mix, knowledge and experience of both
- Clear definition of roles
- Mutual understanding of what information board needs / wants to be assured
- Support and induction / education of board members around regulations
- Balance of the board – specific skills / expertise (for example legal, accountancy, HR, health and social care) and experience in the sector



# Relationship between Board and Executive – residential services



- Constructive challenges and support from Board
- HIQA reports are discussed at Quality and Safety Committee and Group Board
- Transparency - the Board is made aware of every provider assurance report
- Board members are also members of Housing Association Board
- Service teams present to the Board with regard to learning from challenges
- Board members conduct site visits
- Regular and consistent reporting



Thank you!

# Helping children with disabilities reach their full potential.

Clinical therapies | Education | Respite  
Hydrotherapy | Orthotics



**St. Gabriel's  
Foundation**



# Evaluating governance arrangements: one organisation's evolving perspective

James Forbes



# A brief word about ChildVision

(and a briefer word about me!)





‘the system by which companies are directed and controlled’

Cadbury, 1992



# Cadbury definition

- ▶ Reductive

- doesn't capture the complexity of what modern governance is being asked to deliver

- ▶ Disconnected

- doesn't reflect the need for a very intimate, nuanced understanding of the organisation

- ▶ Groupthink

- doesn't protect against perhaps the most insidious threat of all

# ChildVision's HIQA journey:

From 12 years ago to now



# Creating a culture that connects governance with practice

A Quality and Assurance subcommittee of the board

- ▶ the importance of terms of reference
- ▶ the necessity of external expertise



# What our Board has already committed to:

- ▶ the Quality and Assurance subcommittee as generative of a close engagement with services and the young people using our services
- ▶ a person-centred practice
- ▶ a 'no blame' culture
- ▶ a human rights focus
- ▶ our young people on interview panels



# What our Board needs to commit to:

- ▶ a rigorous self-evaluation process, inclusive of skills mix
- ▶ a commitment to specific training
- ▶ identifying regulatory excellence as a strategic goal
- ▶ a move from Cadbury to a more transparent ethic



# ChildVision's governance ambition

A learning culture that engages with regulation not as something to be wary of or merely tolerated but as an important spur to driving necessary, value enhancing change, promoting an ever enlarging understanding of quality and the ways to embed quality



# A move, perhaps, from Cadbury to Lily O'Brien's?



\* other luxury chocolate brands are available

Thank  
you!





# Internal compliance and accountability

Disability Services, Community Healthcare  
Cavan, Donegal, Leitrim, Monaghan, Sligo (CH CDLMS)

Dermot Monaghan, Chief Officer, CH CDLMS

Una Tomany, Regional Director of Nursing, Disability Services CH CDLMS





- The nine community healthcare organisations (CHOs) became operational in 2017
- Since 2017 the number of HSE CH CDLMS Disability Services designated centres has increased from 61 to 96

2017

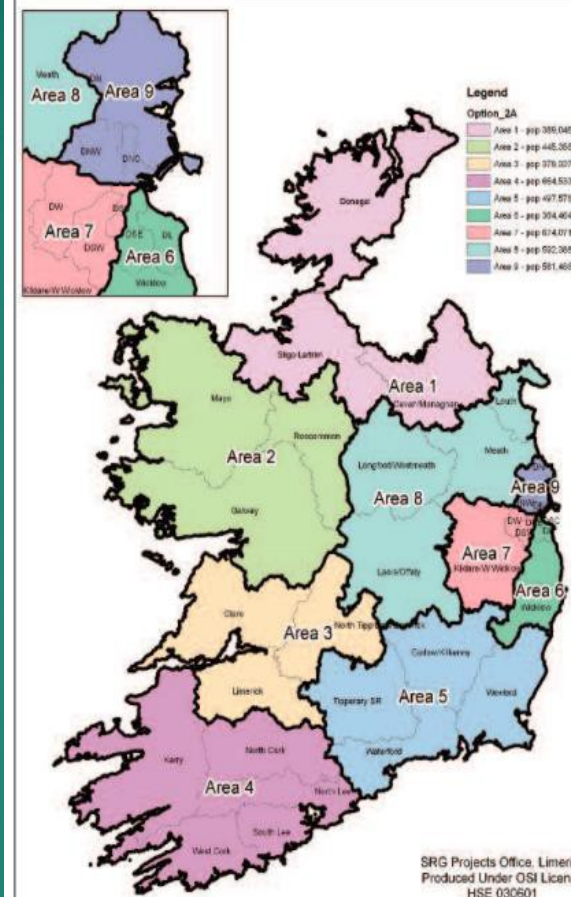
61

Designated  
Centres

96

2024

### The nine Community Healthcare Organisations are outlined below:



#### Area 1 - Population 389,048

Donegal LHO, Sligo/Leitrim/West Cavan LHO and Cavan/Monaghan LHO.

#### Area 2 - Population 445,356

Galway, Roscommon and Mayo LHOs

#### Area 3 - Population 379,327

Clare LHO, Limerick LHO and North Tipperary/East Limerick LHO

#### Area 4 - Population 664,533

Kerry LHO, North Cork LHO, North Lee LHO, South Lee LHO and West Cork LHO

#### Area 5 - Population 497,578

South Tipperary LHO, Carlow/Kilkenny LHO, Waterford LHO and Wexford LHO

#### Area 6 - Population 364,464

Wicklow LHO, Dun Laoghaire LHO and Dublin South East LHO

#### Area 7 - Population 674,071

Kildare/West Wicklow LHO, Dublin West LHO, Dublin South City LHO and Dublin South West LHO

#### Area 8 - Population 592,388

Laois/Offaly LHO, Longford/Westmeath LHO, Louth LHO and Meath LHO

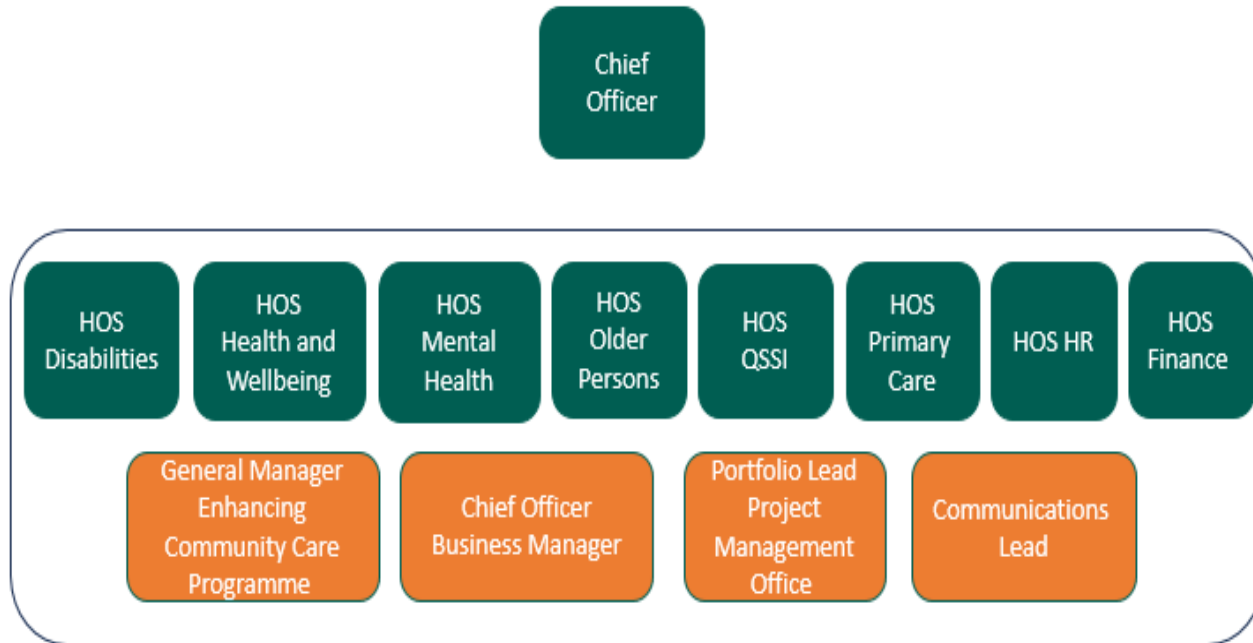
#### Area 9 - Population 581,486

Dublin North LHO, Dublin North Central LHO and Dublin North West LHO

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# CH CDLMS Executive Management Team



## CH CDLMS Governance for Quality Structure





# CH CDLMS Governance for Quality Structure

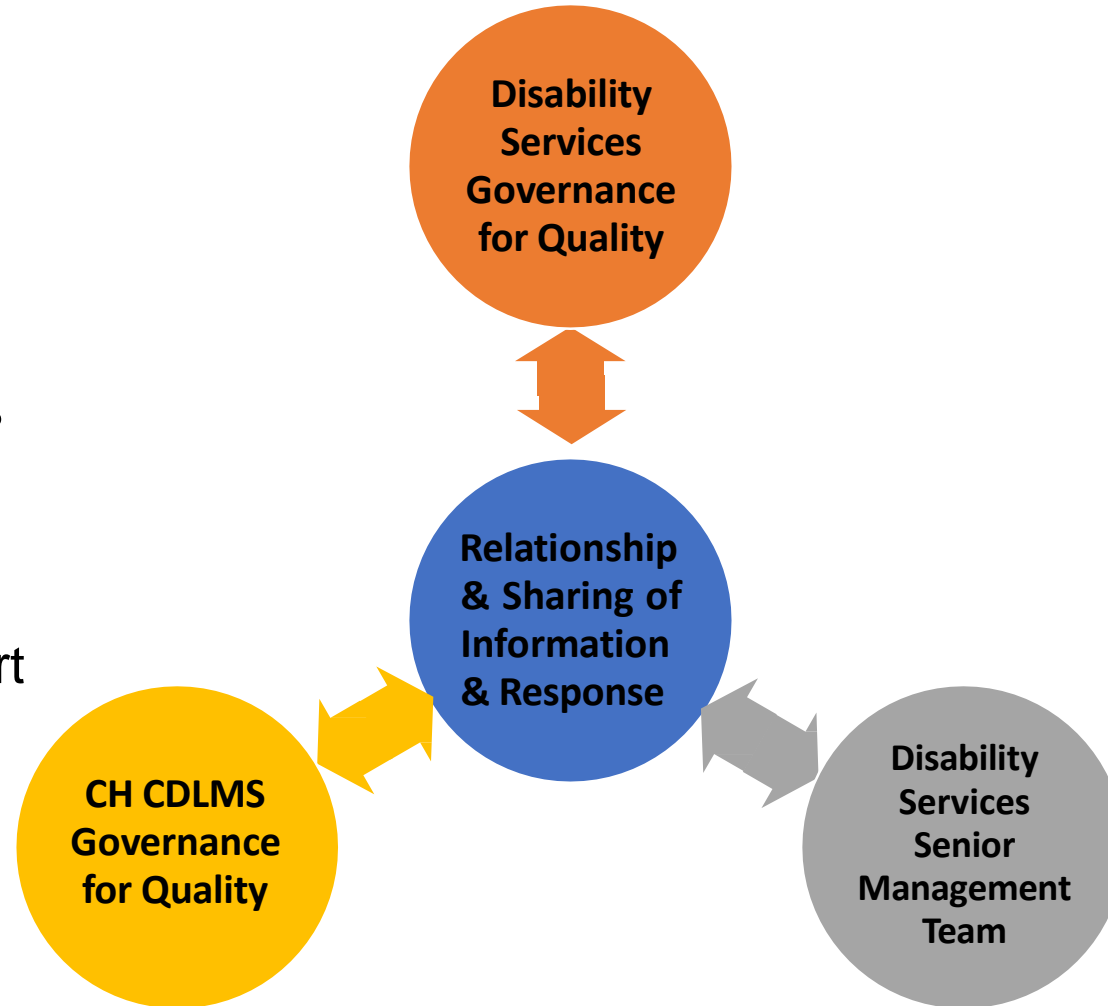
- CH CDLMS Head of Service (HOS) for Quality, Safety & Service Improvement (QSSI), appointed in 2021 – reports to the Chief Officer and is a member of the Executive Management Team
- Dedicated Quality Patient Safety (QPS) Lead for Disability Services, appointed in 2022 – reports to the HOS QSSI
- Function of Performance Monitoring at a high level;
  - Monthly Disability Compliance Report
  - Quarterly QPS Quality Profile
  - Risk management processes
  - Consumer Services
- Quarterly Governance for Quality Management Meeting attended by the following Heads of Services and chaired by the Chief Officer – performance report review

Disability Services	Primary Care Services	Older Persons Services	Mental Health Services	Health and Wellbeing	Human Resources
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# Disability Services Senior Management Structure

- Head of Service Strategic & Operational Updates
- General Managers Operational Updates from Governance & Oversight Committees
- QPS Highlight Report
- Safeguarding Highlight Report
- HR Highlight Report
- Finance Report
- IPC/AMR Report



- Information sharing – new developments, policies, guidelines etc.
- HIQA Standards for Residential Services for Children and Adults with Disabilities
- Safeguarding Notifications, Responses
- National Standards, Guidelines, Policies, Audit and Report Recommendations
- Risk Management Processes/Risk Register/Incidents & SRE Trend Reports.
- Prevention and Control of Health Care Acquired Infection.
- Quality Improvement Initiatives



# Internal Compliance and Accountability

- 2017 - developed a database of designated centres.
- Established a baseline on the status of each centre.
- New centres included once registered.
- Self-assessment and the development of a quality improvement plan for each centre.
- Self-Assessment comprised of:



- Outcomes of assessments undertaken are populated on a standard QIP across the CHO
- QIPs are monitored at the centre, services & General Manager level
- Weekly Standards & Regulation meetings take place across the CHO. It is chaired by the General Manager with the Head of Service chairing once monthly
- QIPs are a weekly agenda item
- This supports the escalation of centres of concern for enhanced weekly monitoring at GM level



# Evolving Processes to Support Performance Monitoring

CH CDLMS Disability Services have reviewed and evolved their monitoring approach since 2017.



- Further development of database to include all areas inspected allowing for analysis, trending and sharing of information to improve quality of services
- Reviewed mechanisms to support triangulation from an additional number of sources
- Audits - included HSA, IPC, Maintenance, Estates, thematic inspection self-assessments and outcomes
- Development of an Early Warning System
- 2021 - Development of Disability Services Training Matrix and Catalogue
- Compliance reporting monthly to the Chief Officer
- 2023 - Sustainability Plan reporting



# End Goal

## PROCESSES

Management  
Team Structures:

- CHO
- HOS
- GM
- Operational Area
- Service Area
- Centre

Governance for  
Quality Structures:

- CHO
- HOS
- GM
- Operational Area

## ENABLERS



## GOALS

Improving resident  
experience

Improving resident  
autonomy

Ensuring resident  
safety





# Building Better Futures:

The role of good governance in  
enhancing lives