

Paul Reid  
Chief Executive  
Health Service Executive  
Dr Steeven's Hospital  
Steevens' Lane  
Dublin 8

Our Ref: PQ/EMcC/PR/20211210

10 December 2021

By email only: [REDACTED]

Dear Paul,

**Concerns regarding the governance and management of social care  
Community Healthcare Organisation 1 (CHO1)**

I am writing to you in relation HIQA's concerns about the Health Service Executive (HSE) governance, management and oversight of social care in Community Healthcare Organisation 1 (CHO1) at both a local and Executive level. HIQA is also seriously concerned about the effectiveness of the surveillance, identification and management of adult and child safeguarding concerns in CHO1.

The Chief Inspector has brought to my attention these concerns in the context of HIQA's functions under Section 8 of the Health Act 2007 as amended (the Act), and in particular the most recent serious issues [REDACTED] [REDACTED] a designated centre for people with a disability in CHO1. These issues raise serious concerns for HIQA whose object is to promote safety and quality in the provision of health and personal social services for the benefit of the health and welfare of the public. HIQA is not assured the performance of the HSE is ensuring safe quality care for people in receipt of care in this area.

The Chief Inspector, through her function and powers will attend to and deal with the regulatory issues in relation to these designated centres. The findings of the Chief Inspector regulatory work may be used to inform actions taken by HIQA.

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I acknowledge progress has been made in some areas of CHO 1, however, given the serious nature of the most recent incidents, I am requiring the HSE to undertake a number of actions and provide assurance to HIQA by:

1. Undertake an immediate review of the current functioning and effectiveness of governance arrangements in CHO1, and an assurance having conducted same that these are working so that residents are properly safeguarded
2. Undertake a full governance review of CHO1 and provide assurance to HIQA that:
  - a. the governance structures at local and national level, are robust, appropriately resourced and are sustainable to deliver safe, effective and reliable person-centered care,
  - b. there are clear lines of accountability at individual, team, local and national levels,
  - c. there are effective arrangements for timely and effective prevention, identification and management of risk,
  - d. the systems, processes and behaviour supports the workforce to do the right thing and make the right decisions to safeguard residents,
  - e. there is a culture that protects the rights of all residents which is effectively monitored on an ongoing basis.
3. Undertake a review of child and adult safeguarding and provide assurance that there are appropriate and effective systems to identify, respond, and investigate safeguarding concerns.
4. Any other information the HSE may think relevant.

Please provide a written response to action number 1 above by close of business on 6 January 2022.

Please submit how you intend to carry out the reviews referred to in action 2 and 3 including the proposed timeline for completion by close of business on 6 January 2022.

Yours sincerely,



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**PHELIM QUINN**  
Chief Executive

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