



**Health  
Information  
and Quality  
Authority**

An tÚdarás Um Fhaisnéis  
agus Cáilíocht Sláinte

# **Business Plan 2014**

*Safer Better Care*



## About the Health Information and Quality Authority

The Health Information and Quality Authority (HIQA) is the independent Authority established to drive high quality and safe care for people using our health and social care services. HIQA's role is to promote sustainable improvements, safeguard people using health and social care services, support informed decisions on how services are delivered, and promote person-centred care for the benefit of the public.

The Authority's mandate to date extends across the quality and safety of the public, private (within its social care function) and voluntary sectors. Reporting to the Minister for Health and the Minister for Children and Youth Affairs, the Health Information and Quality Authority has statutory responsibility for:

- **Setting Standards for Health and Social Services** – Developing person-centred standards, based on evidence and best international practice, for those health and social care services in Ireland that by law are required to be regulated by the Authority.
- **Supporting Improvement** – Supporting health and social care services to implement standards by providing education in quality improvement tools and methodologies.
- **Social Services Inspectorate** – Registering and inspecting residential centres for dependent people and inspecting children's residential centres, special care units and detention schools, foster care services and child protection services.
- **Monitoring Healthcare Quality and Safety** – Monitoring the quality and safety of health and personal social care services and investigating as necessary serious concerns about the health and welfare of people who use these services.
- **Health Technology Assessment** – Ensuring the best outcome for people who use our health services and best use of resources by evaluating the clinical and cost effectiveness of drugs, equipment, diagnostic techniques and health promotion activities.
- **Health Information** – Advising on the efficient and secure collection and sharing of health information, evaluating information resources and publishing information about the delivery and performance of Ireland's health and social care services.



## Table of Contents

<b>1</b>	<b>INTRODUCTION .....</b>	<b>1</b>
<b>2</b>	<b>OUR VISION, MISSION AND CORE VALUES .....</b>	<b>3</b>
<b>3</b>	<b>OUR FUTURE STRATEGY .....</b>	<b>5</b>
3.1	Strategic objectives for 2013–2015 .....	5
3.2	Outcomes.....	5
3.3	Core activities .....	5
3.4	Strategic objectives – for our core activities .....	6
3.5	Strategic objectives – for our key enablers .....	7
3.6	Required resources .....	9
3.7	Performance measurement and risk management.....	9
3.8	Organisation overview .....	9
3.9	Directorate Overview.....	11
<b>4</b>	<b>PART 1: BUSINESS PLAN OBJECTIVES FOR OUR CORE ACTIVITIES .....</b>	<b>13</b>
	<b>PART 2: BUSINESS PLAN OBJECTIVES FOR OUR ENABLING ACTIVITIES ...</b>	<b>28</b>
<b>5</b>	<b>CORE OPERATIONAL ACTIVITIES.....</b>	<b>38</b>
5.1	Corporate Services .....	38
5.2	Communications and Stakeholder Engagement.....	38
5.3	Chief Executive’s Office .....	38
<b>6</b>	<b>RISK MANAGEMENT .....</b>	<b>39</b>
<b>7</b>	<b>CONCLUSION .....</b>	<b>39</b>
<b>APPENDICES .....</b>		<b>41</b>
	Appendix 1 – Resources Summary 2014.....	41
	Appendix 2 – Items deferred from draft Business Plan submitted to the Minister for Health .....	42

## 1 Introduction

Promoting safety and quality in the provision of health and personal social services for the benefit of the health and welfare of the public is the primary objective of the Health Information and Quality Authority (the Authority), as stated in the Health Act 2007 (the Act).

Since our establishment in 2007, the Authority has continued to deliver a range of core functions for both the regulatory and improvement elements of our work.

The Programme for Government, published in 2011, envisaged substantial changes to how health and social care services are organised and delivered. This was set out in detail in *Future Health: A Strategic Framework for Reform of the Health Service 2012-2015*, published in November 2012.

This was developed further in two key health reform documents, *Money Follows the Patient: A Policy Paper on Hospital Financing* and *The Path to Universal Healthcare: A Preliminary Paper on Universal Health Insurance*, published in February 2013.

In developing this Business Plan we have been conscious of our responsibility to promote and protect the health and wellbeing of our workforce and the wider community, as set out in *Healthy Ireland: A Framework for Improved Health and Wellbeing 2013–2025* and commitments in this area have been set out.

The Programme for Government's strategic priorities have major implications for the Authority. They make it clear that there are also a range of additional functions to be assigned to the Authority in the coming years.

This Business Plan sets out the programme of work to be undertaken by the Authority in 2014 to meet our existing functions whilst also planning and preparing for the future implications for the Authority from these proposed changes.

In light of government priorities, and following consultation and engagement with our stakeholders, including the public, our staff and Board, the Authority adopted a new corporate plan in 2013: *Corporate Plan 2013–2015*.

The new Corporate Plan illustrates clearly what our priorities over those three years will be. These include describing the outcomes the Authority intends to achieve for our stakeholders and the activities to be undertaken to deliver on these outcomes over the period.

This Business Plan has been aligned with the new Corporate Plan and sets out the business objectives to be delivered in 2014, the second year of the three-year corporate planning cycle.

In all that we do the Authority continues to be conscious of the ongoing difficult economic environment and the continued pressures on public finances. We will do all that we can to ensure that we make the best possible use of the resources entrusted to us.

In the continued development of existing functions, and in the commencement of further functions, the Authority will continue to be responsive and flexible in how we approach and implement our remit.

During 2014 we will continue to review and challenge how we operate and how we carry out our functions within the Authority to ensure that we deliver an efficient and effective service, ensuring value for public money.

We will do this by continuing to strive to make the best use of our existing resources in these challenging times in order to provide the biggest impact possible through our work for people using health and social care services.

Subsequent to the initial drafting of this Business Plan, the Authority agreed to undertake a statutory investigation.

On 27 February 2014, the Minister for Health wrote to the Chairperson of the Authority requesting that we carry out an investigation into a range of issues that had been identified following a report prepared by the Department of Health's Chief Medical Officer concerning the Midland Regional Hospital at Portlaoise. The Minister also requested that the Authority:

- undertake an assessment of the patient safety culture at Midland Regional Hospital Portlaoise
- develop national standards for the conduct of reviews of adverse incidents
- adopt/adapt a standard tool for the assessment of patient safety culture
- work with the Department of Health to scope the proposed National Patient Safety Surveillance System.

Having agreed in March to carry out the work requested by the Minister, this means that the Authority has had to defer certain pieces of work that were prioritised by the Authority and identified in its original draft Business Plan that was submitted to the Minister. The items that have been deferred are set out in Appendix 2.

## 2 Our Vision, Mission and Core Values

The vision, mission and values of the Authority can be described as the central basis of the organisation, which in turn informs the selection of activities and the approach we adopt to implement them.

### Our vision

Our vision is *to drive high quality and safe care for people using our health and social care services.*

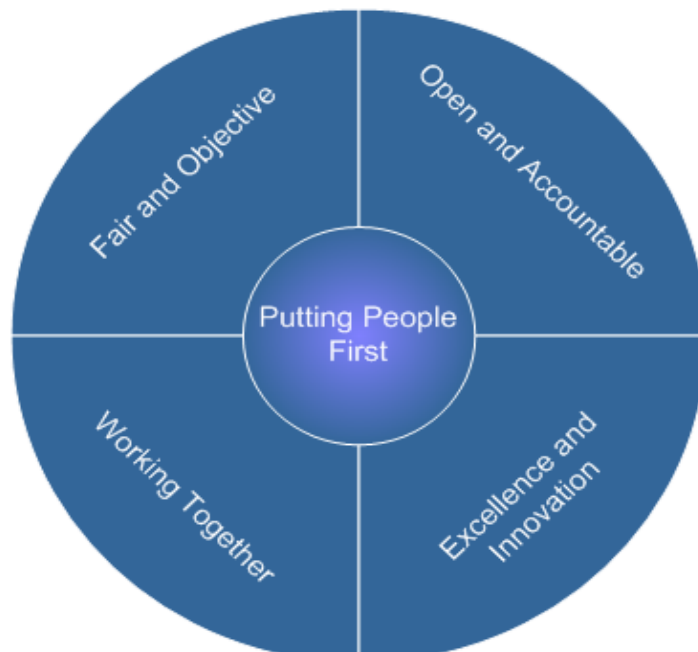
### Mission and corporate values

We exist to promote sustainable improvements, safeguard people using health and social care services and support informed decisions on how services are delivered. This mission will guide and direct all of the activities of the Authority.

Core corporate values are intended to express what we believe is important, how we will work and how we hope to be viewed by external stakeholders, as well the ethos and approach which our staff are encourage to display. They form the basis of the culture of an organisation.

The core values of the Authority are shown in Figure 1 and are outlined below.

**Figure 1. Core values of the Authority**





**Putting people first** – we put the needs and the voices of service users, and those providing the services, at the centre of all of our work.

**Fair and objective** – we strive to be fair and objective in our dealings with people and organisations, and undertake our work without fear or favour.

**Open and accountable** – we share information about the nature and outcomes of our work, and accept full responsibility for our actions.

**Excellence and innovation** – we strive for excellence in our work, and seek continuous improvement through self-evaluation and innovation.

**Working together** – we engage with people providing services and people using the services in developing all aspects of our work.

## 3 Our Future Strategy

### 3.1 Strategic objectives for 2013–2015

The Authority's strategic objectives, as set out in our Corporate Plan for the period from 2013 to 2015, are set out below.

The Strategy Map (shown on page 8) demonstrates the alignment between the Authority's strategy and its capabilities, competencies, resources and business processes that collectively provide the means by which the strategy is implemented. This illustrates the structure of the strategy and articulates the following key elements:

- outcomes that we aim to achieve in order to deliver on our mission
- our core activities
- our strategic objectives
- the key enablers to deliver on the Plan.

### 3.2 Outcomes

The outcomes describe the core reasons for the Authority's existence and what the intended consequences of our work will be.

The Authority has identified four outcomes that we wish to achieve in order to deliver our mission.

These are described as follows:

**Care is improved** – we enable sustainable improvements in safety and quality of health and social care services.

**People are safeguarded** – we act to reduce the risks of harm and abuse to people using health and social care services.

**People are informed** – we publicly report on safety, quality and effectiveness of health and social care services.

**Policy and service decisions are informed** – we inform policy development and how services are delivered.

### 3.3 Core activities

There are certain activities that we must undertake on an ongoing basis to deliver these outcomes. These relate essentially to our statutory functions and we must deliver these effectively so that we can deliver on our mission.

These are:

■ **Regulation**

Regulation consists of the registration, oversight and scrutiny of designated health and social care services and must be in line with legal requirements.

■ **Supporting improvement**

Supporting improvements is achieved through the setting of standards, provision of guidance and promotion of quality and patient safety initiatives.

■ **Assessing health technologies**

Provision of evidence-based advice to inform policy development and how services are delivered.

■ **Improving outcomes through information**

Promoting the efficient and secure collection, use and sharing of health information.

### **3.4 Strategic objectives – for our core activities**

The strategic objectives that will be underpinned by our core activities are summarised below and are also illustrated in Table 2.

**Regulation:**

- Conduct regulation programmes of health and social care services so that those services are driven to continuously improve, and in turn better safeguard people and achieve improved outcomes for service users.
- Regulate effectively and efficiently and ensure that its outcomes and impact on policy are communicated to all relevant stakeholders.

**Supporting improvement:**

- Develop person-centred standards and guidance.
- Build capacity and support the implementation of sustainable improvements.
- Share the learning from our activities to improve patient safety culture.

**Health technology assessment:**

- Conduct a number of relevant Health Technology Assessments (HTAs) as efficiently as possible.
- Act to embed HTA in national policy and service decision making.

**Health information:**

- Set standards to support eHealth.
- Promote and enable the use of information to plan, manage and deliver health and social care services.

### **3.5 Strategic objectives – for our key enablers**

The strategic objectives that will underpin how we are enabled to effectively deliver on the Plan are summarised below and are also illustrated in Table 2. The strategic objectives for these enablers are:

#### **People**

Ensure that we have a competent and supported workforce that is utilised to its full potential.

#### **Governance**

Demonstrate that our corporate governance framework is effective and robust.

#### **Performance and delivery**

Manage the organisation effectively and efficiently through robust planning and performance management.

#### **Information**

Ensure that information is used and managed effectively and in accordance with best practice.

#### **Communication and engagement**

Actively communicate and engage in an open and responsive manner with all our stakeholders.

#### **Evidence**

Ensure that our work is informed by evidence and research.

The following Strategy Map 2013–2015 illustrates how the elements of the Corporate Plan coexist and also the high level of activities that the Authority will undertake over the three years of the planning cycle to achieve the strategic objectives.

# Strategy Map 2013-2015

Our mission is:

The Authority exists to promote sustainable improvements, safeguard people using health and social care services and support informed decisions on how services are delivered.

The outcomes we hope to achieve are:

<p><b>Care is improved</b></p> <p>We enable sustainable improvements in safety and quality of health and social care services</p>	<p><b>People are safeguarded</b></p> <p>We act to reduce the risks of harm and abuse to people using health and social care services</p>	<p><b>People are informed</b></p> <p>We publicly report on safety, quality and effectiveness of health and social care services</p>	<p><b>Policy and service decisions are informed</b></p> <p>We inform policy development and how services are delivered</p>
---	--	---	--

Our core activities to deliver on our outcomes are:

<p><b>Regulation</b></p> <p><i>Registration, oversight and scrutiny of designated health and social care services in line with legal requirements</i></p> <ul style="list-style-type: none"> <li>■ We will conduct regulation programmes of health and social care services to safeguard people and achieve improved outcomes for service users</li> <li>■ We will carry out our Regulation function effectively and efficiently and its outcomes and impact on policy will be communicated to all relevant stakeholders</li> </ul>	<p><b>Supporting Improvement</b></p> <p><i>Improving quality and safety by providing support to service providers and users</i></p> <ul style="list-style-type: none"> <li>■ We will develop new and revised existing standards and guidance</li> <li>■ We will build capacity and capability and support the implementation of sustainable improvements</li> <li>■ We will share the learning from activities to enable continuous improvement</li> </ul>	<p><b>Improving outcomes through information</b></p> <p><i>Promoting the efficient, and secure collection, use and sharing of health information</i></p> <ul style="list-style-type: none"> <li>■ We will set standards to support eHealth</li> <li>■ We will promote and enable the use of information to plan, manage and deliver health and social care services</li> </ul>	<p><b>Assessing Health Technologies (HTA)</b></p> <p><i>Provision of evidence based advice to inform policy development and how services are delivered</i></p> <ul style="list-style-type: none"> <li>■ We will undertake a number of relevant HTA's as efficiently as possible</li> <li>■ We will act to embed HTA in national policy and service decision making.</li> </ul>
---	--	--	--

Our strategic objectives are:

<p><b>People</b></p> <p>We will continue to ensure that we have a professionally competent and supported workforce that is utilised to its full potential</p>	<p><b>Governance</b></p> <p>We will demonstrate that our corporate governance framework is effective and robust</p>	<p><b>Performance and delivery</b></p> <p>We will manage the organisation effectively and efficiently through robust planning and performance management</p>
<p><b>Information</b></p> <p>We will use and manage information effectively and in accordance with best practice</p>	<p><b>Communication and engagement</b></p> <p>We will actively communicate and engage in an open and responsive manner with all our stakeholders</p>	<p><b>Evidence</b></p> <p>We will ensure that our work is informed by evidence and research</p>

Our key enablers to ensure our success:

### 3.6 Required resources

This Business Plan has been developed on the basis of the resources expected to be available to the Authority for 2014. The Authority is aware of the ongoing fiscal challenges and in identifying our business objectives, and the means of delivering them, we will utilise existing resources optimally and achieve the maximum impact for people using health and social care services. We will continue to leverage, where appropriate, the skills, expertise and services of other organisations so that duplication of effort is avoided and collaboration is promoted.

A summary of the Authority's budget for 2014, which sets out the resources required to deliver the objectives set out in this Business Plan, is outlined in Appendix 1.

### 3.7 Performance measurement and risk management

In the Authority we continue to develop our internal systems and infrastructure so that we can maximise performance and ultimately measure performance, and manage and mitigate risks. This is especially important in the current environment given that we must be able to provide tangible evidence of the impact we have on the quality and safety of services.

In the development of this Business Plan and the *Corporate Plan 2013–2015*, a framework has been developed to enable a fully integrated planning and performance management approach to manage the organisation more effectively and efficiently.

### 3.8 Organisation overview

The mission and values of the Authority provide the basis for the implementation of our functions. Our vision (*to drive high quality and safe care for people using our health and social care services*) is aligned to the Object of the Authority as stated in the Health Act 2007.<sup>1</sup> Therefore, we aim to deliver our statutory remit through our day-to-day activities and engagement.

The organisational structure of the Authority reflects the functions in the Health Act 2007 and there are four Directorates based on these functions.

These are:

- Regulation
- Safety and Quality Improvement
- Health Technology Assessment
- Health Information.

---

<sup>1</sup> The Object in the Health Act 2007 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.*

These Directorates are supported by Communications and Stakeholder Engagement, Corporate Services and the Chief Executive's Office which provide the necessary cross-organisational support, coordination and infrastructural services necessary to fulfil our functions.

Each of the Directorates is led by a Director who reports directly to the Chief Executive Officer. The senior team of the Authority, the members of which report to the Chief Executive Officer, is responsible for ensuring the effective leadership, management and delivery of the Authority's functions, as outlined in the *Corporate Plan 2013–2015*. The organisational structure for the Authority can be seen in Appendix 2.

The overall strategy, priorities and governance arrangements of the Authority are overseen by the Board of the Authority, which is appointed by the Minister for Health. Through the Chairperson of the Board, the Chief Executive Officer of the Authority is accountable to the Board.

The Board has established a number of Committees to assist it in its work, which are the:

- **Audit and Corporate Governance Committee** whose primary function is to ensure that the Authority meets its relevant statutory functions and to monitor the overall effectiveness of corporate governance, financial management, risk management and internal audit arrangements.
- **Health and Social Care Governance Committee** whose primary role is to monitor the effectiveness of the governance arrangements around the health and social care functions.
- **Information, Research and Technologies Committee** whose role is to monitor the governance around the information, research and technologies functions.
- **Remunerations and Nominations Committee** whose role is to oversee the nominations and remunerations arrangements and organisational development of the Authority.

### 3.9 Directorate Overview

For an overview of the purpose of each Directorate, see Table 1 below.

**Table 1. The purpose of each Directorate**

Directorate	Function overview
<b>Regulation</b>	Registering, monitoring and the scrutiny of designated health and social care services in line with legal requirements. The directorate will continue the development of its approaches to regulation in line with emerging government policy, the context of a challenging financial environment and in line with national and international principles of good regulation.
<b>Safety and Quality Improvement</b>	Actively supporting and enabling a culture of safety and quality improvement across and within the health and social care system; helping to build capability and capacity in the people providing services; developing national standards and guidance in consultation with key stakeholders and the provision of quality improvement methodologies and tools; operating schemes aimed at ensuring safety and quality in the provision of services.
<b>Health Information</b>	Identifying and advising on health information deficiencies, establishing an information governance framework and setting standards for health information and health information systems, and evaluating and providing information on the provision of health and social services.
<b>Health Technology Assessment</b>	Informing national decision making in the use of resources in our health services, specifically through the assessment (and supporting the assessment) of the clinical and cost-effectiveness of health technologies, in order to support the best outcome for the patient.
<b>Communications and Stakeholder Engagement</b>	Managing all the Authority's communications, with both internal and external audiences, and developing collaborative relationships across the health and social care systems.



<b>Corporate Services</b>	Ensuring that the Authority is fit for our intended purpose, through effective staff welfare, performance, management and recruitment, premises, information systems and other key support services.
<b>Chief Executive's Office</b>	Providing oversight, direction and support to enable the Authority to deliver its objectives effectively and efficiently and in a well governed way.

Each Directorate contributes to the overall attainment of the strategic objectives contained in the *Corporate Plan 2013–2015* of the Authority. The Authority also works to develop relationships and partnerships at national and international levels to leverage knowledge, expertise and best practice.

This Business Plan outlines the objectives to be met in 2014, in keeping with our *Corporate Plan 2013–2015*. The achievement of these objectives requires Directorates to engage in an integrated way in a wide range of activities.

## 4 PART 1: BUSINESS PLAN OBJECTIVES FOR OUR CORE ACTIVITIES

### 1. REGULATION

<b>Strategic Objective</b>	<b>1.1A We will have conducted regulation programmes of health and social care services to safeguard people and achieve improved outcomes for service users, to include regulation of adult care services</b>	
<b>Key Priorities 2013 - 2015</b>	<p>We will carry out regulation programmes of services as outlined in the relevant legislation using robust methodologies.</p> <p><b>For adult social care services</b> our priorities include:</p> <ul style="list-style-type: none"> <li>▪ effective commencement of the regulation of designated centres for adults with a disability</li> <li>▪ effective renewal of existing registrations of designated centres for older persons and dependent persons with a view to raising standards in care provision</li> <li>▪ reviewing and developing a range of registration policies and procedures ensuring that we meet good standards of administration</li> <li>▪ planned for the introduction of any new areas of regulation.</li> </ul>	
<b>BPO Number</b>	<b>Business Plan Objectives 2014</b>	<b>Target Date</b>
1.1A.1	Evaluate the programme of 50 thematic inspections of designated centres for older and dependent persons completed in Q4 2013 and incorporate learning into a targeted monitoring programme of the remaining designated centres for older and dependent persons	February 2014
1.1A.2	Publish a report of the outcomes of the pilot of thematic inspections of designated centres for older and dependent persons completed in Q4 2013	February 2014
1.1A.3	<p>Utilising the Authority's Monitoring Approach, complete a monitoring programme of remaining designated centres (N=515) for older and dependent persons based on the themes:</p> <ul style="list-style-type: none"> <li>▪ End-of-Life care</li> <li>▪ Nutrition.</li> </ul>	December 2014

	To include onsite unannounced inspection of at least 243 centres	
1.1A.4	Identify themes and associated frameworks for thematic inspection in 2015 based on assessed risk and concerns expressed by service users within the sector	September 2014
1.1A.5	Completion of <b>246</b> renewals to notice of proposal issued stage in line with legal requirements based on a renewal assessment, regulatory history and risk profile of centres	December 2014
1.1A.6	Process all applications to notice of proposal stage for variation in registrations and changes of entities in line with pre-set key performance indicators (KPIs)	December 2014
1.1A.7	Have completed the registration of at least <b>350</b> designated centres to notice of proposal stage for adults with a disability in line with registration KPIs	December 2014
1.1A.8	Utilising the Authority's Monitoring Approach, complete a parallel, risk-based programme of monitoring of designated centres (adult disability)	December 2014
1.1A.9	Identify themes and associated frameworks for thematic inspection in 2015 based on assessed risk within disability centres (adult Disability)	December 2014
1.1A.10	Contribute to the development of legal/regulatory framework for homecare services as requested by the Department of Health	December 2014

<b>Strategic Objective</b>	<b>1.1B We will have conducted regulation programmes of health and social care services to safeguard people and achieve improved outcomes for service users, to include provision of an assurance programme of the quality and safety of defined healthcare services.</b>	
<b>Key Priorities 2013 - 2015</b>	<p>We will develop, implement and report on a scrutiny programme aimed at providing assurance on the safety and quality of healthcare services in line with the requirements of the Health Act 2007, the <i>National Standards for Safer Better Healthcare</i> and other relevant healthcare standards.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> <li>▪ completing within agreed timescales any specific investigations initiated by HIQA or commissioned by relevant Government Ministers in line with the Health Act 2007.</li> <li>▪ developing and commencing the delivery of a three-year programme of thematic monitoring reviews based on identified priorities and consultation with stakeholders</li> <li>▪ reviewing our methodologies to ensure that our processes enable us to prepare for the proposed licensing of healthcare services in line with Government priorities.</li> <li>▪ carrying out a programme of announced and unannounced infection prevention and hygiene inspections in line with agreed regional hygiene standards.</li> </ul>	
<b>Objective</b>	<b>Business Plan Objectives 2014</b>	<b>Target Date</b>
1.1B.1	Receive, analyse, risk rate and respond to information (direct and indirect) in order to establish compliance with mandated standards and regulations in line with agreed business rules.	December 2014
1.1B.2	<p>Apply the Authority's Monitoring Approach to undertake a review of the governance arrangements in place to ensure the quality and safety of patient services in the context of the nationally mandated standards and recommendations of investigations arrangements in:</p> <ul style="list-style-type: none"> <li>▪ University of Limerick Hospital Group</li> <li>▪ Midland Regional Hospital, Portlaoise (conducted as an investigation under Section 9(2) of the Health Act 2007)</li> </ul>	<p>March 2014 December 2014</p>

1.1B.3	<p>Apply the Authority's Monitoring Approach to undertake a review of areas identified in the three-year assurance programme on the quality and safety of healthcare service provision against national standards<sup>2</sup></p> <ul style="list-style-type: none"> <li>▪ Utilising a self-assessment tool to commence an assessment of the arrangements in place to ensure that elderly patients utilising the general acute healthcare services are adequately assessed, managed and evaluated to effectively meet their individual hydration and nutritional needs (49 hospitals)</li> <li>▪ Using the Authority's Monitoring Approach, review the governance arrangements of pre-hospital emergency care services to ensure the timely assessment, diagnosis, initial management and transport of an acutely ill patient to an appropriate healthcare facility.</li> <li>▪ Using the Authority's Monitoring Approach, and in conjunction with 1.1B.2 above, undertake a risk-based programme of monitoring of maternity services.</li> </ul>	<p>December 2014</p> <p>September 2014</p> <p>December 2014<sup>3</sup></p>
1.1B.4	<p>Utilising the Authority's Monitoring Approach, undertake a thematic monitoring programme of prevention and control of Healthcare Associated Infections including self-assessments (antimicrobial; surgical site infection stewardship) in 49 hospitals.</p>	<p>December 2014</p>
1.1B.5	<p>Plan for the commencement of transfer to HIQA the functions of Competent Authority in line with legislative revisions of SI478/2002 and the Health Act 2007 relating to Ionising Radiation Patient Exposure Regulations</p>	<p>September 2014 (subject to commencement)</p>
1.1B.6	<p>Continue to work with the Department of Health on preparation of licensing of healthcare services.</p>	<p>December 2014</p>

<sup>3</sup> Subject to the number of services requiring on-site inspection.

<b>Strategic Objective</b>	<b>1.1C We will have conducted regulation programmes of health and social care services to safeguard people and achieve improved outcomes for service users, to include provision of an assurance and regulation programme for the quality and safety of defined children’s health and social care services</b>	
<b>Key Priorities 2013 - 2015</b>	<p><b>For children’s health and social care services</b> Our priorities will include:</p> <ul style="list-style-type: none"> <li>▪ completing the delivery of a three-year inspection programme of specified children’s services</li> <li>▪ continuing a programme of inspection of all children’s residential services</li> <li>▪ commencing a programme of registration and monitoring of special care units and designated centres for children with disabilities.</li> </ul>	
<b>Objective</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
1.1C.1	Utilising the Authority’s Monitoring Approach, undertake an unannounced/announced thematic monitoring programme of children’s services, utilising the themes of Governance, Leadership and Management, Effective Care, Individualised Support and Care, Use of Resources	December 2014
1.1C.2	In order to facilitate and drive improvement in children’s services, apply the Authority’s Monitoring approach to year two of the three-year announced programme of the compliance with <i>National Standards for the Protection and Welfare of Children</i> (utilising a thematic approach) 5 (29%) <sup>4</sup>	December 2014
1.1C.3	Complete full registration inspections of all special care units using the Authority’s Monitoring Approach <sup>5</sup>	December 2014

<sup>4</sup> 3 (17%) CPW service areas completed in 2013 using thematic approach

<sup>5</sup> Dependent on legislation and regulation commencement by DCYA

1.1C.4	Have completed the registration of 28 designated centres for children with disability in line with registration KPIs	December 2014
1.1C.5	Utilising the Authority's Monitoring Approach, monitor compliance with the national guidance for the National Review of Serious Incidents including Deaths of Children in Care.	December 2014
1.1C.6	Utilising the Authority's Monitoring Approach, complete a three-themed review (Effective Care, Safe Care, Workforce) of the arrangements in place across the HSE Children Protection and Welfare Services for Children and families from ethnic minority families.	December 2014
1.1C.7	Utilising the Authority's Monitoring Approach to complete a two-themed review (Effective Care, Individualised support and care) of the arrangements to ensure the quality of discharge planning and equity of aftercare for children aged 16 and 18 in care.	December 2014
1.1C.8	Receive, analyse, risk rate and respond to information (direct and indirect) received in order to establish compliance with mandated Standards and regulations, in line with agreed business rules.	December 2014

<b>Strategic Objective</b>	<b>1.1D We will have conducted regulation programmes of health and social care services to safeguard people and achieve improved outcomes for service users, to include planning and implementing a system for research ethics governance in line with all relevant legislation</b>	
<b>Key Priorities 2013 - 2015</b>	<p>Our priorities will include:</p> <ul style="list-style-type: none"> <li>▪ Planning and implementing a new function for the Authority as supervisory body of research ethics committees in respect of clinical trials on medicinal products and medical devices.</li> <li>▪ Working with the Department of Health to develop an implementation model for the research ethics provisions of the Health Information Bill.</li> </ul>	
<b>Objective</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
1.1D.1	Continue planning and preparation for implementation of new research ethics function under the Health Information Bill, and in relation to medicinal products and medical devices.	December 2014

<b>Strategic Objective</b>	<b>1.2 We will have ensured that regulation is carried out effectively and transparently and that its outcomes and impact on policy are communicated to all relevant stakeholders.</b>	
<b>Key Priorities 2013 - 2015</b>	<p>We will ensure that inspections findings are published and all inspection reports include a quality improvement plan and that outcomes of regulation activity are reported nationally on an annual basis, highlighting areas where policy and standards may need to be amended.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> <li>▪ ensuring the effective delivery of all local and national reports within set time frames</li> <li>▪ regularly communication with people, service providers, and relevant government departments on areas where policy and standards need to be amended</li> <li>▪ from our scrutiny activity we will actively contribute to national processes for the development of policy, standards and guidance</li> <li>▪ review, develop and implement a range of protocols and procedures that provide assurance on HIQA's regulatory functions</li> </ul>	



<b>Objective</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
1.2.1	Implement identified actions set out in the registration review action plan	June 2014
1.2.2	All reports of inspection and regulation activity published on website within pre-set key performance indicators	December 2014
1.2.3	Complete a series of regional seminars for services providers in the disability sector residential services	September 2014
1.2.4	Complete a series of regional seminars for service providers (older persons' services) on the themed and focused regulation programme	September 2014
1.2.5	Complete a series of seminars with children's service providers on inspection and assessment methodology for 2014	September 2014
1.2.6	Implement the After Action Review Recommendations of the Galway Investigation in line with the Authority's Monitoring Approach to any regulatory action conducted under section 9 of the Health Act 2007	September 2013
1.2.7	Compile an annual report of all activities and recommendations aimed at improving healthcare in 2013 and influencing healthcare policy.	March 2014
1.2.8	Compile an annual report of all activities and recommendations aimed at improvement of services provided in older persons' centres in 2013.	March 2014
1.2.9	Compile an annual report of initial information and findings in respect of adult disability centres in 2013.	March 2014
1.2.10	Compile an annual report of all activities and recommendations aimed at improvement of children's services in 2013.	March 2014

1.2.11	Carry out a review of the Assessment and Judgment Framework for Older Peoples' Services (and associated tools) and revise as appropriate	April 2014
--------	--	------------

## 2. SUPPORTING IMPROVEMENT

<b>Strategic Objective</b>	<b>2.1 We will have developed new and revised existing standards and guidance</b>	
<b>Key Priorities 2013 - 2015</b>	<p>In consultation with service users and other key stakeholders, we will develop new standards and guidance as required and review and revise existing standards within the appropriate time frames.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> <li>▪ Revising existing standards as per approved process and within the Authority's time frames.</li> <li>▪ Developing new standards as required per the approved process.</li> <li>▪ Develop guidance documents as requested by health and social care providers.</li> </ul>	
<b>Objective</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
2.1.1	Conduct a public consultation, finalise and submit to Minister National Standards for Special Care Units	December 2014
2.1.2	Develop draft National Quality Standards for Residential Care Services for Older People and conduct targeted and public consultations	December 2014
2.1.3	Commence review of the <i>National Standards for the Prevention and Control of Healthcare Associated Infections</i>	December 2014
2.1.4	In preparation for licensing, review the <i>National Standards for Safer Better Healthcare</i>	December 2014
2.1.5	Commence development of national standards for the conduct of reviews of adverse events.	December 2014

2.1.6	Commence development of national standards for the assessment of patient safety culture and team working.	December 2014
2.1.7	Continue development and dissemination of guidance for providers of health and social care services as requested.	December 2014

<b>Strategic Objective</b>	<b>2.2 We will have built capacity and capability and supported the implementation of sustainable improvements.</b>	
<b>Key Priorities 2013 - 2015</b>	<p>We will develop a targeted programme to build capacity and capability in health and social care providers.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> <li>▪ providing support in quality improvement science for front-line staff in health and social care</li> <li>▪ evaluating the programme to ensure that it is meeting its stated objectives</li> </ul>	
<b>Objective</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
2.2.1	Complete elements from 2013 inaugural HIQA/IHI programme – graduation of participants and external evaluation of programme.	December 2014
2.2.2	<p>Continue to promote and support quality Improvement in additional health and social care settings through the delivery of the HIQA/IHI programme and team facilitation.</p> <p>Delivery of programme to 250 people:</p> <ul style="list-style-type: none"> <li>▪ 90 – Disability Services</li> <li>▪ 50 – Children’s Services</li> <li>▪ 50 – NAS</li> <li>▪ 10 – Patients for Patient Safety</li> <li>▪ 50 – HIQA / other agencies</li> </ul>	December 2014

<b>Strategic Objective</b>	<b>2.3 We will have communicated the learning from our activities to improve patient safety culture</b>	
<b>Key Priorities 2013 - 2015</b>	<p>We will share the learning from all work undertaken by the Authority internally and externally including Quality Improvement initiatives, inspections and investigations.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> <li>▪ identifying areas of good practice and trends in areas in need of improvement</li> <li>▪ sharing our learning through a variety of mechanisms and forums in line with the Authority's processes.</li> </ul> <p>We will participate in European and International patient safety collaborative projects.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> <li>▪ contributing to the European Union Network for Patient Safety and Quality of Care (PaSQ)</li> <li>▪ IHI Open School Network</li> </ul>	
<b>Objective</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
2.3.1	Publish a 'Best Practice in Medication Reconciliation' based on pilot from 2013 pilot.	March 2014
2.3.2	Continue engagement with relevant stakeholders regarding Ireland's involvement in PaSQ and provide the analysis of European mechanisms for sharing the learning across Europe on Local and National Patient Safety Initiatives.	December 2014
2.3.3	<p>Work with the National Clinical Care Programmes to act as the conduit to facilitate participation of Irish Hospitals in the piloting of three National Safe Clinical Practices (SCPs):</p> <ul style="list-style-type: none"> <li>▪ Paediatric Early Warning Score (in collaboration with the National Clinical Effectiveness Committee and national paediatric clinical care programme)</li> <li>▪ WHO Hand Hygiene (in collaboration with the HSE national infection control clinical care programme)</li> <li>▪ Medication Reconciliation (in collaboration with the national medicines management clinical care programme)</li> </ul>	December 2014
2.3.4	Facilitate HIQA as the Irish Hub for the Institute for Healthcare Improvement (IHI) Open School	December 2014

2.3.5	Develop an organisational strategy with a focus on medication management across the health and social care sector.	December 2014
2.3.6	Develop an Organisational Strategy with a focus on Early Warning Scores across the health and social care sector.	December 2014
2.3.7	Conduct an external evaluation of the Medical Reconciliation Programme	December 2014

### 3. IMPROVING OUTCOMES THROUGH INFORMATION

<b>Strategic Objective</b>	<b>3.1 We will have set standards to support eHealth.</b>	
<b>Key Priorities 2013 - 2015</b>	We will develop technical standards which will support improved sharing of patient information. Our priorities include development of eHealth interoperability standards to support the sharing of patient information between healthcare professionals and across healthcare organisations.	
<b>Objective</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
3.1.1	Completion of data model to support a national drug reference catalogue	January 2014
3.1.2	Completion of messaging specification for the electronic transfer of prescriptions	January 2014
3.1.3	Undertake an audit of interoperability requirements of national projects to inform 2014–2015 programme of work for eSAG	June 2014
3.1.4	Implement the 2014–2014 programme of work of eSAG	December 2014
3.1.5	Develop and submit to the Minister a proposal for the establishment of a national release centre for the international terminology standard, SNOMED Clinical Terms	March 2014

3.1.6	Develop a clinical document architecture specification to support the implementation of electronic prescribing in Ireland	June 2014
-------	---	-----------

<b>Strategic Objective</b>	<b>3.2 We will have promoted and enabled the use of information to plan, manage and deliver health and social care services.</b>	
----------------------------	--	--

<b>Key Priorities 2013 - 2015</b>	<p>We will continue to promote the use of information to drive safer better health and social care through standards and guidance.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> <li>▪ designing and publishing an annual report which brings together information on the quality and safety of services</li> <li>▪ identifying gaps in social care data collections and propose solutions</li> <li>▪ planning for the introduction of any new functions arising from the Health Information Bill.</li> </ul>	
-----------------------------------	---	--

<b>Objective</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
3.2.1	Develop and upgrade online version of Catalogue of National Health and Social Care Data Collections (formerly National Health Information Resources)	March 2014
3.2.2	Review internal and external data sources and collections to support development of annual reports on the quality and safety of health and social care in Ireland	December 2014
3.2.3	Develop standards and guidance for identifiers for individuals, professionals and organisations	December 2014
3.2.4	Develop and submit to the Minister recommendations on an integrated approach to national health and social care data collections.	October 2014
3.2.5	In conjunction with the Department of Health, commence the scoping of the proposed National Patient Safety Surveillance System.	December 2014

## 4. ASSESSING HEALTH TECHNOLOGIES

<b>Strategic Objective</b>	<b>4.1 We will have undertaken a number of relevant HTAs as efficiently as possible.</b>	
<b>Key Priorities 2013 - 2015</b>	<p>Our priorities include:</p> <ul style="list-style-type: none"> <li>▪ undertaking HTAs appropriate to decision makers' needs to inform national policy and service decisions and national clinical guidelines</li> <li>▪ continuing the development and implementation of a quality assurance framework for delivery of high quality HTA outputs</li> <li>▪ engaging with international colleagues and work programmes to harmonise approaches, disseminate outputs and avoid duplication of efforts.</li> </ul>	
<b>Objective</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
4.1.1	<p>Carry out a defined number of system-wide HTAs dependent upon complexity and priorities to include:</p> <ul style="list-style-type: none"> <li>▪ HTA of national public access defibrillation programme</li> <li>▪ Rapid HTAs of clinical referral/treatment thresholds for scheduled procedures (eight)</li> </ul>	<p>November 2014 December 2014</p>
4.1.2	Implement HTA prioritisation process	December 2014
4.1.3	Evaluate the impact of HIQA's HTA advice on health policy and health service decision making	October 2014
4.1.4	Finalise the revised organisational Quality Assurance Framework for HTA	June 2014
4.1.5	Contribute to international collaborative projects in accordance with work plans and requirements including the European network for HTA (EUnetHTA) Joint Action, International Network for Agencies in HTA (INAHTA), Health Technology Assessment international (HTAi), Early Dialogue (SEED) Collaboration, HTA Network (HTAN) and publish outputs of HTA work.	December 2014

<b>Strategic Objective</b>	<b>4.2 We will have acted to embed HTA in to national policy and service decision making</b>	
<b>Key Priorities 2013 - 2015</b>	<p>Our priorities include:</p> <ul style="list-style-type: none"> <li>▪ continuing to develop a suite of national HTA Guidelines</li> <li>▪ building HTA capacity through training, support, research collaboration and stakeholder engagement</li> <li>▪ undertaking horizon scanning activities to inform HTA topic referral and selection.</li> </ul>	
<b>Objective</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
4.2.1	Finalise the revised guidelines on economic evaluation and budget impact analysis and the new guideline on stakeholder engagement in HTA	March 2013
4.2.2	Develop a new HTA guideline and review and revise existing guideline on evaluation of clinical effectiveness of health technologies.	November 2014
4.2.3	Support HTA capacity through provision of training, support, research collaboration and stakeholder engagement.	December 2014
4.2.4	Participate in National Clinical Effectiveness Committee and its Working Group and provide training and direct support to guideline developers.	December 2014



## PART 2: BUSINESS PLAN OBJECTIVES FOR OUR ENABLING ACTIVITIES

### 5. PEOPLE

<b>Strategic Objective</b>	<b>5.1 We will ensure that we have a competent and supported workforce that is utilised to its full potential</b>	
<b>Key Priorities 2013 - 2015</b>	<p>We will manage, support and develop our people through a range of human resource policies, processes and development initiatives, which are in line with employment legislation and recognised standards.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> <li>▪ continuing to develop our staff through a range of learning and development initiatives linked to Authority business requirements and management principles</li> <li>▪ developing and maintaining robust internal human resources processes and systems to ensure consistent application of organisational policies</li> <li>▪ fully embedding the Authority's Management Principles as part of the Performance Management Development System</li> <li>▪ ensuring organisational readiness for new regulatory environment and other functions</li> <li>▪ achieving the national standard for human resource development, <i>Excellence through People</i>.</li> </ul>	
<b>Objective</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
5.1.1	Implement the 2014 learning and development plan to support corporate objectives	December 2014
5.1.2	Work towards achievement of the Excellence through People accreditation with the National Standards Authority of Ireland	December 2014
5.1.3	Implement a service to improve the management of all HR information in the Authority	September 2014
5.1.4	Complete IHI programme in Quality Improvement Science with 30 HIQA staff	July 2014

## 6. GOVERNANCE

<b>Strategic Objective</b>	<b>6.1 We will have demonstrated that our corporate governance framework is effective and robust.</b>	
<b>Key Priorities 2013 - 2015</b>	<p>Our priorities include:</p> <ul style="list-style-type: none"> <li>▪ demonstrate that Risk Management is embedded throughout the Authority</li> <li>▪ maintain procedures for the effective management of complaints and dissemination of lessons learned</li> <li>▪ ensure that Board governance is regularly reviewed and in line with up-to-date corporate governance practice.</li> </ul>	
<b>Objective</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
6.1.1	Implement training programme for new and existing staff in risk management – next level	September 2014
6.1.2	Develop and implement Board training programme	September 2014
6.1.3	Review Codes of Governance, Conduct and related governance procedures	September 2014
6.1.4	Review and monitor implementation of all audit recommendations	December 2014

## 7. PERFORMANCE AND DELIVERY

<b>Strategic Objective</b>	<b>7.1 We will have embedded a fully integrated planning and performance management approach to manage the organisation more effectively and efficiently.</b>	
<b>Key Priorities 2013 - 2015</b>	<p>We will implement and embed a performance management framework in order to ensure an integrated approach to strategic planning and performance management for HIQA.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> <li>▪ implementing and continuously reviewing the <i>Corporate Plan 2013–2015</i></li> <li>▪ developing and implementing annual business plans aligned to the Corporate Plan</li> <li>▪ annually reviewing measures of success/KPIs</li> <li>▪ implementing a range of approaches to ensure that organisational performance is effective, including strategic and operational performance reporting using a recognised quality management model/process to assess and review organisational effectiveness, ensure an integrated approach to quality improvement.</li> </ul>	
<b>Objective</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
7.1.1	Have developed and agreed a plan for delivery of a Quality Management System (QMS).	March 2014
7.1.2	Have implemented relevant elements of the QMS Delivery Plan	December 2014
7.1.3	Carry out an audit programme of key regulatory processes to ensure that they are implemented and evaluated.	June 2014

<b>Strategic Objective</b>	<b>7.2 We will have aligned resources to support HIQA's strategic priorities and maintained our financial performance.</b>	
<b>Key Priorities 2013 - 2015</b>	<p>We will plan and manage the use of resources to deliver all of our activities efficiently and demonstrating value for money.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> <li>▪ maintaining an effective system of internal financial control demonstrating compliance with relevant standards</li> <li>▪ demonstrating year-on-year efficiency improvements in the use of resources in line with the Public Service Agreement.</li> </ul>	
<b>Objective</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
7.2.1	Provide support to managers in their financial management of the organisation	December 2014
7.2.2	Manage the use of resources to deliver all of our activities efficiently and demonstrating value for money	December 2014
7.2.3	Develop tools to measure unit costs of a range of key activities of the Authority	December 2014

## 8. INFORMATION

<b>Strategic Objective</b>	<b>8.1 We will have ensured that information is managed effectively.</b>	
<b>Key Priorities 2013 - 2015</b>	<p>Our priorities include:</p> <ul style="list-style-type: none"> <li>▪ reviewing and updating our Information and ICT strategy</li> <li>▪ implementing the new Corporate Information System (Prism) to support all regulatory activities</li> <li>▪ improving access to high quality management information.</li> </ul>	
<b>Objective</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
8.1.1	Develop an eStrategy for the organisation setting out how ICT as well as the whole range of electronic processes and communications, including the website, will be aligned with our corporate strategy and will support the realisation of our business objectives	May 2014
8.1.2	Deliver the 2014 elements of the eStrategy	December 2014
8.1.3	Develop a governance model and future roadmap for Prism, our core regulatory information management system	March 2014
8.1.4	Implement the 2014 elements of the Prism development roadmap	December 2014
8.1.5	Continue to update and improve and update our key ICT infrastructure (This will include retiring Windows XP operating system, upgrading the Storage Area Network, upgrading from Exchange 2003, implementing improved backup technology and improving automation of access permissions.)	December 2014
8.1.6	Continue rollout of SharePoint our document management system, including corporate reporting	December 2014

<b>Strategic Objective</b>	<b>8.2 We will have complied with best practice and the highest standards for information governance.</b>	
<b>Key Priorities 2013 - 2015</b>	<p>We will ensure that we have the necessary policies, procedures and systems in place to achieve full compliance with information governance standards.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> <li>▪ implementing a rolling information governance improvement plan</li> <li>▪ designing and implementing an Authority-wide information inventory with associated record retention and destruction policies across all areas</li> <li>▪ conducting regular internal audits of information governance compliance</li> <li>▪ effectively managing all information governance risks.</li> </ul>	
<b>Objective</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
8.2.1	Implement all 2014 actions in the rolling IG Improvement Plan	December 2014
8.2.2	Complete the information inventory with associated retention and destruction policies for the Prism 2014 programme	December 2014

<b>Strategic Objective</b>	<b>8.3 We will have embedded the Business Intelligence (BI) function across all of the Authority's regulatory activities.</b>	
<b>Key Priorities 2013 - 2015</b>	<p>We will apply BI tools and techniques to support risk-based decision making in the Authority's regulatory operations.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> <li>▪ designing and deploying BI-driven operational reporting and risk</li> <li>▪ profiling for each of the regulatory functions supported by Prism</li> <li>▪ providing support to regulatory functions to ensure data quality, analysis and reporting.</li> </ul>	
<b>Objective</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
8.3.1	Complete the Business Intelligence strategy	March 2014
8.3.2	<p>Further development of BI support for the regulation and oversight of:</p> <ul style="list-style-type: none"> <li>▪ Designated centres (older persons)</li> <li>▪ Designated centres (disability)</li> <li>▪ Registration programme (scheduling and supervision)</li> <li>▪ Children's services</li> <li>▪ Research ethics (clinical trials and medical devices) (dependent on amendment to the Health Act 2007)</li> <li>▪ Healthcare Services</li> </ul>	<p>March 2014</p> <p>March 2014</p> <p>June 2014</p> <p>September 2014</p> <p>December 2014</p> <p>December 2014</p>

## 9. COMMUNICATION AND ENGAGEMENT

<b>Strategic Objective</b>	<b>9.1 We will have utilised a range of relevant communications methods to ensure that stakeholders are fully informed on our work and the benefits to patients/service users from it.</b>	
<b>Key Priorities 2013 - 2015</b>	<p>Our priorities include:</p> <ul style="list-style-type: none"> <li>▪ making best use of social media, online communications and new/emerging channels</li> <li>▪ ensuring the public, stakeholders, decision makers and the media are kept informed of our work</li> <li>▪ ensuring that all reports are available to the public in a timely, understandable and transparent manner.</li> </ul>	
<b>Objective</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
9.1.1	Implement the communications strategy and the related action plans, and adapt as necessary to ensure they are aligned with the key activities in the <i>Corporate Plan 2013–2015</i>	December 2014
9.1.2	Complete the delivery of Plain English training within the Authority and establish consistency in published Authority reports	March 2014
9.1.3	Roll out further elements of the Social Media Strategy, adapt and improve to meet business needs where appropriate	June 2014



<b>Strategic Objective</b>	<b>9.2 We will have consulted and engaged widely to deliver clear and meaningful understanding of our work.</b>	
<b>Key Priorities 2013 - 2015</b>	<p>Our priorities include:</p> <ul style="list-style-type: none"> <li>▪ increasing the involvement of people in the planning and carrying out of our work across the Authority and ensuring that there are consistent engagement processes in place across the Authority.</li> </ul>	
<b>BPO Number</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
9.2.1	Complete the planning and scoping phase to establish a services users' panel to support regulatory activity in healthcare	31 December 2014
9.2.2	Complete the planning and scoping phase to establish a children and young people's forum in 2015 to support regulatory activity in children's services	31 December 2014
9.2.3	Develop person-centred engagement strategy and implementation plan for the Authority	June 2014
9.2.4	Develop an organisational strategy with a focus on service user involvement and empowerment across the health and social care sector	December 2014

## 10. EVIDENCE

<b>Strategic Objective</b>	<b>10.1 We will have ensured that our work is informed by evidence and research</b>	
<b>Key Priorities 2013 - 2015</b>	Our priorities include developing and implementing an evidence and research strategy and associated action plan.	
<b>BPO Number</b>	<b>Business Plan Objectives 2014</b>	<b>Target date</b>
10.1.1	Develop the action plan based on the Evidence and Research Strategy	February 2014
10.1.2	Implement the 2014 actions from the Evidence and Research Action Plan	December 2014

## **5 Core operational activities**

In addition to the Business Plan objectives, there are day-to-day operational business activities that govern the implementation of the Authority's functions.

### **5.1 Corporate Services**

The activities of Corporate Services relate to the core functions of finance, human resources, information technology, facilities management and a range of other operational and compliance matters.

Much of the work is operational in nature and aimed at ensuring that there is a solid and reliable platform that underpins and supports the work of the Authority, enables efficiency and cost effectiveness and compliance with all the regulatory requirements. During the year there will be focus on continuing to drive the learning and development programme, support managers in financial management and developing the operational infrastructure to support the current and planned future functions of the Authority.

### **5.2 Communications and Stakeholder Engagement**

Communications and Stakeholder Engagement has responsibility for the coordination of all of the Authority communications, both internally and externally, and for providing strategic advice and direction on consultation and stakeholder engagement.

The Directorate promotes the work of the Authority through continuous proactive media engagement and ensures that all communications from the Authority is consistent, transparent, public-friendly and timely. The Communications team has corporate responsibility for the management of the publication of all public-facing Authority reports, which are published on the Authority's website.

Through its public and parliamentary affairs function, the Communications team ensures that the Authority remains accountable to Government and the Houses of the Oireachtas, ensuring that accurate and up-to-date information is provided in a timely manner and that all parliamentary questions are responded to.

### **5.3 Chief Executive's Office**

The operational activities of the Chief Executive's Office include coordinating the planning, risk and performance management of the Authority.

It includes:

- Corporate governance
- Strategic and business planning
- Risk and performance management
- Legal services.

The Chief Executive's Office provides essential support for the Board of the Authority and the Committees of the Board. This helps to ensure that the Authority meets its statutory requirements under the Health Act 2007.

## **6 Risk management**

The Authority has developed a risk management policy. This ensures that risks to the Authority that may prevent us from achieving our objectives are identified. Processes and procedures are then put in place to eliminate or manage the identified risks. This is tracked in a corporate risk register and a series of directorate risk registers.

A number of objectives set out in this Business Plan are designed to address matters that have been identified in the risk registers.

## **7 Conclusion**

Since establishment, within the Authority we have been actively developing our regulatory role. There has also been significant development of the health information and health technology assessment (HTA) functions. All of this work has been aimed at furthering the object of the Authority in accordance with the Health Act 2007 (*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*).

In addition to this work, we are consciously developing our role in providing guidance and support to providers and staff as they continue to strive to make sustainable improvements in the services they provide.

We must also ensure that we deliver value, through our work, to the wider health and social system. Ultimately, the Authority's work must impact significantly on the quality of the public's experience of health and social services and we should be held to account to demonstrate the value that we provide.

In November 2013 the Authority commenced the regulation of centres that provide residential services to people with a disability. As a new area of regulation this area will have a strong focus from the Authority all through 2014. The regulation of designated centres for dependent people (services for older people) will continue to form part of the Authority's work programme.

Work on exploring how we will deliver a regulatory approach for the future licensing of healthcare services will be an important area for development to the Authority; this priority is clearly reflected in our business plan objectives. It is expected that this development will be further augmented by the development of an assurance programme based on the *National Standards for Safer Better Healthcare* and a core programme of inspections aimed at driving improvements in hygiene, infection prevention and control.

In line with Government strategy the Authority will also explore and develop any proposed expansion in our regulatory remit, this will include discussions and developments in the areas of medical ionising radiation.

In addition, further development and expansion of the HTA function will be very relevant given the current climate. The Authority will, through our work, help the wider system to focus on ensuring that investment and disinvestment decisions are well informed and deliver the best value in terms of effectiveness and cost to the public.

Following publication of the Health Identifiers Bill, we will set standards for the management and use of health identifiers.

We will also continue to prepare and plan for new functions under the forthcoming Health Information Bill and the Statutory Instrument in respect of clinical trials.

Seeking continuous improvement is a core value of the Authority. Therefore, reducing duplication and maximising efficiency are always aims of the Authority. For that reason, in 2014, we will continue to review and improve our processes so that they are as efficient as possible and we will respond to the views of our stakeholders in this context.

The role of the staff of the Authority should be acknowledged. Their hard work and commitment has been tremendous. The Board and the Chief Executive would like to express sincere gratitude to them for their continued dedication and passion.

Sincere thanks are also due to the Minister for Health, the Minister for Children and Youth Affairs and the Minister for Disability and Equality and their respective officials for their continued engagement with the Authority. Thanks are also due to the many other individuals and organisations that have assisted us in our work to improve the quality and safety of, and learning in, our health and social services for the benefit of people and patients using the services and also for those providing them.

## APPENDICES

### Appendix 1 – Resources Summary 2014

<b>Revenue Budget for 2014</b>	<b>€'000</b>
Department of Health	12,358
Other income	7,042
	<b>19,400</b>
<b>Expenditure</b>	
Chief Executive Office	704
Safety and Quality Improvement	690
Regulation	10,640
Health Technology Assessment	718
Health Information	884
Communications and Stakeholder Engagement	645
Shared Costs and Corporate Services	4,794
Pension costs	324
	<b>19,400</b>

## **Appendix 2 – Items deferred from draft Business Plan submitted to the Minister for Health**

In March 2014, following a request in February from the Minister for Health, the Authority agreed to carry out an investigation into a range of issues that had been identified as the result of a report prepared by the Department of Health’s Chief Medical Officer concerning the Midland Regional Hospital at Portlaoise.

The Authority also agreed to carry out a range of other pieces of work arising from the Chief Medical Officer’s report. These items have now been included as objectives in the Business Plan 2014

The additional workload associated with these items meant that the Authority deferred certain pieces of work that had been previously prioritised by the Authority and identified in its original draft Business Plan that had been submitted to the Minister. These items are set out below:

- Assessment of the quality and safety of services for patients with fractured neck of femur, in five groups (18 hospitals)
- Design an improvement programme with a focus on the use of information across the health and social care sector.





**Published by the Health Information and Quality Authority.**

**For further information please contact:**

<b>Health Information and Quality Authority</b>	<b>Dublin Regional Office</b>
<b>Unit 1301</b>	<b>George's Court</b>
<b>City Gate</b>	<b>George's Lane</b>
<b>Mahon</b>	<b>Smithfield</b>
<b>Cork</b>	<b>Dublin 7</b>

**Phone: +353 (0) 21 240 9300/ 1 814 7400**

**Email: [info@hiqa.ie](mailto:info@hiqa.ie)**

**URL: [www.hiqa.ie](http://www.hiqa.ie)**

**© Health Information and Quality Authority 2014**