



**Health
Information
and Quality
Authority**

An tÚdarás Um Fhaisnéis
agus Cáilíocht Sláinte

Business Plan 2016

Safer Better Care



About the Health Information and Quality Authority

The Health Information and Quality Authority (HIQA) is an independent authority established to drive high quality and safe care for people using our health and social care services in Ireland. HIQA's role is to develop standards, inspect and review health and social care services and support informed decisions on how services are delivered.

HIQA aims to safeguard people and improve the safety and quality of health and social care services across its full range of functions.

HIQA's mandate to date extends across a specified range of public, private and voluntary sector services. Reporting to the Minister for Health and engaging with the Minister for Children and Youth Affairs, HIQA has statutory responsibility for:

- **Setting Standards for Health and Social Services** – Developing person-centred standards, based on evidence and best international practice, for health and social care services in Ireland.
- **Regulation** – Registering and inspecting designated centres.
- **Monitoring Children's Services** – Monitoring and inspecting children's social services.
- **Monitoring Healthcare Safety and Quality** – Monitoring the safety and quality of health services and investigating as necessary serious concerns about the health and welfare of people who use these services.
- **Health Technology Assessment** – Providing advice that enables the best outcome for people who use our health service and the best use of resources by evaluating the clinical effectiveness and cost-effectiveness of drugs, equipment, diagnostic techniques and health promotion and protection activities.
- **Health Information** – Advising on the efficient and secure collection and sharing of health information, setting standards, evaluating information resources and publishing information about the delivery and performance of Ireland's health and social care service.



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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 (HIQA) as stated in the Health Act 2007 (the Act).

Following extensive consultation and engagement with its stakeholders, the Board of the Authority submitted its Corporate Plan 2016 – 2018 to the Minister for Health in December 2015. This Corporate Plan identifies HIQA's priorities over those three years. These include describing the outcomes that HIQA intends to achieve, the activities to be undertaken to deliver on these outcomes over the period, and what HIQA needs in order to deliver those objectives. This Business Plan has been aligned with the Corporate Plan and sets out the business objectives to be delivered in 2016, the first year of the three-year corporate planning cycle.

This Business Plan describes the priority areas of focus with regard to programmes of regulation and monitoring of health and social care services consistent with HIQA's legal remit to promote improvement in these services. It details the areas where standards, guidance and strategic improvement initiatives will be developed. Priorities with regard to development of standards and guidance relating to the use of health information are set out. The Plan details areas where the clinical and cost-effectiveness of health technologies will be assessed and how these methodologies can be adopted more widely across the health system. Maintaining and developing transparent and constructive relationships with all those who fund, plan, provide and use health and social care services is central to improving the safety and quality of health and social care services, and a series of actions in this area have been set out.

HIQA is cognisant of the requirement to continually develop and improve its own capacity. This area has a particular focus in this plan. A series of objectives have been set out with regard to our people, resource management, leadership, governance and management, quality management and business intelligence. These are essential for the successful delivery of all of the objectives in the plan.

In developing this Business Plan, HIQA has been conscious of its responsibilities as a State body¹ to have regard to the need to eliminate discrimination, to promote equality of opportunity and protect human rights in the performance of its functions. HIQA has a responsibility to promote and protect the health and wellbeing of its workforce and the wider community as set out in *Healthy Ireland: A Framework for Improved Health and Wellbeing 2013 – 2025*. Commitments in these areas have been set out.

In all that it does, HIQA will ensure that it makes the best possible use of the resources entrusted to it. In the continued development of existing functions, and in the commencement of further functions, HIQA will ensure that its resources are aligned with its responsibilities.

¹S.42, the Irish Human Rights and Equality Commission Act 2014

HIQA's mission and values

HIQA is an independent authority that exists to improve health and social care services for the people of Ireland.

Among its functions, HIQA promotes improvement in the quality and safety of health and social care services, assesses health technologies and advises on the use of health information.

HIQA's core values are to:

- **Put people first** – HIQA puts the needs and the voices of people who use health and social care services at the centre of all of its work
- **Be fair and objective** – HIQA strives to be fair and objective in its dealings with people and organisations, and undertakes its work without fear or favour
- **Be open and accountable** – HIQA shares information about the nature and outcomes of its work, and accepts full responsibility for its actions
- **Be committed to excellence** – HIQA seeks to continually improve and strives for excellence in its work
- **Work together** – HIQA engages with those funding, planning, providing and using health and social care services in developing all aspects of its work.



Organisation overview

The overall strategy, priorities and governance arrangements of HIQA are directed by its Board, the members of which are appointed by the Minister for Health. Through the chairperson of the Board, the chief executive officer of HIQA is accountable to the Board. The chief executive officer is supported by an executive management team² who provide collective leadership and decision-making.

The Board has established a number of committees to assist it in its work in the following areas:

- **Audit and corporate governance** – whose primary function is to ensure that HIQA 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** – whose primary role is to monitor the effectiveness of the governance arrangements around the health and social care functions
- **Information, research and technologies** – whose role is to monitor the governance around the health information and health technology assessment functions
- **Resource oversight** – whose role is to consider matters concerning the effective and efficient use of resources and to ensure that they are aligned with HIQA's corporate strategy.

² HIQA's Executive Management Team is comprised of the Chief Executive Officer, Director of Health Technology Assessment who holds the position of Deputy Chief Executive Officer, Acting Chief Operating Officer, Director of Standards and Quality Improvement, Director of Health Information and Director of Regulation who holds the position of Chief Inspector of Social Services

The organisational structure of HIQA (see Table 1) reflects its functions as in the Health Act 2007 and there are currently five directorates based on these functions. These directorates are supported by the chief executive's office and communications and stakeholder engagement team. Each of the directorates is led by a director³ who reports directly to the chief executive officer.

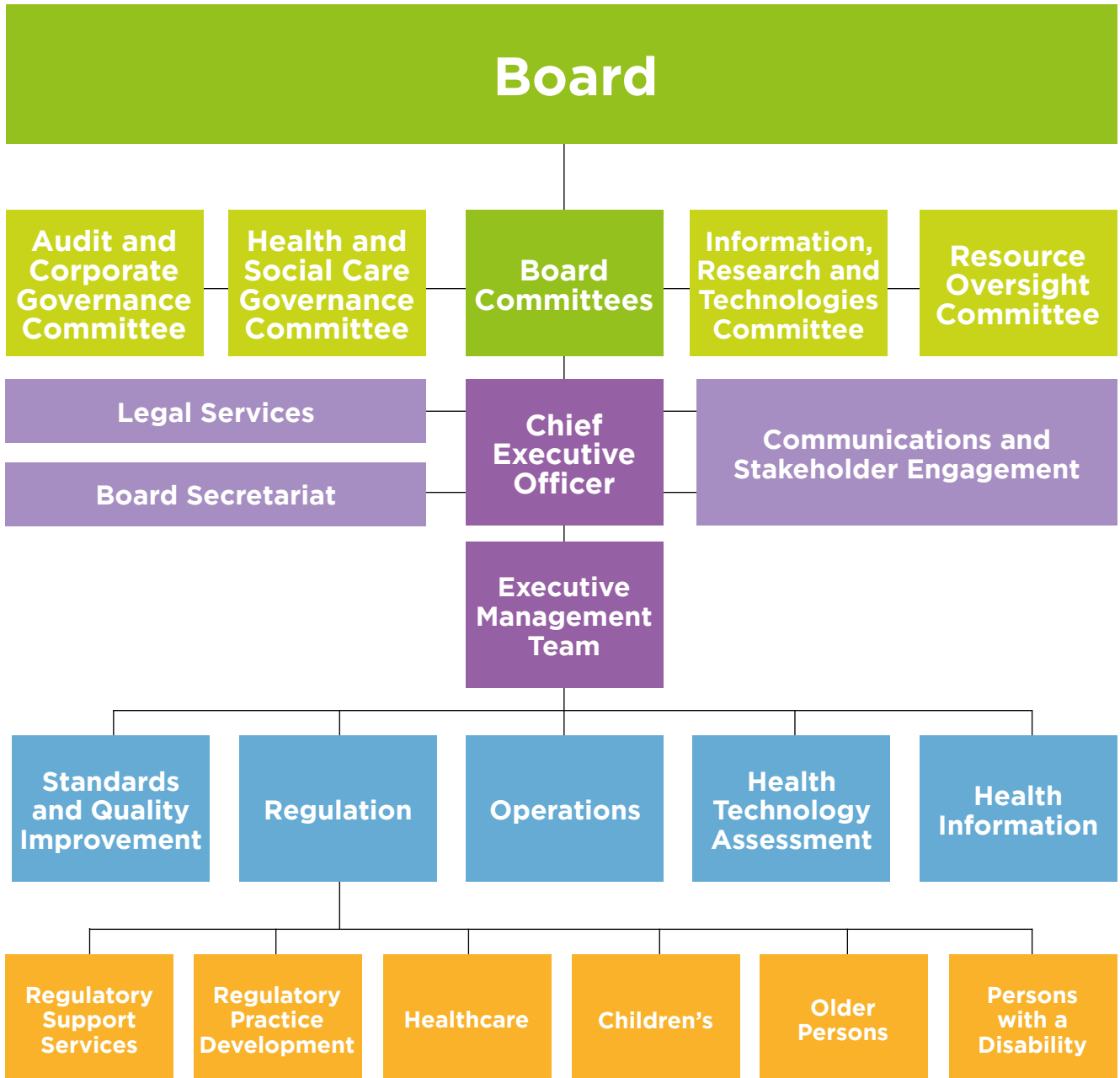
These are:

- **Regulation**
- **Standards and Quality Improvement**
- **Operations**
- **Health Technology Assessment**
- **Health Information.**

During 2016, the Board and the Executive Management Team will review HIQA's current organisational structure to ensure that it aids the effective, efficient delivery of our objectives.

³ In these instances, director is a title associated with an executive management role within HIQA and does not denote membership of HIQA's Board e.g. the director of regulation is not a member of HIQA's Board.

Table 1. Governing structure of HIQA



Summarising our 2016 programme of work

This business plan has been developed in tandem with HIQA's corporate plan for 2016 – 2018. Our corporate plan for 2016 – 2018 builds upon the achievements of our previous corporate plan and takes into consideration our experience of applying our functions across the health and social care system. Likewise, our 2016 business plan builds upon our achievements to date and what has been learned undertaking our role as an independent authority that exists to improve health and social care services for the people of Ireland.

The development of objectives for 2016 takes into account an analysis of identified risks reflected in our corporate and directorate risk registers.

Developing the Irish health information landscape is critical for improvement within the Irish health and social care system. During 2016, in collaboration with our stakeholders, we plan to develop a range of evidence-based health information standards, continue with the development of a national patient experience survey and deliver guidance for health service providers in the use of health service identifiers. In addition, we will begin developing a framework for monitoring the national standards for the health identifier operator and national standards for health and social care data collections.

Following the ministerial announcement of the setting up of a National Patient Safety Office within the Department of Health, HIQA will work with the new Office to promote safer, better healthcare services.

The desire to use health technology assessment (HTA) to inform decision-making continues to increase. During 2016 we plan to undertake a number of system-wide HTAs such as a HTA of smoking cessation interventions. We will provide guidance on the use of HTA and evaluate the impact of our advice on Ireland's health policy and health service decision-making. HIQA will continue to support the work of the National Clinical Effectiveness Committee.

People have a right to expect safe, effective, high-quality care. In line with Government and service priorities, we plan to develop a range of national standards, including national standards for maternity services. We will develop new, and revise existing guidance in areas such as advocacy and infection control in primary care. We will seek to advance the development and early delivery of an identified national improvement strategy.

In regulating designated centres, HIQA will further enhance its programmes of regulation in line with its legal mandate, enhancing its internal systems and processes to help it predict and respond to services that are failing or likely to fail. We will continue to take a human-rights-based approach to regulation and build upon thematic programmes of inspection in the areas of medication management and dementia care.

Throughout 2016, HIQA will carry out a comprehensive programme of inspection of children's social services. In addition, we will review the governance arrangements in place with the Child and Family Agency and review the implementation of national guidance in relation to the Child and Family Agency's national review panel. This will include scoping and developing regulatory approaches to an expanded range of children's services in conjunction with the Department of Children and Youth Affairs and the Child and Family Agency. Subject to the commencement of regulation of special care units, HIQA will issue a notice of proposal to register special care units as designated centres during 2016. Subject to the commencement of regulation of special care units, HIQA will begin to issue notice of proposals to register these units as designated centres during 2016.

HIQA will continue and expand its monitoring programme in the prevention and control of Healthcare Associated Infections and publish an overview report in the area of antimicrobial stewardship. Our review of nutrition and hydration in public acute hospitals will continue and we will carry out a programme of monitoring medication safety in public acute hospitals. Our programme of review of healthcare services will monitor against relevant elements of the outputs of the National Clinical Effectiveness Committee. In addition, we will assess progress made with recommendations made against our:

- *Review of pre-hospital emergency care services to ensure high quality in the assessment, diagnosis, clinical management and transporting of acutely ill patients to appropriate healthcare facilities*
- *Report of the investigation into the safety, quality and standards of services provided by the Health Service Executive to patients in the Midland Regional Hospital, Portlaoise.*

As an independent public body charged with driving high-quality and safe care for people using our health and social care services in Ireland, HIQA is responsible for delivering its mandate in an effective, cost-efficient manner. We will enhance our organisational framework and human resources profile to ensure the effective and efficient delivery of our programmes of work. We will continue to develop the way we deliver our functions, remaining responsive to change and risk.

HIQA will continue to enhance its relationship with the Department of Health and Department of Children and Youth Affairs in demonstrating the delivery of its legal mandate and this business plan.

Our future strategy and 2016 – 2018 strategic objectives

The strategy map (shown on the page following this) demonstrates the alignment between HIQA’s strategy, its capabilities, competencies, resources and business processes that collectively provide the means by which the strategy is implemented.

HIQA’s strategic objectives, as set out in its Corporate Plan for the period from 2016 to 2018, are identified in the tables on the following pages. Beneath the 2016 – 2018 strategic objectives are the associated 2016 business planning objectives.

What HIQA aims to achieve

HIQA focuses on four core outcomes for people using health and social care services, which are:



- **Safer services** – We help to protect and safeguard service users
- **Better care** – We work to improve health and social care services
- **Better decisions** – We provide information and advice to inform decisions about services
- **Assurance** – We provide assurance to our stakeholders and the public

These outcomes embody the reason why HIQA exists and importantly, what HIQA aims to achieve.

HIQA is an independent authority that exists to improve health and social care services for the people of Ireland



What HIQA does



HIQA has five core activities. Each of these activities has 2016 business objectives aligned with HIQA’s 2016 – 2018 strategic objectives. These are:

Objective 1	HIQA develops specific standards and guidance relating to the use of health information.	
Key priorities 2016-2018	<ul style="list-style-type: none"> ■ provide leadership in defining the health information landscape in Ireland by influencing policy and legislation through engaging with informed and interested parties and developing recommendations ■ contribute to the development of the foundations required to make possible eHealth in Ireland and support progress with rolling out the national eHealth strategy, by developing technical and information standards ■ promote improvements in the quality of health information to underpin the delivery of safe care, informed decision-making, and monitoring, planning and regulation by HIQA 	
Business planning objective		Target date
1.1	Undertake an international review of national patient summary records	30/06/2016
1.2	Develop health information standards for:	
	(a) The dispensing process in community pharmacies	31/12/2016
	(b) Clinical datasets for national patient summaries (c) National health and social care data collections within sections 8 (1) (k) of the Health Act 2007	01/12/2016 30/09/2016
1.3	Develop a guidance document to assist health service providers in their use of health service identifiers	31/12/2016

Objective 2 HIQA independently assesses the clinical effectiveness and cost-effectiveness of health technologies		
Key priorities 2016 – 2018	<ul style="list-style-type: none"> ■ produce high-quality health technology assessments (HTAs) targeted to inform major health policy and health service decisions ■ continue to build capacity to conduct and use HTA across the health system 	
Business planning objective		Target date
2.1	Carry out system-wide HTAs to include the following and others identified through the prioritisation process carried out in January 2016	
	(a) HPV DNA testing for cervical cancer screening	30/10/2016
	(b) Smoking cessation interventions	31/12/2016
	(c) Others to be determined ⁴	31/03/2016
2.2	Evaluate the impact of HIQA's HTA advice on health policy and health service decision-making	31/03/2016
2.3	Develop guidance for decision makers on the use of HTA	30/06/2016
2.4	Support the work of the National Clinical Effectiveness Committee by participating in the Committee and by providing training and direct technical expertise to support clinical guidelines developers to meet the quality assurance requirements of national clinical guidelines	31/12/2016
2.5	Contribute to international collaborative projects in accordance with work plans and requirements for the: <ul style="list-style-type: none"> ■ European Commission Health Technology Assessment Network ■ European Network for Health Technology Assessment (joint action 3 - work packages 1, 2, 4 and 5) ■ International Network of Agencies for Health Technology Assessment ■ Health Technology Assessment International ■ International Society for Pharmacoeconomics and Outcomes Research 	31/12/2016

⁴ A prioritisation process will occur in early 2016 which will determine additional health technology assessments to be commenced during 2016

Objective 3	HIQA will promote sustainable improvement through the development of standards, guidance and strategic improvement initiatives	
Key priorities 2016 – 2018	<ul style="list-style-type: none"> ■ work with those who fund, plan, provide and use services to identify and prioritise the areas within which HIQA will develop or revise standards and guidance ■ promote quality improvement in health and social care services in line with identified priorities 	
Business planning objective		Target date
3.1	Develop or revise and submit national standards in line with Government and service priorities in three areas: ⁵	
	(a) Maternity services	31/07/2016
	(b) Prevention and control of Healthcare Associated Infections	31/12/2016
	(c) The notification and management of patient safety incidents	30/11/2016
3.2	Commence the development of guidance in line with Government and service priorities in three areas, undertaking all 2016 actions:	
	(a) Advocacy in designated centres	31/12/2016
	(b) Restrictive practices ⁶	31/12/2016
(c) Service-user autonomy	31/01/2016	
3.3	Develop methodology for delivery of an identified national improvement strategy in line with Government and service priorities, implement the 2016 actions	
3.4	Contribute to the European Union Network for Patient Safety and Quality of Care (PASQ) in accordance with work plans and requirements	

⁵ The target date supplied is the date on which HIQA aims to submit the standards for consideration by the Minister for Health. HIQA has no control over the length of time this process takes and additional work streams will follow after this. Draft standards for residential care services for older people were submitted to the minister for health during 2015

⁶ The intentional restriction of a person's movement or behaviour in designated centres

Objective 4	HIQA monitors health and social care services in line with its legal remit to promote improvement in these services	
Key priorities 2016 – 2018	<ul style="list-style-type: none"> ■ carry out and develop its programmes of regulation in line with its legal mandate ■ take into account the transformation of the health and social care system, working with Government to ensure our resources and processes meet the range of services (current and future) under HIQA's remit ■ use information to predict and respond more quickly to services that are failing or likely to fail 	
Designated centres for older persons		
	Business planning objective	Target date
4.1	Carry out monitoring inspections in designated centres for older people to respond to risk criteria based on information held by HIQA and publish related reports where appropriate	31/12/2016
4.2	Issue notice of proposals for the registration of those designated centres for older people due for renewal in 2016	31/12/2016
4.3	Continue the programme of dementia-care thematic inspections	31/12/2016
4.4	Carry out focused medication inspections on all designated centres for older people with a medication-related major non-compliance finding in 2015 and those presenting as high risk throughout 2016	31/12/2016

Designated centres for persons with a disability		
Business planning objective		Target date
4.5	Issue notice of proposals for the registration of designated centres (disability)	31/12/2016
4.6	Carry out a programme of monitoring inspections to ensure all designated centres (disability) have received at least one inspection since commencement	31/12/2016
4.7	Carry out monitoring inspections in designed centres (disability) to inform a registration decision/respond to risk criteria based on information held by HIQA	31/12/2016
4.8	Issue notice of proposals as part of the first cycle of registration of designated centres for children with a disability	31/12/2016
Children's social services		
Business planning objective		Target date
4.9	Carry out a programme of inspection of 20 children's residential centres	31/12/2016
4.10	Carry out a programme of monitoring for the four private foster care services	31/12/2016
4.11	Carry out inspection of the children's detention school	31/12/2016
4.12	Carry out a review of the child protection and welfare services provided by the Child and Family Agency and the governance arrangements in place to ensure a safe, timely and effective service	31/12/2016
4.13	Carry out a review of the implementation of the national guidance in relation to the work of the National Review Panel	31/12/2016
4.14	Develop a plan to progress the transfer of the registration and inspection function for children's residential centres operated by the private and voluntary sector to HIQA	31/12/2016

Healthcare		
Business planning objective		Target date
4.15	Carry out a thematic monitoring programme of the prevention and control of Healthcare Associated Infections in the areas of environmental hygiene, hand hygiene and the use of care bundles ⁷	31/12/2016
4.16	Carry out the thematic monitoring programme of the <i>National Standards for Safer Better Healthcare</i> through the lens of nutrition and hydration focusing on the arrangements that are in place to ensure that all patients utilising the general acute healthcare services are adequately assessed, managed and evaluated to effectively meet their individual hydration and nutritional needs	31/12/2016
4.17	Publish an overview report on the thematic monitoring programme for the Prevention and Control of Healthcare Associated Infections in the area of antimicrobial stewardship	31/12/2016
4.18	Carry out a review to assess hospitals' progress on the implementation of the recommendations of the <i>Report of the investigation into the safety, quality and standards of services provided by the Health Service Executive to patients in the Midland Regional Hospital, Portlaoise</i>	31/12/2016
4.19	Carry out a programme of monitoring against Theme 3 of the <i>National Standards for Safer Better Healthcare</i> , Safe Care and Support, through the lens of medication safety, focusing on: <ul style="list-style-type: none"> ■ Safe and effective prescribing ■ Medicines reconciliation ■ Medication storage and administration ■ Management of medication related risk 	31/12/2016
4.20	Carry out a review to assess progress made since December 2014 in addressing high-risk safety concerns identified in HIQA's previous report, <i>Review of pre-hospital emergency care services to ensure high quality in the assessment, diagnosis, clinical management and transporting of acutely ill patients to appropriate healthcare facilities</i>	31/12/2016

⁷ This programme will be expanded during quarter three to include a focus on the decontamination of endoscopes

Health information		
Business planning objective		Target date
4.21	Develop the assessment and judgment framework and supporting process for the governance and management standards for the health identifier operator	31/12/2016
4.22	Following on from objective 1.2 (c), develop an assessment and judgment framework and supporting processes, including a self-assessment tool, for monitoring against standards for national health and social care data collections	31/12/2016
Research ethics		
Business planning objective		Target date
4.23	Develop the assessment and judgment framework and supporting process for research ethics	31/12/2016
4.24	Agree the scope of the <i>Guidelines for Approved Research Ethics Committees</i> with the Research Ethics Advisory Group and research ethics committees	31/12/2016
4.25	In conjunction with the Department of Health, communicate with key stakeholders on the policy and provisions of the Health Information and Patient Safety Bill as they pertain to Approved Research Ethics Committees	

Objective 5	HIQA will maintain and develop transparent and constructive relationships with all those who fund, plan, provide and use health and social care services ensuring that all of its relationships are based on improving the quality and safety of health and social care services for people	
Key priorities 2016 – 2018	<ul style="list-style-type: none"> ■ maintain existing relationships and seek to develop new relationships that focus on improving the safety and quality of health and social care services ■ actively engage with the public and our stakeholders to communicate the work of HIQA; this includes publishing clear information in an accessible manner 	
Business planning objective		Target date
5.1	Develop a communications and engagement strategy for the period 2016 – 2018, undertaking all 2016 actions ⁸	31/12/2016
5.2	Plan the redevelopment of HIQA's website and undertake all 2016 actions	31/12/2016
5.3	As part of the communications and engagement strategy, we will plan and deliver a range of seminars for providers of relevant health and social care services aimed at informing providers about our programme of regulation and monitoring for 2016	31/12/2016
5.4	Work with the Department of Health to prepare for any extension of HIQA's remit to the private healthcare sector and in the development of a licensing framework for healthcare facilities	31/12/2016

⁸ This communications and engagement strategy will be inclusive of sub-elements reflecting each of HIQA's directorates.

What HIQA needs in order to achieve its strategic objectives



HIQA has identified five areas which are key to the achievement of its 2016 – 2018 strategic objectives. The 2016 business objectives aligned to these areas are:

Objective 6	HIQA’s staff are central to the achievement of its strategic objectives. We will plan, recruit, retain, manage and organise our workforce to make sure we have the necessary numbers, skills and competencies to achieve our objectives	
Key priorities 2016 – 2018	<ul style="list-style-type: none"> ■ become a more open and engaged employer ■ support our staff to develop their knowledge, skills and competencies ■ work to develop our organisational culture in line with our core values 	
Business planning objective		Target date
6.1	Develop HIQA’s human resources strategy and undertake all 2016 actions	31/12/2016

Objective 7	HIQA will plan and manage its resources to make certain that they are used effectively and will make sure it provides value for money	
Key priorities 2016 – 2018	<ul style="list-style-type: none"> ■ work to ensure it is using resources efficiently and effectively ■ ensure we have the necessary resources to match any proposed expansion in our remit ■ ensure compliance with all relevant standards, regulations and legislation concerning our use of resources 	
Business planning objective		Target date
7.1	Demonstrate strong financial management in the organisation	31/12/2016
7.2	Undertake a workforce planning exercise for 2016, submitting the results to the Department of Health as part of business planning procedures	31/12/2016
7.3	Undertake a workforce and resource planning exercise to ensure that the 2017 business objectives are linked to resources available	30/09/2016
7.4	Implement the revised regulatory processes and practices to drive efficiencies and ensure sustainability	31/12/2016

Objective 8	HIQA will make sure that there are clear systems of accountability, decision-making and risk management that enable it to meet its strategic, statutory and financial obligations	
Key priorities 2016 – 2018	<ul style="list-style-type: none"> ■ provide assurance to the Board of HIQA and other stakeholders regarding our work ■ ensure our organisation is structured to aid the achievement of our strategic objectives 	
Business planning objective		Target date
8.1	Enhance HIQA's corporate performance reporting framework to provide assurance to HIQA's Board. This framework will integrate risk management	31/12/2016
8.2	Implement recommendations of all internal and external audit reports	31/12/2016
8.3	Develop a programme of work which will demonstrate compliance with information governance, data protection and freedom of information legislation, undertaking all 2016 actions	30/09/2016
8.4	Revise HIQA's policy catalogue, updating policies identified for revision	31/12/2016

Objective 9	HIQA will strive for excellence in all its work, seeking continual improvement through clear and robust internal processes and rigorous quality control. These processes will make sure that we are fair, effective, efficient, and consistent in completing our work to a high standard	Target date
Key priorities 2016 – 2018	<ul style="list-style-type: none"> ■ develop a quality management system to a certified level that meets independent external standards of excellence ■ embed a programme of quality improvement throughout the organisation 	31/12/2016
9.1	Implement a document management system for all quality controlled documents	31/12/2016
9.2	Develop and implement the 2016 actions of a comprehensive quality assurance plan inclusive of internal auditing	31/12/2016
9.3	Develop and implement a programme of continual improvement across the organisation inclusive of regulatory practice development, undertake all planned 2016 actions	31/12/2016

Objective 10	HIQA will use health and social care information to inform its work and improve the quality and safety of services	
Key priorities 2016 – 2018	<ul style="list-style-type: none"> ■ maximise the value and use of information internally in order to effectively regulate health and social care services ■ develop and maintain strong, reliable and secure information systems that support all of its business and operational needs 	
Business planning objective		Target date
10.1	As lead partner in a programme of work with the Health Service Executive (HSE) and the Department of Health, we will undertake our 2016 actions to progress the measurement of patient experience in Irish healthcare services	31/12/2016
10.2	Revise our business intelligence strategy and undertake all 2016 actions	31/12/2016
10.3	Revise, develop and undertake all 2016 actions set out in our eStrategy	31/12/2016
10.4	Undertake all 2016 actions set out in our revised evidence and research strategy	31/12/2016

Required resources

This business plan has been developed on the basis of the resources expected to be available to HIQA for 2016. The financial resources are as set out in Appendix 1 and the headcount resources are as set out in Appendix 2.

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. HIQA will continue to assist and support other organisations where appropriate in the delivery of safer, better health and social care for Ireland.

The general moratorium on recruitment, promotion and acting appointments continues to apply to HIQA. All recruitment requires prior sanction from the Department of Health. Successful delivery of the objectives set out in this Business Plan is based on gaining sanction to maintain and develop our workforce with the appropriate competencies and experience.

During 2016 we will continue to work with the Department of Health in gaining the requisite sanctions. We will also seek to gain delegated sanction so that processes around maintenance of our workforce resources can be streamlined.

Performance measurement and risk management

HIQA continues to develop its internal systems and infrastructure so that it can maximise performance and ultimately measure performance, and manage risks. This is especially important in the current environment given that we must be able to provide tangible evidence of the impact that we have on the quality and safety of services. During 2016, we will seek to enhance our internal performance reporting mechanisms through a specific business objective.

We will ensure we remain responsive to risk by reviewing and appropriately managing our risks throughout the year, providing assurance to the Board of HIQA. We will seek to enhance our risk management framework which is in place for the identification, assessment, monitoring, management and reporting of risk.

This business plan and our corporate plan 2016 – 2018 will be supported by a framework which enables a fully integrated planning and performance management approach to manage the organisation more effectively and efficiently.

Appendix 1 – Financial resources summary 2016

Revenue	€'000
Department of Health	12,358
Other income	6,742
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Total	19,100
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Expenditure	€'000
Chief Executive's Office	704
Standards and Quality Improvement	479
Regulation	9,575
Health Technology Assessment	694
Health Information	1,283
Communications and Stakeholder Engagement	596
Shared costs and Corporate Services	5,184
Pension costs	585
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Total	19,100
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Appendix 2 – Human resources summary

Headcount	Actual December 2015	Projected December 2016
Regulation	136	155
Standards and Quality Improvement	5	8
Health Technology Assessment	8	9
Health Information	9	16
CEO's Office, Communications and Stakeholder Engagement and Corporate Services	28	38
Total	186	226

Notes



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