



**Health
Information
and Quality
Authority**

An tÚdarás Um Fhaisnéis
agus Cáilíocht Sláinte

Business Plan 2008

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1 Introduction

This Business Plan is based on the objectives set by the Health Information and Quality Authority's (the Authority) Corporate Plan, 2008-2010. The Corporate Plan outlines the role that the Authority will play in bringing about the necessary improvements, over the next three years, in the quality of health and social services in Ireland.

The Authority was established on the 15th of May 2007 for the purpose of driving improvements in our health and social care services. The Authority is an independent organisation that will set quality standards for the delivery of health and social services.

Reporting to the Minister for Health and Children, the role of the Authority 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.”

The purpose of this business plan is to provide an overview of what the Authority aims to achieve in 2008, in keeping with the Corporate Plan. It outlines the objectives and work programmes for the Directorates of the Authority for 2008.

As a new organisation, a balance needs to be managed within the Business Plan between delivering on the planned work programme of the Authority and needing to be able to respond to issues of public safety.

Similarly, in a start up situation, the Authority is also dependent on the ability to recruit the right people for the right jobs at the right time. The ability to successfully meet the workforce requirements of the organisation will be key to the attainment of objectives contained with the Business Plan and consequently the Strategic Objectives of the Corporate Plan, 2008 - 2010.

1.1 Mission and Core Values

The programme of work outlined for 2008 is aligned with the Authority's Mission and Core values with the purpose of achieving the strategic objectives 2008 - 2010 as outlined in the Authority's Corporate Plan.

The mission of the Authority is to:

“Drive high quality and safe care for people using our health and social services.”

This mission acts as a compass for all of the Authority's activities.

The core values express what the Authority believe is fundamental to 'how we do business', the behaviours and how the Authority hope to be perceived by external stakeholders. These values will drive the culture of the organisation.

Core values of the Authority are shown in **Diagram 1.1.1**

Diagram 1.1.1



Putting people first – we will 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 will be fair and objective in our dealings with people and organisations, and undertake our work without fear or favour.

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

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

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

1.2 Strategic objectives from 2008 – 2010

Between 2008 and 2010, the Authority aims to achieve the following:

Strategic Objectives 2008 to 2010

1. Build a capable and effective organisation that is well governed and efficient.
2. Develop coherent person-centred standards to drive quality improvements across services, in line with identified priorities.
3. Monitor, investigate and, where necessary and appropriate, enforce quality and safety standards.
4. Provide a comprehensive information framework to support safe and efficient health and social care.
5. Undertake and support health technology assessments that inform investment decisions that are safe, effective and achieve value.
6. Report the findings of all work undertaken by the Authority and provide meaningful information about health and social care services to the general public, service users, health and social care professionals, policy makers and government.
7. Engage effectively with service users, service providers, policy makers and the Government to bring about sustainable improvements in our health and social care services.

Success or otherwise in the attainment of these objectives will be the key criteria on which the effectiveness of the Authority will be evaluated.

1.3 Required Resources

This Business Plan covers the first year of the period of the Corporate Plan 2008 to 2010 and has been developed on the basis of the resources made available to the Authority for 2008. As resources are made available to the Authority on an annual basis, the successful delivery of the Corporate Plan for 2008 to 2010 is contingent on sufficient financial resources being made available to the Authority over the next three years.

A summary of the Authority's budget for 2008 is set out in Appendix B.

Success in the attainment of these objectives will depend on the availability of resources to fund our planned work, ability to recruit sufficient numbers of the right staff at the right time and the dependence on other stakeholders to discharge their responsibilities in order for us to commence our work where appropriate. Where the objectives are not met, these may have further implications on the deliverables during 2009 and 2010 as laid out in the Corporate Plan 2008 – 2010.

The whole time equivalent number of staff that the Authority is aiming to recruit by the end of 2008 is 175. This will be subject to the necessary financial resources, ability to successfully recruit individuals with the right skills and for the Authority to have the necessary support infrastructure in place to meet the large scale recruitment in its start-up phase.

1.4 Performance Measurement

The Authority is committed to measuring its own performance. As set out in the Corporate Plan, the Authority will develop a set of key performance indicators to measure its own performance. It will also develop impact measures to assess the benefits of its work on the experience of people using and providing health and social care services in Ireland. It should be noted that 2008 is the first full year of the Authority and therefore the measurement of impact and success in its work will be limited over this time. Ongoing evaluation of the benefits of the work of the Authority will take place over the next three years.

2 Organisation Overview

With the establishment of the Authority, there is now a single, independent organisation with responsibility for the setting, monitoring and (where necessary and appropriate) enforcing of quality and safety standards in our health (excluding mental health) and social care services. This brings cohesion and facilitates the development of a comprehensive standards system.

The Authority's top priority is to build an organisation that is capable, effective, efficient, and well governed and fit for purpose so that it can drive improvements across the system.

The Authority has been structured to reflect the functions as set out in the Health Act 2007. There are four Directorates which reflect the Authority's main functions. These are the Social Services Inspectorate, Healthcare Quality, Health Technology Assessment and Health Information. Two other Directorates Communications and Stakeholder Engagement and Corporate Services provide services across the whole Authority. Each of these Directorates is headed by a person who reports to the Chief Executive Officer. The executive management of the Authority is led by the Executive team whose responsibility is to ensure the delivery of the Authority's functions as outlined in the Corporate Plan. The organisational structure for the Authority can be seen in Appendix A.

In addition to the above functions, under Section 103 of the Health Act, Protection of Disclosures of Information, the Authority will be one of a number of regulatory bodies charged with this function. It is anticipated that the provisions for protected disclosures will be commenced during 2008. The resource requirements to provide for managing this function have not been identified or described in this document and at such point where there may be resource requirements identified to undertake this function, a separate business case will be submitted to the Minister for Health and Children.

The Authority has a very wide remit and it is important that its work is informed by relevant research. The former interim Health Information and Quality Authority invited and commissioned a number of research projects to inform its work. These research projects have received grants for up to three years.

Where possible, the Authority will work in collaboration with other organisations that have a research role in order to maximise the potential for the system as a whole. This includes organisations such as the Health Research Board.

The overall strategy and priorities of the Authority are overseen by the Board of the Authority which is appointed by the Minister for Health and Children. Through the Chairperson of the Board, the Chief Executive Officer of the Authority is accountable to the Board. The Board has set up a number of subcommittees to assist it in its work.

Below is an overview of the purpose of each Directorate. A breakdown of Directorate objectives and work programme follows in Sections 3 – 8 of this document.

2.1 Directorate Overview

Table 2.1.1 Summary overview of Directorate Functions

Directorate	Function overview
Health Technology Assessment	Making sure that resources in our health services are used in a way that ensures the best outcome for the patient or service user – specifically through the assessment (and supporting the assessment) of the clinical and cost effectiveness of health technologies.
Health Information	Identifying and advising on health information deficiencies; establishing an information governance framework and setting standards for health information; evaluating and providing information on the provision of health and social services.
Social Services Inspectorate	Inspecting and registering social care services, including residential services for older people, residential services for children and residential services for people with a disability. As deemed necessary, will undertake investigations into suspected serious service failure in social care.
Healthcare Quality	Developing person-centred standards for health and social care. Designing and implementing a quality assurance programme to promote improvements in quality and safety standards in health. As deemed necessary, will undertake investigations into suspected serious service failure in health care.
Corporate Services	Ensuring that the Authority is fit for our intended purpose, through effective staff welfare, performance, management and recruitment, premises, management information systems and other key support services.
Communications and Stakeholder Engagement	Ensuring that the Authority's internal communication systems are effective and robust, managing the Authority's communications with internal and external stakeholders and developing collaborative relationships across the health and social care systems.

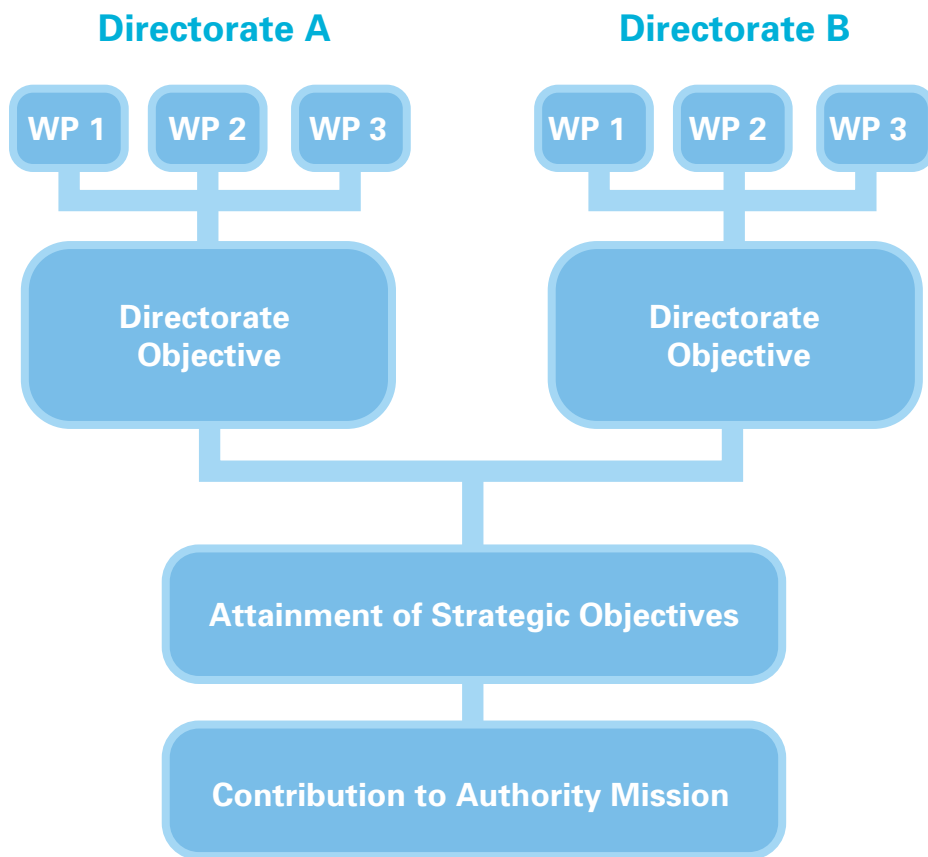
The required contribution of each Directorate to the attainment of the seven overall strategic objectives of the Authority and, ultimately, its mission is expressed as a series of Directorate-specific objectives. In addition, the Authority will develop links at international level to leverage knowledge, expertise and best practice. This Business Plan outlines those to be met in 2008, in keeping with the Corporate Plan, 2008 - 2010.

The achievement of objectives requires Directorates to engage in a wide range of activities, which are organised into distinct work programmes (WPs). An illustration of these relationships is provided in Diagram 2.2.1.

2.2 Relationship between Directorate Objectives and Work Programmes

Diagram 2.2.1

Links between Directorate Activity and the Mission of the Authority



The remainder of this document comprises of a section for each Directorate, which describes the objectives and work programmes related to that particular area of the Authority, with a view to providing a real sense of what is to be achieved in 2008. It should be noted that the ability to achieve these objectives is predicated on sufficient resources and the ability to recruit the appropriate staff over the coming months in keeping with the commencement of the different work programmes.

3 Health Technology Assessment

Objective 1

Establish HTA Directorate and commence HTA Programmes for medicines, devices, diagnostics and health promotion activities in cancer and other disease priorities

Targets/Work Programme	Actions
Target 1.1 Develop HTA Quality Assurance Framework, programme structure and team to advise and carry out assessments.	1.1.1 Recruit and build the HTA team with necessary multidisciplinary skills to carry out assessments
	1.1.2 Establish a Programme Advisory Group (PAG) to advise on the HTA process
	1.1.3 Establish a Scientific Advisory Group (SAG) to provide expert advice on methodology for effective HTAs
	1.1.4 Establish a Quality Assurance Framework for conducting HTAs to requisite quality standard
Target 1.2 Establish HTA referral and prioritisation process and mechanism for managing assessments	1.2.1 Define, develop and implement the HTA referral process and procedures for the prioritisation of assessments
Target 1.3 Establish a HTA research programme for identifying new technologies and publishing assessment outcomes	1.3.1 Develop a research strategy for HTA to manage and coordinate research within the division
	1.3.2 Establish horizon screening processes / methodologies to identify potential new health technologies that may impact nationally
	1.3.3 Identify and put in place research resources required to support the HTA ongoing activities
	1.3.4 Publish outcomes of HTA processes

Objective 2

Provide robust independent advice on the clinical and cost effectiveness of health technologies as well as social, ethical, organisational and legal aspects as appropriate

Targets/Work Programme	Actions
<p>Target 2.1</p> <p>Put resources and structures in place to enable the undertaking of HTAs based upon defined standards</p>	2.1.1 Identify international best practices and standards for health technology assessments
	2.1.2 Develop HTA Framework (standards, methodologies etc.)
	2.1.3 Define HTA parameters for measuring the cost effectiveness of health technologies undergoing assessment
<p>Target 2.2</p> <p>Establish HTA linkages and collaborate with external decision makers, agencies, service providers and knowledge holders involved in assessments</p>	2.2.1 Identify external stakeholders inc. policymakers, service providers, clinicians, patient groups, academics and industry
	2.2.2 Establish and prioritise relationships with key stakeholders
<p>Target 2.3</p> <p>Establish linkages with international HTA providers to share knowledge and collaborate on HTA Production</p>	2.3.1 Join international HTA networks and participate in group projects for example Core HTA Models
	2.3.2 Share HTA outputs with international colleagues
	2.3.3 Foster collaborative working relationships for data exchange and cooperation on conduct of HTAs
<p>Target 2.4</p> <p>Carry out a defined number of system wide HTAs dependent annually upon available capacity and funding</p>	2.4.1 Establish process for contracting and project managing HTAs to be completed by external evaluation teams

Objective 3

Provide best practice guidelines and guidance to third parties carrying out HTAs

Targets/Work Programme	Actions
<p>Target 3.1</p> <p>Develop comprehensive national HTA guidelines for all assessments</p>	<p>3.1.1 Design and implement national guidelines for the HTA process and publication of assessment outcomes</p>
<p>Target 3.2</p> <p>Communicate national guidelines to service providers carrying out assessments</p>	<p>3.2.1 Promote HTA guidelines for identified external evaluation teams commissioned to carry out assessments</p>
<p>Target 3.3</p> <p>Establish a programme to support HTAs carried out at local level (hospitals etc.)</p>	<p>3.3.1 Refine and customise Mini HTA process</p>
<p>Target 3.4</p> <p>Work with the system to develop HTA capacity and capability</p>	<p>3.4.1 Support development of skill sets for conduct and interpretation of HTAs</p>

4 Health Information

Objective 1

Promote a robust population health, health service information and personal health information environment in Ireland

Targets/Work Programme	Actions
Target 1.1 Analyse the “As Is” Health Information situation	1.1.1 Update National Health Information Strategy (NHIS)
	1.1.2 Define information standards for the area of symptomatic breast disease
	1.1.3 Identify existing sources of information and assess conformance with definitions for the area of symptomatic breast disease
	1.1.4 Identify information gaps in the area of symptomatic breast disease and propose solution to filling of gaps
Target 1.2 Develop a Health Information governance framework to include governance standards, to inform how data is compiled, protected and used	1.2.1 Document international best practice in relation to information governance including patient identifiers
	1.2.2 Propose an approach to national health identifier/unique patient identifiers
Target 1.3 Ensure that information about public health and the performance of the health and social care services are widely available and easily accessible	1.3.1 Develop a National Health Data Dictionary (NHDD)
	1.3.2 Design a framework for a national health information portal

Objective 2

Develop national technical standards to support interoperability of health information systems

Targets/Work Programme	Actions
Target 2.1 Prioritise areas for health information standards setting	2.1.1 Develop comprehensive list of standards required and associated work programme
Target 2.2 Develop health information standards	2.2.1 Develop standards according to prioritised work programme

Objective 3

To monitor and report on compliance with Authority standards and recommendations

Targets/Work Programme	Actions
Target 3.1 Develop procedures for monitoring compliance with health information standards	3.3.1 Develop procedures for monitoring compliance with Authority's health information standards

5 Social Services Inspectorate

Objective 1

Develop and communicate person-centred standards and expectations in residential care settings for older people, people with a disability and children in care

Targets/Work Programme	Actions
Target 1.1 Develop person-centred standards in prioritised areas in line with agreed standard setting methodology	1.1.1 Publication of standards for Older Person's services
	1.1.2 Publication of draft standards for Disability services
	1.1.3 Establishment of Disability services database
Target 1.2 Work with Communications Directorate to communicate standards	1.2.1 Development of methods of communication

Objective 2

Develop and communicate how standards will be measured in inspected facilities

Targets/Work Programme	Actions
Target 2.1 Develop methodology for inspections	2.1.1 Development of methodology for inspection process
	2.1.2 Establishment of fit person entry programme
	2.1.3 Development of methodology for registration process
Target 2.2 Work with Communications Directorate to communicate methodology	2.2.1 Development of methods of communication
	2.2.2 Establish and prioritise relationships with key stakeholders

Objective 3

Promote confidence in the quality of care of social services in Ireland and in the fairness of its regulatory, inspection and investigation processes

Targets/Work Programme	Actions
Target 3.1 Develop procedures for monitoring compliance with health information standards	3.1.1 Partially recruit and transfer of staff
	3.1.2 Completion of list for centres to be registered
	3.1.3 Commence inspection of Older Persons' Services
	3.1.4 Inspection of Children's Residential Services (HSE)
	3.1.5 Develop methodologies for investigations (see Objective 4. Target 4.3)
Target 3.2 Publish and make accessible SSI register and reports	3.2.1 A register of inspected designated centres published
	3.2.2 SSI inspection reports published
Target 3.3 Establish process for handling concerns	3.3.1 Develop procedures for monitoring compliance with Authority's health information standards

Objective 4

Promote specific improvements in inspected facilities

Targets/Work Programme	Actions
Target 4.1 Conduct registration and implement a rolling programme of inspections for new areas under SSI remit (residential care settings for older people)	4.1.1 Development of methodology for registration process
	4.1.2 Commence inspection for older person's services
Target 4.2 Continue inspection and prepare for registration of children's services and inspection of detention schools	4.2.1 Development of methodology for registration process
	4.2.2 Continue inspections of HSE services
	4.2.3 Start transition process of HSE staff in preparation for the registration of non-statutory children's centres
Target 4.3 Undertake investigations as required	4.3.1 Create documentation for investigation and enforcement
	4.3.2 Draw up methodology and processes via existing legislation to highlight powers and principles of the SSI team
	4.3.3 Draw up and itemise Investigation and Enforcement procedures
	4.3.4 Submit proposed regulations required for enforcement to DOHC

Objective 5

Provide information to policy makers, service providers, general public and other stakeholders on national findings from inspection and registration

Provide internal information on the internal quality and performance time frames of inspection and registration activity

Targets/Work Programme	Actions
<p>Target 5.1</p> <p>Publish and disseminate national findings and trends for services for children in care and direct issues to government, operations, professional and training bodies</p>	<p>5.1.1 Disseminate and publish key findings and trends for Services for Children in Care.</p>
<p>Target 5.2</p> <p>Commence development of policy and performance division for Older Person's Services.</p>	<p>5.2.1 Commence recruitment of staff.</p> <p>5.2.2 Begin review of methodology and inspection findings.</p>
<p>Target 5.3</p> <p>Initiate development of systems to improve the efficiency, effectiveness and quality of the work of the Directorate within the Authority by the provision and analysis of management information.</p>	<p>5.3.1 Initiate development and implementation of quality assurance and improvement systems.</p> <p>5.3.2 Analysis of management information and dissemination of results.</p>
<p>Target 5.4</p> <p>Identify quality issues and recommend that appropriate training, written guidance for inspectors and changes to methodology are put in place.</p>	<p>5.4.1 Develop schedule of review of methodology.</p> <p>5.4.2 Recommend appropriate training to inspectors where quality issues are identified.</p>
<p>Target 5.5</p> <p>Research and start development of framework for information management systems, IT strategies, training and working systems to ensure staff, particularly home workers, are effectively supported in undertaking their work.</p>	<p>5.5.1 Initiate establishment of information management systems and IT strategies</p> <p>5.5.2 Provision of training and support systems for staff</p>
<p>Target 5.6</p> <p>Start development framework for IT systems that encourage stakeholder usage in making applications and relevant notifications.</p>	<p>5.6.1 Initiate analysis of IT and communications requirements</p> <p>5.6.2 Begin development of relevant IT and communications systems to support applications and notifications from stakeholders.</p>

6 Healthcare Quality

Objective 1

Set priorities and define approach to driving improvements in healthcare outcomes in line with the Authority's Quality and Safety Improvement Process

Targets/Work Programme	Actions
<p>Target 1.1</p> <p>Identify priority areas and determine the most appropriate allocation of Directorate resources</p>	<p>1.1.1 Development priorities identified from corporate plan and programme in place</p>
<p>Target 1.2</p> <p>Identify and define optimal combination of approaches to inform the Quality Assurance System</p>	<p>1.2.1 Key approaches identified to standards, assessment and indicators</p>

Objective 2

Develop and communicate a process for setting standards and defining performance measures in the areas of health and social care

Targets/Work Programme	Actions
<p>Target 2.1</p> <p>Design, consult on and implement a process for setting standards and defining performance measures</p>	<p>2.1.1 Develop and consult on protocols for standards setting and managing requests for standards development</p>
	<p>2.1.2 Define corporate approach to indicator development</p>
<p>Target 2.2</p> <p>Work with Communications Directorate to communicate process for setting standards</p>	<p>2.2.1 Develop a communications strategy on standards protocol</p>

Objective 3

Develop and communicate person-centred standards for Healthcare Quality in Priority Areas

Targets/Work Programme	Actions
Target 3.1 Initiate and roll-out a Programme to develop person-centred standards, and performance measures, in line with the agreed process and priorities	3.1.1 Develop and consult on draft generic Standards Framework
	3.1.2 Develop Infection Prevention and Control standards
	3.1.3 Oversee development of standards managing medical exposure to ionising radiation (subject to secondment from HSE)
Target 3.2 Work with Communications Directorate to communicate process for setting standards	3.2.1 Develop communications strategy

Objective 4

Develop and roll-out a Quality Assurance System for Healthcare Quality in priority areas incorporating the agreed mix of approaches

Targets/Work Programme	Actions
<p>Target 4.1</p> <p>Develop assessment and review methods including value for money assessments and the future approach to, and role of, accreditation</p>	4.1.1 Develop core portfolio of assessment approaches(Quality Assurance, Investigation, Thematic, Organisational, Value for Money and other programmes, including accreditation)
	4.1.2 Develop assessment system for symptomatic breast disease review a) self assessment and b) site visits
	4.1.3 Develop assessment system for infection prevention and control standards
<p>Target 4.2</p> <p>Develop and implement a rolling quality assurance programme in line with agreed priority areas</p>	4.2.1 Undertake quality review of symptomatic breast disease services
	4.2.2 Carry out hygiene quality reviews in acute hospitals and pilot approach in community sector
	4.2.3 Pilot infection prevention and control reviews in acute and community settings
	4.2.4 Pilot organisational assessment system for new standards in acute sector
<p>Target 4.3</p> <p>Undertake specific investigations as required</p>	4.3.1 Complete investigation into care of Rebecca O'Malley and publish report
	4.3.2 Complete Galway investigation and publish report
	4.3.3 Undertake investigations as directed by the Board or Minister for Health and Children (budget provision for 1 investigation)

Objective 5

Develop and roll-out the regional structure to drive improvements at local level

Targets/Work Programme	Actions
Target 5.1 Develop approach to working with healthcare organisations and services in the various regions	5.1.1 Design the Authority's operational model for local operations
Target 5.2 Build organisation capacity and roll-out field operations	5.2.1 Appoint Regional staff
	5.2.2 Prepare to Implement the Authority's operational model for local operations

Objective 6

Establish a safety and learning process and communicate key lessons

Targets/Work Programme	Actions
Target 6.1 Design a safety and learning framework	6.1.1 Literature Review, develop and finalise Safety and Learning Framework
	6.1.2 Disseminate and communicate Safety and Learning Framework
Target 6.2 Develop and implement national and international safety initiatives and develop international links to ensure sharing of knowledge, expertise and best practice	6.2.1 Engage and work with the WHO World Alliance for Patient Safety
	6.2.2 Engage with the EU Patient Safety Working Group
	6.2.3 Establish international links to capitalize on learning and expertise and to share best practice
	6.2.4 Develop, design and implement one safety awareness raising initiative
Target 6.3 Develop approach for risk-rating and managing concerns	6.3.1 Concerns policy to be developed and approved by the Board
	6.3.2 Develop and implement a process for receiving, risk rating and responding to concerns.
	6.3.3 Analyse all concerns to ensure that they inform regulatory and quality functions of the Authority
Target 6.4 Clarify and define the Authority's responsibilities around complaint management and protected disclosure	6.4.1 Work with EMT to develop process
	6.4.2 Present to Board

7 Corporate Services

Objective 1

To provide the necessary services and resources, in a consistent manner, to enable the Authority to deliver our objectives efficiently and effectively and in a well governed way

Targets/Work Programme	Actions
<p>Target 1.1</p> <p>Establish the planning, legal, financial and governance frameworks required to support the Authority</p>	<p>1.1.1 Develop operating mechanisms to allow reporting on financial and operational performance in line with the objectives of the Corporate Plan.</p>
	<p>1.1.2 Develop and implement the Code of Governance Manual. Develop a mechanism for Risk Management in line with best practice Corporate Governance guidelines to govern the operations of the Authority</p>
	<p>1.1.3 Establish and embed a robust financial system with appropriate reporting to management, executive, Board and Department.</p>
	<p>1.1.4 Instil a value for money approach across the Authority</p>
<p>Target 1.2</p> <p>Coordinate and drive the HR strategy to ensure each Directorate has appropriate, and well-managed, human resources to carry out its function</p>	<p>1.2.1 Develop and operate HR administration systems including efficient management of compensation and benefits.</p>
	<p>1.2.2 Design and implement a recruitment and headcount plan and implement recruitment and selection processes</p>
	<p>1.2.3 Implement Learning and Development programme with initial emphasis on employee induction</p>
	<p>1.2.4 Design and implement a Performance Development Review system consistent with the culture of the Authority.</p>
	<p>1.2.5 Develop and implement an employee wellbeing programme</p>

Target 1.3

Provide the appropriate physical (for example buildings) and operational infrastructure (for example management information systems, processes) to support the Authority in carrying out its functions

1.3.1 Fit out new offices in Cork and in Dublin. In the interim provide adequate accommodation for growing staff levels in current office locations.

1.3.2 Project manage migration of staff and ICT systems to new locations as sites come on line including regular staff communications

1.3.3 Identify appropriate accommodation for regional offices in Cavan, Galway and Portlaoise. This will be supplemented with appropriate home working program.

1.3.4 Coordinate the development of operational Management Information Systems for Authority.

1.3.5 Implement appropriate internal telecommunications systems and network for Authority sites

1.3.6 Support ICT requirements for existing and new sites as they come online

1.3.7 Manage and maintain ICT Assets

8 Communications and Stakeholder Engagement

Objective 1

Establish a clear understanding and awareness of the Authority and our role among the public

Targets/Work Programme	Actions
Target 1.1 Develop and agree the Authority's external communication strategy	1.1.1 Write Strategy Document
	1.1.2 Ascertain views of Executive Management Team
	1.1.3 Present to Board

Objective 2

Actively engage with key stakeholders to foster a collaborative working relationship (find common ground)

Targets/Work Programme	Actions
Target 2.1 Identify and prepare a database of key stakeholder groups, their roles, responsibilities, objectives and issues	2.1.1 Update database
Target 2.2 Develop and agree communications contact programme between the Authority and stakeholders (who and how)	2.2.1 Appoint Public Affairs Co-ordinator

Objective 3

Communicate honestly and openly with all stakeholders in a straightforward and transparent manner, to build trust and assure independence

Targets/Work Programme	Actions
Target 3.1 Develop and issue the Authority's communications strategy	3.1.1 As above to Target 1.1
Target 3.2 Provide easy access of all information to all stakeholders	3.2.1 Ongoing Development of the Authority website
	3.2.2 Development of ongoing engagement programme with key stakeholders on key issues
Target 3.3 Prepare Authority response for crisis situations	3.3.1 Develop procedures and systems for issues management as they arise

Objective 4

Ensure effective internal communication processes are in place

Targets/Work Programme	Actions
Target 4.1 Develop an effective internal communications strategy, which includes a mechanism for staff input	4.1.1 As above to Target 1.1
	4.1.2 Appoint Internal Communications Co-ordinator
Target 4.2 Maintain and improve staff Intranet	4.2.1 Appoint a webmaster whose responsibilities will include reviewing the effectiveness of the staff intranet site and encouraging greater use of same
Target 4.3 Issue regular and appropriate updates on Authority's activities and staff related issues	4.3.1 Developing regular Authority Newsletters
	4.3.2 Regular CEO Update to staff

8 Stakeholder Engagement

The effectiveness of the Authority is heavily dependent on its ability to maintain a good working relationship with key stakeholders, while retaining a high level of independence. These stakeholders include service users and associated organisations; the Department of Health and Children and other Government Departments; the Health Services Executive and its staff; other services providers across all sectors; professional and other regulatory bodies; the media and the international health and social care community.

Stakeholder involvement has contributed to the development of the Authority's Corporate Plan and the objectives set out in this Business Plan. This is the start of a journey which will continue with opportunities for engagement into the future.

The Authority is committed to supporting, commissioning and evaluating research that informs and furthers its work at both strategic and operational level in the following areas, setting and monitoring standards for the Health and Social Services, collection, use and sharing of Health Information and assessment of Health Technology.

The Authority takes an outward approach in looking to the international arena for guidance in its activities, ensuring that the Authority uses international best practice in developing, undertaking and evaluating our work. The Authority are working on established relationships learning from the expertise of comparator organisations in other jurisdictions. This also allows the work and role of the Authority to be recognised internationally.

9 Risks

The ability of the Authority to meet its 2008 objectives will be subject to a number of key risks which include:

Managing the expectations of the public, service users, staff and key stakeholders – whilst driving improvements in quality and safety is the priority for the organisation, it is essential to communicate to stakeholders the precise remit of the Authority so that expectations of its role and the ability to undertake pieces of work whilst continuing to grow are realistic. In addition, expectations of what changes can be brought about will need to be communicated clearly with those stakeholders.

Available Resources – in preparing this Business Plan the Authority has prioritised work programmes for 2008 as outlined in the Corporate Plan in line with available funding.

Challenges in recruitment – the success of 2008 work programmes is heavily dependent on the appropriately skilled staff being available to the Authority. The start up phase of the Authority as well as the specialist nature of certain positions to be filled means that there may be challenges in achieving this.

Unplanned workload – while the Authority accepts that it has a role with respect to undertaking unscheduled investigations and has planned accordingly with limited resources/provision for this work, it is important that the correct balance is struck between urgent work of this nature and that which is planned and can result in sustainable improvements in quality.

10 Conclusions

The ethos, values and culture of the Authority are driven by person-centredness, professionalism, objectivity, integrity and openness and transparency. As the Authority expands and develops its functions it is imperative that it holds these values at the centre of how it does business.

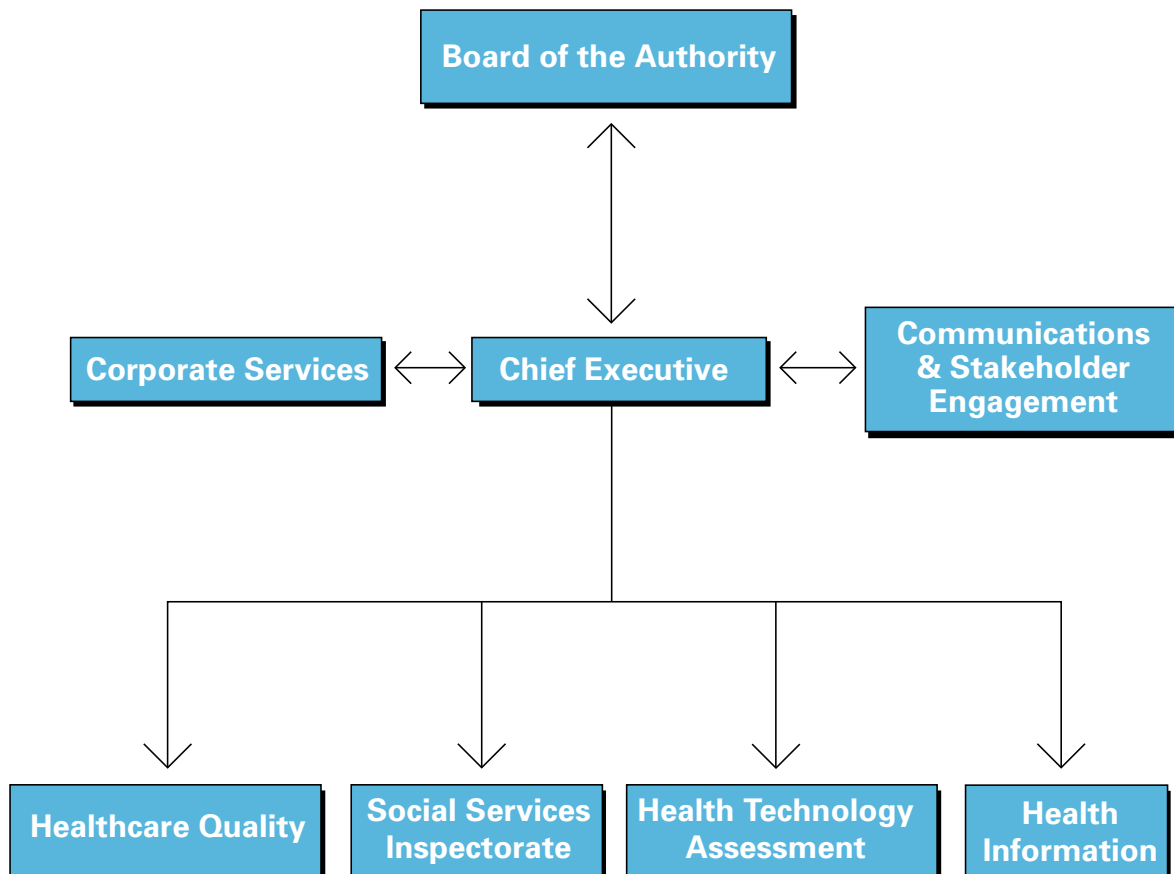
A considerable amount of work has already been undertaken by the Authority all of which places it on a strong platform to move forward. This Business Plan outlines the intended activities during 2008, and is an integral part of the Corporate Plan that outlines the work programme until 2010.

The Board and Chief Executive of the Authority would like to take this opportunity to express their gratitude to the:

- *staff of the Authority who have demonstrated absolute commitment to work of the Authority during the initial 10 months*
- *many people who have supported and assisted the Authority in its work to date*
- *Minister for Health and Children, and her officials, for supporting and assisting the Authority*

Appendix A

Organisation Structure



Appendix B

Budgetary Summary

Revenue Budget for 2008

	€000
CEO Office (including research)	1,282
Healthcare Quality	2,526
Social Service Inspectorate	3,961
Health Technology Assessment	993
Health Information	784
Communications	1,495
Shared Costs and Corporate Services	5,798
	16,839

Capital Budget for 2008

	€000
Capital Expenditure	3,000

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