



**Health
Information
and Quality
Authority**

An tÚdarás Um Fhaisnéis
agus Cáilíocht Sláinte

Business Plan 2010

March 2010

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1 Introduction

The Health Information and Quality Authority (the Authority) was established as an independent organisation in May 2007 for the purpose of driving improvements in the quality and safety of Ireland's health and social care services.

The central role of the organisation, as stated in the Health Act 2007 (the Act), 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.

A significant amount of work has taken place since the establishment of the Authority, particularly in the last year. In addition, a number of important developments in the health and social care system took place during 2009.

These included the following:

1. The inspection and registration of residential care centres for older people by the Authority commenced on 1 July 2009. The commencement of this programme of work will lead to significant improvements in the quality and safety for our vulnerable older people.
2. The 'Protection of Disclosures of Information' commenced and enables individuals to be supported in raising concerns in relation to the quality and safety of health and social care services. The Authority is one of a number of regulatory bodies charged with this function.
3. The *Report of the Commission on Patient Safety and Quality Assurance* was approved by the Government and recommended further developments in relation to driving quality and safety across the healthcare system. One of the key recommendations is the introduction of a licensing system that will regulate public and private healthcare providers. This system will be established and run by the Authority. Consequently, the development of standards and how we will go about licensing facilities are key priorities for the Authority.
4. The publication of the *Report of the Commission to Inquire into Child Abuse 2009* (the Ryan Report) and the *Report of the Commission of Investigation into the Catholic Archdiocese of Dublin* (Murphy Report) on the clerical abuse of children have implications for the future work of the Authority and are currently being examined.
5. The publication of the draft *National Quality Standards for Residential Services for People with Disabilities* by the Authority. These outline what people receiving services can expect and what is required of those providing services.
6. A number of reports on the public sector have been published which highlight issues around efficiency, accountability, performance and value for money.

In developing this Business Plan, we have taken each of these factors into consideration and have outlined what the Authority aims to achieve during 2010.

In addition, it is anticipated that a number of additional functions will be assigned to the Authority during 2010 and 2011.

As a result, this plan also reflects some of the preparatory activity for these new functions. In particular, the Authority will focus on:

- finalising the *Healthcare Quality and Safety Standards* that will further drive improvements in the quality and safety of services and will also underpin the future licensing of healthcare providers
- monitoring the health system against the Authority's *Standards for the Prevention and Control of Healthcare Associated Infections*
- finalising the *National Quality Standards for Residential and Foster Care Services for Children and Young People*
- preparing for, and commencing, the independent registration and inspection of residential services for children in 2010
- continuing to support the further development of quality services for people with disabilities
- preparing for functions assigned to the Authority subject to, and following, the enactment of the Health Information Bill
- developing a number of technical standards for health information that will enable improved communication between information systems and clinicians, and information to be used to further drive improvements for patients
- further progressing the development of the *Unique Health Identifier* to drive more seamless, safer care for patients
- preparing to become the supervisory body for the recognising and monitoring of ethics committees for clinical trials in 2010 and for further supervisory functions for ethics committees subject to, and following the enactment of the Health Information Bill
- preparing to become the competent authority for implementing the Medical Ionising Radiation Protection Directive during 2011
- preparing for functions assigned to the Authority subject to, and following, the enactment of the Human Tissue Bill during 2011

- undertaking a number of Health Technology Assessments that will inform current and future policy, decision-making and improvements in the way resources are used for the overall population health gain
- hosting a successful international conference in Ireland with “Health Technology Assessment international” (HTAi)

These areas of responsibility all focus around driving improvements in the quality and safety of health and social care services for people. They will involve a significant amount of work and engagement with people using and providing services and other key stakeholders.

While the Authority is acutely aware of the limitations around public sector funds, the resourcing of this work will need to be done in an efficient and effective way to ensure the maximum outcomes for people through our work.

Similarly, in response to the significant challenges around public sector resources, the Authority has reviewed its original Corporate Plan 2008 - 2010, in order to ensure that our future direction is as relevant and focussed on the quality and safety priorities for people using and providing services as possible. This has resulted in the development of a new Corporate Plan for 2010 to 2012.

In developing the new Corporate Plan, and this Business Plan, we consulted with various people and organisations. We are very grateful for this input as it ensures we are in touch with the needs of these key interests. We have also reflected on what we have learned over the last two years in order to identify areas where we believe improvements are most required in the health and social care system. From this we developed a range of initiatives aimed at addressing these areas and we applied a set of criteria to these initiatives to help us prioritise them. These prioritisation criteria are described in detail in Appendix 1.

We recognise that it is essential that our work continues to add value and delivers maximum benefit to people using our health and social care services. To meet this need we will endeavour to work in as lean and effective a manner as possible and, we will work with other agencies, where appropriate, to reduce duplication.

This Business Plan represents the work that the Authority will carry out during 2010. It outlines the first full year of work contained within the new Corporate Plan and the strategic objectives reflect those outlined in the Corporate Plan 2010-2012. This Business Plan also contains the objectives for the Office of Chief Inspector of Social Services as required by the Health Act 2007.

2 Our Vision, Mission and Core Values

The vision, mission and values of the Authority can be described as the beliefs of the organisation, which in turn inform the selection of activities and the approach we adopt to implement them. In essence, it can be described as the “personality” of the organisation.

Our vision

Our vision is for better health and social care for all, underpinned by standards and decisions that improve the safety and quality of health and social care services.

Our mission

The mission of the Authority is derived from the statutory functions described in the Health Act, 2007 and is to:

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

Our values

The Authority's core values are stated below and illustrated in Diagram 1.

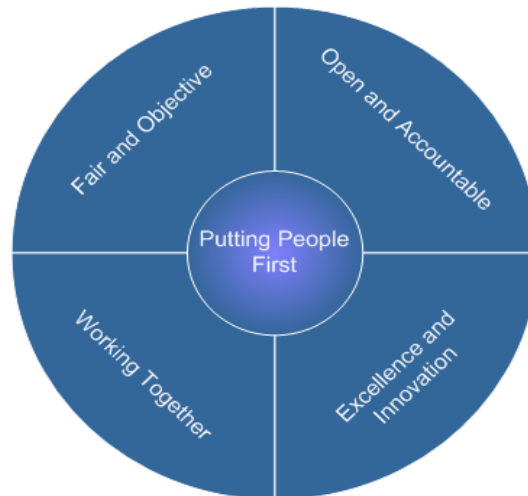


Diagram 1: Core values of the Authority

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.

3 Our Future Strategy

3.1 Strategic Objectives for 2010 - 2012

The Authority has developed strategic objectives for the period from 2010 to 2012 for our three year Corporate Plan. Both the strategic objectives, and the annual objectives set out later in this document, have been formed and structured with the service user firmly in mind and based on the fact that our work must enable improvements in health and social care services.

Between 2010 and 2012, the Authority aims to achieve the following:

1. To develop effective regulatory systems for the quality and safety of health and social care that include national quality and safety standards, assessment and monitoring processes, measures and indicators.
2. To implement a high impact regulatory programme that includes registering services as appropriate, monitoring performance through inspection against national standards, investigating potential risks to the health and welfare of service users and reporting publicly on our findings.
3. To set standards to drive the efficient and effective use of health information and Information Communications Technology to improve the quality and safety of health and social care.
4. To inform investment, or disinvestment, decisions that are safe, effective, maximise population health and wellbeing and achieve good value for money.
5. To promote health and social services excellence by delivering a structured programme aimed at identifying and sharing good practice, building capacity and capability through the better use of resources and facilitating focused activity in proven safety interventions.
6. To demonstrate, by 2012, that the Authority operates as an effective, efficient and well-governed organisation that positively impacts on health and social care services.

3.2 Required Resources

This Business Plan covers the first year of the period of the Corporate Plan 2010 to 2012, and has been developed on the basis of the resources made available to the Authority for 2010. If these resources are reduced then the objectives that are stated in this Business Plan may need to be revised. Equally, if additional functions are assigned to the Authority, additional resources will be required.

We are cognisant of the prevailing economic climate and it is essential that we ensure that 'what we do', and 'how we do it', will achieve the maximum impact for people in our health and social care services.

Similarly, and where appropriate, our approach has been to work with other stakeholders to enable a number of staff to transfer from other parts of the health system, as new functions are commenced in the Authority, in order to optimise the skills and resources currently available within the public sector. Staff who have transferred into the Authority have been trained and supported in the work they have undertaken and have undergone detailed induction into the culture and values of the Authority.

In addition, we are seeking to leverage 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 2010 is set out in Appendix 2.

3.3 Performance Measurement

The Authority is committed to measuring its own performance - not only to ensure that we can demonstrate tangible evidence of the impact that we should make on the quality and safety of services, but also to ensure that we subject ourselves to the same level of scrutiny that we would expect of others.

As an organisation with a mission to drive high quality and safe services, we need to be certain that this is being achieved, from both internal and external perspectives. For this reason, we are committed to being externally reviewed so that the efficiency and impact of the Authority is independently assessed.

The Authority is introducing a number of practical internal measures during 2010 in order to develop and improve on our existing performance management framework. These include internally developed project management and performance management development systems for all staff so that we can monitor our activities and support our staff, as effectively as possible.

A set of key performance indicators will also be monitored across a range of functions in the Authority. These will include human resources, finance and key operational activities of the organisation.

3.4 Organisation Overview

The mission and values of the Authority provide the foundation and ethos upon which our activities are shaped and informed. They represent how we transform our statutory remit into our day-to-day activities and engagement, with those receiving and providing services in the health and social care sectors.

The majority of our operational activities are derived from the Health Act, 2007 (referred to as the Act) which sets out our statutory functions. The organisational structure of the Authority reflects the functions in the Act and there are therefore four Directorates based on these functions. These are:

- Healthcare Quality and Safety
- Social Services Inspectorate
- Health Technology Assessment
- Health Information.

In addition, there are three other Directorates: Communications and Stakeholder Engagement, Corporate Services and the Chief Executive's Office. These provide the necessary cross-organisational support, coordination and infrastructural services to ensure that the Authority is enabled to efficiently undertake its work in a well governed, appropriately communicated, open and transparent way.

Each of these Directorates is led by a person who reports directly to the Chief Executive and who is a member of the Executive Management Team. The Executive Team is accountable and responsible for ensuring the effective delivery of the Authority's functions within an effectively managed environment, as outlined in the Corporate Plan. The organisational structure for the Authority can be seen in Appendix 3.

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 and Children. 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 sub-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.

An overview of the Authority's governance structure is included in Appendix 4.

3.5 Directorate Overview

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

Directorate	Function Overview
<p>Healthcare Quality and Safety (HQS)</p>	<p>Developing person-centred standards for health and social care. Designing and implementing a monitoring programme to promote improvements in quality and safety standards in health. As deemed necessary, will undertake investigations when there are reasonable grounds to believe that there is a serious risk to the health or welfare of a person receiving services.</p>
<p>Social Services Inspectorate (SSI)</p>	<p>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 when there are reasonable grounds to believe that there is a serious risk to the health or welfare of a person receiving services.</p>
<p>Health Information (HI)</p>	<p>Identifying and advising on health information deficiencies; establishing an information governance framework and setting standards for health information and health information systems; evaluating and providing information on the provision of health and social services.</p>
<p>Health Technology Assessment (HTA)</p>	<p>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.</p>
<p>Communications and Stakeholder Engagement (Comms)</p>	<p>Managing all the Authority's communications and stakeholder engagements, with both internal and external audiences, and developing collaborative relationships across the health and social care systems.</p>

<p>Corporate Services (CS)</p>	<p>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.</p>
<p>Chief Executive's Office (CEO Office)</p>	<p>Providing oversight, direction and support to enable the Authority deliver its objectives effectively and efficiently and in a well governed way.</p>

Each Directorate contributes to the overall attainment of the six strategic objectives contained in the new Corporate Plan 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 2010, in keeping with the Corporate Plan, 2010-2012. The achievement of these objectives requires Directorates to engage in a wide range of activities and in an integrated way.

4 Business Plan Objectives 2010

The Business Plan objectives for 2010 are structured within the Authority's overall strategic direction. This will ensure that a longer term focus to drive quality and safety is maintained.

Both the strategic objectives and the Business Plan annual objectives set out below, have been developed and structured with the service user firmly in mind and in the knowledge that our work must enable improvements in health and social care services.

Relates to Strategic Objective 1:				
To develop effective regulatory systems for the quality and safety of health and social care that include national quality and safety standards, assessment and monitoring processes, measures and indicators.				
Reference	Lead Directorate	Support Directorates	Business Plan Objectives	Target dates
1.1	HQS	HI, Comms	Develop regulatory methods, and associated resource models, to regulate healthcare including licensing, medical ionising radiation and human tissue	Q4
1.2	HQS	CEO/Comms/ HI/SSI	Develop a healthcare regulatory strategy in liaison with key stakeholders	Q2
1.3	HI	Comms, HQS/SSI	Finalise guidelines on developing Key Performance Indicators and Minimum Data Sets	Q1
1.4	HQS		Contribute to national programme on use of evidence and information	Q1 and ongoing
1.5	SSI	Comms	Undertake public consultation of the National Quality Standards for Services for Children and publish standards	Q3
1.6	HI	HQS/SSI/ Comms	Develop standards for health information governance and associated guidelines which are based on international best practice, expert advice and the Health Information Bill	Q4

Reference	Lead Directorate	Support Directorates	Business Plan Objectives	Target dates
1.7	SSI	Comms/ CS	Develop National Quality Standards for Child Protection and undertake public consultation	Q4
1.8	HQS	HI, CEO, Comms	Conclude and launch National Quality and Safety Standards	Q4
1.9	HQS	Comms, SSI	Commence review of existing standards in the light of new National Quality and Safety Standards	Q4
1.10	HI	Comms, HQS	As part of the quality and safety framework develop health information management standards, criteria, and a methodology for assessing against standards which are based on evidence and/or expert consensus that will drive quality improvement across health and social services	Q4

Key Performance for 2010:

- complete public consultation process on the *National Quality Standards for Services for Children*
- publish guidelines on developing Key Performance Indicators and Minimum Data Sets by April 2010
- Under the Information Governance Project develop standards and guidelines for Privacy Impact Assessments (PIAs) by December 2010 (***dependant on enactment of the Health Information Bill***).
- Consult on and conclude the draft national Quality and Safety Standards (subject to Board and Ministerial approval) – Autumn 2010.

Relates to Strategic Objective 2				
To implement a high impact regulatory programme that includes registering services as appropriate, monitoring performance through inspection against national standards, investigating potential risks to the health and welfare of service users and reporting publicly on our findings.				
Reference	Lead Directorate	Support Directorates	Business Plan Objectives	Target Dates
2.1	SSI		Produce guidance for the HSE on deaths of children in care	Q1
2.2	HQS	Comms	Monitor compliance with National Quality Assurance Standards for symptomatic breast disease	Q1
2.3	SSI	Comms/CS	Outline plan for the commencement of the Health Act 2007 for designated centres for people with a disability	Q2
2.4	SSI	Comms / CS	Prepare for and undertake functions for commencement of the Health Act 2007 for Children's designated centres [±]	Q2/Q4
2.5	SSI	Comms	Undertake annual census of relevant services and produce reports based on findings from inspections and annual census	Q3/Q4
2.6	HQS		Contribute to the implementation of the Commission for Patient Safety and Quality Assurance recommendations, other than the National Quality and Safety Standards	Q4
2.7	SSI	Comms/CS	Undertake regulatory programme of registration, inspection, compliance and enforcement for designated centres for older people	Ongoing

[±] Pending resources in place for commencement of Health Act for registration of Children's services

Ref	Lead directorate	Support Directorates	Business Plan Objectives	Target Dates
2.8	SSI	Comms/CS	Undertake programme of registration and/or inspection for residential services for children [±]	Ongoing
2.9	HQS	Comms	Monitor compliance with national standards for hygiene services	Q1/2
2.10	HQS	CEO/Comms/CS	Commence monitoring and compliance with National Standards for the Prevention and Control of Healthcare Associated Infections	From Q2
2.11	HQS	Comms	Respond appropriately and effectively to information regarding potential risks to health and welfare of service users – including conducting investigations	Ongoing

Key Performance for 2010

- 100% of designated centres for older people to be inspected by the end of September 2010
- 40% of providers of designated centres for older people (~240) to be registered to Notice of Proposal by the end of December 2010
- inspection Reports to be published on the website within 28 days of receipt of draft report received back from the provider
- applications for registration to be determined within six months
- 100% of follow up checks following inspections of designated centres for older people to be completed within 6 months of inspection
- new providers to be inspected within three months of the registration certificate issued
- 27 inspections of children's residential centres to be undertaken
- 3 Special Care Units to be inspected
- 3 Detention schools to be inspected
- 8 Foster care (HSE and private) inspections to be undertaken
- 46 follow up inspections of children's residential centres to be undertaken
- 1 HSE area overview follow up inspection to be undertaken
- 9 fostering follow up inspections to be undertaken
- hygiene reports to be published within 28 days of completion of assessment.

[±] Pending resources in place for commencement of Health Act for registration of Children's services

Relates to Strategic Objective 3				
To set standards to drive the efficient and effective use of health information and Information Communications Technology to improve the quality and safety of health and social care.				
Reference	Lead Directorate	Support Directorates	Business Plan Objectives	Target Dates
3.1	HI	Comms	Develop technical standards to support interoperability of health information systems in prioritised areas	Q1 – 4
3.2	HI	HQS/Comms	Document a framework and road map for the development of standards for a national Electronic Health Record	Q2
3.3	HI	HQS/Comms	Make recommendations around the governance and technical infrastructure for the unique health identifier (UHI) for individuals	Q2
3.4	HI		Develop a methodology for conformance testing of messages to the general practice messaging specification	Q3
3.5	HI		Develop national standards for coding/classification/terminology in prioritised areas	Q3
3.6	HI	HQS/Comms	Scope the development of a set of standards for major national health information standards	Q4

Key Performance for 2010

- publish *Inventory of National Health Information Sources* by June 2010
- make recommendations around the governance and technical infrastructure for the unique health identifier (UHI) for individuals by May 2010
- make recommendations to the Minister for Health and Children on clinical terminologies to adopt or adapt as national standards for laboratory and radiology codes by July 2010
- publish results of conformance testing of general practice messaging by September 2010
- publish the data specification for prioritised clinical concepts by December 2010.

Relates to Strategic Objective 4				
To inform investment, or disinvestment, decisions that are safe, effective, maximise population health and wellbeing and achieve good value for money.				
Reference	Lead Directorate	Support Directorates	Business Plan Objectives	Target Dates
4.1	HTA	CS	Ensure resources and structures are in place to enable the undertaking of HTAs and other evaluations in accordance with required standards of practice	Q2
4.2	HI	HQS/SSI/Comms	Based on international best practice and expert advice, make recommendations, including cost benefit analysis on the data structures and phases for implementation of the UHI for organisations and professionals for Ireland	Q3
4.3	HTA	Comms	Proactively engage with external policy makers, decision makers, agencies, service providers and service users to inform the HTA Programme of Work	Q1 - 4
4.4	HTA		Establish and implement the HTA referral and prioritisation process and mechanism for managing assessments	Q4
4.5	HTA		Develop an Horizon Scanning strategy for identifying new and emerging technologies	Q4
4.6	HTA	HQS/HI/Comms	Carry out a number of system-wide HTAs and efficiency evaluations, dependent upon available capacity, funding and priorities	Q2 - 4
4.7	HTA	Comms	Develop economic evaluation, budget impact analysis and one other set of guidelines as part of national HTA Guidelines	Q4

Reference	Lead Directorate	Support Directorates	Business Plan Objectives	Target Dates
4.8	HTA		Consolidate linkages with international HTA community	Q1 - 4
4.9	HQS	HTA	Carry out options assessment for introducing financial management standards in the public funded health sector	Q4

Key Performance for 2010

- establish a HTA team of eight people
- establish a HTA Programme Advisory Group representing broad stakeholders to advise on the development of the Authority's HTA processes and procedures.
- develop a HTA Horizon Scanning strategy with broad stakeholder input and submit for approval to the Board
- one Health Technology Assessment completed and published and a second commenced
- one set of Health Technology Assessment Guidelines to be published and two other sets commenced
- contribute to three work packages of the European Network of HTA (EUnetHTA) and DG Sanco initiatives to develop tools to harmonise conduct of HTA and exchange of information on assessments across 33 partner agencies in 24 European countries.
- make recommendations to the Minister for Health and Children on the introduction of unique identifiers for practitioners and organisations by July 2010.

Relates to Corporate Plan Objective 5				
To promote health and social services excellence by delivering a structured programme aimed at identifying and sharing good practice, building capacity and capability through the better use of resources and facilitating focused activity in proven safety interventions.				
Reference	Lead Directorate	Support Directorate	Business Plan Objectives	Target Dates
5.1	HI		Scope the development of national standards for approved research ethics committees and commence supervisory function in the clinical trials area	Q4
5.2	HQS	CS	Contribute to the European Union Network for Patient Safety project	Q4
5.3	HTA	Comms	Host a successful HTAi conference to increase the profile of the Authority and Ireland as an important member of the international HTA community and to promote HTA in Ireland	Q2
5.4	HTA	HI	Support implementation of the Health Research Group Action Plan 2010 and work with the system to develop HTA capacity and capability	Q2 - 4
5.5	HI		Organise and facilitate workshops to progress the awareness of health information standards for stakeholders and relevant parties	Ongoing
5.6	SSI		Maintain and disseminate information on best practice in social care	Ongoing
5.7	Comms	All	Ensure that all communication from the Authority is open, honest, accessible and easily understood	Ongoing
5.8	Comms		Promote the independent voice of the Authority across all relevant audiences	Ongoing

Reference	Lead Directorate	Support Directorate	Business Plan Objectives	Target Dates
5.9	Comms	All	Further increase stakeholder understanding of the Authority's role and function by developing key messages for each project	Ongoing
5.10	Comms	All	Ensure effective and consistent consultation and engagement with all stakeholders by managing key engagements across the Authority	Ongoing
5.11	Comms	All	Demonstrate the Authority's ongoing commitment to excellence and innovation through the appropriate use of all communications channels	Ongoing
5.12	Comms	All	Ensure an informed, involved and engaged workforce through good internal communication within the Authority	Ongoing

Key Performance for 2010

- ensure the successful event management of the HTAi conference
- mentor postgraduate HTA students and contribute to undergraduate and postgraduate courses and other educational for a to build capacity and understanding in the health system.
- ensure that all documents required are produced within agreed timeframes and budgets
- ensure that all public facing Authority publications are compliant with accessibility guidelines
- complete the redesign of the website on time and within budget.

Relates to Corporate Plan Objective 6				
To demonstrate, by 2012, that the Authority operates as an effective, efficient and well-governed organisation that positively impacts on health and social care services.				
Reference	Lead Directorate	Support Directorates	Business Plan Objectives	Target Date
6.1	Executive Team		Implement a Quality Assurance System across the Authority	Q1 - Q4
6.2	Executive Team		Develop, review and improve where appropriate, standard operating procedures for core business processes	Q1 - Q4
6.3	Executive Team		Develop appropriate controls to ensure the delivery of quality outputs	Q1 - Q4
6.4	Executive Team	CS	Implement the Performance Management Development System across the Authority	Q1 - Q4
6.5	CEO Office	All	Further develop and embed the corporate governance framework, including internal controls and the amended code of governance	Q1 - Q4
6.6	CEO Office	All	Further embed risk management across the Authority and co-ordinate an internal audit of the Risk Management System	Q1 - Q4
6.7	CEO Office	All	Fully establish the Performance Assessment Framework across all levels of the Authority	Q1 - Q4
6.8	CEO Office	All	Co-ordinate efficiency reviews of a number of core business activities in the Authority	Q2 - Q4
6.9	CEO Office	Comms/HR	Further develop initiatives to establish a cohesive culture across the Authority	Q1 - Q4

Reference	Lead Directorate	Support Directorates	Business Plan Objectives	Target Date
6.10	CS	All	Implement strengthened procedures to ensure that all procurement is compliant with all relevant legal requirements	Q2
6.11	CS	All	Develop a process for managing the Learning and Development activities of the Authority and manage efficient and cost effective procurement of core training in line with available budget	Q2
6.12	CS		Procure and implement an interim Human Resources (HR) information system to monitor employee data and support the operations of the HR activities	Q2
6.13	CS	SSI	Further develop the regulatory support system (RSS) for Older Peoples services and services for Children in Care as an interim solution	Q3
6.14	CS	All	Procure and implement an improved interim financial management information system which processes financial transactions and produces management information	Q3
6.15	CS	All	Using existing technology, implement a document management system across the Authority	Q3
6.16	CEO	All	Coordinate the development of the Business Plan 2011	Q4
6.17	CS	All	Identify resources and procure an Information Management System to manage information relating to regulatory and improvement activities consistently, safely and efficiently	Q4
6.18	CS		Have in place robust ICT disaster recovery processes and plans	Q2

6.19	CS	All	Implement a records management policy that is consistent with best practice information governance	Q4
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Key Performance for 2010

- an audit of financial controls to have be undertaken and recommendations implemented
- an audit of risk management system to be undertaken and implementation plan for recommendations developed
- a finance information system to be installed successfully
- a Human Resource information system to be installed successfully
- approval for an Information Management System obtained from DoHC and CMOD and project partner chosen
- document management system implemented
- hardware infrastructure in place, data backup programme and regular testing being carried out to enable ICT disaster recovery processes
- enhanced regulatory support system to support regulation of services for older people and children in care
- a performance management system for staff to be successfully implemented
- training needs analysis carried out for all staff.

5 Core Operational Activities

In addition to the Business Plan objectives, there are core day-to-day operational business activities that are required to ensure that the Authority functions in a well governed, efficient and effective way and that it is fit for purpose to undertake its work.

5.1 Corporate Governance

The Authority's operational activities are essential to the successful achievement and demonstration of good corporate governance, delivery against the Business Plan and value for money.

Therefore, contained within Strategic Objective 6, are a number of shared corporate objectives to ensure that we further develop our corporate governance arrangements, and internal business process, in order to be as efficient and effectively managed as possible. During 2010, one of the main focuses will be the development of an internal Quality Management Framework to further embed this.

A brief overview of our corporate operational activities are outlined below.

5.2 Corporate Services

The operational activities of Corporate Services relate to the core functions of finance, human resources, information technology (IT) and facilities management.

Human resources will coordinate the recruitment of additional staff to meet the commencement of registration and inspection of children's services and other additional functions. A programme of induction will continue to be delivered in response to the recruitment of new personnel and a performance management development system for all staff will become operational across the Authority during 2010.

The finance function, as well as the normal activities of payroll and invoice processing, will continue to operate a fee collection service from registered providers.

Information technology will extend its operations to provide a more sophisticated and robust infrastructure as well as providing the normal security and support activities integral to an IT function.

Facilities management includes the operations for ensuring compliance with health and safety, data protection and Freedom of Information requirements as well as everyday premises management.

5.3 Communications and Stakeholder Engagement

The Communications and Stakeholder Engagement Directorate has responsibility for the coordination of all Authority communications, both internal and external, and stakeholder engagement. The primary focus of the Directorate is to ensure that all communications from the Authority are coordinated, consistent, effective and public-friendly in order to enable the delivery of the core objectives of the Authority.

Through the proactive management of communication with all stakeholders, the Directorate will, in 2010, further increase understanding and awareness of the Authority's role and function among the general public. To meet the Authority's communications needs, the Directorate operates eight core functions:

- press and media relations
- stakeholder engagement
- publishing and publications management
- public and parliamentary affairs
- internal communications
- event management
- corporate reputation management
- management of the Authority's online channels; website, intranet, social networking pages.

The Communications team is responsive to the communications and stakeholder engagement needs of each of the other directorates within the Authority and provides a comprehensive communications service to enable and support the drive to create and maintain sustainable improvements in the quality and safety of health and social care services in Ireland.

5.4 Chief Executive's Office

The operational activities of the Chief Executive's Office include the following key areas:

- coordinating the Authority's statutory reporting requirements and compliance with relevant legislation
- ensuring compliance with the Ethics in Public Office legislation
- providing an effective secretariat to the Board and facilitating the development needs of the Board
- leading and coordinating the ongoing development and implementation of the Corporate Governance Framework - including the amended codes of governance and conduct, controls assurance and risk management

During 2010, the Board of the Authority will change as part of the three year tenure cycle. This will require a focused need to provide effective induction and development for new Board members in order to ensure that they are fully supported in their role as Non-Executive Directors and understand the work of the Authority.

6 Opportunities and Risks

The current economic situation has had a significant impact on many sectors of society and on many health and social care services. The public finances are under significant pressure – a reality which creates a tangible impetus to ensure that we work in as lean a manner as possible. In addition, this context gives rise to opportunities around the way we work, including:

- being more innovative in how we work and leverage skills, where possible in a cost-neutral way
- striving towards becoming a best practice model for public services
- acting as an agent for changing cultures and promoting the quality agenda
- supporting providers and service users in improving quality and safety including providing services differently, where required, in order to maximise patient outcome
- developing tools for building capacity and capability in the system
- using Health Technology Assessment to support the better use of resources and more informed decision making in the health system
- identifying how existing information in the system can be used more effectively for the benefit of those using the services and the providers.

Many of the risks which the Authority has identified previously have become even more relevant. However, our aim to preserve the Authority's reputation for independence and objectivity in furthering the best quality of care for people remains of paramount importance. Losing or diluting these values and characteristics as we expand the organisation could negatively impact on the Authority's effectiveness.

These potential risks, which we need to be aware of and plan for, include:

- the output of the Authority's work not making a difference to, and improving, the public's experience of the health and social care services
- the economic downturn resulting in the Authority not being able to adapt accordingly and secure adequate funding for existing and potentially new activities
- the lack of adequate human resources within health and social care services due to industrial unrest may have an impact on compliance with national standards or interventions set by the Authority
- the assignment to the Authority of additional functions without appropriate business planning and resources may damage the credibility of the Authority due to poor work arising from overstretched and inadequate resources
- inability to demonstrate that we are internally robust and effective when at the same time directing other organisations on how they should operate
- legal challenges to untested statutory powers could absorb resources.

7 Conclusion

Much has been achieved since the Authority was established. However, we still regard the work that we have undertaken as only the start of a programme of activities aimed at driving sustainable improvements in the quality and safety of care for people using health and social care services.

While we have always been aware of the need to add value through our work, this has been at the forefront of our approach in developing the 2010 Business Plan. Therefore, we will work in a cross organisational way, to reduce duplication and achieve efficiencies, both within the Authority and externally with relevant stakeholders whose expertise and services we can leverage. In that context our focus during 2010 will be to strengthen our business processes and internal structures so that an efficient organisation provides an effective support infrastructure.

We are conscious of the need to instigate initiatives that drive sustainable improvements and therefore a key priority for the Authority will be to finalise the National Quality and Safety Standards which will be adaptable to future regulatory developments. We will also develop guidance on clinical guidelines and audit to assist providers meet standards and we will continue monitoring standards to ensure compliance with existing standards.

In accordance with our statutory obligations, our Social Services Inspectorate will continue the registration and inspection function for residential services for older people and, subject to commencement of the function and the required resources, will commence the registration and inspection of residential children's services.

Within our health information remit, our focus will include developing standards and criteria for improved health information governance and data quality. We will also work to drive forward the health information agenda by outlining the phases required for implementing a Unique Health Identifier for organisations and professionals and commencing work on developing standards for ePharmacy.

Reflecting the need for decision making, based on evidence and clinical and cost effectiveness, we will progress the health technology assessment (HTA) function this year by undertaking HTAs on a prioritised basis and developing a horizon scanning strategy for identifying new and emerging technologies, so that more efficient use of resources is achieved within the health services.

The communications function will focus on increasing the public's awareness of the role of the Authority, promoting the work that we do and developing a comprehensive programme of stakeholder engagement so that a common understanding of our purpose in driving quality and safety for those using health and social care services is consolidated.

Within our corporate services function, we will further develop the necessary infrastructure so that the Authority can deliver on its functions in an effective, well governed way.

In addition, a significant amount of effort during 2010 will be focussed on preparatory work for the expansion of our functions.

Finally, the work we have achieved to date would not have been possible without the passion and commitment of the staff of the Authority. The Board and the Chief Executive would like to express sincere gratitude to them for their continued dedication and commitment.

Sincere thanks are also due to the Minister for Health and Children and her officials for the constructive engagement with the Authority over the last year and to the many other individuals and organisations that have assisted us in our work.

Appendix 1

Prioritisation Criteria

We are very aware that innovation and imagination are necessary, particularly in the current climate, to obtain maximum impact for the public funds allocated and will therefore be proactive in applying this approach to its activities. To maximise the impact of our activities, we have applied the criteria set out in the following table in deciding our objectives.

1. Impact	Level of system impact not necessarily in terms of numbers directly affected but rather with the potential for a 'ripple effect' across the system
2. Improvability	Improvement is a real and achievable aim in current context
3. Implementability	Can be realistically implemented in an environment characterised by capacity and capability challenges outlined in the Quality & Safety Mode
4. Alignment	Aligned with and complements existing national policy and priorities
5. Use of HIQA Resources	Optimises use of HIQA resources

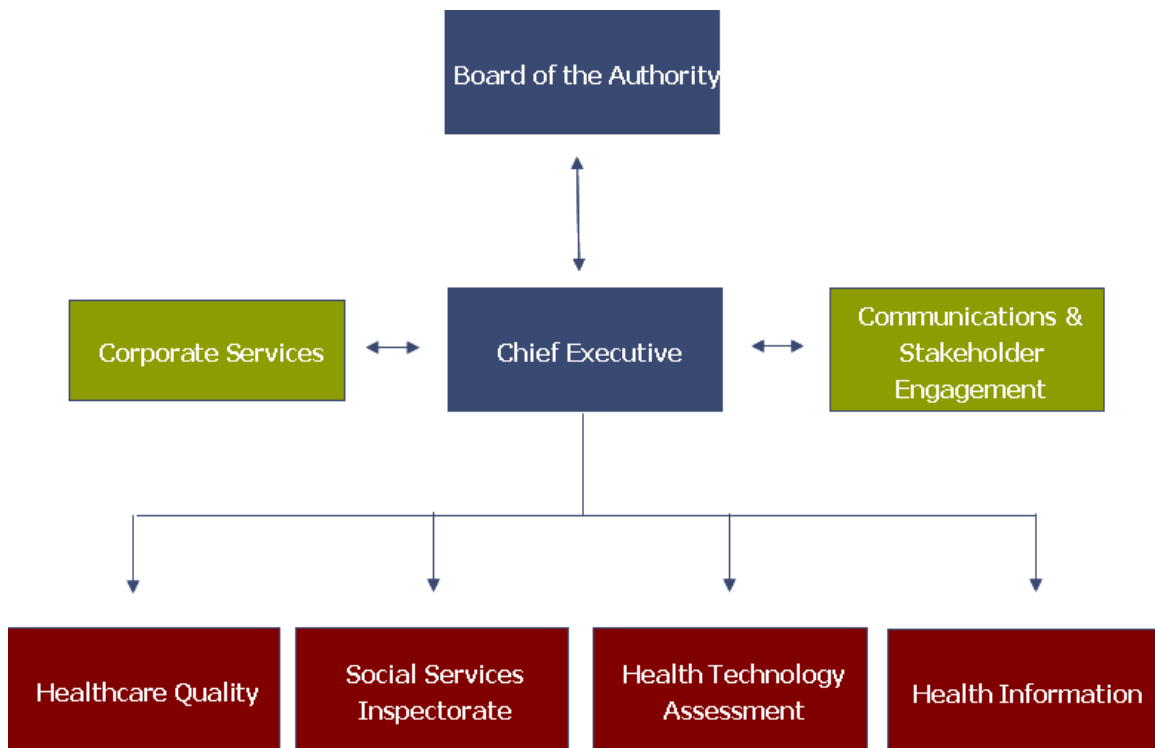
Appendix 2

Budgetary Summary

Revenue Budget for 2010	€'000
Department of Health and Children	14,757
Other income	4,204
	18,961
 Expenditure	
Chief Executive Office	703
Healthcare Quality	2,684
Social Service Inspectorate (including inspection and registration of residential care centres (older people))	8,475
Health Technology Assessment	1,218
Health Information	925
Communications	746
Shared Costs and Corporate Services	4,210
	18,961

Appendix 3

Health Information and Quality Authority - Organisation Structure



Appendix 4

