



**Health  
Information  
and Quality  
Authority**

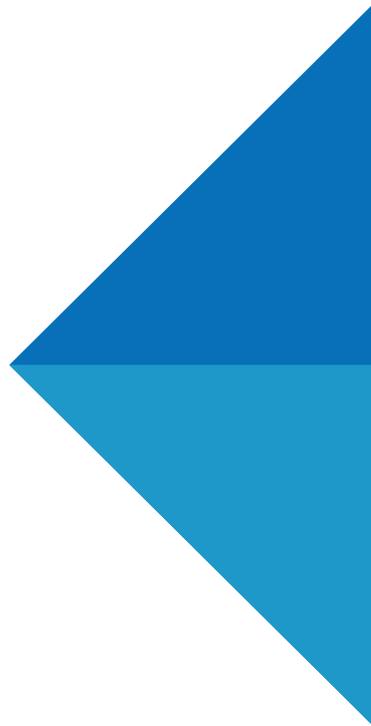
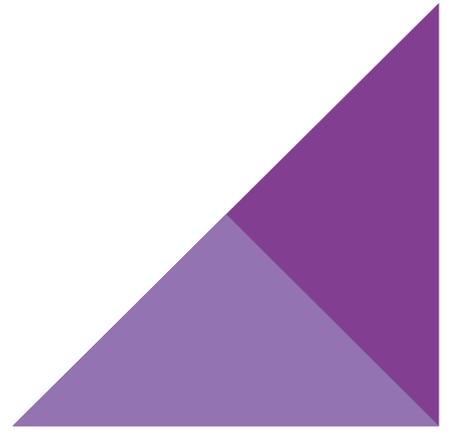
An tÚdarás Um Fhaisnéis  
agus Cáilíocht Sláinte

Draft  
**CORPORATE  
PLAN 2016-2018**

**OCTOBER 2015**

For public consultation

*Safer Better Care*



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# Foreword

A foreword will appear in the final Corporate Plan after the public consultation.

## 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 and support services in Ireland. HIQA's role is to develop standards, inspect and review health and social care and support services, and support informed decisions on how services are delivered. HIQA's ultimate aim is to safeguard people using services and improve the quality and safety of 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 the Minister for Children and Youth Affairs, the Health Information and Quality Authority has statutory responsibility for:

- **Setting Standards for Health and Social Services** – Developing person-centred standards, based on evidence and best international practice, for health and social care and support services in Ireland.
- **Regulation** – Registering and inspecting designated centres.
- **Monitoring Children's Services** – Monitoring and inspecting children's social services.
- **Monitoring Healthcare Quality and Safety** – Monitoring the quality and safety 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 and support services.

## HIQA's purpose and values

HIQA is an independent organisation that plays an essential role in improving Ireland's health and social care and support services. Among its functions, HIQA promotes quality and safety, 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 services at the centre of all of its work.

**To 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.

**To be open and accountable** – HIQA shares information about the nature and outcomes of its work, and accepts full responsibility for its actions.

**To be excellent and innovative** – HIQA strives for excellence in its work, and seeks continuous improvement through self-evaluation and innovation.

**To work together** – HIQA engages with people providing and people using health and social care services in developing all aspects of its work.



# Overview of achievements of Corporate Plan January 2013 to December 2015

HIQA's third Corporate Plan ran for the period January 2013 to December 2015. Below are some examples of the work carried out to achieve the objectives set out in that Corporate Plan. At the outset of the plan the aim was to see care and support in the Irish health and social care system improved and people protected and safeguarded. The Plan also sought to ensure people were informed and that HIQA had influence over the way in which policy and decisions were made as a result of its work, examples of which can be found in the following sections.

## Regulation

Regulation of designated centres for children and adults with disabilities commenced on 1 November 2013. This followed significant partnership work with disability service providers and advocacy groups in developing standards, and with the Department of Health in publishing the *National Standards for Residential Services for Children and Adults with Disabilities* 2013. Since then we have completed the first two years of regulation of designated centres for children and adults with disabilities and carried out over 1346 inspections of designated centres. In HIQA's early experience of regulation in the sector we have seen good practice and identified opportunities for improvement. There is a recognition that there are culture and leadership issues, service models are outdated and, at times, identified as unsafe. As a result HIQA has utilised the powers afforded to us under the legislation to protect residents and promote a better quality of life. This in turn has enabled us to have strategic conversations with government and providers about how services need to be delivered into the future.

HIQA continued its programme of regulation of designated centres for older and dependent people. During the time period covered by the Corporate Plan 2013 - 2015, HIQA will have completed over 1894 inspections of designated centres for older people. HIQA inspections have also focused on specific areas of improvement for providers, namely end-of-life care and nutrition and in 2015, we examined the provision of dementia care.

In the regulation of adults and children's social services HIQA has acted to protect and safeguard service users while at the same time intervened to improve services. HIQA's children's team carried out 264 inspections across a range of services, which included inspections of residential services, foster care and child protection and welfare services. In 2014, HIQA's children's team prioritised the inspection and registration of designated centres for children with a disability and 75 specific inspections were carried out.

HIQA carried out over 100 unannounced inspections in public acute hospitals as part of our programme for monitoring against the *National Standards for the Prevention and Control of Healthcare Associated Infections*. HIQA published findings of hygiene assessments that were undertaken at 48 acute hospitals. HIQA has noted positive change in hand and environmental hygiene and improvements in the prevention and control of healthcare associated infections.

In October 2013, HIQA published our *Investigation into the safety, quality and standards of services provided by Health Service Executive to patients including pregnant women at risk of clinical deterioration including those provided in University Hospital Galway, and as reflected in the care provided to Savita Halappanavar*. In June 2014, HIQA published our report of the *Review of the governance arrangements as reflected in the safety, quality and standards of services at University Hospital Limerick*. In December 2014, HIQA published 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*. In May 2015, HIQA published our 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 a result of having carried out seven investigations, a statutory inquiry and three reviews, HIQA has in recent years produced a large number of recommendations for healthcare services in Ireland. In July 2015, we published guidance to help hospitals and healthcare providers improve quality and safety by linking the recommendations from these previous HIQA investigations and reviews into healthcare services with National Standards that they are expected to meet. HIQA's influence can be demonstrated through the implementation of recommendations following a range of reviews and investigations that culminated in the publication of the *Linking Learning to National Standards* document. This document, connects National Standards to front line delivery by matching recommendations to identified standards.

HIQA produced eight guidance documents for designated centres to assist them in meeting regulations and implementing standards. These included providing advice and guidance on the *Health Act 2007 (Care and Welfare of Residents in Designated Centres for Older People) Regulations 2013*, statutory notifications, guidance for registered providers and persons in charge, registration and renewal of registration, enforcement policy, end-of-life care, food and nutrition.

## Health Information

Over the lifetime of the current Corporate Plan there has been significant changes to the ehealth and information agenda, namely the publication of the eHealth Strategy (2013) by the Department of Health, the enactment of the Health Identifier Act (2014), the establishment of the Office of the Chief Information Officer (2014) in the HSE and the publication of a six year Knowledge and Information Plan (2015).

HIQA has produced a significant number of standards, recommendations, reports and guidance documents in order to advance this agenda. In relation to national health and social care data collections there have been several projects. These projects laid the foundation for the most recent report, a set of recommendations for the Minister for Health entitled *Recommendations for a more integrated approach to National Health and Social Care Data Collections in Ireland*.

HIQA is making a recommendation on a national patient safety surveillance system for Ireland, following the Chief Medical Officer's report to the Minister for Health on perinatal deaths in Portlaoise Maternity Services.

HIQA has also made recommendations on the adoption of SNOMED-CT (Systematized Nomenclature of Medicine-Clinical Terms) as a national standard and is currently pursuing the establishment of a national release centre.

HIQA has developed *Guidance on Developing Key Performance Indicators (KPIs)* and *Minimum Data Sets to Monitor Healthcare Quality* which is being used by the Healthy Ireland Outcomes Framework to assist in the development of national indicators for health and wellbeing.

HIQA has also provided high level guidance for the healthcare sector by publishing guidance and recommendations on interoperability standards, messaging standards and terminology and classification standards which assisted the development of the national ehealth Strategy.

In conjunction with its eHealth Standards Advisory Group (eSAG), HIQA has developed information and technical standards including standards for referrals, discharge summaries and prescriptions. Examples of two standards that were published in 2015 are the data model for a drug reference catalogue and the *ePrescribing data* set and *clinical document architecture* standards. Both of these standards relate to ePrescribing and will improve the quality of information exchange relating to prescriptions thus improving patient safety and quality of care. HIQA has been proactive in influencing policy and legislation in relation to health identifiers for individuals and organisations. HIQA developed multiple reports in this area and contributed actively to influencing the development of the *Health Identifier Act (2014)*. In 2015, HIQA developed standards for the operator of the individual health identifier.

## Health Technology Assessment

Health Technology Assessment (HTA) is a form of research that generates information about the clinical effectiveness and cost-effectiveness of health technologies as well as budget impact, organisational impact and relevant social, ethical or medicolegal aspects. During the period of this Corporate Plan HIQA developed a suite of national HTA Guidelines designed to promote the production of assessments that are timely, reliable, consistent and relevant to the needs of decision makers and stakeholders and to support HTA capacity development within the healthcare system.

These included the publication of national guidelines on stakeholder engagement in HTA and national guidelines on the retrieval and interpretation of economic evaluation literature. Updates to the existing national economic evaluation, budget impact assessment and evaluating clinical effectiveness guidelines were also published during 2014. Guidance on budget impact analysis to support clinical guideline development was published in 2015.

HIQA delivered the following health technology assessments:

- Health technology assessment of a surveillance programme for women under 50 years at an elevated risk of breast cancer.
- Rapid health technology assessment of intermittent pneumatic compression for severe peripheral arterial disease.
- A series of 22 rapid health technology assessments of clinical/referral thresholds for selected scheduled procedures.
- Health technology assessment of public access defibrillation.
- Rapid health technology assessment on information technology to support early warning and clinical handover systems.
- Health technology assessment of a national screening programme for atrial fibrillation in primary care.
- Health technology assessment on targeted BCG vaccination is due for publication by end of 2015.
- Health technology assessment of chronic disease self management is due for publication by end of 2015.
- Health technology assessment of endovascular therapy using mechanical thrombectomy devices for acute ischaemic stroke is due for publication by end of 2015.

HIQA provided technical support to eight guideline development groups developing clinical guidelines mandated by the Minister following endorsement by the National Clinical Effectiveness Committee.

## Safety and Quality Improvement

During the period of this plan, HIQA's Safety and Quality Improvement Directorate has achieved its objectives by means of three key initiatives:

1. Development and revision of evidence-based national standards
2. Development of evidence-based national guidance
3. Provision of training in quality improvement tools and methodologies to improve capacity and capability in the system.

HIQA produced the *National Standards for Special Care Units* and *National Standards for Residential Services for Children and Adults with Disabilities*. HIQA also developed revised draft *National Quality Standards for Residential Care Settings for Older People in Ireland*. These standards were informed by focus groups with key stakeholders and public consultations.

HIQA developed guidance in areas that are critical to providing a safe environment and improving the quality of care given such as *Principles of Good Practice in Medication Reconciliation* which has now been embedded within the Nursing Midwifery Board of Ireland and revised guidelines for Medication Management. HIQA also developed guidance for providers on developing a statement of purpose, resident's finances, and risk management.

An accredited programme was delivered on Quality Improvement tools and methodologies which we delivered to over 400 staff across the acute hospital, ambulance, disability, child protection, and older person sectors, as well as a group of patient advocates from the World Health Organisation (WHO) Patient for Patient Safety Group, general practitioners and HIQA staff over the lifespan of this Plan 2013 - 2015.

By meeting these objectives we ensured that service providers were made aware of the standard of care that was essential in order to provide services to our most vulnerable people.

HIQA also worked collaboratively with the National Clinical Effectiveness Committee (NCEC) to revise the National Assurance Criteria for Clinical Guidelines.

## Stakeholder Engagement

HIQA continued to engage with the general public, people who use services, service providers and advocacy groups throughout the life time of the outgoing Corporate Plan. Actively seeking engagement from the public and other interested parties in consultations was an important part of HIQA's work.

HIQA worked with key stakeholders such as the Department of Health, Department of Children and Youth Affairs, The Child and Family Agency (TUSLA), The Health Service Executive and other regulatory bodies to improve the quality and safety of health and social care services in Ireland.

HIQA liaised with service providers, the media and other stakeholders to ensure information on its work was reported accurately and appropriately and members of the public were informed and facilitated to understand its work.

HIQA presented to the Joint Oireachtas Committee on Health and Children concerning the work of the Authority on five separate occasions during the lifetime of the outgoing Corporate Plan on topics such as our *'Work Programme, Disability Services and Related Issues'*, *'Health Information and Quality Authority Corporate Plan 2013-2015'*, *'Annual Overview Report on the Regulation of Designated Centres for Older People 2013'*, *'Ambulance Service Review'* and *'HIQA Investigation into Midland Regional Hospital, Portlaoise'*.

## Wider environment and related challenges

In developing this draft Corporate Plan, HIQA has considered the wider environment in which it works and factors likely to influence its programme of work over the next three years.

The public and government are expected to continue to view the reform of health and social care and support services as a priority. This is likely to lead to further changes in the way that services are governed, structured, funded and regulated. As services change, HIQA will continue to be responsive in the way functions are delivered. There is public support for using regulation as a means to improve care, and it is expected that our remit will move into new areas that are currently unregulated.

In many areas, HIQA has seen good practice and improvements in the care provided to vulnerable adults and children using social care and support services. Many services need to further improve in order to make sure that they meet national standards and that they support people to exercise their full rights in society. During the lifetime of this plan, HIQA will have a focus on strategic initiatives on improving safety, quality, protection of children and adults' rights and their experience of care through the development of standards, our monitoring and regulation programmes and by reporting on our findings.

Improving health information has been identified as essential for improving the Irish healthcare system. As the body responsible for developing a coherent approach to health information — based on standards and international best practice — HIQA will continue to play a central role in advancing this agenda.

The economy and public finances in Ireland continue to emerge from the financial crisis of recent years, although demands for resources are unlikely ever to be fully met. Decision-makers need evidence-based advice in order to inform investment decisions in healthcare that will deliver best outcomes for people using the services.

Opportunities and challenges will present themselves which will require HIQA to adapt. HIQA will strive to improve our efficiency, effectiveness and productivity. To this end, HIQA will continue to develop and support its staff, embed quality processes, use information intelligently and embrace supportive information systems.

## Corporate Plan development process

In March 2015, work began on HIQA's fourth Corporate Plan. HIQA's Board agreed a framework for developing the plan, while HIQA's Executive Management Team set up a working group chaired by the Chief Executive Officer, Phelim Quinn.

In developing its Plan, HIQA adopted an approach known as 'strategy mapping'. This is a widely-used corporate planning tool that aims to align an organisation's strategy with its capabilities, competencies, resources and business processes which collectively make sure the strategy is implemented and strategic objectives are met.

HIQA's strategy map (shown and discussed on the following pages) is an integral component of its draft Corporate Plan.

HIQA's working group oversaw a comprehensive process of engagement. This included an online survey, in which more than 70 responses were received representing a broad range of interests and an internal staff survey. In addition, the working group engaged with the Board members of HIQA individually and collectively, HIQA's Executive Management Team and representatives of the Department of Health, Department of Children and Youth Affairs, the Child and Family agency (TUSLA) and the Health Service Executive.

HIQA's strategy was further refined by the Board of the Authority with input from a range of staff across the organisation. This has informed the development of this draft Corporate Plan on which HIQA is now inviting comment from the public and interested parties.

## Feeding back on this draft Corporate Plan

HIQA has prepared a number of consultation questions for your consideration when you are reviewing this document. You may provide HIQA with feedback on the specific questions or alternatively you may provide us with general comments.

You can tell us what you think by completing our online consultation survey which is accessible from our website, [www.hiqa.ie](http://www.hiqa.ie).

The consultation will close at 5pm on 8 December 2015.

Alternatively, you can download a consultation form from our website and email it to [corporateplan@hiqa.ie](mailto:corporateplan@hiqa.ie)

If you would like to post a completed feedback form to HIQA, our address is:

**Health Information and Quality Authority**

Dublin Regional Office

George's Court

George's Lane

Dublin 7

D07 E98Y.

HIQA would like to thank everybody who has so far taken the time to contribute to developing this Plan and we urge others to help us shape our strategy. HIQA will continue to engage with members of the public throughout the delivery of the Plan over the next three years.

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



## What HIQA aims to achieve



## What HIQA does



## How HIQA does it



## Enablers



## Corporate Plan structure

Every section of HIQA's strategy map is an integral component of HIQA's draft Corporate Plan.

This section of the draft Corporate Plan highlights HIQA's mission statement and the following key elements:

- What HIQA aims to achieve
- What HIQA does
- How HIQA does it
- Enablers

## Mission statement

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

HIQA will maintain and develop its position as a trusted, respected, independent, fair and competent organisation that is recognised as an essential element of the Irish health and social care system.

HIQA will continue to make sure that the needs, rights and the voices of people who use health and social care and support services are central to all our work.

# 2016 - 2018 Objectives

## What HIQA aims to achieve

People have a right to expect safe, effective, high-quality care. HIQA envisions an informed health and social care system that delivers safer, higher quality care and support. HIQA will continue to be a central driving force in improvement towards this vision.

HIQA believes that sustainable improvement within the Irish health and social care system can be achieved by engaging with the public and its stakeholders. Quality care cannot be achieved through its activities alone. Ultimately the main responsibility for quality care lies with those who plan, fund and deliver services. However, as a vital component of the Irish health and social care system, HIQA is committed to working with those who plan, fund and deliver services to support improvement, inform decision making and provide assurances through its monitoring and regulation programmes in conjunction with open and accessible reporting.

This draft Corporate Plan will aim to support the health and social care sector in challenges it faces whilst ensuring that people using services remain at the heart of our work.

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

- people are safe
- people receive good quality services
- people and stakeholders are assured
- HIQA influences decisions about services.

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

## What HIQA does

HIQA has four core activities aimed at achieving its strategic outcomes. These are:

1. Setting standards
2. Advising on the effective use of information in health and social care and support services
3. Regulating health and social care and support services
4. Assessing health technologies.

These core activities are further explored in this section.

### Setting standards for health and social care services

HIQA will develop standards and promote sustainable improvement throughout the health and social care system. HIQA will have a focus on strategic initiatives on improving safety, quality and protection of children and adults rights.

Over the next three years, HIQA will:

- develop and revise national standards in line with government and service priorities
- revise and develop technical, clinical, care and support guidance in line with identified service priorities
- deliver a range of national strategic initiatives to promote its standards and quality improvement in its health and social care and support services.

By December 2018 we will have:

- quality assured evidence-based national standards that are developed in line with its quality assurance framework and aligned with government and service priorities to include the new maternity standards and revised the Prevention and Control of Healthcare Associated Infections Standards
- clinical, care and support guidance that is developed in line with identified service priorities
- quality improvement via the use of national standards through the delivery of national strategic initiatives.

## **Advising on the effective use of information in health and social care and support services**

HIQA develops specific standards and guidance relating to the use of health information.

Over the next three years, HIQA will:

- 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
- develop the essential foundations required to make possible eHealth in Ireland and support progress with rolling out the national eHealth strategy, through developing technical and information standards
- support improvements in the quality of health information to underpin the delivery of safe care, informed decision-making, and monitoring, planning and regulation by HIQA.

By December 2018 HIQA will have:

- evidence of adoption of its recommendations in relation to health information and documented evidence of how we have informed and influenced policy and legislation in the area of health information
- evidence of quality assured technical and information standards that are aligned with national eHealth priorities and are being implemented in national eHealth initiatives
- evidence of improvements in the quality and use of health information in its national data collections through documenting the level of compliance with health information standards.

## **Regulating health and social care and support services**

HIQA monitors health and social care and support services in line with its legal remit to promote improvement in these services.

Over the next three years, HIQA will continue to:

- carry out its programmes of regulation in healthcare services, designated children's and adult social services in line with its legal mandate, aimed at safeguarding people who use these services; focusing on human rights, equality and diversity
- take into account the transformation of the health and social care system, working with government to ensure that our resources and processes meet the range of services (current and future) that are under HIQA's remit

- use information to predict and respond more quickly to services that are failing or likely to fail. This includes continuing to listen to and reflect on the views and experiences of people who use these services
- enhance robust business planning process to clearly define the number and type of resources required to effectively deliver our regulatory remit.

By December 2018 HIQA will have:

- delivered regulation and monitoring programmes in line with legislative and annual business plan requirements
- issued a range of clear and concise reports which will reflect the experience of people living in or being cared for in regulated services
- an enhanced and more streamlined regulatory and enforcement process, clearly understood by those providing services
- a timely and appropriate regulatory response to failing services
- business intelligence reports to include trending of risk, compliance and non-compliance rating, solicited and unsolicited information and regulatory findings
- people using services participating in themed inspections
- structured and effective service user and provider forums.

## Assessing health technologies

HIQA independently assesses the clinical effectiveness and cost-effectiveness of health technologies.

Over the next three years, HIQA will:

- 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.

By December 2018 HIQA will have:

- conducted high quality effective HTAs prioritised to add maximum value to healthcare decision making
- maximised productivity by leveraging HTA work conducted elsewhere
- developed and revised HTA guidelines as appropriate to support production of high quality HTA across the system
- supported the work of the National Clinical Effectiveness Committee by providing technical support to clinical guideline developers
- supported the development of national HTA capacity through education, training and research activities.

## How HIQA does it

### **Communicating and building relationships – we maintain and develop constructive relationships.**

HIQA will maintain and develop transparent and constructive relationships with all those who use, plan and provide health and social care and support services ensuring that all of its relationships are based on improving the quality and safety of health and social care services for people.

Over the next three years, HIQA will:

- work constructively with all people involved in the use, planning, commissioning, provision and regulation of health and social care and support services
- publish clear information in plain English which informs the public of HIQA's work
- actively engage with the public to explain the work of HIQA
- upgrade its website to be more interactive and ensure that our reports can be accessed easily.

By December 2018 HIQA will have:

- published a range of reports and publications supporting decision making in the choice of care services by the public
- strengthen relationships with our stakeholders to ensure services are improved and people are safe in our health and social care services
- an upgraded website in place allowing easier access to information on our work.

### **Using health and social care information effectively – our priorities and programmes of work are based on reliable and robust information. We are supported by effective information systems.**

HIQA will use information for promoting improvements in the quality and safety of health and social care on behalf of the public.

Over the next three years, HIQA will:

- maximise the value and use of information internally in order to effectively regulate our health and social care services
- develop and maintain strong, reliable and secure information systems that support all of its business and operational needs.

By December 2018 HIQA will have:

- evidence of using information and intelligence to support regulatory decision-making and operational efficiency in all regulatory teams
- formalised governance arrangements in place to ensure the information requirements of HIQA are met
- applications in place to support the core functions of HIQA
- internet enabled technologies in place to ensure that the online channel is the most attractive option for external stakeholders to interact with HIQA
- developed an infrastructure to maximise use of business intelligence tools to deliver our desired outcomes
- improved ICT Infrastructure delivering greater levels of security, integrity and availability.

### **Ensuring high quality in our methods and processes – HIQA’s processes make sure that it is impartial, consistent and completes its work to a high standard**

HIQA will strive for excellence in all our work, seeking continuous 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.

Over the next three years, HIQA will:

- enhance a culture of continuous quality improvement within its organisation
- develop a quality management system to a certified level that meets independent external standards of excellence.

By December 2018 HIQA will have:

- resourced and established a corporate quality management function
- implemented a quality management system
- embedded a culture of quality where staff are committed to continuous improvement in all processes
- enhanced HIQA’s approach to data analysis and interpretation and building capacity for research activity.

## Enablers

Successful delivery of HIQA's Corporate Plan will be underpinned by the following enablers of our success:

- our people
- leadership, governance and management
- resource management.

### Our people

HIQA's staff are integral to the successful delivery of our Corporate Plan. We will plan, recruit, retain, manage and organise our workforce to make sure we have the necessary numbers, skills and competencies to deliver our objectives.

Over the next three years, HIQA will:

- support our staff so they have the knowledge, skills and competencies to do their jobs effectively and with confidence
- continue with the Excellence through People process to improve performance through the management and development of our people
- engage and work with our staff to make sure their commitment to our values and objectives is aligned with their job satisfaction and sense of wellbeing.

By December 2018 HIQA will have:

- implemented a range of learning and development programmes that result in better individual and corporate performance
- delivered a range of staff engagement programmes, the effectiveness of which is measured through staff feedback.

### Leadership, governance and management

HIQA will make sure that there are clear systems of accountability, decision-making and risk management that enable us to meet our strategic, statutory and financial obligations.

Over the next three years, HIQA will:

- develop a performance framework to demonstrate accountability and provide assurance to the Board of HIQA. Our framework will report on organisational performance and support responsive strategic decision-making

- structure our organisation to allow the effective and efficient delivery of our programmes of work
- make sure that, individually and collectively, we demonstrate our values in discharging our statutory duties and corporate objectives.

By December 2018 HIQA will have:

- implemented a corporate performance management framework that provides requisite assurance to the Board
- established an organisational structure that is aligned to deliver our corporate strategy.

## Resource management

HIQA will plan and manage our resources to make certain that they are used effectively and will make sure we provide value for money.

Over the next three years, HIQA will:

- develop and maintain robust business processes that deliver and demonstrate value for money
- ensure compliance with all relevant standards, regulations and legislation concerning our use of resources
- build and develop effective financial systems
- ensure we have the necessary resources to match any proposed expansion in our remit.

By December 2018 HIQA will have:

- received reports on the audits of the internal review of financial controls and the annual audit by the Comptroller and Auditor General that have not identified any material issues
- have maintained and aligned our workforce to meet any changes to the remit of the organisation.

## Risk

The Corporate Plan has been developed making a range of assumptions over a three year time span. HIQA operates in a context where funding is allocated on an annual basis. Our purpose is to make health and social care services better and safer but we are not responsible for the planning, funding and delivery of such services. There is a wider political context of which HIQA is part, priorities may change and have a direct impact on our work. An overview of some areas of risk is set out below.

This Corporate Plan has been developed on the basis of a range of assumptions regarding resources expected to be available. HIQA will utilise resources optimally to achieve the maximum impact for people using health and social care services. This requires timely sanction of posts for recruitment and continuing access to sufficient financial resources. The availability of human and financial resources is a prerequisite to the successful delivery of this plan.

As a regulator and an agent of improvement, HIQA's work is focused on driving safer and better care. HIQA can demonstrate improvements that have resulted from appropriate responses to regulatory and other interventions. In other areas, there are serious challenges for providers to respond appropriately. Difficulties implementing change have been identified through a range of our work and these frequently flow from challenges in the governance of provider organisations. The capacity and capability of a range of providers to make required changes presents a challenge to the achievement of HIQA's ultimate objectives. We will continue to work with providers to mitigate this challenge.

Whilst HIQA aims to remain responsive to significant risk and significant service failure in the healthcare system, the planned work programme will be based on current available resources. It should be noted that where there is the requirement for HIQA to undertake a major investigation this has the potential to impact on the timing of the achievement of pre-set objectives.

This Plan is based on a number of assumptions about government priorities over the life of the Plan. It assumes ongoing commitment and support of the existing functions of HIQA. It is also expected that new and additional functions will commence in the period. This needs to be done on a phased basis with sufficient time and resources to prepare for an efficient commencement. Where this is uncertain, there are risks for the achievement of the objectives.

Ongoing review of our risks including those above will be incorporated in the risk management framework. This is in place for the identification, assessment, monitoring, management and reporting of risk. This is an important part of internal control within HIQA and is required to maximise the likelihood of achieving objectives.

A number of assumptions have been made in the development of this corporate plan such as our resources, an expanding remit, financial stability, staffing levels, government priorities and other issues. We plan to manage these risks by advance planning, regular monitoring and working closely with the Department of Health and the Department of Children and Youth Affairs.

## Where HIQA will be in three years

People's rights will be at the centre of all our work.

The safety and quality of children's and vulnerable adults' services will be improved by our programmes of monitoring and regulation.

HIQA will take action to safeguard people appropriate to our legal remit.

Our standards and guidance will provide direction and leadership for health and social care providers.

HIQA will have driven consistency in our approach to regulation.

HIQA will have endeavoured to ensure our processes and methodologies are people and user-friendly.

HIQA will ensure that people who use services and the providers of services we regulate, understand how we work.

Our HTA advice will contribute to effective healthcare programmes which will use scarce resources to achieve best possible outcomes for patients.

Our guidance on the use of health information will improve services, in terms of safety, effectiveness and efficiency and in compliance with legislation.

HIQA will use reliable information to inform our priorities.

The implementation of our strategic objectives and our key performance indicators (KPIs) will have been used as a measure of success throughout the lifespan of this Corporate Plan.

HIQA will be a strong organisation with a highly competent workforce able to deliver our Corporate Plan.

## Appendix

During the lifetime of the current Corporate Plan (2013 – 2015), HIQA has published over 3,000 reports relating to the inspection of designated centres for older persons, centres for people with a disability, children’s residential centres, child protection and welfare, and monitoring against the standards for the prevention and control of healthcare associated infection in hospitals.

HIQA has also published the following standards, recommendations, guidance, reports, health technology assessments and investigations or reviews to support improvement in the quality and safety of health and social care services in Ireland.

### Standards

- Information Governance and Management Standards for the Health Identifiers Operator in Ireland
- Data model for an electronic medicinal product reference catalogue – a National Standard
- ePrescription dataset and clinical document architecture standard
- National Standards for Special Care Units
- General Practice Messaging Standard
- National Standard Demographic Dataset and Guidance for use in health and social care settings in Ireland
- National Standard for Patient Discharge Summary Information
- National Standards for Residential Services for Children and Adults with Disabilities

### Guidelines, guidance and recommendations

- Guide to the Health Information and Quality Authority’s review of nutrition and hydration in public acute hospitals
- Guidance on Budget Impact Analysis of Health Technologies in Ireland
- Recommendations for a more integrated approach to National Health and Social Care Data Collections in Ireland

- Recommendations regarding the adoption of SNOMED Clinical Terms as the Clinical Terminology for Ireland
- Guide to the Health Information and Quality Authority's review of antimicrobial stewardship in public acute hospitals
- Catalogue of National Health and Social Care Data Collections
- Linking learning to National Standards
- Guide: Monitoring Programme for unannounced inspections undertaken against the National Standards for the Prevention and Control of Healthcare Associated Infections
- Code of Governance and Code of Business Conduct
- Guidelines for the Retrieval and Interpretation of Economic Evaluations of Health Technologies in Ireland
- Overview of Healthcare Interoperability Standards
- Guidelines for Evaluating the Clinical Effectiveness of Health Technologies in Ireland
- Guidelines for the Budget Impact Analysis of Health Technologies in Ireland
- Guidelines for the Economic Evaluation of Health Technologies in Ireland
- Guidance for health and social care providers; Principles of good practice in medication reconciliation
- Guide: Review of pre-hospital emergency care services to ensure high quality in the assessment, diagnosis, clinical management and transport of acutely ill patients to appropriate healthcare facilities
- Guidelines for Stakeholder Engagement in Health Technology Assessment in Ireland
- Guidance on Classification and Terminology Standards for Ireland
- About the Regulation of Residential Services for Children and Adults with Disabilities – Guidebook

- Guiding Principles for National Health and Social Care Data Collections
- Guidance on Developing Key Performance Indicators (KPIs) and Minimum Data Sets to Monitor Healthcare Quality Version 1.1

### **Investigations and reviews**

- 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
- Review of the governance arrangements as reflected in the safety, quality and standards of services at UL Hospitals
- Patient Safety Investigation report into services at University Hospital Galway (UHG) and as reflected in the care provided to Savita Halappanavar

### **Health technology assessments**

- Health technology assessment (HTA) of a national screening programme for atrial fibrillation in primary care
- Health technology assessment (HTA) of public access defibrillation
- Health technology assessment (HTA) of surveillance of women aged less than 50 years at elevated risk of breast cancer
- A series of health technology assessments (HTAs) of clinical referral or treatment thresholds for selected scheduled procedures
- Health technology assessment (HTA) of intermittent pneumatic compression for severe peripheral arterial disease
- Health technology assessment (HTA) of information technology to support clinical handover and early warning systems





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agus Cáilíocht Sláinte

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