



**Health
Information
and Quality
Authority**

An tÚdarás Um Fhaisnéis
agus Cáilíocht Sláinte

Business Plan 2017

Safer Better Care

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Introduction

2017 marks 10 years since HIQA was established by the Government to regulate Ireland's health and social care sector and promote quality and safety in services. A number of critical issues informed the organisation's development, including the identification of very serious failures in the provision of care to vulnerable residents, as evidenced in the Leas Cross nursing home. Other factors included falling confidence in the quality and safety of some of our health services and a recognition of the need for evidenced-based standards to support decision-making and policy development at all levels within the sector.

Over the past decade the organisation has grown, assuming additional and ever more diverse functions. We recognise and accept that our journey of growth and diversity will continue and we will work with the Department of Health and the Department of Children and Youth Affairs to ensure that HIQA remains adequately resourced and fit for purpose as we move into the next phase.

Notwithstanding our growing remit, we remain committed to HIQA's founding aims to advance high-quality and safe care for people accessing health and social care services in Ireland. Putting the needs and the voices of the people who use these services to the fore is the essence of everything we do.

Over the next twelve months we will seek to build on the progress made towards achieving the objectives of our Corporate Plan 2016-2018. The priorities set out in this business plan centre around HIQA's core activities, which are to monitor and regulate health and social care services, develop standards, carry out health technology assessments (HTAs) and advise on the collection and sharing of information across our healthcare services.

In planning for HIQA's work programme for 2017, we examined the impact we are having on the quality and safety of health and social care services. At the same time we looked at how we promote equality, prevent discrimination and protect human rights in services provided to some of the most vulnerable in our society. Whilst significant improvements have been witnessed in the health and social care sectors, in order to achieve the best outcomes for people using services we will examine how we can further enhance cooperation with policy makers and those who procure and provide services.

In that vein, throughout 2017 we will explore new ways in which we collaborate with stakeholder organisations while at the same time maintaining HIQA's integrity as

Ireland's health and social care regulator. One example of this is our work with the National Safeguarding Committee to raise public awareness of adult safeguarding issues and influence safeguarding practice and policy. Over the coming months, we will work closely with the Mental Health Commission to develop safeguarding standards for vulnerable adults. In addition, we will launch a new nationwide survey on patient experience in public acute hospitals. The National Patient Experience Survey, a joint project between the Health Service Executive (HSE), the Department of Health and HIQA, is the first of its kind in Ireland and will help set priorities for the delivery of a better healthcare service for all patients.

This year we will drive improvements in care by developing our programmes of regulation in line with our legal remit. We will also prepare for the transfer of additional functions to HIQA, including inspection functions for all children's residential centres and regulatory powers in relation to medical ionising radiation patient exposure regulations.

Subsequent to the enactment of the Health (Amendment) Act 2016, HIQA will work with all residential centres for people with a disability to complete the registration process by 31 October 2018. Furthermore, we support the government's aim to reduce the number of people living in congregated settings by one-third by 2021, and will work with centres during this period of transition.

Following the award of €2.25 million contract from the Health Research Board, our HTA directorate will begin work in early 2017 to establish a multidisciplinary research team entitled 'Collaboration in Ireland for Clinical Effectiveness Reviews (CICER)'. This directorate will also publish several high-quality HTAs, including one on smoking cessation interventions and on the use of human papillomavirus testing as the primary screening method for the prevention of cervical cancer.

Promoting sustainable improvements through the development of standards remains a key focus area for HIQA. Hence, this business plan details priorities with regard to the development of national standards, which will include standards for children's residential centres, for the prevention and control of healthcare associated infections in acute services and for the conduct of reviews of patient safety incidents.

In acknowledgement of our dependence on information and supporting technology, in 2016 we commissioned a review of key technology groups within HIQA and examined how they facilitate the delivery of our corporate objectives and legal functions. In examining the outcomes of that review we will explore new ways of

working and identify what additional resources are required to ensure the effective delivery of our services.

As outlined in our corporate plan, we are committed to the improvement of our internal processes, ensuring that everything we do is of the highest quality and that we build and develop our workforce in line with our current and future mandates.

In all of this work we are cognisant of our responsibilities as a public sector body and remain committed to the prudent use of public resources.

About HIQA

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

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

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

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

HIQA's mission and values

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

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

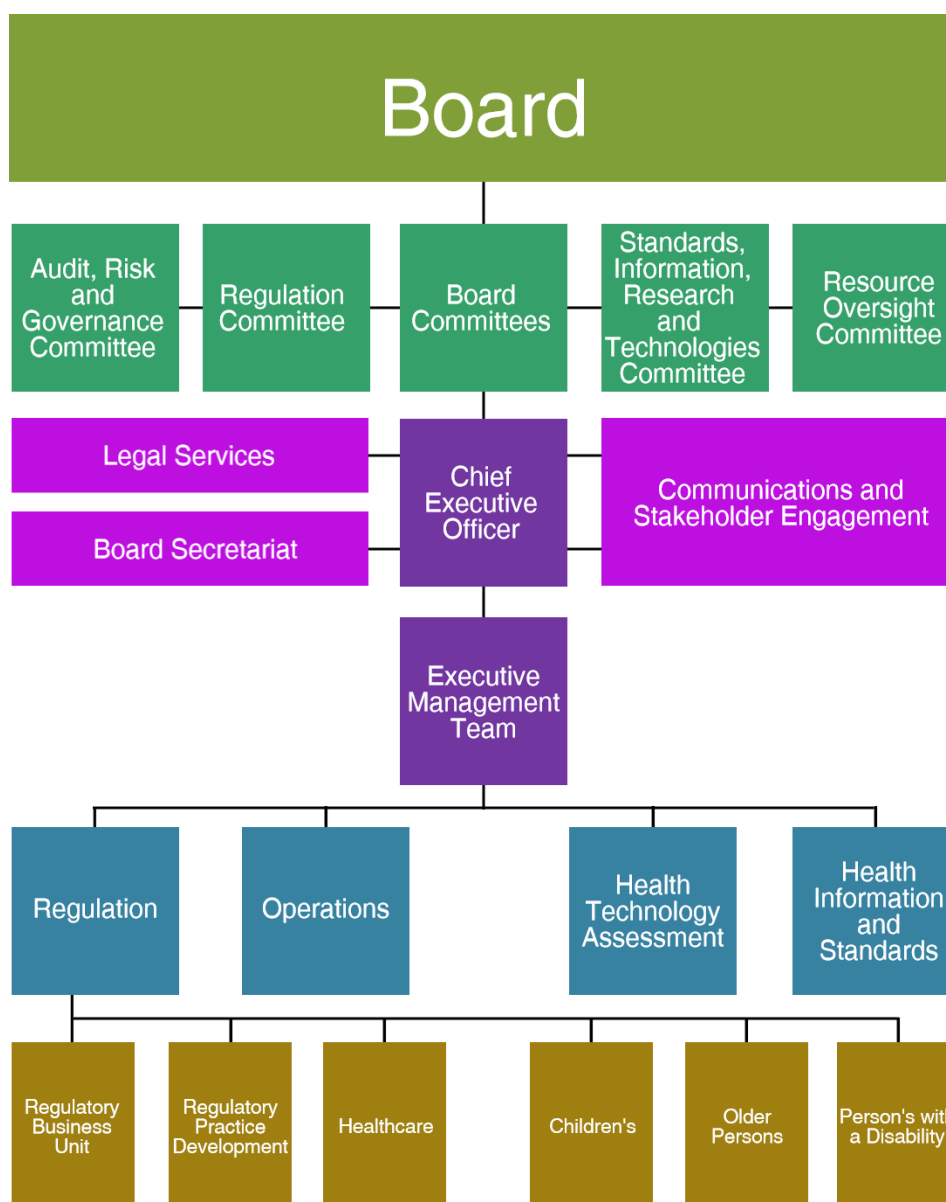
HIQA's core values are to:

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



Governing structure of HIQA

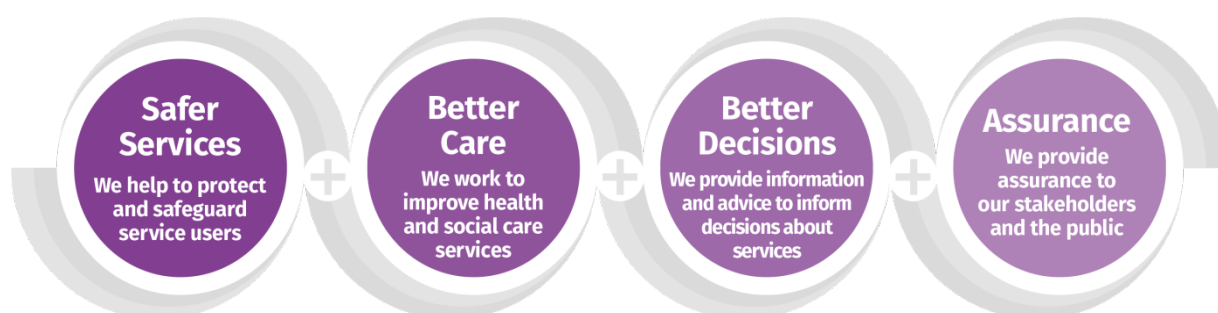
The overall strategy, priorities and governance arrangements of HIQA are directed by its Board, the members of which are appointed by the Minister for Health. Through the chairperson of the Board, the Chief Executive Officer of HIQA is accountable to the Board. The Chief Executive Officer is supported by an Executive Management Team* that provides collective leadership and decision-making. Specifically, the Chief Inspector of Social Services, whilst employed by HIQA is directly accountable to the Houses of the Oireachtas as within section 42 of the Health Act 2007.



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

Progress with our 2016-2018 Corporate plan

In March 2016 HIQA published its Corporate Plan 2016 - 2018. This plan outlines the direction and focus of the organisation for the period and focuses on four core outcomes for people using health and social care services, which are:



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

Progress against our 2016-2018 Corporate Plan will be summarised in HIQA's 2016 Annual Report which will be published in early 2017.

2017 priorities

Throughout the business plan there are a number of business plan objectives highlighted in yellow. These objectives are viewed by HIQA as a priority due to;

- Legal and/or national policy priority
- The level of corporate risk identified in the area
- Relevant audit findings in the area

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Business plan objectives

Following the format of the strategy map, HIQA's business plan objectives are separated under the headings of 'What HIQA does' and 'What HIQA needs in order to achieve its objectives'. Business plan objectives follow over the coming pages.

What HIQA does

HIQA has five core activities. Each of these activities has business plan objectives aligned with HIQA's 2016-2018 strategic objectives. HIQA's 2017 business plan objectives under each core activity are:



Objective 1	HIQA develops specific standards and guidance relating to the use of health information	
Key Priorities 2016-2018	<ul style="list-style-type: none"> ▪ provide leadership in defining the health information landscape in Ireland by influencing policy and legislation through engaging with informed and interested parties and developing recommendations ▪ contribute to the development of the foundations required to make possible eHealth in Ireland and support progress with rolling out the national eHealth strategy, by developing technical and information standards ▪ promote improvements in the quality of health information to underpin the delivery of safe care, informed decision-making, and monitoring, planning and regulation by HIQA 	
Business planning objective		Target date
1.1	Revise and update a guidance document on messaging standards	February 2017
1.2	Revise and update the Guidance on Classifications and Terminologies 2013	Quarter 2 2017
1.3	Revise and update the General Practice Messaging Specification V3 2014	December 2017
1.4	Scope the development of a Data Quality Framework	December 2017
1.5	Revise and update the Catalogue of national health and social care data collections	September 2017

Objective 2	HIQA independently assesses the clinical effectiveness and cost-effectiveness of health technologies	
Key Priorities 2016-2018	<ul style="list-style-type: none"> ▪ produce high-quality health technology assessments (HTAs) targeted to inform major health policy and health service decisions ▪ continue to build capacity to conduct and use HTA across the health system 	
Business planning objective		Target date
2.1	Conduct a HTA of smoking cessation interventions [‡]	March 2017
2.2	Conduct a HTA of HPV DNA testing for cervical cancer screening	May 2017
2.3	Conduct a HTA of HPV vaccination in boys	December 2017
2.4	Conduct a HTA of near patient testing to guide antibiotic prescribing	December 2017
2.5	Update the national HTA Guidelines on: <ul style="list-style-type: none"> ▪ Economic Evaluation ▪ Budget Impact Analysis Guideline and Guidance 	November 2017
2.6	Support the work of the National Clinical Effectiveness Committee by participating in the Committee and by providing direct technical expertise to support clinical guidelines / audit developers to meet the quality assurance requirements of national clinical guidelines / audit	December 2017
2.7	Establish Collaboration in Ireland for Clinical Effectiveness Review (CICER) and complete the actions in the CICER 2017 work plan to be agreed with the Clinical Effectiveness Unit in the Department of Health	December 2017
2.8	Evaluate the impact of HIQA's HTA advice on health policy and health service decision making	July 2017

[‡] This business plan objective commenced in 2016 and will continue in 2017

2.9	<p>Participate in international collaborative projects in accordance with individual work plans and requirements for the:</p> <ul style="list-style-type: none"> ▪ European Commission Health Technology Assessment Network ▪ European Network for Health Technology Assessment (Joint Action 3 - work packages 1, 4, 6 and 7) ▪ International Network of Agencies for Health Technology Assessment ▪ International Society for Pharmacoeconomics and Outcomes Research ▪ Health Technology Assessment International (HTAi) 	December 2017
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Objective 3	HIQA will promote sustainable improvement through the development of standards, guidance and strategic improvement initiatives	
Key Priorities 2016-2018	<ul style="list-style-type: none"> ▪ work with those who fund, plan, provide and use services to identify and prioritise the areas within which HIQA will develop or revise standards and guidance ▪ promote quality improvement in health and social care services in line with identified priorities 	
Business planning objective		Target date
3.1	Develop draft National Standards for Children's Residential Centres for submission to the Minister of Health in December 2017	December 2017
3.2	Finalise and submit to the Minister the draft National Standards for the Prevention and Control of Healthcare Associated Infections (in acute services) [¥]	January 2017
3.3	Finalise and submit to the Minister the National Standards for the Conduct of Reviews of Patient Safety Incidents (in acute healthcare settings) [¥]	March 2017
3.4	In conjunction with the Mental Health Commission, commence the development of National Safeguarding Standards for Adults who may be Vulnerable	December 2017
3.5	Commence the development of National Standards for the prevention and control of healthcare associated infections in primary and community settings	December 2017
3.6	Complete a literature review and develop guidance on the use of restrictive practices for vulnerable persons and design a thematic assessment approach [±]	December 2017

[¥] This business plan objective commenced in 2016 and will continue in 2017

[¥] This business plan objective commenced in 2016 and will continue in 2017

[±] This business plan objective is being carried over from 2016

Objective 4	HIQA monitors health and social care services in line with its legal remit to promote improvement in these services
Key Priorities 2016-2018	<ul style="list-style-type: none"> ▪ carry out and develop its programmes of regulation in line with its legal mandate ▪ take into account the transformation of the health and social care system, working with Government to ensure our resources and processes meet the range of services (current and future) under HIQA's remit ▪ use information to predict and respond more quickly to services that are failing or likely to fail

Business & Support		
Business planning objective		Target date
4.1	Complete the operational plan for the commencement of the registration of Children's Residential Centres	December 2017
4.2	Continue to participate and contribute to the preparatory work in developing a licensing model for public and private healthcare	December 2017
4.3	Continue to engage with the Department of Health for the extension of monitoring of acute healthcare services programme into private general hospitals	October 2017

Designated centre's for older persons		
Business planning objective		Target date
4.4	Issue notice of proposals for the registration of those designated centres for older people due for renewal in 2017	December 2017
4.5	Issue notice of proposals as required in response to an application for a new registration	December 2017
4.6	Issue notice of proposals as required in response to an application to vary or remove a condition	December 2017
4.7	Carry out a programme of 120 dementia care thematic inspections	December 2017

4.8	Carry out a programme of responsive regulation that includes reviewing all solicited and unsolicited information and taking enforcement action where appropriate	December 2017
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Designated centre's for persons with a disability		
Business planning objective		Target date
4.9	Issue notice of proposals for the registration of those designated centres for people with disabilities due for renewal in 2017	December 2017
4.10	Issue notices of proposal for the registration of 227 centres which are deemed registered under Section 69 of the Health Act 2007, as amended	December 2017
4.11	Carry out a programme of responsive regulation that includes reviewing all solicited and unsolicited information and taking enforcement action where appropriate	December 2017
4.12	Issue notice of proposals as required in response to an application for a new registration	December 2017
4.13	Issue notice of proposals as required in response to an application to vary or remove a condition	December 2017

Children's social services		
Business planning objective		Target date
4.14	Carry out a programme of monitoring for the seventeen statutory foster care services assessing the efficacy of the recruitment, assessment, approval, supervision and review arrangements in place for foster carers	December 2017
4.15	Receive and assess all solicited and unsolicited information across children's centres and services, and respond to risk in a proportionate and timely manner	December 2017
4.16	Carry out inspection of the children's detention school	June 2017
4.17	Continue a programme of monitoring and inspection of the three special care units	December 2017

4.18	Carry out a programme of inspections of children's residential centres	December 2017
4.19	Once the commencement date is verified, complete the preparation and commence a programme of registration of the 3 special care units	December 2017
4.20	Commence an Investigation into the management of allegations of child sexual abuse (CSA) against adults of concern, by the Child and Family Agency "TUSLA", upon the direction of the Minister for Children and Youth Affairs (the "Minister")	

Healthcare		
Business planning objective		Target date
4.21	Prepare for the transfer of regulatory powers to HIQA in relation to medical ionising radiation exposure	December 2017
4.22	Monitoring against the National Standards for Safer Better Healthcare in public acute hospital with respect to nutrition and hydration	March 2017
4.23	Revision and implementation of an updated programme of monitoring of acute hospital adherence to the National Standards for the Prevention and Control of Healthcare Associated Infection	December 2017
4.24	Complete year one of a three year medication safety monitoring programme in public acute hospitals	December 2017
4.25	Assess all unsolicited information received relating to public acute hospitals and respond to risk in a proportionate and timely manner	December 2017

Health Information		
Business planning objective		Target date
4.26	Commence a review programme to assess compliance with information management standards for national data collections	December 2017

Research ethics [†]		
Business planning objective		Target date
4.27	In conjunction with the Health Products Regulatory Authority, support the Department of Health to develop a system for the operation of research ethics committees that will meet the requirements of the clinical trials legislation	June 2017
4.28	Plan and make necessary preparations for new function of Supervisory Body of research ethics committees, in order to meet the requirements and timelines of the new Clinical Trials Regulation	December 2017

[†] When a defined timeline for the Health Information Bill is known, HIQA will commence necessary preparations for its new function as the Supervisory Body of approved research ethics committees, in order to meet the requirements in the Research Ethics Approval section of the Bill.

Objective 5	HIQA will maintain and develop transparent and constructive relationships with all those who fund, plan, provide and use health and social care services ensuring that all of its relationships are based on improving the quality and safety of health and social care services for people	
Key Priorities 2016-2018	<ul style="list-style-type: none"> ▪ maintain existing relationships and seek to develop new relationships that focus on improving the safety and quality of health and social care services ▪ actively engage with the public and our stakeholders to communicate the work of HIQA, this includes publishing clear information in an accessible manner 	
Business planning objective		Target date
5.1	Work with key stakeholders on the development of identified joint work streams	December 2017
5.2	Complete year two of our Communications and Stakeholder Engagement Strategy 2016 – 2018	December 2017
5.3	Demonstrate effective communication of HIQA's aims and objectives with key influencers and commentators on health and social care	December 2017

What HIQA needs in order to achieve its strategic objectives



HIQA has identified five areas which are key to the achievement of its 2016 - 2018 strategic objectives. The 2017 business plan objectives aligned to these areas are:

Objective 6	HIQA’s staff are central to the achievement of its strategic objectives. We will plan, recruit, retain, manage and organise our workforce to make sure we have the necessary numbers, skills and competencies to achieve our objectives	
Key Priorities 2016-2018	<ul style="list-style-type: none"> ▪ become a more open and engaged employer ▪ support our staff to develop their knowledge, skills and competencies ▪ work to develop our organisational culture in line with our core values 	
Business planning objective		Target date
6.1	Undertake all 2017 actions associated with the delivery of our People Strategy	December 2017
6.2	Implement a Human Resources Information System	December 2017
6.3	Ensure HIQA's workforce capacity and capabilities supports the organisation to meet its legal and strategic commitments	December 2017

Objective 7	HIQA will plan and manage its resources to make certain that they are used effectively and will make sure it provides value for money	
Key Priorities 2016-2018	<ul style="list-style-type: none"> ▪ work to ensure it is using resources efficiently and effectively ▪ ensure we have the necessary resources to match any proposed expansion in our remit ▪ ensure compliance with all relevant standards, regulations and legislation concerning our use of resources 	
Business planning objective		Target date
7.1	Undertake all 2017 actions within HIQA's e-Strategy	December 2017
7.2	Action accepted recommendations made within strategy readiness assessment of technology groups	December 2017
7.3	Demonstrate strong financial management in the organisation	December 2017

Objective 8	HIQA will make sure that there are clear systems of accountability, decision-making and risk management that enable it to meet its strategic, statutory and financial obligations	
Key Priorities 2016-2018	<ul style="list-style-type: none"> ▪ provide assurance to the Board of HIQA and other stakeholders regarding our work ▪ ensure our organisation is structured to aid the achievement of our strategic objectives 	
Business planning objective		Target date
8.1	Design and implement a comprehensive information governance framework	December 2017
8.2	Redesign our governance framework to ensure it is fully reflective of best practice/current guidance	September 2017
8.3	Implement all accepted internal and external audit recommendations within agreed timeframes	December 2017

Objective 9	HIQA will strive for excellence in all its work, seeking continual improvement through clear and robust internal processes and rigorous quality control. These processes will make sure that we are fair, effective, efficient, and consistent in completing our work to a high standard	
Key Priorities 2016-2018	<ul style="list-style-type: none"> ▪ develop a quality management system to a certified level that meets independent external standards of excellence. ▪ embed a programme of quality improvement throughout the organization 	
Business planning objective		Target date
9.1	Complete the AMA phase 2 project, implementing our revised assessment approach including registration and report design by December 2017	December 2017
9.2	Implement all 2017 actions of the QMS Implementation Plan	December 2017

Objective 10	HIQA will use health and social care information to inform its work and improve the quality and safety of services	
Key Priorities 2016-2018	<ul style="list-style-type: none"> ▪ maximise the value and use of information internally in order to effectively regulate health and social care services ▪ develop and maintain strong, reliable and secure information systems that support all of its business and operational needs 	
Business planning objective		Target date
10.1	Implement the National Patient Experience Survey Programme across all public acute hospitals	December 2017
10.2	Undertake all 2017 actions associated with the delivery of a Business Intelligence Strategy [‡]	December 2017
10.3	Revise the Evidence and Research Strategy and implement the 2017 actions	December 2017

[‡] There may be a requirement to amend this business plan objective in line with the plan to accept recommendations made in the strategy readiness assessment of technology groups referred to in business plan objective 7.2

Budgetary Position and resources

This business plan has been developed on the basis of the resources expected to be available to HIQA for 2017 including sanction of posts for new/expanded functions in advance of commencement. The financial resources available to HIQA over 2017 are as set out in Appendix 1 and the headcount resources are as set out in Appendix 2.

We will continue to leverage, where appropriate, the skills, expertise and services of other organisations so that duplication of effort is avoided and collaboration is promoted. HIQA will continue to assist and support other organisations where appropriate in the delivery of safer, better health and social care for Ireland. HIQA's Board has in place a Resource Oversight Committee which considers matters on behalf of the Board, concerning the effective and efficient use of resources.

Performance Measurement and Risk Management

Over the course of 2016 HIQA's performance reporting and risk management mechanisms were reviewed. This has led to improvements which support more integration between business planning, performance reporting and risk management.

Corporate performance is reported to the Board regularly and evaluated on a continual basis within individual directorates and by HIQA's Executive Management Team. Several Board Committees are established which oversee and review performance and risk as per below:

- The Regulation Committee oversee performance and risk in relation to the achievement of objectives within the Regulation directorate
- The Standards, Information, Research and Technologies Committee oversee performance and risk in relation to the achievement of objectives within the:
 - Health Information and Standards directorate
 - Health Technology Assessment directorate
- The Audit, Risk and Governance Committee assists the Board in assessing the effectiveness of internal controls and provide assurance on governance arrangements, risk management and the accuracy and completeness of the financial statements

Senior officials from the Department of Health and HIQA's Executive Management Team meet on a regular basis to review performance and risk in respect of the

achievement of business plan objectives.

HIQA has a risk management system in place which considers risks in the planning, delivery and ongoing management of business activities. This is supported by:

- Statements of assurance - HIQA's Executive Management Team provide annual statements of assurance to the Board on the adequacy of internal controls (policies, procedures and processes) that enable the delivery of HIQA's objectives. Through continual review and audit, gaps or weaknesses in the controls are identified and actions are put in place to address these
- External Audit – financial controls are audited annually by the C&AG. Recommendations are made to address areas where controls could be improved
- Internal Audit – a programme of internal audit is commissioned by the Board's Audit and Corporate Governance Committee which is informed by risks identified by the Executive Management Team. These audits test the controls in the selected audit areas and recommendations are made to improve performance. In addition, a series of in house audits are carried out by HIQA's audit and review function

The timely identification of and appropriate response to regulatory risk is critical to HIQA's role within Ireland's Health and Social care system. HIQA will continue to seek and provide assurance that risks to residents, children and patients within its remit have been identified and responded in a timely and appropriate manner.

Flexibility and amendment of this plan

In exceptional cases it may become necessary to modify or add to agreed business plan objectives during the course of the business planning year due to unforeseen circumstances. A necessity for amendments may be prompted by changes in e.g. legislation, Government/Ministerial priorities, prevailing operating circumstances and/or broader political, economic, financial or related factors.

HIQA will engage with the Department of Health to agree on amendments and any subsequent resourcing requirements.

Appendix one - Financial resources summary 2017

Revenue	€'000
Department of Health	13,123
Other income	7,229
Total	<u>20,352</u>

Expenditure	€'000
Chief Executive's Office	558
Regulation	10,035
Health Technology Assessment	1,160
Health Information and Standards	1,984
Communications and Stakeholder Engagement	618
Shared Costs and Corporate Services	5,326
Pension costs	671
Total	<u>20,352</u>

Appendix two - Human resources summary

Headcount	Actual December 2016	Projected December 2017
CEO's Office, inclusive of:	13	12
- Board Secretariat		
- Legal Services		
- Communications and stakeholder engagement		
Operations	20	21
Regulation directorate, inclusive of:	119	158
- Regulatory Business Unit		
- Regulatory Practice Development Unit		
- Older Persons		
- Disabilities		
- Children's services		
- Healthcare		
Standards and Quality Improvement	5	
Health Technology Assessment	9	15
Health Information and Standards	12	21
Total	<u>178</u>	<u>227</u>



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