



**Health
Information
and Quality
Authority**

An tÚdarás Um Fhaisnéis
agus Cáilíocht Sláinte

Business Plan

2021

Safer Better Care

About the Health Information and Quality Authority (HIQA)

The Health Information and Quality Authority (HIQA) is an independent statutory authority established to promote safety and quality in the provision of health and social care services for the benefit of the health and welfare of the public.

HIQA's mandate to date extends across a wide range of public, private and voluntary sector services. Reporting to the Minister for Health and engaging with the Minister for Children, Equality, Disability, Integration and Youth, HIQA has responsibility for the following:

- **Setting standards for health and social care services** — Developing person-centred standards and guidance, based on evidence and international best practice, for health and social care services in Ireland.
- **Regulating social care services** — The Chief Inspector within HIQA is responsible for registering and inspecting residential services for older people and people with a disability, and children's special care units.
- **Regulating health services** — Regulating medical exposure to ionising radiation.
- **Monitoring services** — Monitoring the safety and quality of health services and children's social services, and investigating as necessary serious concerns about the health and welfare of people who use these services.
- **Health technology assessment** — Evaluating the clinical and cost-effectiveness of health programmes, policies, medicines, medical equipment, diagnostic and surgical techniques, health promotion and protection activities, and providing advice to enable the best use of resources and the best outcomes for people who use our health service.
- **Health information** — Advising on the efficient and secure collection and sharing of health information, setting standards, evaluating information resources and publishing information on the delivery and performance of Ireland's health and social care services.
- **National Care Experience Programme** — Carrying out national service-user experience surveys across a range of health services, in conjunction with the Department of Health and the HSE.

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Introduction

HIQA is an independent authority established to drive better, safer health and social care for the people of Ireland. The rights and the dignity of the person accessing health and social care services are central to everything we do. We use our powers and resources to address areas of risk and work with others to safeguard people who may be vulnerable. We conduct health technology assessments and synthesise evidence to support healthcare decision making, and we develop standards and guidance for health and social care services.

The COVID-19 pandemic has brought unprecedented challenges, risks and restrictions for HIQA and for everyone who provides and who uses health and social care services. HIQA has responded decisively to the pandemic, using its powers, resources and expert knowledge to contribute to the national and international fight against the disease. In light of the ongoing challenges of COVID-19, HIQA has reviewed its strategic direction and priorities for 2021. This Business Plan reaffirms HIQA's purpose and priorities to deliver our core work in the final year of the current Corporate Plan 2019–2021. We acknowledge the support of the Department of Health and the additional resources that it has made available to us.

HIQA will continue to protect vulnerable people living in residential care settings. We will implement the recommendations of the COVID-19 Nursing Home Expert Panel. HIQA will also continue to provide evidence-based advice to inform the National Public Health Emergency Team and the Department of Health. HIQA will develop its programme of care experience surveys so that the voice of people who use services is communicated to providers to support improvement.

In 2021, HIQA will continue its organisational development journey. We will focus on strategic human resources management, ensuring that we build our organisation infrastructure in critical functions. We will also ensure that the organisational structure is fit for purpose. We will continue with the implementation of its digital and data transformation strategy. In order to ensure the successful implementation of this strategy, it is important the sufficient resources and support are maintained over the timeframe of the strategy.

Using evidence, HIQA will continue to highlight changes required at legislative and policy level to protect the vulnerable and wider public. HIQA will also prepare for taking on new responsibilities and commitments that have been set out in the Programme for Government and elsewhere. We will continue to work with the Department of Health on the Human Tissues Bill. Furthermore, we will make preparation in relation to the Optional Protocol to the UN Convention against Torture and a National Preventative Mechanism. Moreover, we will strive to ensure that the national policy agenda supports HIQA in dealing with the impact of the pandemic and maintaining agility in respect of current and new functions.

HIQA's mission, vision and values

Mission statement

Working to improve health and social care services for people in Ireland.

Our vision



Values

HIQA is driven by its values, which reflect the essence of the legislation that defines our remit. They were developed by our Board and staff following consultation with external stakeholders.

In the development of this corporate plan, we reviewed these values to ensure that they remain relevant to our current and future work programmes. This corporate plan is underpinned by our values, set out below.

HIQA's values:	In practice, this means we will:
PUTTING PEOPLE FIRST	put the needs, voices, rights and protection of people who use health and social care services at the centre of our work.
BEING FAIR AND OBJECTIVE	be fair and objective in our dealings with people and organisations.
BEING OPEN AND ACCOUNTABLE	communicate the nature and outcomes of our work and accept full responsibility for our actions.
STRIVING FOR EXCELLENCE	continually improve the quality of our work and use the best available evidence.
WORKING TOGETHER	listen to and work with those funding, planning, providing and using health and social care services.

A strategy map has been developed to set out HIQA's mission statement, our vision, our strategic objectives and what we need to be successful.

Working to improve health and social care services for people in Ireland

OUR VISION



OUR STRATEGIC OBJECTIVES



WHAT WE NEED TO BE SUCCESSFUL



Our strategic objectives

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

Over the next three years, we will:

- continue to provide leadership in defining the health information landscape in Ireland by influencing policy and legislation. We will do this by engaging with informed and interested parties and developing recommendations in priority areas for health information
- support progress in the implementation of national priorities and forthcoming legislation by developing technical and information standards
- promote improvements in the quality of health information to underpin the delivery of safe care and informed decision-making.

By December 2021, HIQA will have:

- identified priority areas where recommendations are required to influence policy and legislation in the area of health information
- developed and tested quality-assured technical and information standards aligned to national priorities
- worked in collaboration to ensure the implementation of national eHealth initiatives
- demonstrated improvements in the quality and use of health information by reviewing and reporting on national data collections and developing supporting guidance for priority areas.

Business plan objectives		Target date
1.01	In partnership with the Department of Health and HSE, complete a public engagement project (national survey and focus groups) on the collection, use and sharing of personal health information in Ireland	June 2021
1.02	Using findings from the public engagement project, develop recommendations on a model for the collection, use and sharing of health information in Ireland	December 2021
1.03	Develop guidance and digital learning tools to support the national data collections and data quality	December 2021
1.04	Complete recommendations on the information model for the collection, use and sharing of health information	December 2021
1.05	Commence recommendations on a national patient portal project	December 2021

1.06	Complete recommendations on an Integrated Information Technology System for Older Persons Services	December 2021
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Assessing health technologies

Over the next three years, we will:

- produce high-quality health technology assessments (HTAs) and other evidence synthesis to inform major health-policy and health-service decisions, including National Clinical Guidelines and National Clinical Audit
- expand and consolidate capacity to conduct and use evidence synthesis and knowledge generation both in HIQA and across the health system.

By December 2021, HIQA will have:

- developed and revised national HTA guidelines to promote the production of high- quality HTAs across the system
- conducted high-quality, effective HTAs and evidence syntheses which have been prioritised to add maximum value to healthcare decision-making and support the development of National Clinical Guidelines and National Clinical Audit
- maximised productivity by leveraging HTA work conducted elsewhere
- increased our capacity to synthesise evidence
- supported the development of national HTA capacity and other evidence-synthesis capacity through education, training and research activities.

	Business plan objectives	Target date
2.01	Complete the HTA of metabolic surgery	December 2021
2.02	Conduct the HTA prioritisation process and deliver a number of prioritised HTAs	December 2021
2.03	Complete the analysis of the economic burden of antimicrobial resistance on public acute hospitals in Ireland	March 2021
2.04	Complete the actions in the Collaboration in Ireland for Clinical Effectiveness Review (CICER) 2021 work plan to be agreed with the Clinical Effectiveness Unit in the Department of Health	December 2021
2.05	Undertake evidence synthesis and HTAs to support the National Screening Advisory Committee in a work plan to be agreed with the Department of Health	December 2021
2.06	Implement 2021 actions from the Evidence Synthesis Strategy	December 2021
2.07	Review and revise the Quality Assurance Frameworks used in the HTA Directorate to ensure maximum efficiency and innovation in our processes and methods	December 2021
2.08	Establish a function to justify medical ionising radiation practices	June 2021

2.09	Undertake evidence synthesis and provide evidence based advice in response to requests from the National Public Health Emergency Team (NPHE) to inform the public health response to COVID-19	December 2021
2.10	Update a public health guidance database and conduct reviews of international public health advice on COVID-19	December 2021
2.11	Complete the HTA of birth cohort testing for Hepatitis C	June 2021

Collecting service users views to drive improvements

Over the next three years, we will:

- work with partner organisations to develop and implement a National Care Experience Programme to achieve measurable improvements for people using our health and social care system
- create a competency centre of international standing with the capacity, skills and expertise to extend the National Care Experience Programme to other health and social care areas
- use the voice of adults and children using and living in health and social care services to inform our monitoring and inspection programmes.

By December 2021, HIQA will have:

- developed a roadmap for the National Care Experience Programme and implemented a prioritisation process for future programmes of work
- measured people's experiences of acute inpatient care, maternity services and two further prioritised services, and reported our findings to the public
- collaborated with national and international partners; published research findings; presented findings at conferences; and hosted seminars, conferences and workshops
- ensured the views and experiences of service users are evident in our inspection reports.

Business plan objectives		Target date
3.01	Develop a model and methodology to enable implementation of the National End of Life Survey	December 2021
3.02	Revise, deliver and report on the National Inpatient Experience Survey	November 2021
3.03	Develop a model and methodology and implement the National Maternity Bereavement Experience Survey	December 2021
3.04	Develop a model and methodology to enable implementation of a survey of nursing home residents	December 2021
3.05	Continue to develop a Survey Hub of international standing, providing tools and resources to enhance understanding and implementation of surveys by care providers	December 2021
3.06	Develop the NCEP Strategy for 2022–2024 and a Communications Strategy for 2022–2024 to ensure the National Care Experience Programme has clear objectives with appropriate support from relevant health and social care professionals	December 2021

Regulating health and social care services

Over the next three years, we will:

- carry out and further develop our programmes of regulation in line with our existing and future legal mandate
- predict and respond more quickly to services that are failing, or likely to fail, through the use of regulatory business intelligence
- use the full range of our enforcement powers where we find care is below standard to make sure people's rights are protected.

By December 2021, HIQA will have:

- demonstrated a risk-based approach to registration and inspection that reflects the regulatory history and fitness of a service provider
- used the regulatory framework to ensure that all regulated services clearly identify the person(s) with ultimate accountability for the service
- focused our hospital inspections on high-risk services, in line with the requirements of new legislation
- produced our inspection reports more quickly and in a more clear and concise manner
- improved the information we have about services and our ability to use this information to inform our regulatory programmes.

	Business plan objectives	Target date
4.01	Deliver on HIQA specific recommendations from Nursing Home Expert Panel Report and support on the other recommendations as required	December 2021
4.02	Provide knowledge on the implementation of National Standards for infection prevention and control (IPC) in community services through guidance, policies and practice	December 2021
4.03	Publish overview reports for the following areas: Designated Centres for Older People; Designated Centres for People with a Disability; Children's Services, including Special Care Units; Healthcare Services	October 2021
Designated centres for older persons		
4.04	Issue a notice of Proposed Decision for designated centres for older persons in response to an application for a renewal of registration, a new registration, or an application to vary or remove a condition of registration using inspection where necessary to inform those proposals	December 2021

4.05	Issue a notice of Decision for all designated centres for older persons as required in response to an application for a renewal of registration, a new registration, or an application to vary or remove a condition of registration	December 2021
4.06	In line with recommendation 14.3 of the COVID-19 Expert Panel Report, carry out a programme of increased inspections of nursing homes to include targeted inspection related to Regulation 27, contingency planning and other regulations as considered pertinent to the effective and sustainable management of COVID-19	December 2021
4.07	Carry out a programme of responsive regulation of Designated Centres for Older People that includes reviewing all solicited and unsolicited information and taking regulatory action including inspection and enforcement as appropriate	December 2021
Designated centres for persons with a disability		
4.08	Issue a notice of Proposed Decision for designated centres for people with disabilities in response to an application for a renewal of registration, a new registration, or an application to vary or remove a condition of registration using inspection where necessary to inform those proposals	December 2021
4.09	Issue a notice of Decision for designated centres for people with disabilities in response to an application for a renewal of registration, a new registration, or an application to vary or remove a condition of registration	December 2021
4.10	Carry out a programme of increased inspections in designated centres for people with disability to include targeted inspection related to Regulation 27, contingency planning and other regulations as considered pertinent to the effective and sustainable management of COVID-19	December 2021
4.11	In the context of public health emergency, carry out a programme of risk based and monitoring inspections in centres for people with disabilities which include COVID-19 contingency planning through risk management and residents' rights, as well as other required regulations	December 2021
4.12	Carry out a programme of responsive regulation of designated centres for people with disabilities that includes reviewing all solicited and unsolicited information and taking regulatory action including inspection and enforcement as appropriate	December 2021
Children's social services		
4.13	Conclude the thematic child protection programme reviewing cases from initial referral to the completion of initial case assessment	June 2021

4.14	Produce and publish two overviews reports on the findings of the Child Protection and Foster Care programmes carried out in 2019 – 2020	September 2021
4.15	Deliver year one of a programme of inspection to assess the quality of service provided to children deemed to be at ongoing risk of harm who are placed on the child protection notification system across all Tusla service areas	December 2021
4.16	Receive and risk rate all solicited and unsolicited information across children’s centres and services and respond accordingly through risk-based inspections in an appropriate and timely manner	December 2021
4.17	Deliver year one of a thematic programme of inspection of the governance of statutory foster care services	December 2021
4.18	Carry out a programme of inspection of private foster care services against the National Standards for Foster Care Services 2003	December 2021
4.19	Carry out a programme of regulation in Special Care Units to include renewal of registration inspections of all units and the processing of NOPs and NODs for all registration applications received	December 2021
4.20	Carry out a focussed programme of inspection of statutory children’s residential centres against the National Standards for Children’s Residential Centres 2018	December 2021
4.21	Carry out an inspection of Oberstown Children Detention Campus	September 2021
4.22	Develop an assessment and judgement framework and externally facing guidance for the new Oberstown Children’s Rights Framework, the standards against which Oberstown Children Detention Campus will be inspected from 2021	June 2021
Healthcare		
4.23	Conduct a risk-based programme of inspection against infection prevention and control National Standards, with a focus on COVID-19, in both acute and rehabilitation and community-inpatient healthcare services	December 2021
4.24	Conclude the development of a new Monitoring Approach Plan against the National Standards for Safer Better Healthcare to include pilot inspections	December 2021
4.25	Conduct a targeted assurance review to ensure the quality and safety of gynaecological services at Letterkenny University Hospital for women presenting with post-menopausal bleeding	June 2021
4.26	Manage the receipt of unsolicited information related to healthcare activity for services that fall under HIQA’s remit	December 2021

4.27	Carry out the functions as set out in Statutory Instrument 256 of 2018 (Medical Exposure to Ionising Radiation), relating to the regulation of medical and dental undertakings, including inspection, receipt of solicited and unsolicited information and the survey of diagnostic reference levels	December 2021
Health information		
4.28	Deliver on the first stage of evidence gathering for a review to assess compliance with information management standards for the Patient Treatment Register within the National Treatment Purchase Fund	December 2021
4.29	Recommence the review programme for the eHealth service	December 2021
4.30	Publish a review of information management practices of the National Incident Management System (NIMS) within the HSE	May 2021

Setting standards and guidance for health and social care services

Over the next three years, we will:

- work with those who fund, plan, provide and use services to identify and prioritise the areas within which HIQA will develop or revise national standards
- support the implementation of national standards through the development of guidance, digital learning solutions and self-assessment tools.

By December 2021, HIQA will have:

- implemented a prioritisation process for the development of national standards and guidance for health and social care services
- developed evidence-based national standards and guidance that are aligned to Government and service priorities
- developed supporting material and guidance to improve understanding and implementation of standards and bring about better outcomes for service users.

	Business plan objectives	Target date
5.01	Develop National Standards for Children’s Social Services and submit for Ministerial approval	November 2021
5.02	Identify and commence development of targeted support tools to assist the implementation of the National Standards for Children’s Social Services	December 2021
5.03	In partnership with the Mental Health Commission, develop Overarching National Standards for the Care and Support of Children using Health and Social Care Services and conduct a public consultation on the draft standards	December 2021
5.04	Conduct an international review, public scoping consultation and evidence review to underpin the development of national standards for home support services	December 2021
5.05	Deliver a set of principles to underpin all future standards and guidance for health and social care services	June 2021
5.06	Develop support tools to assist in the implementation of the National Standards for Infection Prevention and Control in Community Services	December 2021
5.07	Review implementation of adult safeguarding standards and rights-based care guidance to identify support tools required in relation to advocacy	December 2021

5.08	Develop e-learning modules for service providers and staff, and a video animation for service-users to develop awareness and support a human rights-based approach in health and social care services	May 2021
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What we need to be successful

Our people

Over the next three years, we will:

- strive to become an employer of choice
- support our staff to develop their competencies and careers in line with our organisational need.

By December 2021, HIQA will have:

- achieved external accreditation of our people management practices embedded a culture of listening and feedback throughout the organisation
- developed and utilised a competency framework for recruitment, performance management, and learning and development
- developed accredited education programmes with academic partners.

	Business plan objectives	Target date
6.01	Design and implement a HIQA Career Development Framework to provide clear and transparent guidance regarding career pathways and career development options	July 2021
6.02	Implement relevant actions from the Learning and Development Strategy to address the competency needs of the organisation	December 2021
6.03	Renew the HIQA's Excellence through People accreditation	November 2021
6.04	Develop a succession management plan	December 2021
6.05	Deliver a programme of recruitment and induction in line with the needs of the organisation	December 2021

Leadership, governance and management

Over the next three years, HIQA, led by its Board, will:

- demonstrate that its systems of accountable decision-making and risk management continue to improve
- ensure our organisational structure supports the delivery of our strategic objectives and our legal functions
- ensure all of our staff live our values as set out in our codes of governance and business conduct.

By December 2021, HIQA will have:

- improved our organisation performance framework so that we can demonstrate our impact on the health and social care environment
- adapted our organisational structure to support the growth and diversification of our legal duties and functions
- continued to implement best practice in governance
- established mechanisms to ensure that all staff understand and represent the culture and the values of the organisation
- complied with relevant standards, regulations and legislation established
- have systems in place to manage diverse funding streams.

	Business plan objectives	Target date
7.01	Manage and deliver legal services to HIQA legal service users through provision of legal advice by HIQA's legal team and external legal services in accordance with HIQA's legal advice policy	December 2021
7.02	Co-ordinate the implementation of new organisational/directorate structures, assimilating a range of new and existing roles into expanded teams and new functions	December 2021
7.03	Review the monthly financial reporting mechanism and pack so that it provides full and timely reporting on actual performance against budget to all stakeholders	December 2021
7.04	Develop a target operating model for the finance function and a roadmap for its implementation to support the organisation in the immediate and longer term	December 2021
7.05	Develop additional mechanisms to ensure statutory compliance, good governance and decision-making are embedded in a cost effective and efficient way in systems and processes across the organization	December 2021
7.06	Complete 2021 actions arising from the recommendations arising from HIQA's compliance review of the Irish Equality and Human Rights Commission Act 2014 and its public sector duty	December 2021

7.07	Commission a comprehensive review of organisational culture, that will be used to develop a plan to ensure that organisational culture supports delivery of the 2022 -2025 Corporate Plan	September 2021
7.08	Develop a Corporate Plan 2022 – 2025 that is approved by the Board and submitted to the Department of Health	November 2021
7.09	Develop a strategy for ensuring sustainability is integrated into all relevant activities of HIQA	November 2021
7.10	Implement year two actions arising out of HIQA's Quality and Risk Strategy	December 2021

Digital and data capability

Over the next three years, we will:

- define and deliver innovative and secure digital and data solutions to aid the effective delivery of our work and improve the way we interact with stakeholders.

By December 2021, HIQA will have:

- developed and implemented a digital and data roadmap, aligned to our corporate strategy and the eGovernment Strategy 2017–2020, that is suitable for the needs of HIQA and its stakeholders
- improved accessibility to and use of data to meet HIQA’s ongoing needs
- enhanced internet-enabled technologies to ensure that the online channel is the most attractive option for external stakeholders to interact with HIQA.

	Business plan objectives	Target date
8.01	Develop Business Intelligence Roadmap by Q1 2021 and deliver 2021 agreed projects	December 2021
8.02	Implement agreed internal audit and security recommendations	December 2021
8.03	Develop an implementation plan to migrate to Build To Share–eDOCS and deliver 2021 actions	December 2021
8.04	Deliver a cloud policy to facilitate the implementation of the Digital and Data Transformation Strategy	March 2021
8.05	Implement technology plan to maintain the sustainability of PRISM throughout 2021	December 2021
8.06	Deliver technology roadmap projects, including Exchange 16 Hybrid Mode, Teams POC and Prism Sustain OS Upgrade, and present prioritisation options to PGB for other technology projects and deliver when approved	December 2021
8.07	Procure PRISM replacement strategic solution to meet business and technology requirements	June 2021
8.08	Deliver 2021 plan for the PRISM replacement project	June 2021
8.09	Deliver projects agreed under the scope and remit of the Programme Governance Board (PGB)	December 2021
8.10	Deliver key milestones of the Lessons from statutory notifications in social care (LENS) Project	December 2021

Operational agility

Over the next three years, we will:

- ensure that HIQA is fully prepared for its role in the implementation of Sláintecare and other relevant legislation
- ensure the appropriate resources and systems are in place to support organisational change and growth
- remain responsive to relevant issues and challenges in the health and social care environment.

By December 2021, HIQA will have:

- worked with relevant Government departments to prepare for our role in the implementation of new legislation, and to manage challenges in the wider health and social care environment
- developed and implemented a programme of work with the Sláintecare Programme Office, as reflected in annual business plans
- developed accommodation and workforce models that meet the needs of the changing organisation
- undertaken annual financial, capital and workforce planning and forecasting exercises to ensure we have sufficient resources to deliver our functions.

	Business plan objectives	Target date
9.01	<p>Provide strategic engagement and support to the Department of Health and Department of Children, Equality, Disability, Integration and Youth on policy and legislative reform in line with the Programme for Government, including the following:</p> <ul style="list-style-type: none"> ▪ Preparation for Commencement of the Patient Safety (Notifiable Patient Safety Incidents) Bill 2019 ▪ Preparation for and Development of a Statutory Framework for Home Support ▪ Regulation of children’s residential centres ▪ Statutory reform of the Health Act 2007 and the regulations made thereunder ▪ Preparation for HIQA’s inspection of Direct Provision centres on an interim basis ▪ Statutory reform of the Health Act 2007 to include HIQAs regulation of post mortem practices under the Human Tissue Bill and preparation for implementation of associated regulations ▪ Provide strategic support on the Commission for Care once established ▪ Support on HIQA’s role as a National Preventative Mechanism under the <i>Optional Protocol to the UN Convention against Torture (OPCAT)</i>. 	December 2021
9.02	Develop HIQA's office portfolio so that it meets the needs of the organisation taking account of COVID-19	December 2021
9.03	Develop HR policy and procedures that support a hybrid home/office working model post-pandemic	September 2021

Quality and change management

Over the next three years, we will:

- implement a business excellence framework
- ensure our work is reviewed and underpinned by our experience and the best available evidence, demonstrating consistency in our regulation and other business processes.

By December 2021, HIQA will have:

- completed an external review or achieved accreditation in at least two of our functions achieved external certification in a business excellence framework
- managed change, growth and diversification utilising recognised methodologies evaluated and audited key elements of our regulation and other business processes.

	Business plan objectives	Target date
10.01	Implement new performance and risk reporting system	December 2021
10.02	Review key requirements for ISO 9001:2015 accreditation by conducting a self-assessment against the standards and putting in place the required structures, systems and processes	December 2021
10.03	Deliver the 2021 quality assurance programme and internal audit plan	December 2021
10.04	Develop and implement an effective stakeholder engagement and change management programme including contingency planning to ensure the functions of the chief inspector and HIQA are uninterrupted during the delivery of the 2021 plan for the PRISM replacement project as part of the Digital Strategy	December 2021
10.05	Provide leadership and support in the design and implementation of organisational change management initiatives, prioritising where necessary and sharing resources as required	December 2021
10.06	Review and develop identified mechanisms to ensure statutory compliance, good governance and decision-making are embedded in cost effective and efficient way in systems and processes across the organization	December 2021

Collaboration and constructive relationships

Over the next three years, we will:

- develop, maintain and enhance 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 values, work and remit of HIQA and maximise public and service user involvement in our programmes of work.

By December 2021, HIQA will have:

- strengthened relationships with existing and new and stakeholders held forums for providers and people using services or their advocates
- worked collaboratively with partners on projects of mutual interest, and on the commencement of new functions
- established a citizen forum that enables increased public and service user involvement in our work
- delivered enhanced communications approaches that reflect our values, impact and work
- explored new ways of engaging with our stakeholders, including the use of new methods and technologies
- delivered and evaluated our customer action plan, which sets out our service standards
- built partnerships with academic bodies to drive innovation and excellence in the work that we do.

	Business plan objectives	Target date
11.01	Complete the 2021 actions of the Communications and Stakeholder Engagement Strategy 2019-2021 and draft a successor strategy for the period 2022-2024	December 2021
11.02	Identify a model for greater public involvement in HIQA's work (from Q3 2021)	December 2021
11.03	Facilitate internship and PhD opportunities and undertake collaborative projects and grant applications that complement our programmes of work in partnership with academic bodies	December 2021
11.04	Design an external stakeholder feedback mechanism which incorporates a focus on the impact of HIQA's work	December 2021
11.05	Participate in existing and new international collaborative projects	December 2021
11.06	Support the work of the National Clinical Effectiveness Committee by participating in the Committee and its methodology sub-group and by participating in the prioritisation and appraisal reviews of National Clinical Guideline and National Clinical Audits	December 2021

11.07	Support the work of the HSE National Cancer Control Programme Technology Review Committee and the HSE Rare Diseases Medicinal Products/Technology Review Committee by participating in the groups and by participating in the appraisal reviews of new medicines	December 2021
11.08	Complete the development and review of joint working arrangements with other agencies and bodies	December 2021
11.09	Report on the impact of our external activities	December 2021

Appendix 1 – Financial Resources Summary 2021

Revenue	€'000
Department of Health	24,369
Annual and registration fees	7,042
Other income	1,359
	<hr/> 32,770 <hr/>
Expenditure	
Chief Executive's Office (including legal)	1,605
Regulation	14,165
Health Technology Assessment	2,139
Health Information and Standards	3,868
Communications and Stakeholder Engagement	583
Information Technology	4,194
Shared Costs and Corporate Services	5,236
Pension costs	1,280
	<hr/> 33,070 <hr/>

Appendix 2 – Human Resources Summary

Headcount	Projected December 2021
Chief Executive's Office (including legal)	12
Regulation	202
Health Technology Assessment	24
Health Information and Standards	35
Communications and Stakeholder Engagement	8
Information Technology	25
Corporate Services	21
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Published by the Health Information and Quality Authority (HIQA).

For further information please contact:

Health Information and Quality Authority
Dublin Regional Office
George's Court
George's Lane
Smithfield
Dublin 7
D07 E98Y

+353 (0)1 8147400

info@hiqa.ie

www.hiqa.ie