

HIQA's Draft Quality Service Action Plan 2022-24

Purpose of Customer Charters and Customer Action Plans

The Code of Practice for the Governance of State Bodies requires all public service bodies to have a Customer Charter and a Customer Action Plan. A Customer Charter is a short document which acts as a public commitment to the customer on the level of service they can expect to receive when dealing with a State body. The Customer Action Plan is more detailed and describes how the customer charter commitments will be delivered and evaluated by the State body. In HIQA, we refer to the Customer Charter as our Quality Service Charter and the action plan as our Quality Service Action Plan.

WHAT QUALITY MEANS IN HIQA:

Quality means delivering our work effectively, efficiently and consistently, to an agreed standard, while delivering our statutory requirements. It means our organisation is agile in responding to stakeholder feedback and in identifying and implementing continual improvement.

Corporate plan objectives 2022-2024

HIQA's Corporate Plan 2022-2024 places a strong emphasis on quality and our corporate plan objectives (CPOs) and annual business plan objectives (BPOs) are referenced where appropriate in this Quality Service Action Plan.

Our vision

Safer services better care for all

Our mission

Protecting service users, and working with stakeholders to enhance and enable equity, quality and safety of health and social care services for all people in Ireland.

Key Strategic Objectives

1. Promote and protect equality and human rights of people using health and social care services
2. Contribute to the progressive improvement in quality and safety of health and social care services
3. Ensure the voice of service users is central to our work
4. Provide robust, high-quality evidence to inform practice, planning policy and decision making
5. Use our experience to be a trusted voice on quality, safety and human rights in health and social care services
6. Ensure that our key enablers support us to innovate and to excel in the way we carry out our work

Key enablers for achieving HIQA's Corporate Plan Objectives

Our corporate objective 6 outlines the key enablers that support us to innovate and excel in the way HIQA carries out its work. These align to many of the principles of a quality public service and are as follows:

6.1 MOTIVATED, SKILLED PEOPLE

We will strive to have a culture that supports people in their work and in their development to enable them deliver personal and organisational objectives consistent with our values.

6.2 RESEARCH EXCELLENCE

We will review and enhance our structures to ensure that we have the capacity and capability for research excellence.

6.3 RESPONSIVENESS, FLEXIBILITY AND AGILITY

We will maintain the ability to respond and adapt, with speed, to changes in our legislative framework and in our wider operating environment.

6.4 DIGITAL AND DATA CAPABILITY

We will continue to develop our digital and data capabilities using modern digital technologies combined with new ways of working in our business processes and in how we engage and interact with our stakeholders.

6.5 COLLABORATIVE, CONSTRUCTIVE RELATIONSHIPS

We will work with all of our stakeholders, cognisant our distinct roles, in areas of mutual interest, to advance the quality and safety of health and social care.

6.6 LEADERSHIP, GOVERNANCE AND MANAGEMENT

We will provide ongoing assurance to our stakeholders as to the efficacy of HIQA's governance structures and operational processes as aligned to this strategy and compliance with relevant codes and legislation.

6.7 HIGH-QUALITY PROCESSES

The design, development and review of our work is underpinned by processes that ensure quality and consistency.

What is quality customer service (QCS)?

The Quality Customer Service (QCS) initiative was established in 1997 and the network was set up in 2000. It is now facilitated by the Department of Public Expenditure and Reform. The network has developed 12 Guiding Principles of Quality Customer Service and these provide a common basis for driving quality improvements across the public service.

HIQA uses each of the 12 principles to set out its commitment to a QCS, and has identified key performance indicators to help benchmark our achievements each year over the three-year cycle of the quality service action plan.

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| Quality Service Standard | Equality/Diversity |
| Physical Access | Information |
| Timeliness and Courtesy | Complaints |
| Appeals | Consultation and Evaluation |
| Choice | Official Languages Equality |
| Better Co-ordination | Internal Customer |

HIQA's Quality Service Action Plan 2022

Principle: Quality Service Standard

Publish a statement (Customer Charter) that outlines the nature and quality of service which customers can expect, and display it prominently at the point of service delivery.

| Our Commitment | Key Performance Indicators | What we achieved in year 1 of Action Plan (2022)? |
|--|----------------------------|---|
| <p>We will:</p> <ul style="list-style-type: none"> • Demonstrate HIQA's commitment to quality through our Quality Customer Charter and Action Plan 2022- 2024. • Set out our commitment to quality in our Quality Statement. | | |

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| Principle: Equality/Diversity | Ensure the rights to equal treatment established by equality legislation, and accommodate diversity, so as to contribute to equality for the groups covered by the equality legislation (under the grounds of gender, marital status, family status, sexual orientation, religious belief, age, disability, race and membership of the Traveller Community). Identify and work to eliminate barriers to access to services for people experiencing poverty and social exclusion, and for those facing geographic barriers to services. |
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| Our Commitment | Key Performance Indicators | What we achieved in year 1 of Action Plan (2022)? |
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| <p>We will:</p> <ul style="list-style-type: none"> • Ensure our standards, guidance and inspection methodologies are underpinned by principles of equality and human rights. • Take action and report where we find the rights of people who use services are being infringed upon or threatened. • When undertaking health technology assessments we will conduct an ethical analysis with a focus on the rights of people. • Support a culture where the Equality Policy and Dignity and Respect in the Workplace procedure are known, understood and adhered to by all staff. • Continue to build a culture and working environment that ensures HIQA employees feel engaged, valued, and fulfilled, and are equipped and supported to perform their roles to the highest standard. | | |

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| Principle: Physical Access | Provide clean, accessible public offices that ensure privacy, comply with occupational and safety standards and, as part of this, facilitate access for people with disabilities and others with specific needs. |
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| Our Commitment | Key Performance Indicators | What we achieved in year 1 of Action Plan (2022)? |
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| <p>We will comply with requirements of the Disability Act 2005 (the Act) by ensuring that:</p> <ul style="list-style-type: none"> • Areas in our offices to which the general public have admittance are accessible to people with disabilities. • All our offices are maintained to a high standard that comply with relevant health and safety legislation. • Our mainstream public services are accessible to people with disabilities insofar as this is practical and appropriate. • Information is provided in an accessible format to persons with disabilities. • HIQA's <i>Access Officer</i> is responsible for providing and coordinating assistance and guidance to persons with disabilities accessing services. They will also act as a point of contact for people with disabilities wishing to access such services. • Where possible, goods or services purchased by HIQA are accessible to persons with disabilities. | | |

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| Principle: Information | Take a proactive approach in providing information that is clear, timely and accurate, is available at all points of contact, and meets the requirements of people with specific needs. Ensure that the potential offered by Information Technology is fully availed of and that the information available on public service websites follows the guidelines on web publication. Continue the drive for simplification of rules, regulations, forms, information leaflets and procedures. |
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| Our Commitment | Key Performance Indicators | What we achieved in year 1 of Action Plan (2022)? |
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| <p>We will:</p> <ul style="list-style-type: none"> • Implement a 'digital first' approach to how we conduct business and implement online solutions and technologies to innovate in how we work and engage. • Provide innovative digital and data solutions to significantly improve efficiency by eliminating paper-based interactions. • Ensure that information imparted by HIQA is provided in accessible formats to people with disabilities. | | |

Principle: Timeliness and Courtesy

Deliver quality services with courtesy, sensitivity and the minimum delay, fostering a climate of mutual respect between provider and customer. Give contact names in all communications to ensure ease of ongoing communications.

| Our Commitment | Key Performance Indicators | What we achieved in year 1 of Action Plan (2022)? |
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| <p>We will:</p> <ul style="list-style-type: none">• In line with our values, provide a quality service to all our stakeholders and interact with people in a clear, polite, accessible, professional manner.• Deal with your query as quickly as possible—for example, if your query is unusual or raises complex issues, we may arrange a call back at a time convenient for you or we may ask you to write to us. This is so that we can give you the most appropriate answer possible. | | |

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| Principle: Complaints | Maintain a well-publicised, accessible, transparent and simple-to-use system of dealing with complaints about the quality of service provided. |
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| Our Commitment | Key Performance Indicators | What we achieved in year 1 of Action Plan (2022)? |
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| <p>We will:</p> <ul style="list-style-type: none"> • Welcome comments, suggestions and complaints about the performance and conduct of HIQA in the discharge of its statutory duties. • We regard feedback and complaints as opportunities to review practice, procedures and identify areas for improvement. • Provide information booklets on our website to guide people on how to give feedback or raise a concern about a health or social care service. • Regularly review our complaints process and make improvements based on feedback. • Ensure clear accessible communications channels that allow service users and other stakeholders to share their views, concerns and feedback. | | |

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| Principle: Appeals | Similarly, maintain a formalised, well-publicised, accessible, transparent and simple-to use system of appeal/review for customers who are dissatisfied with decisions in relation to services. |
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| Our Commitment | Key Performance Indicators | What we achieved in year 1 of Action Plan (2022)? |
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| <p>We will:</p> <ul style="list-style-type: none"> • Commit to underpinning the design, development and review of our work by processes that ensure quality and consistency. • Treat feedback and complaints as opportunities to review practice, procedures and identify areas for improvement. | | |

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| Principle: Consultation and Evaluation | Provide a structured approach to meaningful consultation with, and participation by, the customer in relation to the development, delivery and review of services. Ensure meaningful evaluation of service delivery. |
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| Our Commitment | Key Performance Indicators | What we achieved in year 1 of Action Plan (2022)? |
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| <p>We will:</p> <ul style="list-style-type: none"> • Enable stakeholders, especially people using services, can express their views and to provide valuable input and feedback. • Speak with service users during the course of regulatory work in health and social care services and include their opinions and experiences when designing regulatory programmes. • Seek feedback and take appropriate account of it in our planning and decision-making. • Ensure clear accessible communications channels that allow service users and other stakeholders to share their views, concerns and feedback. | | |

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| Principle: Choice | Provide choice, where feasible, in service delivery including payment methods, location of contact points, opening hours and delivery times. Use available and emerging technologies to ensure maximum access and choice, and quality of delivery. |
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| Our Commitment | Key Performance Indicators | What we achieved in year 1 of Action Plan (2022)? |
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| <p>We will:</p> <ul style="list-style-type: none"> • Through our Digital and Data Transformation Strategy, take a 'digital first' approach to how we conduct our business, implement online solutions and technologies to innovate how we work and engage. • Aim to ensure that our communications are channelled through a variety of platforms so they can be widely accessed by a diverse population while being mindful that not everyone uses technology. | | |

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| Principle: Official Languages Equality | Provide quality services through Irish and/or bilingually and inform customers of their right to choose to be communicated with in one or other of the official languages. |
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| Our Commitment | Key Performance Indicators | What we achieved in year 1 of Action Plan (2022)? |
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| <p>We will:</p> <ul style="list-style-type: none"> • Strive to provide a higher standard of customer service through Irish to fulfil our obligations under the Official Languages Act 2003 | | |

Principle: Better Co-ordination

Foster a more coordinated and integrated approach to delivery of public services.

| Our Commitment | Key Performance Indicators | What we achieved in year 1 of Action Plan (2022)? |
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| <p>We will:</p> <ul style="list-style-type: none">• Explore opportunities to consolidate and expand collaborations with national and international partners, including EU organisations, to enhance the continued quality and efficiency of our work.• Share relevant business intelligence with providers, people using services, policy-makers and the general public.• Expand and consolidate the capacity to conduct and use evidence synthesis and knowledge generation both in HIQA and across the health system.• Work with decision-makers to promote opportunities to embed the use of high-quality evidence synthesis outputs to inform key practice, planning and policy decisions.• Communicate widely our experience and learnings from the regulation of health and social care services. | | |

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| Principle: Internal Customer | Ensure staff are recognised as internal customers and that they are properly supported and consulted with regard to service delivery issues. |
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| Our Commitment | Key Performance Indicators | What we achieved in year 1 of Action Plan (2022)? |
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| <p>We will</p> <ul style="list-style-type: none"> • Ensure that the organisational structure, and the skills, competencies and behaviours of our people are true to our values and enable optimal delivery of our work. • Develop and support leadership to manage change and enable sustainable growth of the organisation. • Continue to build a culture and working environment that ensures HIQA employees feel engaged, valued, and fulfilled, and are equipped and supported to perform their roles to the highest standard. | | |