



Health
Information
and Quality
Authority

An tÚdarás Um Fhaisnéis
agus Caillocht Sláinte



Business Plan 2022

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, standards setting, evaluating 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.

Contents

About the Health Information and Quality Authority (HIQA)	2
Contents	3
Introduction	4
Critical dependencies	6
HIQA's mission, vision and values	8
Strategy Map 2022–2024	10
Our strategic objectives	11
What we need to be successful	24
Appendix 1 – Financial Resources Summary 2022	34
Appendix 2 – Human Resources Summary	35

Introduction

During 2021, HIQA worked on developing its new Corporate Plan 2022–2024. The Corporate Plan 2022–2024 outlines a clear direction for the coming three years and sets out the steps we will take to fulfil our mission of Safer Services, Better Care. This Business Plan details the steps that we will take in 2022 to achieve the strategic objectives set out in the new Corporate Plan.

When we commenced work on the delivery of our previous Corporate Plan, 2019–2021, we did so in the knowledge that the plan was ambitious, but with the belief that the organisation was equipped to face the challenges and opportunities that the plan posed; enabling HIQA to deliver on its mission.

None of us could have anticipated the challenges that lay ahead early in year two of the plan, with the emergence of the COVID-19 global pandemic and the specific impact the pandemic had across the entire health and social care system in Ireland.

HIQA as an organisation was faced with the additional challenges and impact of COVID-19 while continuing to focus on delivering against its legislative remit. There was also an added requirement for specific and ongoing supports in the national effort to move to a post-pandemic phase.

In developing the Corporate Plan, we embarked on an ambitious engagement programme with our stakeholders. There was a consensus view among stakeholders that HIQA is an organisation that is trusted by the public and one regarded as placing service users, particularly vulnerable service users, at the core of its work. More specifically, stakeholders want HIQA to expand on how it will develop and further clarify its human rights-based approach to the work it does. Trust was also expressed in HIQA's methodologies and use of evidence across its legal functions.

The impact of the pandemic on both HIQA and health and social care services, as well as the views of our stakeholders, have shaped the development of the new Corporate Plan 2022–2024, which, in turn, has driven the development of this Business Plan. We also acknowledge the support of the Department of Health and the additional resources that it has made available to us.

The priorities set out in the 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 2022, HIQA will continue to address the outcomes and recommendations of the Nursing Home Expert Panel on COVID-19; this will include an expanded and more diverse programme of inspections across nursing homes and residential disability services. HIQA will also build on its successful National Care Experience Programme (NCEP), with the introduction of a survey of nursing home residents and their relatives, as well as a survey

on end-of-life care across acute, community and other home-based services. In addition, HIQA will continue to undertake a programme of evidence synthesis to assist with the Government's policy formation as we continue to respond to the impact of COVID-19 in our health and social care services, as well as across the wider community.

This plan also outlines a significant work programme consistent with Government policy. Aware of the pressing need to modernise Ireland's health and social care system, we will engage with our stakeholders to enact the key principles and objectives of Sláintecare.

Critical dependencies

HIOA works within a broad and complex health and social care environment in which it has many different stakeholders. In developing this Business Plan, we have worked with and taken into account the views of our stakeholders. The successful delivery of this Business Plan is reliant on a number of critical dependencies and the active management of risks.

Legislation and policy

The Business Plan objectives are consistent with Government policy direction and expected legislative and regulatory changes. These changes are aimed at improving the quality and safety of our health and social care services and the experience of people using those services. This Business Plan sets out how we will assist with, and respond to, these new policies and legislative requirements as they emerge. A range of assumptions have been made about the development of policy and the enactment of legislation on which the achievement of related planned objectives is dependent.

Workforce

This Business Plan has been developed on the basis of the financial resources available to HIOA for 2022. We have developed a workforce plan for the year that is consistent with these finances and our current remit. Successful delivery of the plan requires the retention and recruitment of high-quality staff with relevant competencies, and we are conscious of the challenges in this area. Challenges also exist in relation to the retention of a number of staff on short-term contracts working on specific projects. We will focus on ensuring that HIOA remains an attractive place to work and offers development opportunities and career pathways to our colleagues.

Technology

Information technology is a key enabler for HIOA to deliver our regulatory and other functions. The current regulatory IT system (PRISM) is no longer sufficient to meet our requirements. It needs to be replaced to mitigate technical, operational, cyber security and data risks and to enable HIOA to continue to meet our current regulatory remit as well as new functions. While a range of measures are in place and mitigating actions are in train to address immediate risks for HIOA to meet its legislative commitments, to achieve the objectives set out in the HIOA Corporate Plan 2022-2024 and to address significant issues associated with the current system, the implementation of a functioning, fit-for-purpose integrated regulation management system is required to commence in 2022.

External risks

This plan assumes that the worst challenges posed by COVID-19 are behind us and that the pandemic that had such adverse impacts across the entire health and social care system will not cause such disruption in 2022. It is clear though that COVID-19 is likely to be with us for the long term and risks resulting from how it may evolve remain. The experience of the past two years has taught us that the challenges we face can be unprecedented and there is potential for global events and their political, economic and social consequences to impact on the functioning of society and the priorities of the organisation. As demonstrated during the pandemic, HIQA will remain agile and response to any challenges that emerge while continuing to focus on delivering against our legislative remit.

HIQA's mission, vision and values

Our vision

Safer services and 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.

Our Values:

Promoting and protecting human rights

We will work to promote human rights as well as identifying, challenging and reporting on breaches of rights in health and social care services

Putting people first

We will put the voice and needs of people at the centre of our work and strive to identify, challenge and report on breaches to agreed standards

Being fair, objective and equitable

We will be fair, objective and consistent in our dealing with people and organisations

Being open and accountable

We will communicate the nature and outcomes of our work in an open and transparent way, accepting full responsibility for our actions

Striving for excellence

We will continually innovate and improve the quality of our work through robust research, striving for methodical rigour and using the best available resources and evidence

Promoting quality

We will promote quality within our own organisation and across all health and social care services

Working collaboratively

We will engage and work collaboratively with all our stakeholders

Strategy Map 2022–2024

Our Vision

Safer services and 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

Motivated,
skilled people

Research
excellence

Responsiveness,
flexibility and
agility

Digital
and data
capability

Collaborative,
constructive
relationships

Leadership,
governance
and
management

High-quality
processes

Our strategic objectives

1. Promote and protect equality and the human rights of people using health and social care services

We will promote best practice in human rights within health and social care services, work to identify potential or actual breaches in human rights, work to have those breaches addressed and use our findings to inform policy and practice.

Over the next three years we will:

- Ensure that standards, guidance and inspection methodologies are underpinned by the principles of equality and human rights to increase awareness and understanding of human rights and equality in the services and stakeholders that we engage with.
- Take action and report where we find the rights of people who use services are being infringed upon or threatened.
- Promote a rights-based approach to health information by continuing to engage with people in relation to current and future developments in health information and eHealth.
- Ensure the ethical analysis of the introduction of new health programmes continues to incorporate a focus on the rights of people.
- Enable stakeholders, especially people using services, to express their views and to provide HIQA with valuable input and feedback.

We will know we are successful in 2024 by having:

- Published a composite report of our findings and learning on human rights in services and with the stakeholders we engage with.
- Provided service users and other stakeholders with opportunities to input into the development of standards, health technology assessments and other relevant programmes of work.
- Ensured that the public voice will have informed policy in major health information and eHealth programmes.
- Clear, accessible communications channels that allow service users and other stakeholders to share their views, concerns and feedback.
- Engaged with new and existing stakeholders (particularly hard-to-reach groups), to ensure the rights of the service user are protected and promoted.
- Ensured that all of HIQA's Board members and staff have received training and updates on human rights-based approaches in health and social care.

Business plan objectives		Target date
1.01	Working with the Department of Children, Equality, Disability, Integration and Youth, establish a new regulatory pillar and commence the monitoring of International Protection Accommodation Services against national standards	September 2022
1.02	Commence inspection in acute hospitals and rehabilitation and community inpatient healthcare services against the National Standards for Safer Better Healthcare using HIQA's revised Assessment and Judgement Framework	March 2022
1.03	Update inspection and monitoring methodology, including guidance to incorporate HIQA's guidance on a Human Rights-based Approach in Health and Social Care Services	December 2022
1.04	Conduct a review of the impact of human-rights training delivered to inspectorate staff on how the rights of service users are explored on inspection and reflected in our inspection reports	July 2022
1.05	Deliver final year of two-year 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 2022
1.06	Carry out an inspection of the detention campus against the Oberstown Children's Rights Framework	December 2022
1.07	Carry out a programme of inspection of private foster care services against the National Standards for Foster Care Services 2003	December 2022
1.08	Carry out a programme of focused inspections of Children's Residential Centres against the National Standards for Children's Residential Centres 2018 and Placement of Children in Residential Care Regulations 1995	December 2022
1.09	Conduct a rights-based programme of inspection of designated centres for people with disabilities which includes routine monitoring inspections, targeted inspections relating to key regulations, responding to risk, responding to registration applications, as well as other requirements deemed necessary by the Chief Inspector	December 2022
1.10	Conduct 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 2022

1.11	Conduct a rights-based programme of inspection of designated centres for older people which includes routine monitoring inspections, targeted inspections relating to key regulations, responding to risk, responding to registration applications, as well as other requirements deemed necessary by the Chief Inspector	December 2022
1.12	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 2022
1.13	Using a children's rights-based approach and working in collaboration with service providers, develop tools to support the implementation of the National Standards for Children's Social Services	December 2022
1.14	In collaboration with the Department of Health, conduct research and stakeholder consultation to inform national standards for homecare and support to align with government legislation, which will be underpinned by the principles of human rights, safety, accountability and responsiveness	December 2022
1.15	Underpinned by principles of human rights, develop educational resources on advocacy to assist in the implementation of national standards	December 2022

2. Contribute to the progressive improvement in quality and safety of health and social care services

We will support and enable services to sustainably improve by developing standards, guidance, evidence synthesis, listening to people using services and by promoting compliance with relevant national standards and regulations.

Over the next three years we will:

- Develop a range of thematic quality improvement programmes for social care and healthcare services and report on the outcome of these programmes.
- Share relevant business intelligence with providers, service users, policy-makers and the general public to improve the quality and safety of services.
- Develop and update standards, and support their implementation and dissemination, prioritising the use of our resources and maximising the benefits to the health and social care system.
- Develop health information standards and review compliance against these standards to drive improvements in the collection, use and sharing of health information.
- Ensure that our stakeholders use the data outputs from the National Care Experience Programme to drive improvements in health and social care services.

We will know we are successful in 2024 by having:

- Reported on the impacts and improvements resulting from our work programmes at local and national levels.
- Ensured service providers have available information to improve their services.
- Developed standards, including information standards and supporting tools in agreed, prioritised areas.

Business plan objectives		Target date
2.01	Complete a review to assess compliance with information management standards for national waiting list data within the HSE	December 2022
2.02	Complete revision of information management standards for national health and social care data collections	December 2022
2.03	Publish a revised catalogue of national health and social care data collections in Ireland	September 2022

2.04	Complete the development of Overarching National Standards for the Care and Support of Children using Health and Social Care Services and submit for ministerial approval	July 2022
2.05	Develop a process for reviewing and updating existing National Standards	December 2022
2.06	Commence the review of Health Identifiers eHealth service	December 2022
2.07	Report on how the work of the Health Technology and Assessment and Health Information and Standards Directorates impacts on the wider health and social care environment	June 2022
2.08	Working with the National Patient Safety Office in the Department of Health, prepare for commencement of the Patient Safety (Notifiable Patient Safety Incidents) Bill as it relates to an expansion in HIQA's remit in the monitoring of healthcare services	December 2022
2.09	Working with the Department of Health, prepare for the commencement of regulatory functions assigned to HIQA through the Human Tissue (Transplantation, Postmortem, Anatomical Examination, and Public Display) Bill	December 2022
2.10	Complete the planned programme of inspection in the acute and community sector against the Medical Exposures to Ionising Radiation regulations outlined in SI 256 of 2018	December 2022
2.11	Complete the planned programme of regulatory self-assessment exercise, against Medical Exposures to Ionising Radiation regulations outlined in SI 256 of 2018, with dental undertakings	December 2022
2.12	Continue work to establish national diagnostic reference levels for Medical Exposures to Ionising Radiation, with a focus on interventional radiology, cardiology procedures, nuclear medicine and PET imaging	December 2022
2.13	Receive, assess and respond as appropriate to significant events of accidental and unintended medical exposures to ionising radiation, in accordance with requirements outlined in SI 256 of 2018, to include publication of a 2021 overview report	December 2022
2.14	Complete year two of a thematic programme of inspection of the governance of statutory foster care services	December 2022

2.15	Carry out a monitoring programme of inspection of Special Care Units and issue a notice of proposed decision (NOPD) in response to an application for a new registration or an application to vary or remove a condition of registration of a special care unit using inspection where necessary to inform those proposals	December 2022
2.16	Receive and risk rate all solicited and unsolicited information across children's centres and services and respond accordingly through risk-based inspections in a timely manner	December 2022
2.17	Issue a Notice of Proposed Decision (NOPD) 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 2022
2.18	Issue a Notice of Decision (NOD) for designated centres for people with disabilities in response to an application for a new registration, or an application to vary or remove a condition of registration	December 2022
2.19	Issue a Notice of Proposed Decision (NOPD) for designated centres for older people 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 2022
2.20	Issue a Notice of Decision (NOD) for designated centres for older people in response to an application for a new registration, or an application to vary or remove a condition of registration	December 2022
2.21	Conduct a programme of inspection of designated centres for older people that includes a focus on infection prevention and control as well as other requirements deemed necessary by the Chief Inspector	December 2022
2.22	Conduct a programme of inspection of designated centres for people with disabilities that includes a focus on infection prevention and control as well as other requirements deemed necessary by the Chief Inspector	December 2022

3.Ensure the voice of service users is central to our work

We will actively seek the opinions and experiences of service users and use this information to inform the planning, delivery and outcome of our work.

Over the next three years we will:

- Meet and speak with services users during the course of regulatory work in health and social care services and include their opinions and experiences when designing regulatory programmes.
- 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.
- Engage with service users when developing recommendations to inform national policy and strategy in relation to the collection, use and sharing of health information.

We will know we are successful in 2024 by having:

- Included the experiences of people who use health and social care services in our regulatory reports.
- Demonstrably increased our engagement with service users across all of our work programmes.
- Measured people's experiences of services (including acute, maternity, maternity bereavement, nursing homes and end of life) through the National Care Experience Programme and reported our findings to the public.
- Demonstrated meaningful engagement with services users and their representatives in planning and developing our work programmes.

Business plan objectives		Target date
3.01	Report on the National Inpatient Experience Survey (NIES) 2021 and develop, implement and report on the NIES 2022	November 2022
3.02	Implement the National Maternity Bereavement Experience Survey	November 2022
3.03	Deliver and report on National Nursing Home Experience Survey	December 2022
3.04	Commence the National End of Life Survey	December 2022
3.05	Implement and conduct an evaluation of two self-service models for individual hospitals to administer and manage their own surveys on patient experience	December 2022

3.06	Deliver a programme of engagement with residents and children of social care services and report on this engagement in our inspection and overview reports	December 2022
3.07	Design a methodology and survey tool to gather feedback from social care service providers	December 2022

4. Provide robust, high quality evidence to inform practice, planning policy and decision-making

We will use our knowledge, information and research to assist and advise policy-makers, planners and service providers in the development of policy and decisions.

Over the next three years we will:

- Undertake regulatory research to enhance and inform improvements in inspection methodologies, guidance, tools, practice, policy and new regulatory commencements.
- Develop recommendations in priority areas for health information in order to influence national policy and legislation and improve Ireland's health information system.
- Produce high-quality health technology assessments (HTAs) and evidence syntheses to inform major health-policy and health-service decisions, including the national response to COVID-19.
- 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.

We will know we are successful in 2024 by having:

- Developed recommendations in priority areas for health information and related national policies.
- Demonstrably contributed to and influenced policy in areas relevant to our remit.
- Conducted high-quality, effective HTAs and evidence syntheses which have been prioritised to add maximum value to healthcare decision-making and supported decision-makers in their use/application.
- Increased and consolidated capacity both in HIQA and across the healthcare system to synthesise evidence to support decision-making.
- Enhanced our profile as a centre of excellence for evidence synthesis nationally and internationally.
- Disseminated our research findings.

Business plan objectives		Target date
4.01	Inform national health information policy by publishing recommendations on a model for the collection, use and sharing of health information in Ireland	August 2022

4.02	Finalise recommendations for a health information standards model for Ireland's health information system to support the delivery of health and social care services in Ireland	October 2022
4.03	Continue to develop recommendations on the implementation of a national portal for health and social care	December 2022
4.04	Finalise recommendations on the ICT enablement of older persons services	July 2022
4.05	Conduct HTAs in accordance with the Board-approved workplan from the 2021 HTA topic prioritisation exercise and conduct the 2022 HTA topic prioritisation exercise	December 2022
4.06	Support the National Screening Advisory Committee in a work plan to be agreed with the Department of Health	December 2022
4.07	Conduct evidence synthesis and provide evidence-based advice to inform the national response to the COVID-19 pandemic	December 2022
4.08	Commence and discharge a function to justify medical ionising radiation practices and screening programmes	December 2022
4.09	Implement the 2022 actions from the Evidence Synthesis Strategy	December 2022
4.10	Conduct international research on nursing home regulatory models to support Government policy on the implementation of the COVID-19 Nursing Homes Expert Panel	December 2022

5. Use our experience to be a trusted voice on quality, safety and human rights in health and social care services

By using our expertise and experience we will provide thought leadership to the wider health and social care system for the benefit of people providing and using services.

Over the next three years we will:

- Communicate widely our experience and learnings from the regulation of health and social care services.
- Continue to position HIQA as thought leaders and key influencers in the development of policy in its areas of expertise.

We will know we are successful in 2024 by having:

- Identified and communicated key areas for action and improvement to relevant government departments, the Oireachtas and the wider public.
- Developed and presented papers based on our evidence and supported by international experience across HIQA's areas of expertise.

Business plan objectives		Target date
5.01	Develop and implement a public affairs programme commencing Q1 2022	December 2022
5.02	Publish a research paper on mortality in residential care services for people with disabilities in Ireland	December 2022
5.03	Publish two research papers which describe the type and incidence of restrictive practice use in nursing homes and disability services	December 2022
5.04	Publish overview reports on the regulation and monitoring of designated centers and children services	July 2022
5.05	Publish an overview report on the monitoring and regulation of healthcare services	December 2022
5.06	Increase awareness of the landscape of home support through the targeted dissemination of HIQA's research in the area of the regulation of homecare	December 2022
5.07	Using our experience, support the Department of Health to deliver on interim regulatory reform of the Health Act 2007 (as amended) and regulations, including continuing to work as part of the Bilateral Regulatory Reform Group on planned legislative reforms as it relates to Chief Inspector's remit in the monitoring of services for older persons in nursing homes	December 2022

5.08	Engage with key stakeholders to advance the recommendations set out in <i>The Need to reform Ireland National Health Information System</i> and inform national health information policy	July 2022
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What we need to be successful

6. Ensure that our key enablers support us to innovate and to excel in the way we carry out our work

HIQA has identified a range of supports that it needs to enable it to deliver its strategic functions efficiently and effectively and to innovate and excel in the way in which it executes its work.

Key Enablers

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.

Over the next three years we will:

- Ensure that the organisational structure, and the skills, competencies and behaviours of our people are true to our values and enable optimal delivery of the Corporate Plan 2022-2024.
- 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.

We will know we are successful in 2024 by having:

- Clear development pathways through recruitment, management processes and learning and development programmes.
- A fit-for-purpose organisational structure underpinned by a robust succession plan and human resources operating model.
- An agile organisation with a flexible and innovative workforce and an enhanced capacity to manage organisational change and growth.
- Demonstrated through staff engagement that we are an employer of choice with an enhanced employee experience with a more engaged workforce and a supportive workplace environment.

Business plan objectives		Target date
6.1.01	Deliver a programme of recruitment and selection in line with the HIQA workforce plan 2022	December 2022
6.1.02	Implement the remaining actions from the HIQA Learning and Development Strategy 2020–2022 to address the competency needs of the organisation	December 2022
6.1.03	Implement the HIQA Future of Work Blended Working Model	June 2022
6.1.04	Develop and implement an internal communications programme commencing in Q1 2022	December 2022
6.1.05	Develop the organisational structure and workforce to ensure it continues to be fit for purpose to meet current and future functions	December 2022

6.2 Research excellence

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

Over the next three years we will:

- Develop and enhance our processes so that we maintain high-quality evidence synthesis and research outputs.
- Continue to develop our research capacity and capability ensuring consistent best practices in carrying out research work aligned with our objectives.
- Contributed to the national and international body of evidence on methodologies aligned to our functions.

We will know we are successful in 2024 by having:

- Developed a centralised research unit that will foster a community of relevant research practice, assist HIQA teams to identify national and international opportunities for research projects aligned to HIQA objectives, coordinate cross-organisational research activity and manage academic partnerships.

Business plan objectives		Target date
6.2.01	Develop the analytical and research function of the National Care Experience Programme, strengthening links with academic and other partners to maximise the value, usage and understanding of survey data and findings	December 2022
6.2.02	As part of the organisational restructuring, establish and resource a central resource unit to support HIQA in achieving research excellence	December 2022

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

Over the next three years we will:

- Ensure that HIQA is fully prepared to respond to any changes to its remit arising from legislation or changes to policy, particularly in the light of lessons learned from the pandemic.
- Remain responsive to relevant issues and challenges in the health and social care environment.
- Expand and consolidate the capacity to conduct and use evidence synthesis and knowledge generation both in HIQA and across the health system.

We will know we are successful in 2024 by having:

- Successively managed change resulting from new legislation or policy developments impacting on our remit.
- Maintained capacity to respond appropriately to unexpected issues that will have arisen and required interventions from HIQA.
- Increased and consolidated the capacity both in HIQA and across the healthcare system to synthesise evidence to support decision-making.

Business plan objectives		Target date
6.3.01	Commission additional offices space in Cork and new space in Galway to meet the future requirements of the organisation	September 2022
6.3.02	Provide strategic legal advice and support on HIQA's preparation and implementation of additional functions in line with the Programme for Government	December 2022
6.3.03	Expand the Project Management Office to deliver innovative projects in an agile manner to deliver business projects	December 2022
6.3.04	Update business continuity plan processes and procedures and simulate the business continuity exercise	December 2022

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.

Over the next three years we will:

- Implement our Digital and Data Transformation Strategy taking a “digital first” approach to how we conduct business and implement online solutions and technologies to innovate in how we work and engage.
- Implement technical systems and infrastructure as part of our Digital and Data Transformation Strategy.
- Provide innovative digital and data solutions to significantly improve efficiency by eliminating paper-based interactions.

We will know we are successful in 2024 by having:

- Introduced new technologies, business processes and solutions to enhance the way we communicate and engage with stakeholders both internally and externally.
- Delivered a replacement modern digital solution for regulating social care and healthcare sectors.
- Implemented a business intelligence and data roadmap, that ensures data is used to increase efficiency in our organisation and to drive quality and safety in health and social care services.

Business plan objectives		Target date
6.4.01	Deliver the strategic PRISM replacement project in line with the agreed plan	December 2022
6.4.02	Deliver projects agreed under the scope and remit of the Programme Governance Board (PGB) with a specific focus on Digital and Data Transformation	December 2022
6.4.03	Adapt to an agile delivery model for business and Information Division to implement solutions faster	July 2022
6.4.04	Roll out cloud-based technologies to improve stakeholders collaboration	September 2022
6.4.05	Implement a corporate-wide modern business intelligence solutions as per the agreed plan and the roadmap	December 2022

6.4.06	Define and agree corporate policies covering data management, data security and data governance, and maintain strong information governance focus on projects and day-to-day operations	December 2022
6.4.07	Increase staff awareness on cyber security and deliver ongoing cyber security training	December 2022
6.4.08	Develop and deliver a plan for engaging with stakeholders using a "digital first" approach	December 2022

6.5 Collaborative, constructive relationships

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

Over the next three years we will:

- Ensure ongoing engagement with stakeholders, including the wider public, to generate and build awareness of HIQA's statutory remit and its work programme and to maintain trust and confidence in the organisation.
- Explore opportunities to consolidate and expand our collaborations with national and international partners to enhance the continued quality and efficiency of our work.

We will know we are successful in 2024 by having:

- Developed strong relationships with key stakeholders and continuously worked to identify areas of mutual interest and opportunity for collaboration and partnership.
- Engaged in innovative ways of using up-to-date communications methods, ensuring we are accessible and available to stakeholders.
- Demonstrated that stakeholders have confidence and trust in the organisation and value our work and its impact.
- Contributed to the production of joint outputs through collaboration with national and international peer organisations and academic partners.

Business plan objectives		Target date
6.5.01	Participate in international collaborations to facilitate shared learning in Health information, Standards, National Care Experience Programme and Health Technology Assessment, including supporting the implementation of the forthcoming EC Regulation on HTA	December 2022
6.5.02	Facilitate fellowship, internship and PhD opportunities and undertake collaborative projects and grant applications that complement our programmes of work in partnership with academic bodies	December 2022
6.5.03	Implement the Communications and Stakeholder Engagement Strategy 2022–2024	December 2022
6.5.04	Support the work of the National Clinical Effectiveness Committee by participating in the Committee and its methodology sub-group and by providing technical expertise to its prioritisation and appraisal teams	December 2022

6.5.05	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 2022
6.5.06	Review our Joint Working Arrangements to ensure our cooperation with our external partners can work effectively	December 2022
6.5.07	Complete the actions in the Collaboration in Ireland for Clinical Effectiveness Review (CICER) 2022 work plan to be agreed with the Clinical Effectiveness Unit in the Department of Health	December 2022

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 in compliance with the relevant codes and legislation.

Over the next three years we will:

- Implement processes, systems and structures that support the organisation to use its resources effectively and efficiently to deliver its objectives.
- Develop a strategy and action plan to reduce our impact on the environment and contribute to the wider sustainability agenda (including the delivery of the UN Sustainable Development Goals in areas where this is relevant to the work of HIQA).

We will know we are successful in 2024 by having:

- Reviewed our internal operating systems and structures to ensure delivery of our corporate strategy.
- Demonstrated that HIQA has taken account of sustainability in all of its activities (and the UN Sustainable Development Goals are fully embedded in all relevant activities).
- Ensured that we are compliant with all relevant legislation, regulations, standards and codes of practice relevant to our functions and operations.

Business plan objectives		Target date
6.6.01	Develop a Sustainability Action Roadmap setting out how sustainability will be incorporated in the work of HIQA and how it will deliver on its energy efficiency and greenhouse gas emissions reduction targets. Deliver the actions identified in year 1 of the Roadmap.	December 2022
6.6.02	Revise HIQA's governance material and provide support to the Board and its committees.	December 2022
6.6.03	Develop an organisation-wide administrative scheme of delegation	December 2022

6.7 High-quality processes

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

Over the next three years we will:

- Demonstrate HIQA's commitment to quality.
- Listen to our stakeholders by seeking their feedback and taking appropriate account of it in our planning and decision-making.

We will know we are successful in 2024 by having:

- Achieved certification in quality management and retaining our NSAI Excellence through People and Corporate Governance accreditations.
- Developed formal processes for stakeholder consultation including formalising their feedback across all of our functions.

Business plan objectives		Target date
6.7.01	Procure and commence the implementation a new finance system, aligned with the Digital and Data Transformation Strategy, that meets the future requirements of the organisation	December 2022
6.7.02	Implement the year three actions arising out of HIQA's Quality and Risk Strategy and draft a successor strategy	December 2022
6.7.03	Implement a project plan for achieving ISO 9001:2015 certification	December 2022
6.7.04	Deliver the 2022 quality assurance programme and internal audit plan	December 2022
6.7.05	Establish a methodology for ensuring high-quality processes across the organisation	December 2022
6.7.06	Identify corporate requirements for a learning and development management system	December 2022

Appendix 1 – Financial Resources Summary 2022

Revenue	€'000
Department of Health	25,442
Annual and registration fees	7,057
Other income	1,684
	<u>34,183</u>
Expenditure	
Chief Executive's Office (including legal)	1,789
Regulation of Social Care	12,655
Regulation of Healthcare	2,093
Health Technology Assessment	2,431
Health Information and Standards	4,226
Communications and Stakeholder Engagement	662
Information Technology	3,866
Shared Costs and Corporate Services	5,203
Pension costs	1,258
	<u>34,183</u>

Appendix 2 – Human Resources Summary

Headcount	Projected December 2022
Chief Executive's Office (including legal)	12
Regulation of Social Care	181
Regulation of Healthcare	26
Health Technology Assessment	27
Health Information and Standards	42
Communications and Stakeholder Engagement	9
Information Technology	24
Corporate Services	27
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	348



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agus Cáilíocht Sláinte



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For further information please contact:
[Health Information and Quality Authority](#)
George's Court, George's Lane
Smithfield, Dublin 7
D07 E98Y

+353 (0)1 8147400
info@hiqa.ie
www.hiqa.ie

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