



**Health  
Information  
and Quality  
Authority**

An tÚdarás Um Fhaisnéis  
agus Cáilíocht Sláinte

# **Business Plan 2012**

**April 2012**

*Safer Better Care*



## About the Health Information and Quality Authority

The Health Information and Quality Authority is the independent Authority established to drive continuous improvement in Ireland's health and social care services.

The Authority's mandate extends across the quality and safety of the public, private (within its social care function) and voluntary sectors. Reporting directly to the Minister for Health, the Health Information and Quality Authority has statutory responsibility for:

**Setting Standards for Health and Social Services** — Developing person-centred standards, based on evidence and best international practice, for health and social care services in Ireland (except mental health services)

**Social Services Inspectorate** — Registration and inspection of residential centres for older people and when commenced centres for children, and people with disabilities. Inspecting children detention schools and foster care services.

**Monitoring Healthcare Quality** — Monitoring standards of quality and safety in our health services and investigating as necessary serious concerns about the health and welfare of service users

**Health Technology Assessment** — Ensuring the best outcome for the service user by evaluating the clinical and economic effectiveness of drugs, equipment, diagnostic techniques and health promotion activities

**Health Information** — Advising on the collection and sharing of information across the services, evaluating information and publishing information about the delivery and performance of Ireland's health and social care services

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## **1 Introduction**

The primary objective of the Health Information and Quality Authority (the Authority) as stated in the Health Act 2007 (the Act), is to promote safety and quality in the provision of health and personal social services for the benefit of the health and welfare of the public.

Since its establishment in 2007, the Authority has succeeded in delivering a range of core functions for both the regulatory and the improvement elements of its work. The Programme for Government 2011 envisages substantial changes to how health and social care services are organised and delivered. It also sets out a range of additional functions that are likely to be assigned to the Authority in the coming years. This Business Plan sets out the work to be undertaken to accommodate future regulatory changes.

In all that it does the Authority is conscious of the extremely difficult economic environment and the severe pressures on public finances. The Authority will do all that it can to ensure that it makes the best possible use of the resources entrusted to it. It is essential in the continued development of the Authority's existing functions and the potential commencement of further functions that the Authority is responsive and flexible in how it approaches and implements its remit. During 2012 the Authority will continue to review and challenge how it is organised and how it carries out its functions to ensure that it delivers an efficient and effective service to ensure value for public money. In 2012, the Authority plans to implement an organisational review to make the best use of its existing and varied talents, to become more process-driven, more efficient and effective, in order to provide the biggest impact for service users through its work in these challenging times.

The Authority's second corporate plan, published in 2010, describes its direction and focus for 2010 to 2012. The central goal for the Authority when developing the corporate plan was that our work adds value and delivers maximum benefit to people using our health and social care services. For that reason, a set of criteria was applied when developing the activities for the Authority over that three-year period and these criteria have also been applied to the objectives included in this Business Plan. The criteria are described in detail in Appendix 1 and include consideration of:

- the impact of our work
- the 'real' improvements we want to achieve
- the 'implementability' of our work in the current environment
- alignment with the direction of national policies
- optimum use of our resources.

In addition to this key focus on maximising value for money and delivering maximum impact for that money, other priorities for the Authority during 2012 are aimed at progressing the object of the Authority "to promote the safety and quality in the

provision of health and personal social services for the benefit of the health and welfare of the public"<sup>1</sup>.

These include:

- By the end of June 2012, completing the registration of all designated centres for dependent persons (services for older people) and commencing the registration renewal programme.
- Launching the *National Standards for Safer Better Healthcare* and associated guidance and conducting an education and awareness-raising campaign with providers.
- Continuing the inspection programme for children in care (foster care, children's residential services, detention schools and special care units), and for the first time, developing and implementing an inspection programme for child protection and welfare services.
- Completing standards and guidance on National Health Information Resources and technical standards for the interoperability of information systems and working with other stakeholders on the progression of the Individual Health Identifier (IHI).
- Ensuring that the health technology assessments (HTAs) and efficiency reviews undertaken by the Authority are relevant to the system and focus on supporting the challenges of investment and disinvestment decisions and how services are designed.

It is important to the Authority that the right balance is struck between our regulatory activities and our other statutory activities that are aimed at achieving sustainable improvements in quality, safety and informed decision-making in the wider health and social system. This Business Plan for 2012 reflects this balance.

During the year the Authority will refresh and renew its strategy through commencing a planning process for its *Corporate Plan 2013 – 2016*. Conscious of the major changes planned to the health and social care system, the Authority will work closely with the Minister for Health, the Minister for Children and Youth Affairs, and their officials in ensuring that any resulting changes in the priorities for the organisation are managed and delivered effectively.

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<sup>1</sup> Health Act 2007, Section 7: Object of the Authority

## 2 Our vision, mission and core values

The vision, mission and values of the Authority can be described as the central basis of the organisation, which in turn informs the selection of activities and the approach we adopt to implement them.

### **Our vision**

Our vision is for better health and social care for all, underpinned by standards and decisions that improve the safety and quality of health and social care services.

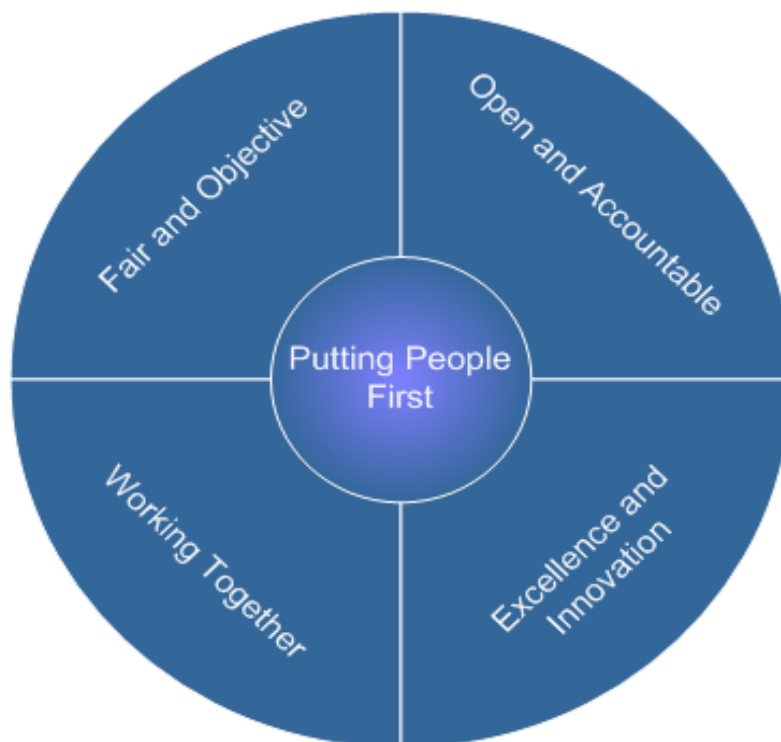
### **Our mission**

The mission of the Authority is derived from the statutory functions described in the Health Act 2007, and is to:

***"Drive high quality and safe care for people  
using our health and social services."***

### **Our values**

The Authority's core values are stated below and illustrated in Diagram 1.



**Diagram 1: Core values of the Authority**

**Putting people first** – we will put the needs and the voices of service users, and those providing the services, at the centre of all of our work.

**Fair and objective** – we will be fair and objective in our dealings with people and organisations, and undertake our work without fear or favour.

**Open and accountable** – we will share information about the nature and outcomes of our work, and accept full responsibility for our actions.

**Excellence and innovation** – we will strive for excellence in our work, and seek continuous improvement through self-evaluation and innovation.

**Working together** – we will engage with people providing and people using the services in developing all aspects of our work.



### **3 Our future strategy**

#### **3.1 Strategic objectives for 2010 – 2012**

The Authority's strategic objectives, as set out in our Corporate Plan for the period from 2010 to 2012, are as follows:

1. To develop effective regulatory systems for the quality and safety of health and social care that include national quality and safety standards, assessment and monitoring processes, measures and indicators.
2. To implement a high impact regulatory programme that includes registering services as appropriate, monitoring performance through inspection against national standards, investigating potential risks to the health and welfare of service users and reporting publicly on our findings.
3. To set standards to drive the efficient and effective use of health information and Information Communications Technology to improve the quality and safety of health and social care.
4. To inform investment, or disinvestment, decisions that are safe, effective, maximise population health and wellbeing and achieve good value for money.
5. To promote health and social services excellence by delivering a structured programme aimed at identifying and sharing good practice, building capacity and capability through the better use of resources and facilitating focused activity in proven safety interventions.
6. To demonstrate, by 2012, that the Authority operates as an effective, efficient and well-governed organisation that positively impacts on health and social care services.

These three-year objectives have been formed and structured with the people who use our health and social care services firmly in mind and are based on the fact that our work must enable improvements in the quality and safety of these services. The annual objectives set out in this document represent the third year's work programme aimed at progressing the strategic objectives above.

#### **3.2 Required resources**

This Business Plan has been developed on the basis of the resources made available to the Authority for 2012. If these resources are reduced then the objectives that are stated in this Business Plan may need to be revised. Equally, if additional functions are assigned to the Authority, additional resources will be required, particularly in

relation to human resources. However, the Authority is acutely aware of the prevailing economic climate and it is essential that 'what we do', and 'how we do it' utilises existing resources optimally and achieves the maximum impact for people in our health and social care services.

Similarly, and where appropriate, our approach has been to work with other stakeholders to enable a number of staff to transfer from other parts of the health system, as new functions are commenced in the Authority, in order to optimise the skills, resources and talent currently available within the public sector.

We will continue to leverage, where appropriate, the skills, expertise and services of other organisations so that duplication of effort is avoided and collaboration is promoted.

A summary of the Authority's budget for 2012 is set out in Appendix 2.

### **3.3 Performance measurement and risk management**

The Authority continues to develop its internal systems and infrastructure so that we can maximise performance and ultimately measure performance, and manage and mitigate risks. This is especially important in the current environment given that we must be able to provide tangible evidence of the impact that we have on the quality and safety of services.

A system of key performance indicators (KPIs) will continue to be expanded and monitored across a range of functions within the Authority including human resources, finance and key operational activities of the organisation.

### **3.4 Organisation overview**

The mission and values of the Authority provide the basis for the implementation of our activities. Our vision (better health and social care for all, underpinned by standards and decisions that improve the safety and quality of health and social care services) is aligned to the object of the Authority as stated in the Health Act 2007. Therefore, our activities aim to transform our statutory remit into our day-to-day activities and engagement.

The current organisational structure of the Authority reflects the functions in the Health Act 2007 and there are four Directorates based on these functions, as follows:

- Healthcare Quality and Safety
- Social Services Inspectorate
- Health Technology Assessment
- Health Information.

These Directorates are supported by Communications and Stakeholder Engagement, Corporate Services and the Chief Executive's Office that provide the necessary cross-

organisational support, coordination and infrastructural services necessary to fulfil our functions.

Each of the Directorates is led by a senior person who reports directly to the Chief Executive and who is a member of the Executive Management Team. This Team is responsible for ensuring the effective leadership, management and delivery of the Authority's functions, as outlined in the *Corporate Plan 2010 – 2012*. The organisational structure of the Authority can be seen in Appendix 3.

The overall strategy, priorities and governance arrangements of the Authority are overseen by the Board of the Authority, which is appointed by the Minister for Health. Through the Chairperson of the Board, the Chief Executive Officer of the Authority is accountable to the Board. The Board has established a number of Committees to assist it in its work which are the:

- **Audit and Corporate Governance Committee** whose primary function is to ensure that the Authority meets its relevant statutory functions and to monitor the overall effectiveness of corporate governance, financial management, risk management and internal audit arrangements.
- **Health and Social Care Governance Committee** whose primary role is to monitor the effectiveness of the governance arrangements around the health and social care functions.
- **Information, Research and Technologies Committee** whose role is to monitor the governance around the information, research and technologies functions.
- **Remunerations and Nominations Committee** whose role is to oversee the nominations and remunerations arrangements and organisational development of the Authority.

### 3.5 Directorate Overview

For an overview of the purpose of each Directorate, see Table 1 below.

**Table 1: The purpose of each Directorate**

Directorate	Function overview
<b>Healthcare Quality and Safety (HQS)</b>	Developing person-centred standards for health and social care. Designing and implementing a monitoring programme to promote improvements in quality and safety standards in health. As deemed necessary, will undertake investigations when there are reasonable grounds to believe that there is a serious risk to the health or welfare of a person receiving services.
<b>Social Services Inspectorate (SSI)</b>	Inspecting and registering social care services including residential services for dependent persons (services for older people). Inspecting residential services for children. As deemed necessary, will undertake investigations when there are reasonable grounds to believe that there is a serious risk to the health or welfare of a person receiving services.
<b>Health Information (HI)</b>	Identifying and advising on health information deficiencies, establishing an information governance framework and setting standards for health information and health information systems and evaluating and providing information on the provision of health and social services.
<b>Health Technology Assessment (HTA)</b>	Informing national decision making in the use of resources in our health services, specifically through the assessment (and supporting the assessment) of the clinical and cost-effectiveness of health technologies, in order to support the best outcome for the patient.
<b>Communications and Stakeholder Engagement (CSE)</b>	Coordinating the Authority's communications and stakeholder engagements, with both internal and external audiences, and developing collaborative relationships across health and social care services.

<b>Directorate</b>	<b>Function overview</b>
<b>Corporate Services (CS)</b>	Ensuring that the Authority is fit for our intended purpose, through effective staff welfare, performance, management and recruitment, premises, information systems and other key support services.
<b>Chief Executive's Office (CEO's Office)</b>	Providing oversight, direction and support to enable the Authority to deliver its objectives effectively and efficiently and in a well governed way.

Each Directorate contributes to the overall attainment of the six strategic objectives contained in the *Corporate Plan 2010 – 2012* of the Authority. The Authority also works to develop relationships and partnerships at national and international levels to leverage knowledge, expertise and best practice.

This Business Plan outlines the objectives to be met in 2012, in keeping with our *Corporate Plan 2010 – 2012*. The achievement of these objectives requires Directorates to engage in an integrated way in a wide range of activities.

## 4 Business Plan Objectives 2012

The Business Plan objectives for 2012 are structured within the Authority's overall strategic direction. This will ensure that a longer term focus to drive quality and safety is maintained. Both the strategic objectives and the Business Plan annual objectives, set out below in Table 2, have been developed and structured with the service user and patient firmly in mind and in the knowledge that our work must enable improvements in health and social care services.

**Table 2: Corporate Plan objectives and Business Plan annual objectives**

Relates to Corporate Plan Objective 1	To develop effective regulatory systems in the quality and safety of health and social care that include national quality and safety standards, assessment and monitoring processes, measures and indicators.	
Objective	Business Plan objectives	Target date Q1, 2, 3, 4
1.01	Finalise and launch the <i>National Standards for Safer Better Healthcare</i> and associated guidance.	Q2
1.02	Revise status of the current <i>National Quality Assurance Standards for Symptomatic Breast Disease Services</i> to allow for monitoring activity in line with the <i>National Standards for Safer Better Healthcare</i> .	Q2
1.03	Submit the <i>National Quality Standards for Child Protection Services</i> to the Ministers for Health and for Children and Youth Affairs for approval and subsequent publication.	Q2
1.04	Develop and submit standards for Children's Special Care Units to the Ministers for Health and for Children and Youth Affairs for approval and subsequent publication.	Q4
1.05	Review the draft <i>National Quality Standards: Residential Services for People with Disabilities</i> and incorporate services for children. Submit them to the Minister for Health for approval.	Q3
1.06	Review the implementation of the recommendations of the <i>Pre-hospital Emergency Care Key Performance Indicators for Emergency Response Times</i> .	Ongoing

<b>Relates to Corporate Plan Objective 1 Objective</b>	<b>To develop effective regulatory systems in the quality and safety of health and social care that include national quality and safety standards, assessment and monitoring processes, measures and indicators.</b>	
<b>Objective</b>	<b>Business Plan objectives</b>	<b>Target date Q1, 2, 3, 4</b>
1.07	Commence engagement with key stakeholders on primary care quality assurance schemes.	Q4
1.08	Continue to work with the Department of Health and other stakeholders in relation the introduction of unique identifiers for individuals, organisations and healthcare professionals.	Q4
1.09	Develop methodology to monitor national standards for national health information resources.	Q4
1.10	Complete programme of work for commencement for the monitoring of child protection services.	Q4
1.11	Complete preparatory work for the commencement of registration of special care units.	Q4
1.12	Complete preparatory work for the commencement of regulation of residential services for people with disabilities.	Q4
1.13	Develop and implement memorandums of understanding and operational protocols between the Authority and relevant statutory agencies.	Q1-Q4

<b>Relates to Corporate Plan Objective 2</b>	<b>To implement a high impact regulatory programme that includes registering services as appropriate, monitoring performance through inspection against national standards, investigating potential risks to the health and welfare of service users and reporting publicly on our findings.</b>	
<b>Objective</b>	<b>Business Plan objectives</b>	<b>Target date Q1, 2, 3, 4</b>
2.01	Complete the current registration programme by 30 June 2012 and undertake the registration renewal programme for designated centres for dependent persons (services for older people).	Q1-Q4
2.02	Monitor the compliance of designated centres with regulations and standards on an ongoing basis and take the necessary regulatory actions.	Q1-Q4
2.03	Undertake proactive and reactive regulatory enforcement in relation to non-compliance and/or risk to safety and welfare arising in designated centres.	Q1-Q4
2.04	Inspect services for children in care (foster care, children's residential services, detention schools and special care units) and child protection services.	Q1-Q4
2.05	Complete the programme of work for the commencement of monitoring compliance with the <i>National Standards for Safer Better Healthcare</i> , in: <ul style="list-style-type: none"> <li>▪ acute healthcare services</li> <li>▪ National Ambulance Services.</li> </ul>	Q4
2.06	<ol style="list-style-type: none"> <li>1. Receive, analyse, risk rate and respond to information (direct and indirect) in order to establish compliance with mandated standards.</li> <li>2. Establish if there is a serious risk to the health and welfare of persons receiving health (and social) services and respond under S9 or S8(1)g of the Health Act 2007 where no mandated standards are in place.</li> </ol>	Q3 and ongoing Q4



<b>Relates to Corporate Plan Objective 2</b>	<b>To implement a high impact regulatory programme that includes registering services as appropriate, monitoring performance through inspection against national standards, investigating potential risks to the health and welfare of service users and reporting publicly on our findings.</b>	
<b>Objective</b>	<b>Business Plan objectives</b>	<b>Target date Q1, 2, 3, 4</b>
2.07	Commence a programme of monitoring of acute hospitals' compliance with the <i>National Standards for the Prevention and Control of Healthcare Associated Infections</i> .	Q4
2.08	Monitor national compliance with the <i>National Quality Assurance Standards for Symptomatic Breast Disease Services</i> .	Ongoing
2.09	Conclude the investigation and launch the report of the Adelaide and Meath Hospital, Dublin Incorporating the National Children's Hospital for patients who require acute admission, in May 2012.	Q2

<b>Relates to Corporate Plan Objective 3</b>	<b>To set standards to drive the efficient and effective use of health information and information and communications technology to improve the quality and safety of health and social care</b>	
<b>Objective</b>	<b>Business Plan objectives</b>	<b>Target date Q1, 2, 3, 4</b>
3.01	Make recommendations as required to support the sustainable and scalable development of eHealth.	Ongoing
3.02	Develop technical standards to support the interoperability of health information systems in prioritised areas.	Q4
3.03	Finalise the standards and guidance for major national health information resources.	Q3
3.04	Scope the development and implementation of a national health data dictionary.	Q4

<b>Relates to Corporate Plan Objective 4</b>	<b>To inform investment, or disinvestment, decisions that are safe, effective, maximise population health and wellbeing and represent good value for money</b>	
<b>Objective</b>	<b>Business Plan objectives</b>	<b>Target date Q1, 2, 3, 4</b>
4.01	Carry out a defined number of system-wide health technology assessments (HTAs) and efficiency evaluations dependent upon complexity and priorities.	Q4
4.02	Develop and disseminate national HTA guidelines.	Q4
4.03	Support implementation of the national HTA policy framework.	Q4
4.04	Support the work of the National Clinical Effectiveness Committee.	Q4
4.05	Strengthen resources and structures to enable the undertaking of HTAs and other evaluations in accordance with required standards of practice.	Q4

<b>Relates to Corporate Plan Objective 5</b>	<b>To promote health and social services excellence by delivering a structured programme aimed at identifying and sharing good practice, building capacity and capability through the better use of resources and facilitating focused activity in proven safety interventions.</b>	
<b>Objective</b>	<b>Business Plan objectives</b>	<b>Target date Q1, 2, 3, 4</b>
5.01	Conduct an education and awareness-raising campaign for the <i>National Standards for Safer Better Healthcare</i> .	Q4
5.02	As part of phase 1 of a structured improvement programme: <ul style="list-style-type: none"> <li>▪ Develop guidance to support the implementation of the <i>National Standards for Safer Better Healthcare</i> including guidance for: <ul style="list-style-type: none"> <li>– the use of metrics</li> <li>– ambulance services</li> <li>– information governance</li> </ul> </li> <li>▪ Identify further associated guidance as appropriate.</li> </ul>	Q4
5.03	Organise and facilitate workshops to progress the awareness of health information standards for stakeholders and relevant parties.	Q3
5.04	Establish regional seminars for providers and managers of designated centres for dependent persons.	Q3
5.05	Scope the development of national standards for approved research ethics committees.	Q4
5.06	Contribute to international and European collaborative projects in accordance with work plans, including the EUnetHTA Joint Action, Euroscan, INAHTA, HTAi and the EU Joint Action on patient safety and quality of healthcare.	Q4
5.07	Optimise the Authority's website and online channels to deliver engaging communications on the work of the Authority.	Q4
5.08	Build internal communications further to support the change initiatives underway in the Authority.	Q4

<b>Relates to Corporate Plan Objective 6</b>	<b>To demonstrate, by 2012, that the Authority operates as an effective, efficient and well-governed organisation that positively impacts on health and social care services.</b>	
<b>Objective</b>	<b>Business Plan objectives</b>	<b>Target date Q1, 2, 3, 4</b>
6.01	As part of our quality management system develop common methodology, with appropriate specialisation, for monitoring compliance across all regulated services and functions and inspecting against standards.	Q1-Q4
6.02	Complete and implement a business intelligence strategy and work programme for 2012.	Q2
6.03	Coordinate projects to strengthen the internal management and governance of the Authority.	Q4
6.04	Deliver the learning and development programme for staff of the Authority.	Q4
6.05	Procure and plan the implementation of a financial management information system which processes financial transactions and produces management information.	Q4
6.06	Continue to upgrade and improve the Authority's information technology infrastructure and productivity tools.	Q4
6.07	Provide infrastructural, developmental and operational support for ongoing and any additional functions of the Authority.	Q4
6.08	Continue to build and improve on the public and parliamentary profile of the Authority.	Q1-Q4
6.09	Implement the quality-improved process for all Authority public-facing report and publications.	Q1-Q4
6.10	Implementation of redesigned organisational structure of the Authority.	Q4

## **5 Core operational activities**

In addition to the Business Plan objectives, there are day-to-day operational business activities that govern the implementation of the Authority's functions.

### **5.1 Corporate governance**

Being in receipt of public money places an obligation on the Authority to ensure that activities are carried out in an efficient and effective manner and in a way that always represents best value for money.

To further the Authority's Strategic Objective 6, there are a number of corporate initiatives aimed at ensuring that we develop and embed our corporate governance arrangements and internal business processes.

### **5.2 Corporate Services**

The activities of the Corporate Services Directorate relate to the core functions of finance, human resources, information technology, facilities management and a range of other compliance issues.

Much of the work is operational in nature aimed at ensuring there are solid underpinnings to support the work of the Authority, enable efficiency and cost effectiveness and compliance with all regulatory requirements. During the year there will be a focus on implementing the learning and development programme, procuring a financial management system and developing the operational infrastructure to support the current and planned future functions of the Authority

### **5.3 Communications and Stakeholder Engagement**

The Communications and Stakeholder Engagement Directorate has responsibility for the coordination of all of the Authority's communications, both internally and externally, and for providing strategic advice and direction on consultation and stakeholder engagement.

The Directorate works to promote the work of the Authority through continuous proactive media engagement and ensures that all communications from the Authority is consistent, transparent, public-friendly and timely. The Communications team has corporate responsibility for the management of the publication of all public-facing Authority reports, which are published on the Authority's website.

Through its public and parliamentary affairs function, the Communications team ensures that the Authority remains accountable to Government and the Houses of the Oireachtas, ensuring that accurate and up-to-date information is provided in a timely manner and that all parliamentary questions are responded to.

## 5.4 Chief Executive's Office

The operational activities of the Chief Executive's Office include coordinating the planning, monitoring and measurement of the business of the Authority. It includes:

- corporate governance
- strategic and business planning
- performance measurement and reporting (including risk management)
- legal services.

The Chief Executive's Office provides essential support for the Board of the Authority and the Committees of the Board. This helps to ensure that the Authority meets its statutory requirements under the Health Act 2007.

## 6 Conclusion

Since establishment, the Authority has been actively developing its regulatory role. There has also been significant development of the health information and health technology assessment (HTA) functions. All of this work has been aimed at furthering the object of the Authority as per the Health Act 2007 (*to promote safety and quality in the provision of health and personal social services for the benefit of the health and welfare of the public*). In addition to this work, the Authority is consciously developing its role in providing guidance and support to providers and staff as they attempt to make sustainable improvements in the services they provide.

Because our object is to promote safety and quality in the provision of health and personal social services for the benefit of the health and welfare of the public, we must also ensure that we deliver value, through our work, to the wider health and social system. Ultimately, the Authority's work must impact significantly on the quality of the public's experience of health and social services. Therefore, when developing our objectives, we have focussed on the public and applied a set of prioritisation criteria when deciding on our objectives so that what we do delivers the most significant and positive impact to those in receipt of services (see Appendix 1).

During 2012, we will focus on a series of key patient safety initiatives including medication safety and launching the *Draft National Standards for Safer Better Healthcare*. These standards will provide us with the means and the scope to monitor services in a more comprehensive way. Work on scoping a regulatory approach for the future licensing of healthcare services will be an important area for development by the Authority.

The regulation of designated centres for dependent people (services for older people) will continue to form part of the Authority's work programme. Work on standards including submission of *National Quality Standards for Child Protection Services* to the Minister, developing Standards for Special Care Units and reviewing

*National Quality Standards: Residential Services for People with Disabilities*  
incorporating services for children will all be important areas of work. In addition, further development and expansion of the HTA function will be very relevant given the current economic climate. The Authority will, through its work, help the wider system to focus on ensuring that investment and disinvestment decisions are well informed and deliver the best value in terms of effectiveness and cost to the public.

Adding value is central to our ethos. Therefore, reducing duplication and maximising efficiency are always aims of the Authority. For that reason, in 2012, we will continue to examine our processes so that they are as lean and efficient as possible and we will respond to the views of our stakeholders in this context.

The role of the staff of the Authority should be acknowledged. Their hard work and commitment has been tremendous. The Board and the Chief Executive would like to express sincere gratitude to them for their continued dedication.

Sincere thanks are also due to the Minister for Health and the Minister for Children and Youth Affairs and their respective officials for their continued engagement with the Authority – and to the many other individuals and organisations that have assisted us – in our work to improve the quality and safety and learning in our health and social services for the benefit of people and patients using the services and also for those providing them.

## Appendix 1

### Prioritisation Criteria

We are very aware that innovation and imagination are necessary, particularly in the current economic climate, to obtain maximum impact for the public funds allocated and we will therefore be proactive in applying this approach to our activities. To maximise the impact of our activities, we have applied the criteria set out in the following table in deciding our objectives.

<b>1. Impact</b>	Level of system impact not necessarily in terms of numbers directly affected but rather with the potential for a 'ripple effect' across the system.
<b>2. Improvability</b>	Improvement is a real and achievable aim in the current context.
<b>3. Implementability</b>	Can be realistically implemented in an environment characterised by capacity and capability challenges outlined in the Quality and Safety Mode.
<b>4. Alignment</b>	Aligned with and complements existing national policy and priorities.
<b>5. Use of HIQA resources</b>	Optimises use of HIQA resources.



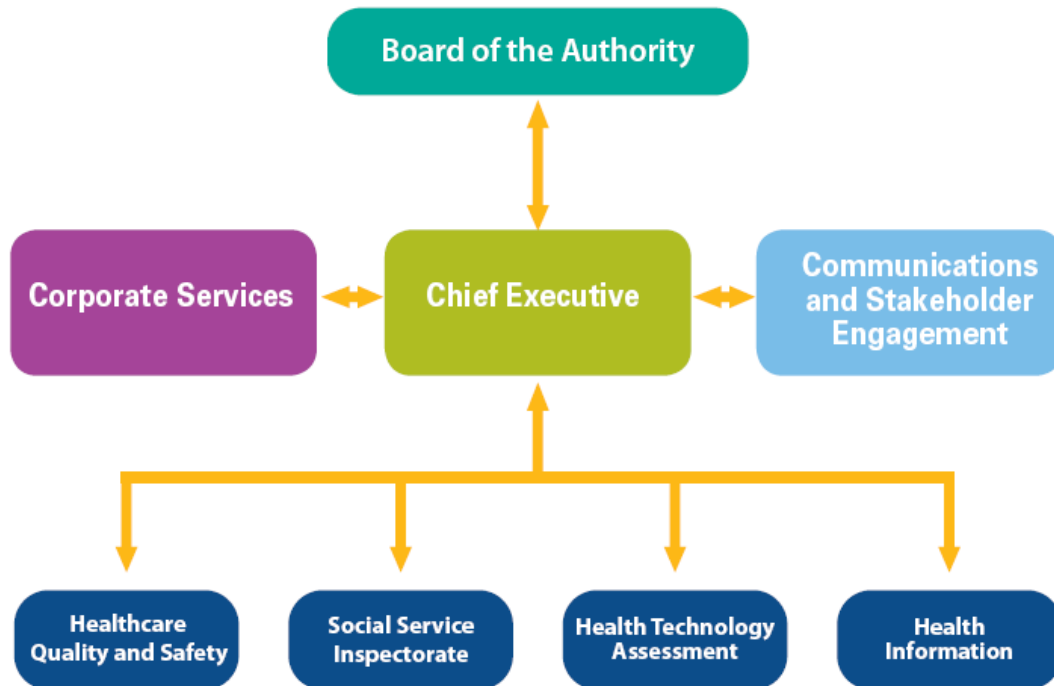
## Appendix 2

### Budgetary summary 2012

<b>Revenue budget for 2012</b>	<b>€'000</b>
Department of Health	13,000
Other income	4,941
	<b>17,941</b>
<b>Expenditure</b>	
Chief Executive's Office	1,359
Healthcare Quality and Safety	1,076
Social Service Inspectorate (including inspection and registration of residential care centres for dependent persons (services for older people)	7,348
Health Technology Assessment	520
Health Information	812
Communications and Stakeholder Engagement	593
Shared Costs and Corporate Services	4,117
Pension costs	442
Regulatory development	1,674
	<b>17,941</b>

## Appendix 3

### Health Information and Quality Authority organisational structure



It is estimated that the Authority will have 190 staff in post at the year end.

**Published by the Health Information and Quality Authority.**

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