



**Health
Information
and Quality
Authority**

An tÚdarás Um Fhaisnéis
agus Cáilíocht Sláinte

Business Plan 2013

Safer Better Care

About the Health Information and Quality Authority

The Health Information and Quality Authority (HIQA) is the independent Authority established to drive continuous improvement in Ireland's health and personal social care services, monitor the safety and quality of these services and promote person-centred care for the benefit of the public.

The Authority's mandate to date extends across the quality and safety of the public, private (within its social care function) and voluntary sectors. Reporting to the Minister for Health and the Minister for Children and Youth Affairs, 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 those health and social care services in Ireland that by law are required to be regulated by the Authority.
- **Social Services Inspectorate** – Registering and inspecting residential centres for dependent people and inspecting children detention schools, foster care services and child protection services.
- **Monitoring Healthcare Quality and Safety** – Monitoring the quality and safety of health and personal social care services and investigating as necessary serious concerns about the health and welfare of people who use these services.
- **Health Technology Assessment** – Ensuring the best outcome for people who use our health services and best use of resources by evaluating the clinical and cost effectiveness of drugs, equipment, diagnostic techniques and health promotion activities.
- **Health Information** – Advising on the efficient and secure collection and sharing of health information, evaluating information resources and publishing information about the delivery and performance of Ireland's health and social care services.

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1 Introduction

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

Since our establishment in 2007, the Authority has continued to deliver a range of core functions for both the regulatory and the improvement elements of our work. The Programme for Government, published in 2011, envisaged substantial changes to how health and social care services are organised and delivered. This was set out in further detail in *Future Health: A Strategic Framework for Reform of the Health Service 2012-2015*, published in November 2012. This programme has major implications for the Authority. It includes the establishment of a Patient Safety Agency which is intended to improve the safety of patient care as well as proposals for merging the regulatory functions of the Mental Health Commission with the Authority.

From a review of the Programme for Government, it is clear that there are also a range of additional functions to be considered for assigning to the Authority in the coming years. This Business Plan sets out the programme of work to be undertaken by the Authority in 2013 to meet our core functions whilst also accommodating, where possible, the future implications for the Authority from these proposed changes.

In all that we do the Authority is conscious of the difficult economic environment and the continued pressures on public finances and we will do all that we can to ensure that we make the best possible use of the resources entrusted to us. In the continued development of existing functions, and in the commencement of further functions, the Authority will continue to be responsive and flexible in how we approach and implement our remit.

During 2013, in the Authority we will continue to review and challenge how we operate and how we carry out our functions to ensure that it delivers an efficient and effective service, ensuring value for public money. The Authority will do this by continuing to strive to make the best use of our existing resources in order to provide the biggest impact possible for service users through our work in these challenging times.

At the end of 2012 the Authority's Corporate Plan 2010 -2012 came to an end and an extensive process of consultation and engagement was entered into to develop a new three-year corporate plan.

In developing the new Plan, the Authority adopted an approach which illustrates clearly what our priorities over the next three years will be. This included describing the outcomes the Authority intends to achieve for our stakeholders and the activities to be undertaken to deliver on these outcomes over the three years.

The successful delivery of this Plan depends on internal and external core factors, therefore there has been considerable focus on this which will better enable the Authority succeed in achieving our mission.

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 *to drive high quality and safe care for people using our health and social care services.*

Mission and Corporate Values

We exist to promote sustainable improvements, safeguard people using health and social care services and support informed decisions on how services are delivered. This mission will guide and direct all of the activities of the Authority.

Core corporate values are intended to express what we believe is important, how we will work and how we hope to be viewed by external stakeholders, as well the ethos and approach which our staff are encourage to display. They form the basis of the culture of an organisation.

The core values of the Authority are shown in Figure 1.

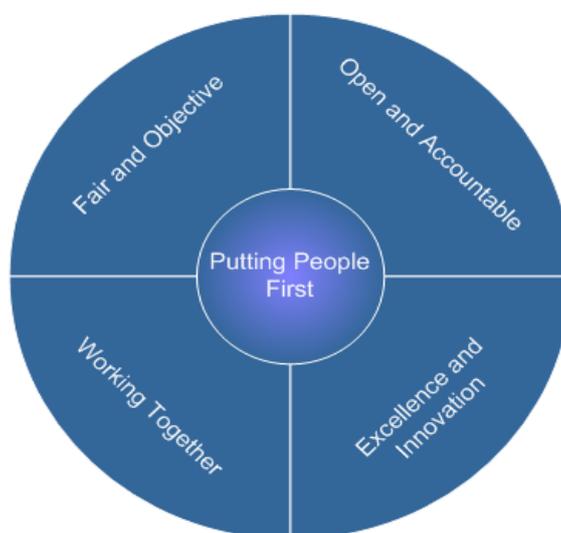


Figure 1: Core values of the Authority

Putting people first – we 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 strive to be fair and objective in our dealings with people and organisations, and undertake our work without fear or favour.

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

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

Working together – we 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 2013 - 2015

The Authority's strategic objectives, as set out in our Corporate Plan for the period from 2013 to 2015, are set out below.

The Strategy Map (shown on page 7) demonstrates the alignment between the Authority's strategy and its capabilities, competencies, resources and business processes that collectively provide the means by which the strategy is implemented. This illustrates the structure of the strategy and articulates the following key elements:

- outcomes that we aim to achieve in order to deliver on our mission
- our core activities
- our strategic objectives
- the key enablers to deliver on the Plan.

3.2 Outcomes

The outcomes describe the core reasons for the Authority's existence and what the intended consequences of our work will be.

The Authority has identified four outcomes that the Authority wishes to achieve in order to deliver its mission. These are described as follows:

Care is improved - We enable sustainable improvements in safety and quality of health and social care services.

People are safeguarded - We act to reduce the risks of harm and abuse to people using health and social care services.

People are informed - We publicly report on safety, quality and effectiveness of health and social care services.

Policy and service decisions are informed - We inform policy development and how services are delivered.

3.3 Core activities

There are certain activities that we must undertake on an ongoing basis to deliver these outcomes. These relate essentially to our statutory functions and we must deliver these effectively so that we can deliver on our mission:

- **Regulation**

Regulation consists of the registration, oversight and scrutiny of designated health and social care services and must be in line with legal requirements.

■ **Supporting Improvement**

Supporting improvements is achieved through the setting of standards, provision of guidance and promotion of quality and patient safety initiatives.

■ **Assessing Health Technologies**

Provision of evidence-based advice to inform policy development and how services are delivered.

■ **Improving outcomes through information**

Promoting the efficient and secure collection, use and sharing of health information.

3.4 Strategic objectives – for our core activities

The strategic objectives that will be underpinned by our core activities are summarised below and are also illustrated in the Strategy Map in Table 2 on page 7.

Regulation:

- Conduct regulation programmes of health and social care services so that those services are driven to continuously improve, and in turn better safeguard people and achieve improved outcomes for service users.
- Regulate effectively and efficiently and ensure that its outcomes and impact on policy are communicated to all relevant stakeholders.

Supporting Improvement:

- Develop person-centred standards and guidance.
- Build capacity and support the implementation of sustainable improvements.
- Share the learning from our activities to improve patient safety culture.

Health Technology assessment:

- Conduct a number of relevant Health Technology Assessments (HTAs) as efficiently as possible.
- Act to embed HTA in national policy and service decision making.

Health Information:

- Set standards to support eHealth.
- Promote and enable the use of information to plan, manage and deliver health and social care services.

3.5 Strategic objectives – for our key enablers

The strategic objectives that will underpin how we are enabled to effectively deliver on the Plan are summarised below and are also illustrated in Table 2.

The strategic objectives for these enablers are:

People:

Ensure that we have a competent and supported workforce that is utilised to its full potential.

Governance:

Demonstrate that our corporate governance framework is effective and robust.

Performance and Delivery:

Manage the organisation effectively and efficiently through robust planning and performance management.

Information:

Ensure that information is used and managed effectively and in accordance with best practice.

Communication and Engagement:

Actively communicate and engage in an open and responsive manner with all our stakeholders.

Evidence:

Ensure that our work is informed by evidence and research.

The following Strategy Map illustrates how the elements of the corporate plan coexist and also the high level activities that the Authority will undertake over the next three years to achieve the strategic objectives.

Strategy Map 2013-2015

Our mission is:

The Authority exists to promote sustainable improvements, safeguard people using health and social care services and support informed decisions on how services are delivered.

The outcomes we hope to achieve are:

Care is improved

We enable sustainable improvements in safety and quality of health and social care services

People are safeguarded

We act to reduce the risks of harm and abuse to people using health and social care services

People are informed

We publicly report on safety, quality and effectiveness of health and social care services

Policy and service decisions are informed

We inform policy development and how services are delivered

Our core activities to deliver on our outcomes are:

Regulation

Registration, oversight and scrutiny of designated health and social care services in line with legal requirements

- We will conduct regulation programmes of health and social care services to safeguard people and achieve improved outcomes for service users
- We will carry out our Regulation function effectively and efficiently and its outcomes and impact on policy will be communicated to all relevant stakeholders

Supporting Improvement

Improving quality and safety by providing support to service providers and users

- We will develop new and revised existing standards and guidance
- We will build capacity and capability and support the implementation of sustainable improvements
- We will share the learning from activities to enable continuous improvement

Improving outcomes through information

Promoting the efficient and secure collection, use and sharing of health information

- We will set standards to support eHealth
- We will promote and enable the use of information to plan, manage and deliver health and social care services

Assessing Health Technologies (HTA)

Provision of evidence-based advice to inform policy development and how services are delivered

- We will undertake a number of relevant HTAs as efficiently as possible
- We will act to embed HTA in national policy and service decision making.

Our strategic objectives are:

People

We will continue to ensure that we have a professionally competent and supported workforce that is utilised to its full potential

Governance

We will demonstrate that our corporate governance framework is effective and robust

Performance and delivery

We will manage the organisation effectively and efficiently through robust planning and performance management

Our key enablers to ensure our success:

Information

We will use and manage information effectively and in accordance with best practice

Communication and engagement

We will actively communicate and engage in an open and responsive manner with all our stakeholders

Evidence

We will ensure that our work is informed by evidence and research

3.6 Required Resources

This Business Plan has been developed on the basis of the resources expected to be available to the Authority for 2013. The Authority is 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. 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 2013, which sets out the resources required to deliver the objectives set out in this Business Plan, is outlined in Appendix 1.

3.7 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.

In the development of this Business Plan and the Corporate Plan 2013 – 2015, a framework has been developed to enable a fully integrated planning and performance management approach to manage the organisation more effectively and efficiently.

3.8 Organisation Overview

The mission and values of the Authority provide the basis for the implementation of our activities. Our vision (*to drive high quality and safe care for people using our health and social care services*) is aligned to the Object of the Authority as stated in the Health Act 2007¹. Therefore, our activities aim to deliver our statutory remit through our day-to-day activities and engagement.

During 2012 the Authority completed a major reorganisation internally of how we are structured in order to be able to deliver our functions in the best way possible, meet the needs of other functions as they are taken on by the Authority and align how we work more closely with what we do.

The organisational structure of the Authority reflects the functions in the Health Act 2007 and there are four Directorates based on these functions.

These are:

- Regulation
- Safety and Quality Improvement
- Health Technology Assessment
- Health Information.

¹ The Object in the Health Act 2007 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.*

These Directorates are supported by Communications and Stakeholder Engagement, Corporate Services and the Chief Executive's Office which provide the necessary cross-organisational support, coordination and infrastructural services necessary to fulfil our functions.

Each of the Directorates is led by someone who reports directly to the Chief Executive Officer. The senior team of the Authority, the members of which report to the Chief Executive Officer, is responsible for ensuring the effective leadership, management and delivery of the Authority's functions, as outlined in the *Corporate Plan 2013-2015*. The organisational structure for the Authority can be seen in Appendix 2.

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.

3.9 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
Regulation	Registering, monitoring and the scrutiny of designated health and social care services in line with legal requirements. The directorate will continue the development of its approaches to regulation in line with emerging government policy, the context of a challenging financial environment and in line with national and international principles of good regulation

Safety and Quality Improvement	Actively supporting and enabling a culture of safety and quality improvement across and within the health and social care system; helping to build capability and capacity in the people providing services; developing national standards and guidance in consultation with key stakeholders and the provision of training in quality improvement methodologies and tools; operating schemes aimed at ensuring safety and quality in the provision of services.
Health Information	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.
Health Technology Assessment	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.
Communications and Stakeholder Engagement	Managing all the Authority's communications, with both internal and external audiences, and developing collaborative relationships across the health and social care systems.
Corporate Services	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.
Chief Executive's Office	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 strategic objectives contained in the *Corporate Plan 2013- 2015* 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 2013, in keeping with our *Corporate Plan 2013-2015*. The achievement of these objectives requires Directorates to engage in an integrated way in a wide range of activities.

4 PART 1: BUSINESS PLAN OBJECTIVES FOR OUR CORE ACTIVITIES

Strategic Objective	1. REGULATION				
	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
1.1	<p>We will have conducted regulation programmes of health and social care services to safeguard people and achieve improved outcomes for service users. To include:</p> <p>Regulation of adult care services</p>	<p>We will carry out regulation programmes of services as outlined in the relevant legislation using robust methodologies.</p> <p>Adult Social Care Services Our priorities include:</p> <ul style="list-style-type: none"> effective commencement of 	1.1.1	Commence a process of registration of disability centres and have registered 15 centres in line with the	December 2013 (subject to commencement)

Strategic Objective	1. REGULATION				
	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
		<p>the regulation of designated centres for adults with a disability</p> <ul style="list-style-type: none"> ▪ effective renewal of existing registrations of designated centres for older persons and dependent persons with a view to raising standards in care provision ▪ reviewing and developing a range of registration policies and procedures ensuring that we meet good standards of administration ▪ planned for the introduction of any new areas of regulation. 	<p>1.1.2</p> <p>1.1.3</p> <p>1.1.4</p> <p>1.1.5</p>	<p>timescales set out in the project plans of the identified work streams.¹</p> <p>Complete 42 registration renewals in line with legal requirements and renewals schedule.</p> <p>Commence a regulation for improvement programme based on areas of identified risk/ weaknesses within the sector.</p> <p>Complete a pilot programme of themed and focused regulation of 50 registered centres (older people) in line with agreed regulation monitoring and inspection protocols.</p> <p>Complete the development of regulation protocols based on a regulatory planning approach.</p>	<p>December 2013</p> <p>August 2013</p> <p>December 2013</p> <p>April 2013</p>

¹ Subject to resources being made available and commencement date of 1 October 2013

Strategic Objective	1. REGULATION				
	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
Provision of an assurance programme of the quality and safety of defined healthcare services in Ireland	<p>Defined Healthcare Services We will develop, implement and report on a scrutiny programme aimed at providing assurance on the safety and quality of healthcare services in line with the requirements of the Health Act 2007, the <i>National Standards for Safer Better Healthcare</i> and other relevant healthcare standards.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> ▪ completing within agreed 		1.1.6	Undertake an audit of consistency in inspection approaches in line with the Authority Monitoring Approach.	October 2013
			1.1.7	Complete a review of our approach using regulatory risk profiling and begin the implementation of identified actions.	May 2013
			1.1.8	Have developed a three year assurance programme on the quality and safety of healthcare in preparation for licensing as set out in departmental priorities.	November 2013
			1.1.9	Develop and commenced implementation of a delivery plan for achieving the 2013/14 assurance programme.	November 2013
			1.1.10	Complete the schedule of thematic reviews as set out in the 2013 delivery plan.	December 2013

Strategic Objective	1. REGULATION				
	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
		<p>timescales any specific investigations initiated by HIQA or commissioned by relevant Government Ministers in line with the Health Act, 2007.</p> <ul style="list-style-type: none"> ▪ developing and commencing the delivery of a three year programme of thematic monitoring reviews based on identified priorities and consultation with stakeholders ▪ reviewing our methodologies to ensure that our processes enable us to prepare for the proposed licensing of healthcare services in line with Government priorities. ▪ carrying out a programme of announced and unannounced infection prevention and hygiene inspections in line with agreed regional hygiene standards. 	<p>1.1.11</p> <p>1.1.12</p> <p>1.1.13</p> <p>1.1.14</p> <p>1.1.15</p>	<p>Complete a programme of infection prevention/hygiene inspections for 2013 in line with agreed protocols.</p> <p>Complete the Investigation into the safety, quality and standards of services provided by the Health Service Executive to patients, including pregnant women, at risk of clinical deterioration and as reflected in the care and treatment provided to Savita Halappanavar.</p> <p>Commence any other investigations as decided by the Board and/or the Minister.</p> <p>Undertake a review of the governance arrangements, quality and safety of services at the Mid-Western Regional Hospital.</p> <p>Develop a planned approach for the</p>	<p>December 2013</p> <p>June 2013</p> <p>November 2013</p> <p>December 2013</p> <p>December 2013</p>

Strategic Objective	1. REGULATION				
	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
Provision of an assurance and regulation programme of the quality and safety of defined children's social care services in Ireland.	Children's Social Care Services	Our priorities will include: <ul style="list-style-type: none"> ▪ completing the delivery of a three year inspection programme of specified children's services ▪ continuing a programme of inspection of all HSE children's residential services 		commencement of new regulatory functions. To include the potential for the introduction of Ionising Radiation (Medical Exposure) Regulation.	
			1.1.16	Develop and submit to the Department of Health an options paper on licensing of health care services.	November 2013
			1.1.17	Develop and implement a three year programme for children services. ²	December 2013
			1.1.18	Complete the 2013 programme in line with relevant requirements and protocols. ³	November 2013 (subject to commencement)
			1.1.19	Commence the registration of Special Care Units in line with new regulations.	December 2013 (subject to commencement)
		1.1.20	Commence the registration process of	December 2013	

² To include children's residential centres, foster care services, child protection and welfare services, special care centres, designated centres for children with a disability and detention schools (programme detail to follow).

³ As per footnote three above and in line with the Authority's Monitoring Approach.

Strategic Objective	1. REGULATION				
	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
Planned and implemented a system for research ethics governance in line with all relevant		<ul style="list-style-type: none"> ▪ commencing a programme of registration and monitoring of Special Care Units and designated centres for children with disabilities. <p>We will ensure that we have defined, agreed and approved a model of governance as the Supervisory Body for recognised Research Ethics Governance (RECs) (the transition phase)</p> <p>Our priorities will include:</p>	1.1.21	42 designated centres for children with a disability. Register 2 designated centres for children with a disability.	(subject to commencement) December 2013
			1.1.22	Complete the planning for the commencement of new role as Supervisory Body of Research Ethics Committees (RECs) under the clinical trials legislation.	October 2013
			1.1.23	Commence the role as Supervisory Body of RECs under the clinical trials legislation.	November 2013 (subject to commencement)
			1.1.24	Commence planning for the implementation of research ethics function under the Health Information Bill.	December 2013

Strategic Objective	1. REGULATION				
	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
	pieces of legislation	working with the Department of Health and other relevant stakeholders to progress the Statutory Instrument necessary to take over the role of Supervisory Body of RECs under the clinical trials legislation.			
1.2	We will have ensured that regulation is carried out effectively and transparently and that its outcomes and impact on policy are communicated to all	<p>We will ensure that inspections findings are published and all inspection reports include a quality improvement plan and that outcomes of regulation activity are reported nationally on an annual basis, highlighting areas where policy and standards may need to be amended.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> ensuring the effective delivery 	<p>1.2.1</p> <p>1.2.2</p> <p>1.2.3</p>	<p>Complete a series of regional seminars for services providers in the disability sector residential services.</p> <p>Complete a series of regional seminars for service providers (older persons' services) on the themed and focused regulation programme.</p> <p>Complete a series of regional seminars for service providers (Children's Services⁴) on the themed and focused regulation programme.</p>	<p>November 2013</p> <p>December 2013</p> <p>December 2013</p>

⁴ To include children's residential centres, foster care services, child protection and welfare services, special care centres, designated centres for children with a disability and detention schools (programme detail to follow).

Strategic Objective	1. REGULATION				
	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
relevant stakeholders.	<ul style="list-style-type: none"> ▪ of all local and national reports within set timeframes ▪ regularly communicating with people, service providers, and relevant government departments on areas where policy and standards need to be amended ▪ from our scrutiny activity we will actively contribute to National processes for the development of policy, standards and guidance ▪ review, develop and implement a range of protocols and procedures that provide assurance on HIQA's regulatory functions. 	1.2.4	Review the development and implementation of a specified range of protocols and procedures that provide assurance on the Authority's regulatory functions.	June 2013	
		1.2.5	Completed a programme of review of our registration processes for designated centres.	December 2013	

Strategic Objective	2. SUPPORTING IMPROVEMENT				
	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
2.1	We will have developed new and revised existing standards and guidance	<p>In consultation with service users and other key stakeholders, we will develop new standards and guidance as required and review and revise existing standards within the appropriate timeframes.</p> <p>Our priorities will include:</p> <ul style="list-style-type: none"> ▪ revising existing standards and guidance as per approved process within appropriate timeframes ▪ developing new standards as required per approved process ▪ developing a system for prioritising areas of guidance to be developed. 	<p>2.1.1</p> <p>2.1.2</p> <p>2.1.3</p> <p>2.1.4</p> <p>2.1.5</p> <p>2.1.6</p>	<p>Develop an Authority wide process for revising existing standards.</p> <p>Review status of National Quality Assurance Standards for Symptomatic Breast Disease Services.</p> <p>Review and update the process for developing standards.</p> <p>Finalise the development of the National Standards for Children's Special Care Units.</p> <p>Review the status of the National Standards for Prevention and Control of Healthcare Associated Infections</p> <p>Launch the National Standards for Residential Services for Children and Adults with a Disability.</p>	<p>June 2013</p> <p>June 2013</p> <p>June 2013</p> <p>June 2013</p> <p>September 2013</p> <p>April 2013 (subject to Ministerial approval)</p>

Strategic Objective	2. SUPPORTING IMPROVEMENT				
	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
			2.1.7	Commence the revision of the National Quality Standards for Residential Care Settings for Older People.	September 2013
			2.1.8	Develop and implement the process for developing guidance including eliciting feedback and the prioritisation of themes/subject areas.	June 2013
			2.1.9	Commence the development of Guidance for the Regulations and National Standards for Residential Services for Children and Adults with a disability.	March 2013
2.2	We will have built capacity and capability and supported the implementation of sustainable improvements.	<p>We will develop a targeted education programme to build capacity and capability in health and social care providers.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> providing education in quality 	2.2.1	Establish an Advisory Group to oversee the education programme.	January 2013
			2.2.2	Engage with the HSE to identify 4 adult acute hospital and 6 Community Hospitals for "wave 1". Each site to identify a 10 member	January 2013

Strategic Objective	2. SUPPORTING IMPROVEMENT				
	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
		<p>improvement science for front line staff in health and social care</p> <ul style="list-style-type: none"> ▪ evaluating the education programme to ensure that it is meeting its stated objectives. 	<p>2.2.3</p> <p>2.2.4</p> <p>2.2.5</p> <p>2.2.6</p> <p>2.2.7</p>	<p>multidisciplinary team (MDT).</p> <p>Launch the programme with a key speaker from Institute of Health Improvement.</p> <p>Commence initial module at team meeting in each site and provide weekly support to team leads via teleconference with each site for duration of programme.</p> <p>Provide monthly on site support to MDTs</p> <p>Complete the training of 80 people in 4 adult acute hospitals and 6 community hospitals in Quality Improvement Science.</p> <p>Conduct an external evaluation of the training programme.</p>	<p>February 2013</p> <p>December 2013</p> <p>December 2013</p> <p>December 2013</p> <p>January 2014</p>

Strategic Objective	2. SUPPORTING IMPROVEMENT				
	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
		<p>We will develop and support the enablement of National Quality Improvement Initiatives for health and social care.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> ▪ supporting the implementation of pilot quality improvement projects with continuous education, training and oversight ▪ evaluating the Quality Improvement Initiative projects. 	<p>2.2.8</p> <p>2.2.9</p> <p>2.2.10</p> <p>2.2.11</p>	<p>Establish a Medication Reconciliation Quality Improvement Initiative and an Advisory Group for the programme.</p> <p>Complete a programme of onsite training in each of the ten sites on the patient safety initiative</p> <p>Complete a pilot of medication reconciliation from May to December resulting in a best practice process for medication reconciliation.</p> <p>Conduct external evaluation of the medication reconciliation programme</p>	<p>January 2013</p> <p>April 2013</p> <p>December 2013</p> <p>January 2014</p>
2.3	We will have communicated the learning from our activities to improve patient safety culture	<p>We will share the learning from all work undertaken by the Authority internally and externally including Quality Improvement initiatives, inspections and investigations.</p> <p>Our priorities include:</p>	<p>2.3.1</p> <p>2.3.2</p>	<p>Develop a cross directorate process to identify areas of good practice and areas for improvement.</p> <p>Disseminate the learning from identified areas of good practice.</p>	<p>September 2013</p> <p>September 2013</p>

Strategic Objective	2. SUPPORTING IMPROVEMENT				
	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
		<ul style="list-style-type: none"> ▪ identifying areas of good practice and trends in areas in need of improvement ▪ sharing our learning through a variety of mechanisms and forums in line with the Authority's processes. <p>We will participate in European and International patient safety collaborative projects.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> ▪ contributing to the European Union Network for Patient Safety and Quality of Care (PaSQ) ▪ IHI Open School Network 	2.3.3	Develop safety and quality improvement to send to service providers.	December 2013
			2.3.4	Continue engagement with relevant stakeholders regarding Ireland's involvement in PaSQ and coordinate the data collection for Phase 1 of Work Package 6 for Ireland.	December 2013
			2.3.5	Facilitate HIQA as the Irish Hub for the IHI Open School.	December 2013

Strategic Objective	3. IMPROVING OUTCOMES THROUGH INFORMATION				
	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
3.1	We will have set standards to support eHealth.	<p>We will develop technical standards which will support improved sharing of patient information.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> ▪ Development of eHealth interoperability standards to support the sharing of patient information between healthcare professionals and across healthcare organisations. 	3.1.1	Develop a national discharge summary dataset.	March 2013
			3.1.2	Develop a national demographic dataset and associated guidance.	September 2013
			3.1.3	Publish health interoperability and standards document.	June 2013
			3.1.4	Develop a guidance document on terminologies and classification systems.	June 2013
			3.1.5	Develop messaging standards to support the electronic transfer of prescriptions across organisational boundaries.	December 2013
			3.1.6	Develop a data model to support the implementation of a national electronic drug reference catalogue.	September 2013

3. IMPROVING OUTCOMES THROUGH INFORMATION					
Strategic Objective	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
3.2	We will have promoted and enabled the use of information to plan, manage and deliver health and social care services.	<p>We will continue to promote the use of information to drive safer better health and social care through standards and guidance.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> ▪ designing and publishing an annual report which brings together information on the quality and safety of services ▪ identifying gaps in social care data collections and propose solutions ▪ planning for the introduction of any new functions arising from the Health Information Bill. 	<p>3.2.1</p> <p>3.2.2</p> <p>3.2.3</p>	<p>Publish guiding principles for health and social care data collections.</p> <p>Review and publish international best practice in the use of information for planning, managing and delivering healthcare services.</p> <p>Publish an updated version of the Catalogue of National Health and Social Care Data Collections (formerly National Health Information Resources)</p>	<p>June 2013</p> <p>December 2013</p> <p>December 2013</p>

4. ASSESSING HEALTH TECHNOLOGIES					
Strategic Objective	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
4.1	We will have undertaken a number of relevant HTAs as efficiently as possible.	<p>Our priorities include:</p> <ul style="list-style-type: none"> ▪ undertaking HTAs appropriate to decision makers' needs to inform national policy and service decisions and national clinical guidelines ▪ continuing the development and implementation of a quality assurance framework for delivery of high quality HTA outputs ▪ engaging with international colleagues and work programmes to harmonise approaches, disseminate outputs and avoid duplication of efforts. 	4.1.1	<p>Carry out a defined number of system wide HTAs dependent upon complexity and priorities to include:</p> <ul style="list-style-type: none"> • HTA of breast cancer surveillance in women at increased risk • Rapid HTA of intermittent pneumatic compression devices in peripheral arterial disease. • Rapid HTAs of clinical referral/treatment thresholds for scheduled surgical procedures and associated interventions and diagnostics 	<p>March 2013</p> <p>April 2013</p> <p>December 2013</p>
			4.1.2	Review and update the Quality Assurance Framework.	December 2013
			4.1.3	Identify the requirements for skills development at a team level and organise targeted training.	December 2013

4. ASSESSING HEALTH TECHNOLOGIES					
Strategic Objective	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
			4.1.4	Contribute to international collaborative projects in accordance with workplans and requirements including the EUnetHTA Joint Action, INAHTA, HTAi and Cochrane Collaboration and publish outputs of HTA work.	December 2013
4.2	We will have acted to embed HTA in to national policy and service decision making	<p>Our priorities include:</p> <ul style="list-style-type: none"> ▪ continuing to develop a suite of national HTA Guidelines ▪ building HTA capacity through training, support, research collaboration and stakeholder engagement ▪ undertaking horizon scanning activities to inform HTA topic referral and selection. 	4.2.1	Develop a new HTA guideline and review and revise existing guidelines as necessary.	December 2013
			4.2.2	Support HTA capacity through training, support, research collaboration and stakeholder engagement.	December 2013
			4.2.3	Support implementation of the national HTA policy framework.	December 2013
			4.2.4	Participate in National Clinical Effectiveness Committee and its Working Group and provide direct support to guideline developers.	December 2013

4. ASSESSING HEALTH TECHNOLOGIES					
Strategic Objective	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
			4.2.5	Undertake horizon scanning activities to inform HTA topic referral and selection.	December 2013

PART 2: BUSINESS PLAN OBJECTIVES FOR OUR ENABLING ACTIVITIES

5. PEOPLE					
Strategic Objectives	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
5.1	We will ensure that we have a competent and supported workforce that is utilised to its	<p>We will manage, support and develop our people through a range of human resource policies, processes and development initiatives, which are in line with employment legislation and recognised standards.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> continuing to develop our staff 	<p>5.1.1</p> <p>5.1.2</p> <p>5.1.3</p>	<p>Develop and deliver learning and development modules for managers and inspection staff.</p> <p>Review and re-launch all Human Resource policies of the Authority.</p> <p>Launch and train staff in the updated Performance Management and</p>	<p>December 2013</p> <p>September 2013</p> <p>June 2013</p>

5. PEOPLE					
Strategic Objectives	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
		full potential	<p>through a range of learning and development initiatives linked to Authority business requirements and management principles</p> <ul style="list-style-type: none"> ▪ developing and maintaining robust internal human resources processes and systems to ensure consistent application of organisational policies ▪ fully embedding the Authority's Management Principles as part of the PMDS⁵ system ▪ ensuring organisational readiness for new regulatory environment and other functions ▪ achieving the <i>Excellence through People Standard</i>⁶ 	<p>5.1.4</p> <p>5.1.5</p>	<p>Development System and implement improved tracking of its implementation.</p> <p>Carry out the recruitment of staff to deliver any additional functions.</p> <p>Carry out self assessment against the Excellence through People Standard and develop implementation plan.</p>

⁵ PMDS is short for Performance Management Development System

⁶ Excellence Through People is Ireland's national standard for human resource development

6. GOVERNANCE					
Strategic Objectives	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
	6.1	We will have demonstrated that our corporate governance framework is effective and robust.	<p>Our priorities include:</p> <ul style="list-style-type: none"> ▪ demonstrate that Risk Management is embedded throughout the Authority ▪ maintain procedures for the effective management of complaints and dissemination of lessons learned ▪ ensure that Board governance is regularly reviewed and in line with up to date corporate governance practice. 	6.1.1	Complete the review of the risk management policy framework and associated reporting mechanism.
			6.1.2	Conduct an end of year review of the implementation of the updated risk management framework.	November 2013
			6.1.3	Implement the 2013 annual internal audit programme and track the implementation of recommendations for improvement.	December 2013
			6.1.4	Review the codes of governance and business conduct and related Board procedures.	November 2013

7. PERFORMANCE AND DELIVERY					
Strategic Objectives	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
	7.1	We will have embedded a fully integrated planning and performance management approach to manage the organisation more effectively and efficiently.	<p>We will implement and embed a performance management framework in order to ensure an integrated approach to strategic planning and performance management for HIQA.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> ▪ implementing and continuously reviewing the Corporate Plan (2013-2015) ▪ developing and implementing annual business plans aligned to the corporate plan ▪ annually reviewing measures of success/KPIs ▪ implementing a range of approaches to ensure that organisational performance is effective e.g.: <ul style="list-style-type: none"> - strategic and operational performance reporting - using a recognised quality management model/process to assess and review organisational 	<p>7.1.1</p> <p>7.1.2</p>	<p>Develop and implement an updated quarterly corporate performance reporting system.</p> <p>Develop an action plan against the framework of ISO 9001 and implement the 2013 actions.</p>

7. PERFORMANCE AND DELIVERY					
Strategic Objectives	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
			effectiveness, ensure an integrated approach to quality improvement.		
7.2	We will have aligned resources to support HIQA's strategic priorities and maintained our financial performance.	<p>We will plan and manage the use of resources to deliver all of our activities efficiently and demonstrating value for money.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> ▪ maintaining an effective system of internal financial control demonstrating compliance with relevant standards ▪ demonstrating year-on-year efficiency improvements in the use of resources in line with the Public Service Agreement. 	<p>7.2.1</p> <p>7.2.2</p> <p>7.2.3</p>	<p>Full implementation of a new financial system.</p> <p>Implement revised and updated procurement procedures.</p> <p>Demonstrate value for money in the fitting out of additional office space.</p>	<p>June 2013</p> <p>October 2013</p> <p>September 2013</p>

8. INFORMATION					
Strategic Objectives	8. INFORMATION				
	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
8.1	We will have ensured that information is managed effectively.	Our priorities include: <ul style="list-style-type: none"> ▪ reviewing and updating our Information and ICT strategy ▪ implementing the new Corporate Information System (Prism) to support all regulatory activities ▪ improving access to high quality management information. 	8.1.1	Review, update the Information and ICT strategy and implement all 2013 actions.	December 2013
			8.1.2	Implement and deliver <i>Prism</i> Phase 1.	November 2013
			8.1.3	Implement and deliver <i>Prism</i> Phase 2.	December 2013
8.2	We will have complied with best practice and the highest standards for information governance.	We will ensure that we have the necessary policies, procedures and systems in place to achieve full compliance with information governance standards. Our priorities include: <ul style="list-style-type: none"> ▪ implementing a rolling information governance improvement plan ▪ designing and implementing an Authority-wide information inventory with associated record retention and destruction policies across all areas ▪ conducting regular internal audits of 	8.2.1	Implement all 2013 actions in the rolling IG Improvement Plan.	December 2013
			8.2.2	Design of an information inventory with associated retention and destruction policies for <i>Prism</i> Phases 1 and 2.	December 2013
			8.2.3	Re-assess compliance with the self-assessment tool.	June 2013 and December 2013

8. INFORMATION					
Strategic Objectives	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
			<p>information governance compliance</p> <ul style="list-style-type: none"> ▪ effectively managing all information governance risks. 		
8.3	We will have embedded the Business Intelligence (BI) function across all of the Authority's regulatory activities.	<p>We will apply BI tools and techniques to support risk-based decision making in the Authority's regulatory operations.</p> <p>Our priorities include:</p> <ul style="list-style-type: none"> ▪ designing and deploying BI-driven operational reporting and risk profiling for each of the regulatory functions supported by Prism ▪ providing support to regulatory functions to ensure data quality, analysis and reporting. 	8.3.1	<p>To maximise the value of our operational information using BI-enabled analysis, we will develop and implement BI applications on the Authority's <i>Prism</i> platform to support regulation of:</p> <ul style="list-style-type: none"> • Older Persons' services • Residential services for people with a disability. 	June 2013 September 2013
			8.3.2	Develop and implement BI applications in relation to Children's services.	June 2013
			8.3.3	Evaluate external data sets for the potential support to the regulation of residential services for people with a disability.	December 2013

Strategic Objectives	9. COMMUNICATION AND ENGAGEMENT				
	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
9.1	We will have utilised a range of relevant communications methods to ensure that stakeholders are fully informed on our work and the benefits to patients/service users from it.	Our priorities include: <ul style="list-style-type: none"> ▪ making best use of social media, online communications and new/emerging channels ▪ ensuring the public, stakeholders, decision makers and the media are kept informed of our work ▪ ensuring that all reports are available to the public in a timely, understandable and transparent manner. 	9.1.1	Review the communications strategy to ensure it is aligned with and meets the needs of the key activities in the Corporate Plan.	June 2013
			9.1.2	Complete the website content management system project.	June 2013
			9.1.3	Review and implement the internal communications plan to address the internal communications needs of our staff and the new internal structures.	June 2013
			9.1.4	Continue the implementation of the Social Media Strategy	September 2013
			9.1.5	Complete work with the Authority Monitoring Approach team to deliver improvements in the publications processes.	September 2013
			9.1.6	Manage the delivery of solutions to meet the publications, reports and	September 2013

9. COMMUNICATION AND ENGAGEMENT					
Strategic Objectives	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
					website needs for the commencement of new functions.
9.2	We will have consulted and engaged widely to deliver clear and meaningful understanding of our work	<p>Our priorities include:</p> <ul style="list-style-type: none"> increasing the involvement of people in the planning and carrying out of our work across the Authority and ensuring that there are consistent engagement processes in place across the Authority. 	<p>9.2.1</p> <p>9.2.2</p> <p>9.2.3</p> <p>9.2.4</p>	<p>Update and implement the internal guidelines on consultation and engagement, share best practice examples and provide training where required.</p> <p>Continue with regular briefings and engagement to keep all stakeholders fully briefed on our work.</p> <p>Provide internal strategic direction and advice for identified significant programmes of stakeholder engagement.</p> <p>Review good practice and make recommendations on public involvement in our areas of work.</p>	<p>July 2013</p> <p>December 2013</p> <p>December 2013</p> <p>December 2013</p>

Strategic Objectives	10. EVIDENCE AND RESEARCH				
	Strategic Objectives by the end of 2015 we will have:	Key Priorities 2013 – 15	BPO Number	Business Plan Objectives 2013	Completion Date
10.1	We will have ensured that our work is informed by evidence and research	<p>Our priorities include:</p> <ul style="list-style-type: none"> developing and implementing an evidence and research strategy and associated action plan. 	10.1.1	Develop an evidence and research strategy and implementation plan.	September 2013
			10.1.2	Implement the 2013 actions from the evidence and research implementation plan.	December 201

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 Services

The activities of Corporate Services 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 and aimed at ensuring that there is a solid and reliable platform that underpins and supports the work of the Authority, enables efficiency and cost effectiveness and compliance with all the regulatory requirements. During the year there will be 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

5.2 Communications and Stakeholder Engagement

Communications and Stakeholder Engagement has responsibility for the coordination of all of the Authority 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.

5.3 Chief Executive's Office

The operational activities of the Chief Executive's Office include coordinating the planning, risk and performance management of the Authority.

It includes:

- corporate governance
- strategic and business planning
- risk and performance 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 in accordance with 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 continue to strive to make sustainable improvements in the services they provide.

It is also imperative that 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 and we should be held to account to demonstrate the value that we provide.

During 2013, we will focus on a series of key patient safety initiatives including medication safety and commencing a healthcare monitoring programme against the *National Standards for Safer Better Health Care*. 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 to the Authority; this priority is clearly reflected in our business plan objectives. It is expected that this development will be further augmented by the development of an assurance programme based on the National Standards for Safer Better Healthcare and a core programme of inspections aimed at driving improvements in hygiene, infection prevention and control.

In line with Government strategy the Authority will also explore and develop any proposed expansion in its regulatory remit, this will include discussions and developments in the areas of Medical Ionising Radiation.

The Authority, through its corporate plan and this Business Plan, will have a clear emphasis on the monitoring and inspection of children's services. 2013 will see a significant increase in the number and diversity of children's services monitored and inspected. This will include further expansion of the inspection programme against the National Child Protection and Welfare Standards and foster care services as well as the commencement of the registration and inspection of children's special care units.

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 the *National Standards for Children and Adults with a Disability* to the Minister, developing Standards for Special Care Units and reviewing *National Quality Standards: Residential Services for People with Disabilities* incorporating services for. In addition, further developing and expanding the HTA function will be very relevant given the current 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 2013, 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 and passion.

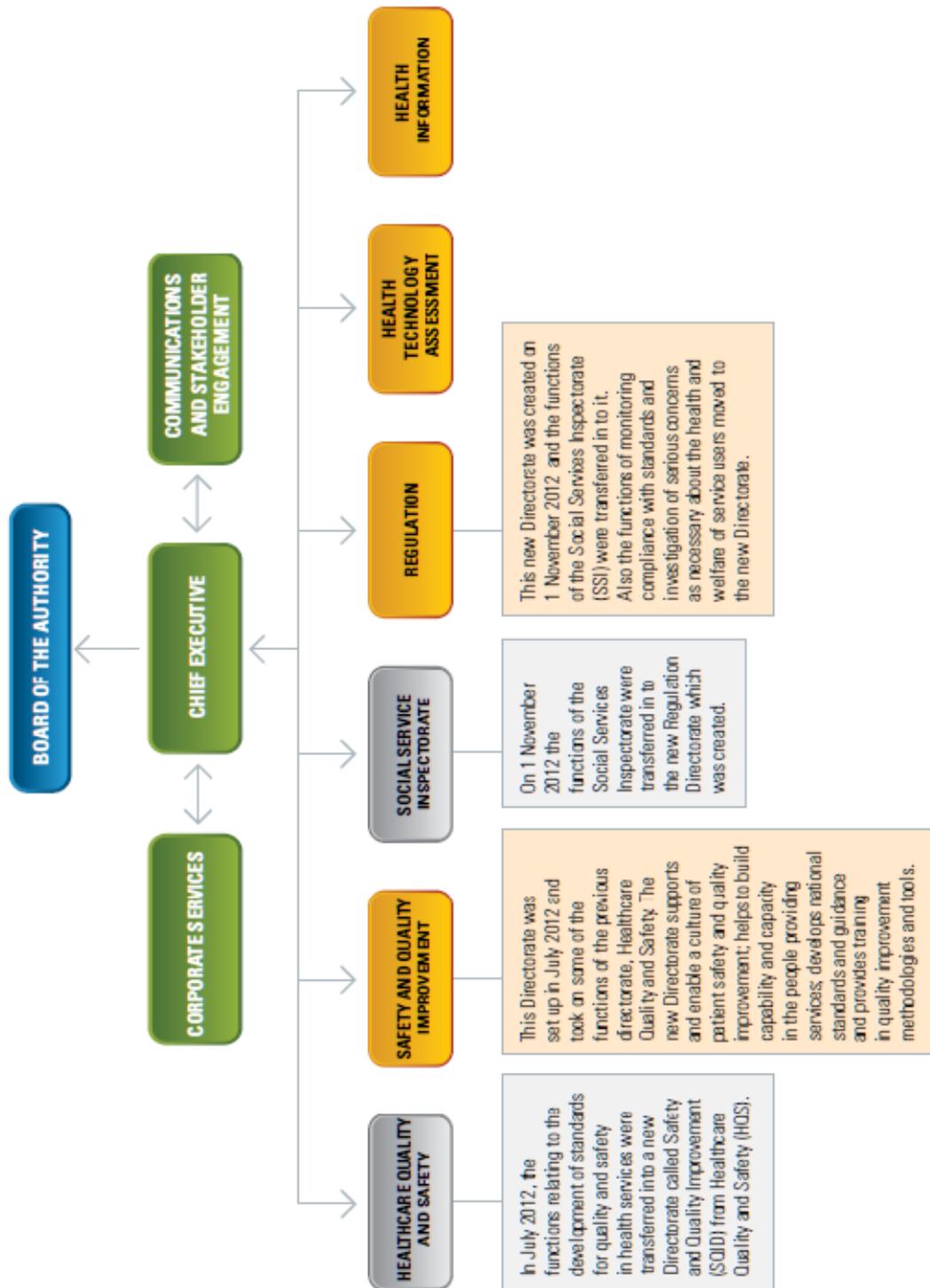
Sincere thanks are also due to the Minister for Health, the Minister for Children and Youth Affairs and the Minister for Disability and Equality and their respective officials for their continued engagement with the Authority and to the many other individuals and organisations that have assisted us in 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.

APPENDICES

Appendix 1 – Resources Summary 2013

Revenue Budget for 2013	€'000
Department of Health	12,740
Other income	5,169
	17,909
Expenditure	
Chief Executive Office	1,118
Safety and Quality Improvement	675
Regulation	9,464
Health Technology Assessment	557
Health Information	874
Communications and Stakeholder Engagement	626
Shared Costs and Corporate Services	4,348
Pension costs	247
	17,909

Appendix 2 – Health Information and Quality Authority organisational structure



Published by the Health Information and Quality Authority.

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