



**Health
Information
and Quality
Authority**

An tÚdarás Um Fhaisnéis
agus Cáilíocht Sláinte

Business Plan

2020

Safer Better Care

About the Health Information and Quality Authority (HIQA)

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

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

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

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Introduction

Since HIQA was established in 2007, our core focus has been on achieving better, safer health and social care for the people of Ireland. Throughout this period, the rights and the dignity of the person accessing health and social care services remain central to everything we do. Our remit has expanded significantly and now spans a diverse range of functions.

In December 2019, in line with our business plan development policy and procedures, our Board agreed an ambitious programme of work for 2020 aligned to the objectives set out in our *Corporate Plan 2019-2022*.

In March 2020, the World Health Organisation formally described COVID-19 as a pandemic and the government set in train a comprehensive range of measures to deal with the public health emergency. As a result, HIQA significantly adapted its regulatory and other statutory processes and reviewed its planned work programme. This Business Plan is based on HIQA's responsibilities as a statutory health and social care organisation to contribute to the national response to the pandemic and to ensure that our core statutory functions, as set out in the Health Act 2007, are delivered in 2020.

The Business Plan includes objectives from the original programme of work, albeit with revised completion dates for some objectives. The plan also includes a number of objectives based on activities discharged as part of the national response to COVID-19 as well as objectives developed to ensure the effective and efficient operation of HIQA's business continuity plan, which was initiated in March 2020 as a result of the public health emergency.

In writing this Business Plan, HIQA is cognisant of the emerging risks associated with COVID-19 and its impact on the Irish health and social care system. We acknowledge that HIQA, as part of the health and social care system, may need to make further adjustments to the objectives and targets in the coming months based on what is best for service users, our staff and the system as a whole.

HIQA's mission, vision and values

Mission statement

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

Our vision



Values

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

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

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

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

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

OUR VISION



OUR STRATEGIC OBJECTIVES



WHAT WE NEED TO BE SUCCESSFUL



Our strategic objectives

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

Over the next three years, we will:

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

By December 2021, HIQA will have:

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

Business plan objectives		Target date
1.01	Commence the development of recommendations on a model for the collection, use and sharing of health information in Ireland	December 2020
1.02	Develop a methodology for a public consultation in relation to the collection, use and sharing of health information in Ireland	December 2020
1.03	Develop guidance and digital learning tools to support the national data collections and data quality	December 2020
1.04	Finalise the recommendations on the implementation on a National Electronic Patient Summary	December 2020
1.05	Commence the development of recommendations on a National Patient Portal	December 2020

Assessing health technologies

Over the next three years, we will:

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

By December 2021, HIQA will have:

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

	Business plan objectives	Target date
2.01	Complete the HTA of birth cohort testing for Hepatitis C	December 2020
2.02	Commence the HTA of metabolic surgery	December 2020
2.03	Complete the systematic review of newer influenza vaccines	May 2020
2.04	Support the National Screening Committee in a work plan to be agreed with the Department of Health	December 2020
2.05	Continue the analysis of the economic burden of antimicrobial resistance on public acute hospitals in Ireland	December 2020
2.06	Complete the actions in the Collaboration in Ireland for Clinical Effectiveness Review (CICER) 2020 work plan to be agreed with the Clinical Effectiveness Unit in the Department of Health	December 2020
2.07	Implement 2020 actions from the Evidence Synthesis Strategy	December 2020
2.08	Support the development of evidence synthesis methodology	December 2020
2.09	Submit a business case for a function to justify medical ionising radiation practices in accordance with S.I. No. 256 of 2018	November 2020
HTA business plan objectives related to COVID-19		
2.10	Conduct a rapid HTA of alternative diagnostic tests for SARS-CoV-2	April 2020

2.11	Conduct evidence synthesis to inform decision making by the National Public Health Emergency Team (NPHE), the clinical Expert Advisory Group to NPHE and the other NPHE Subgroups	September 2020
2.12	Conduct reviews of international public health advice on COVID-19	December 2020
2.13	Support the development of clinical and public health guidance and coordinate evidence synthesis surge capacity to support the COVID-19 response	December 2020
2.14	Establish a new function to provide evidence based advice to inform decision making by NPHE and associated groups	December 2020

Collecting service users views to drive improvements

Over the next three years, we will:

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

By December 2021, HIQA will have:

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

Business plan objectives		Target date
3.01	Publish the findings of secondary analysis of patient qualitative comments, and issue a call for further analysis of survey data	September 2020
3.02	Implement and report on the National Maternity Experience Survey 2020	December 2020
3.03	Commence the development of the model and methodology for a maternity bereavement survey	December 2020
3.04	Commence the development of the model and methodology for an end-of-life care survey	December 2020
3.05	Commence the development of the model and methodology for older persons residential services	December 2020
3.06	Build capacity and capability within our health and social care services to understand users' experiences in Ireland by developing guidance and collaborating internationally to assist in the establishment of a competency centre	December 2020

Regulating health and social care services

Over the next three years, we will:

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

By December 2021, HIQA will have:

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

Business plan objectives		Target date
4.01	Publish overview reports for the following areas: <ul style="list-style-type: none"> ▪ Designated Centres for Older People ▪ Designated Centres for People with a Disability ▪ Children's Services, including Special Care Units ▪ Healthcare Services ▪ COVID-19 contingency planning, impact on residents, relatives and staff — lessons learned. 	September 2020
Chief Inspector		
4.02	Develop a thematic programme in statutory foster care services	August 2020
4.03	Carry out an international review of regulation in the area of homecare to support Government policy	December 2020
Designated centres for older persons		
4.04	Issue notice of proposal for all designated centres for older people due for renewal on or before the NOPD due date (2 months prior to registration end date)	December 2020
4.05	Issue notice of proposal for all designated centres for older people in response to a complete application for registration	December 2020

4.06	Issue notice of proposal for all designated centres for older people in response to a complete application for a variation or removal of a condition of registration	December 2020
4.07	Carry out a programme of inspections within designated centres for older people to ensure all centres will at a minimum have two inspections within their registration cycle. Inspections will be completed comprising of risk inspections, dementia thematic inspections, and routine inspections referred to as RED 18 and RED 5.5	December 2020
4.08	Carry out a programme of responsive regulation of designated centres for older people that includes reviewing all solicited and unsolicited information and taking regulatory action including inspection and enforcement as appropriate	December 2020
Designated centres for persons with a disability		
4.09	Issue notice of proposal for all designated centres for persons with a disability due for renewal on or before the NOPD due date (2 months prior to registration end date)	December 2020
4.10	Issue notice of proposal for all designated centres for persons with a disability as required in response to a complete application for a new registration	December 2020
4.11	Issue notice of proposal for all designated centres for persons with a disability as required in response to a complete application for a variation or removal of a condition of registration	December 2020
4.12	Carry out a programme of inspections within designated centres to ensure all centres have two inspections with their registration cycle. Inspections will be completed comprising of risk inspections, thematic inspections, and monitoring inspections referred to as RED 5.5 and RED 18 inspections.	December 2020
4.13	Carry out a programme of responsive regulation of designated centres for persons with a disability that includes reviewing all solicited and unsolicited information and taking regulatory action including inspection and enforcement as appropriate	December 2020
Children's social services		
4.14	Carry out a programme of regulation in Special Care Units to include monitoring and inspection of all units and the processing of notices of proposal for all registration applications received	December 2020
4.15	Continue the programme of thematic child protection and welfare inspections	September 2020

4.16	Complete the programme of statutory foster care inspections to review the arrangements in place for the assessment of need for children in care, the care planning and review process, including preparation for leaving care, matching and safeguarding, and produce overview report on findings of all inspections	August 2020
4.17	Carry out a focussed programme of inspection of statutory children's residential centres to assess the leadership, governance and management arrangements in place at regional and local levels, against the National Standards for Children's Residential Centres 2018	December 2020
4.18	Carry out an inspection of Oberstown children detention school	December 2020
4.19	Receive and risk rate all solicited and unsolicited information across children's centres and services	December 2020
4.20	Respond to risk in children's services in an appropriate and timely manner	December 2020
Healthcare		
4.21	Carry out a programme of inspection against the Medical Exposures to Ionising Radiation regulations outlined in SI 256 of 2018	December 2020
4.22	Receive, assess and respond as appropriate to significant events of accidental and unintended medical exposures to ionising radiation, in accordance with requirements outlined in SI 256 of 2018	December 2020
4.23	Prepare for and conduct a thematic national diagnostic reference level survey in the area of medical exposures to ionising radiation	December 2020
4.24	Prepare for and issue a self-assessment questionnaire related to medical exposures to ionising radiation to dental undertakings	December 2020
4.25	Manage the receipt of unsolicited information related to healthcare activity for services that fall under HIQA's remit	December 2020
4.26	Develop a monitoring approach against the National Standards for Safer Better Healthcare	December 2020
Health information		
4.27	Complete a review of information management practices of the National Incident Management System (NIMS) within the HSE	December 2020
Regulation business plan objectives related to COVID-19		
4.28	Complete a desktop risk assessment of acute hospital infection prevention and control preparedness for COVID-19	April 2020
4.29	Establish and manage the day to day activities of the HIQA contact tracing centre in line with processes, procedures and report requirements as directed by the HSE Mobilisation Co-ordinator	June 2020

4.30	<p>Develop an assessment methodology, and commence a supportive regulatory programme in designated centres for older people and people with a disability, to assess their ongoing capacity:</p> <ol style="list-style-type: none"> 1. to safely manage and access support before and during a COVID-19 outbreak 2. where risk to the safety of residents is identified, develop an assessment methodology to assess the level of risk and the action required by a provider to address that risk 	December 2020
4.31	Develop and maintain an infection prevention and control hub to provide support and assistance on outbreak preparedness and management to providers and staff in the social care sector	July 2020
4.32	Maintain a programme of monitoring of all designated centres by exploring key quality assurance controls with persons in charge of each centre	December 2020
4.33	Complete a desktop COVID-19 risk assessment of all designated centres for older people and people with a disability	March 2020
4.34	Provision of a briefing report outlining the extent of non-acute inpatient healthcare facilities, inclusive of de-registered former designated centres for older persons, to the Department of Health for the purpose of COVID-19 risk evaluation and planning	April 2020
4.35	Contact children by phone in CRCs, SCUs and detention to capture their experience of care during COVID-19, particularly in regard to health, education and well-being, children's rights, safeguarding and child protection, maintaining contact with families, and social worker role. Conduct a children's competition — the theme is Care and Creativity during COVID-19. Submissions can include a photo; a poem; a short story that demonstrates their creativity or a caring gesture they made or experienced during social isolation.	September 2020
4.36	In the context of this public health emergency, utilising previously researched papers and findings in relation to the current regulatory framework, assess — though lessons learned, regulatory compliance and sector wide challenges — opportunities to improve the current regulatory approach and to inform national policy	December 2020
4.37	Design and develop a COVID-19 infection control, protection and preparedness assurance framework and self-assessment tool for all registered providers and their management teams	December 2020
4.38	Develop and conduct a thematic COVID-19 infection control, protection and preparedness monitoring programme for all designated centres	December 2020

4.39	Develop and conduct a programme of risk-based inspections against infection prevention and control national standards in both rehabilitation and community services and acute inpatient healthcare services, with a focus on the management of COVID-19	December 2020
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Setting standards and guidance for health and social care services

Over the next three years, we will:

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

By December 2021, HIQA will have:

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

	Business plan objectives	Target date
5.01	Continue the development of National Standards for Children's Social Services	December 2020
5.02	Commence the development of Overarching National Standards for health and social care services working with children	December 2020
5.03	Develop awareness and training material for services providers and staff to support a rights-based approach in health and social care services	September 2020
5.04	Complete the development of an online learning module to aid understanding and support implementation of the National Standards for Adult Safeguarding	July 2020
5.05	Complete the development of an online learning module to aid understanding and support implementation of the National Standards for Infection Prevention and Control in Community Services	June 2020
5.06	Commence the development of a set of principles to underpin all future standards and guidance for health and social care services	December 2020
5.07	Implement the prioritisation process for the development of National Standards and Guidance for health and social care services	December 2020

5.08	Commence the development of the prioritised topic (Standards or Guidance) in line with the prioritisation process (the current three prioritised topics are standards for home support services, medication safety and assessment of need)	December 2020
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What we need to be successful

Our people

Over the next three years, we will:

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

By December 2021, HIQA will have:

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

	Business plan objectives	Target date
6.01	Develop a response plan to the findings of the 2019 staff engagement survey and the 2020 remote working survey and implement agreed actions	December 2020
6.02	Develop our approach to talent management across the employee's full life cycle in HIQA using the competency framework	December 2020
6.03	Implement relevant actions from the Learning and Development Strategy to address the competency needs of the organisation	December 2020
6.04	Develop our human capital management systems to streamline processes and provide information to support decision making	December 2020
6.05	Renew the HIQA's Excellence through People accreditation	December 2020
6.06	Develop a succession management plan	October 2020
Human Resources business plan objectives related to COVID-19		
6.07	Implement appropriate measures to facilitate all staff home working as a result of workplace restrictions in place during the COVID-19 public health emergency	June 2020
6.08	Implement appropriate measures to enable safe return the office working in compliance with all relevant public health guidelines	August 2020

Leadership, governance and management

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

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

By December 2021, HIQA will have:

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

	Business plan objectives	Target date
7.01	Provide responsive and accessible legal support that enables effective discharge of all statutory functions and obligations	December 2020
7.02	Deliver the full suite of planning tools ensuring that the resources available to the organisation are aligned with its outputs	December 2020
7.03	Ensure strong financial management in the organisation reporting financial performance to all stakeholders and funders	December 2020
7.04	Review the organisational and senior management structure ensuring its fit for the strategic requirements of the organisation	October 2020
7.05	Advise on and monitor the processing of personal data within HIQA to ensure compliance with GDPR	December 2020
7.06	Maintain corporate governance arrangements in line with all requirements	December 2020
7.07	Complete agreed year one actions arising from the 2019 external evaluation of the board	December 2020
7.08	Reduce legal financial costs of litigation and advisory work arising from regulatory enforcement contemplated and initiated under the Health Act 2007	December 2020

Operations business plan objective related to COVID-19		
7.09	Establish arrangements to endure the business continuity of the organisation taking account of government requirements arising from the national public health emergency	December 2020

Digital and data capability

Over the next three years, we will:

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

By December 2021, HIQA will have:

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

	Business plan objectives	Target date
8.01	Develop a roadmap of strategy enablement and strategy improvement programme and implement 2020 agreed actions	December 2020
8.02	Develop Business Intelligence Roadmap and Plan and deliver 2020 agreed actions	December 2020
8.03	Develop information governance action plan, including internal and external audit items, and deliver prioritised 2020 actions	December 2020
8.04	Develop a corporate-wide policy for record management, data classification and data quality management	December 2020
8.05	Develop a technology roadmap/plan covering the Digital and Data Strategy, maintenance of operational systems and implement 2020 agreed actions	December 2020
8.06	Commence and deliver key milestones of the Lessons from statutory notifications in social care (LENS) Project	December 2020
8.07	Develop and commence implementation of technology plan to ensure sustainability of PRISM and strategic replacement of PRISM and deliver 2020 agreed actions	December 2020
Information Division business plan objective related to COVID-19		
8.08	Develop and implement digital solutions to support COVID-19 business continuity requirements	December 2020

Operational agility

Over the next three years, we will:

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

By December 2021, HIQA will have:

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

	Business plan objectives	Target date
9.01	Work with the Department of Health to ensure readiness for proposed new legislative commitments, including: <ul style="list-style-type: none"> ▪ Patient Safety Bill ▪ Protection of Liberty Safeguards ▪ Statutory Homecare Scheme. 	December 2020
9.02	Work with the Department of Health to develop a plan for the implementation of the recommendations of the COVID-19 Nursing Homes Expert Panel	December 2020
9.03	Deliver a programme of recruitment in line with the needs of the organisation	December 2020

Quality and change management

Over the next three years, we will:

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

By December 2021, HIQA will have:

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

Business plan objectives		Target date
10.01	Deliver projects agreed under the scope and remit of the Programme Governance Board (PGB)	December 2020
10.02	Integrate the risk and quality functions by establishing the quality risk and compliance function	December 2020
10.03	Review stakeholder feedback mechanisms and make recommendations for a future stakeholder engagement survey	December 2020
10.04	Procure an improved corporate performance reporting process	December 2020
10.05	Develop a prioritisation process and framework for quality reviews and audits and deliver a programme of quality assessments	December 2020

Collaboration and constructive relationships

Over the next three years, we will:

- develop, maintain and enhance relationships that focus on improving the safety and quality of health and social care services
- actively engage with the public and our stakeholders to communicate the values, work and remit of HIQA and maximise public and service user involvement in our programmes of work.

By December 2021, HIQA will have:

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

	Business plan objectives	Target date
11.01	Participate in international collaborative projects including the European network of HTA (EUnetHTA) in accordance with individual work plans	December 2020
11.02	Support the work of the National Clinical Effectiveness Committee by participating in the Committee and its methodology sub-group and by providing technical expertise to its prioritisation and appraisal teams	December 2020
11.03	Facilitate internship and PhD opportunities and undertake collaborative projects and grant applications that complement our programmes of work in partnership with academic bodies	December 2020
11.04	Evaluate the impact of our external activities	December 2020
11.05	Manage the development and review of joint working agreements between HIQA and 3rd parties	December 2020
11.06	Complete the 2020 actions of the Communications and Stakeholder Engagement Strategy 2019-2021	December 2020

11.07	Engage with the new Government, the members of the Special Committee on COVID-19 Response and other elected representatives to ensure an informed understanding of HIQA's role and remit, and support the implementation of the programme for government.	December 2020
Communications and Stakeholder Engagement business plan objective related to COVID-19		
11.08	Develop and implement a communications strategy to ensure clear and effective communication with HIQA's internal and external stakeholders during the COVID-19 pandemic. This strategy will be kept under regular review and updated accordingly.	December 2020

Appendix 1 – Financial Resources Summary 2020

Revenue	€'000
Department of Health	17,245
Annual and registration fees	7,431
Other income	876
	<hr/> 25,552 <hr/>
Expenditure	
Chief Executive's Office (including legal)	1,321
Regulation	11,892
Health Technology Assessment	1,339
Health Information and Standards	2,313
Communications and Stakeholder Engagement	527
Information Technology	3,411
Shared Costs and Corporate Services	4,042
Pension costs	707
	<hr/> 25,552 <hr/>

Appendix 2 – Human Resources Summary

Headcount	Projected December 2020
Chief Executive's Office (including legal)	12
Regulation	176
Health Technology Assessment	15
Health Information and Standards	26
Communications and Stakeholder Engagement	7
Information Technology	16
Corporate Services	17
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Published by the Health Information and Quality Authority (HIQA).

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