



**Health
Information
and Quality
Authority**

An tÚdarás Um Fhaisnéis
agus Cáilíocht Sláinte



Corporate Plan

2022-2024

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Foreword

We are pleased to introduce HIQA’s Corporate Plan 2022–2024. In this plan, we outline a clear direction for the coming three years and set out the steps we will take to fulfil our mission of Safer Services, Better Care. We outline our operating environment, and set out our strategic objectives, as well as our commitment to operating to our core values.

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

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

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

The impact of the pandemic on both HIQA and health and social care services, as well as the views of our stakeholders, have shaped the development of this new Corporate Plan 2022–2024.

In developing this plan, we embarked on an ambitious engagement programme with our stakeholders. This included policy-makers, planners and providers of services, as well as service users, advocacy groups, HIQA staff and the wider public. We sought their views on HIQA’s values, what has worked well in the last three years and what our priorities should be for the future.

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

In the next three years, HIQA will continue to address the outcomes and recommendations of the Nursing Home Expert Panel on COVID-19; this will include an expanded and more diverse programme of inspections across nursing homes and residential disability services. HIQA will also build on its successful National Care Experience Programme (NCEP), with the introduction of a survey of nursing home residents and their relatives, as well as a survey on end-of-life care across acute, community and other home-based services. In addition, HIQA will continue to undertake a programme of evidence synthesis to assist with the Government’s policy formation as we continue to respond to the impact of COVID-19 on our health and social care services.

This plan also outlines a significant work programme consistent with Government policy. Aware of the pressing need to modernise Ireland’s health and social care system, we will engage with our stakeholders to enact the key principles and objectives of Sláintecare. We acknowledge the ambitious legislative and regulatory programme aimed at improving the quality and safety of our health and social care services, particularly, policy development as it relates to the State’s responsibilities to adults and children who may be vulnerable. This corporate plan sets out how we will assist with, and respond to, these new policies and legislative requirements as they emerge.

We want to thank everyone involved in developing this plan, and all those who took the time to shape our future direction.

Development process

In May 2021, work began on HIQA's sixth corporate plan. HIQA's Board agreed a framework for the development of the plan, and the Executive Management Team set up a working group, chaired by the Chief Executive Officer.

In developing our corporate plan, we considered our operating environment, our values, strengths and weaknesses, and how we can add maximum value to our health and social care system.

The working group oversaw a comprehensive consultation and engagement with key stakeholders. These included the Department of Health; the Department of Children Equality, Disability, Integration and Youth; the Child and Family Agency (Tusla); the Health Service Executive (HSE); and the Sláintecare Programme Office, as well as other providers of services, other relevant government departments and agencies, services users and broader civil society. Internally, we consulted with HIQA's Board members, the Executive Management Team and staff. Following these engagements, a draft corporate plan was developed for wider public consultation in advance of its publication.



Our operating environment

In developing this plan, we acknowledged that there are several external factors that have the potential to influence HIQA's programme of work and prioritisation process in the period to the end of 2024.

The most immediate impact will arise as the country and its health services emerge from the COVID-19 pandemic and adjust to a new endemic phase in which the public, policy-makers, planners and commissioners of services adapt to the longer-term implications of COVID-19. HIQA has considered these impacts not only on services but in how we as a regulator and an improvement agency will need to operate in this changing environment.

In line with our legal remit, emerging government policy and the recommendations of the Nursing Home Expert Panel on COVID-19, HIQA will:

- Continue to increase and diversify its regulatory programme in nursing homes and residential disability services to ensure that we learn from the experience of COVID-19 in these sectors and continue to improve the quality and safety of services and the lived experience of residents.
- Continue to develop our National Care Experience Programme through the development and delivery of surveys for nursing home residents and their relatives, as well as the delivery of a survey on end-of-life care across community, acute and home-based services.
- Support policy and decision-makers to make the best use of high-quality evidence synthesis outputs on COVID-19 in the next phase of the public health and health sector response.

Ireland's growing and ageing population will result in an increase in the number of people requiring health and social care services. This changing demographic will pose a significant challenge to the delivery and the funding of services. The Government's central policy to deal with these challenges is set out in the Oireachtas Committee on the Future of Healthcare *Sláintecare Report* (2017). At the same time, policies ensuring that adults and children in receipt of health and social care services and who may be vulnerable are protected, and their human rights upheld, are set out in an ambitious programme of policy development and legislative reform.

In terms of HIQA's legal remit and functions, a number of initiatives will impact on our work. These include:

- The Sláintecare Implementation Strategy, which sets out a framework for the reform of Ireland's health and social care system, as envisaged in the *Sláintecare Report*.
- The progression of the Patient Safety (Notifiable Patient Safety Incidents) Bill (2019), which will extend HIQA's remit to private health service providers and will require all health service providers to report serious notifiable incidents to HIQA. In addition, a new amendment to the Bill will extend HIQA's powers to include reviews of serious patient safety incidents within the nursing home sector.
- The Patient Safety (Licensing) Bill (2018) will introduce a system of healthcare licensing to Ireland for the first time, with HIQA as the licensing body.
- The Human Tissue (Transplantation, Post-Mortem, Anatomical Examination and Public Display) Bill (2018) will introduce specific new powers for HIQA to inspect hospital-based mortuary services.
- The Health (Amendment) (Licensing of Professional Home Support Providers) Bill will be introduced with a scheme that will amend the Health Act 2007 to extend HIQA's powers to licence and inspect homecare providers in Ireland.
- Amendment of the Health Act 2007 that will extend HIQA's powers to register and inspect children's residential services in the public, private and voluntary sectors, against regulations.
- The request from the Department of Children, Equality, Disability, Integration and Youth that HIQA's powers are extended to undertake inspection of reception and integration centres.
- The development of government policy on adult safeguarding and the commencement of important aspects of the Assisted Decision-Making (Capacity) Act 2015, which will ensure that the rights of people accessing HIQA-regulated services are adequately promoted and protected.
- The introduction of Regulation 2021 of the European Parliament and of the Council on Health Technology Assessment (HTA), which will require the standardisation of methods and processes and the use of common HTA tools.

It appears inevitable that the wider economic environment in Ireland faces a challenging period in the aftermath of COVID-19 and the recent departure of the UK from the European Union. This economic context will set a challenging backdrop for HIQA as a public sector body required to increase and diversify its functions over the lifetime of this corporate plan.

Collaboration

HIQA does not operate in isolation, and, in the last three years, it has built and further developed constructive collaborations with a range of partner organisations. We recognise that although our functions differ from those of our key stakeholders, our respective missions are often aligned as we work to improve the quality and safety of health and social care services in Ireland. By working in collaboration, we can harness the skills, expertise and insights of our partner organisations. By listening to the voices of others, including staff working in our health and social care services, we can gather important information that can help shape our collective efforts.

Over the last three years, we have demonstrated how HIQA, together with our partners, can influence the delivery of safer, better services for the Irish public. Examples of these collaborations include HIQA's membership of the National Public Health Emergency Team (NPHET) and the Implementation Oversight Team for the Nursing Home Expert Panel's recommendations. HIQA has further developed a range of collaborations as part of the National Inpatient Experience Survey; the development with the Mental Health Commission of National Standards for children's health and social services as well as adult safeguarding; the HRB Collaboration in Ireland for Clinical Effectiveness Reviews (HRB-CICER); support to inform the work of the National Screening Advisory Committee; and the Learning from Notifications in Social Care (LENS) project.

In the next three years, we hope to further develop existing partnerships and create new collaborations to ensure that we are maximising the delivery of our legal functions and our corporate objectives. We also plan to further develop partnerships with academic and research institutions to assist in the analysis and interpretation of data, to underpin our methodologies, to evaluate our effectiveness and impact, and to support and develop our staff.

Mindful of the central importance of Sláintecare, we will continue to work with the Sláintecare Programme Office to provide support across all of our functions and competencies to affect the required change in our health and social care system. We will work with the Department of Health to ensure that legislation and regulatory reform are informed and guided by our experience and by a sound evidence base.

In addition, Memorandums of Understanding (MoU) and data sharing agreements will continue to be developed with other public bodies and will be regularly reviewed to ensure that our work is well coordinated and that information is appropriately shared to protect the health and welfare of people who use health and social care services.

Capacity and capability

HIQA has a demanding and wide-ranging remit that has continued to grow and diversify since our establishment in 2007. This trend continues, with additional statutory functions planned in the coming years. As a result, the capacity and capability of HIQA to deliver our functions must be carefully scoped, planned and adequately resourced. In line with the Government's Public Service Reform Plan, HIQA will continue to strive to be an employer of choice and work to recruit and retain high-quality, motivated staff. In the post-pandemic environment, we will work to align ourselves with the Department of Public Expenditure and Reform's principles on blended working arrangements and to progress our digital and data capacity and capabilities to further develop effectiveness, efficiency and better access to our data.

We will continue to leverage available expertise in Ireland and in other jurisdictions so that the evidence underpinning our standards, guidelines and assessments is relevant and up to date. Using business intelligence, we will target our resources effectively and in a way that achieves the best value for money.

Compliance

As a public sector body, HIQA is aware of its obligations to comply with all legislative requirements. Our focus on good governance and quality-management practices ensures that we have processes in place to achieve compliance. To assist us in this area, we will ensure that our internal audit practices, quality reviews and other evaluation processes are robust.

Reputation

As our functions expand under existing and new legal frameworks, HIQA will face challenges to our processes, judgments and decisions. We recognise the potential risks to our reputation as a trusted State agency and so continuously work to ensure that our processes are effective and can withstand scrutiny and challenge, and that shared learning is applied across the organisation.

About the Health Information and Quality Authority (HIQA)

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

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

Setting standards for health and social care services

Developing person-centred standards and guidance, based on evidence and international best practice, for health and social care services in Ireland.

Regulating social care services

The Chief Inspector within HIQA is responsible for registering and inspecting residential services for older people and people with a disability, and children's special care units.

Regulating health services

Regulating medical exposure to ionising radiation.

Monitoring services

Monitoring the safety and quality of health services and children's social services and investigating as necessary serious concerns about the health and welfare of people who use these services.

Health technology assessment

Evaluating the clinical and cost-effectiveness of health programmes, policies, medicines, medical equipment, diagnostic and surgical techniques, health promotion and protection activities, and providing advice to enable the best use of resources and the best outcomes for people who use our health service.

Health information

Advising on the efficient and secure collection and sharing of health information, standards setting, evaluating resources and publishing information on the delivery and performance of Ireland's health and social care services.

National Care Experience Programme

Carrying out national service-user experience surveys across a range of health services, in conjunction with the Department of Health and the HSE.

HIQA’s mission, vision and values

Our vision

Safer services and better care for all

Our mission

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

Our Values:

Promoting and protecting human rights

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

Putting people first

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

Being fair, objective and equitable

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

Being open and accountable

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

Striving for excellence

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

Promoting quality

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

Working collaboratively

We will engage and work collaboratively with all our stakeholders

Strategy map 2022–2024

Our Vision

Safer services and better care for all

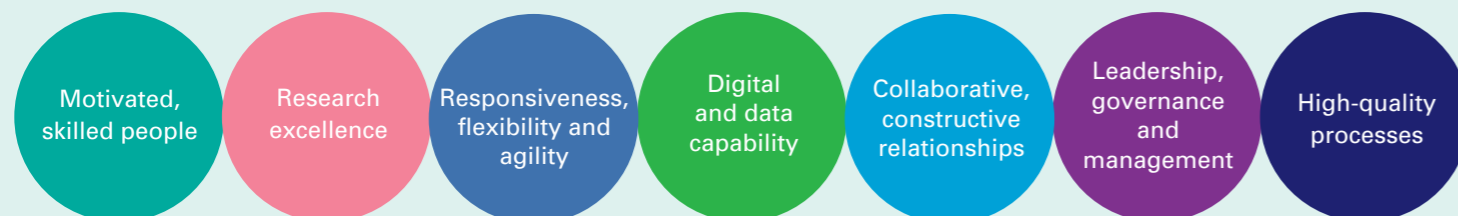
Our Mission

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

Key Strategic Objectives

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

Key Enablers



Our strategic objectives

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

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

Over the next three years we will:

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

We will know we are successful in 2024 by having:

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

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

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

Over the next three years we will:

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

We will know we are successful in 2024 by having:

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

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

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

Over the next three years we will:

- Meet and speak with services users during the course of regulatory work in health and social care services and include their opinions and experiences when designing regulatory programmes.
- Work with partner organisations to develop and implement a National Care Experience Programme to achieve measurable improvements for people using our health and social care system.
- Engage with service users when developing recommendations to inform national policy and strategy in relation to the collection, use and sharing of health information.

We will know we are successful in 2024 by having:

- Included the experiences of people who use health and social care services in our regulatory reports.
- Demonstrably increased our engagement with service users across all of our work programmes.
- Measured people’s experiences of services through the National Care Experience Programme and reported our findings to the public.
- Demonstrated meaningful engagement with services users and their representatives in planning and developing our work programmes.

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

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

Over the next three years we will:

- Undertake regulatory research to enhance and inform improvements in inspection methodologies, guidance, tools, practice, policy and new regulatory commencements.
- Develop recommendations in priority areas for health information in order to influence national policy and legislation and improve Ireland’s health information system.
- Produce high-quality health technology assessments (HTAs) and evidence syntheses to inform major health-policy and health-service decisions, including the national response to COVID-19.
- Expand and consolidate the capacity to conduct and use evidence synthesis and knowledge generation both in HIQA and across the health system.
- Work with decision-makers to promote opportunities to embed the use of high-quality evidence synthesis outputs to inform key practice, planning and policy decisions.

We will know we are successful in 2024 by having:

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

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

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

Over the next three years we will:

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

We will know we are successful in 2024 by having:

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

What we need to be successful

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

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

Key Enablers

6.1 Motivated, skilled people

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

Over the next three years we will:

- Ensure that the organisational structure, and the skills, competencies and behaviours of our people are true to our values and enable optimal delivery of the Corporate Plan 2022-2024.
- Develop and support leadership to manage change and enable sustainable growth of the organisation.
- Continue to build a culture and working environment that ensures HIQA employees feel engaged, valued, and fulfilled, and are equipped and supported to perform their roles to the highest standard.

We will know we are successful in 2024 by having:

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

6.2 Research excellence

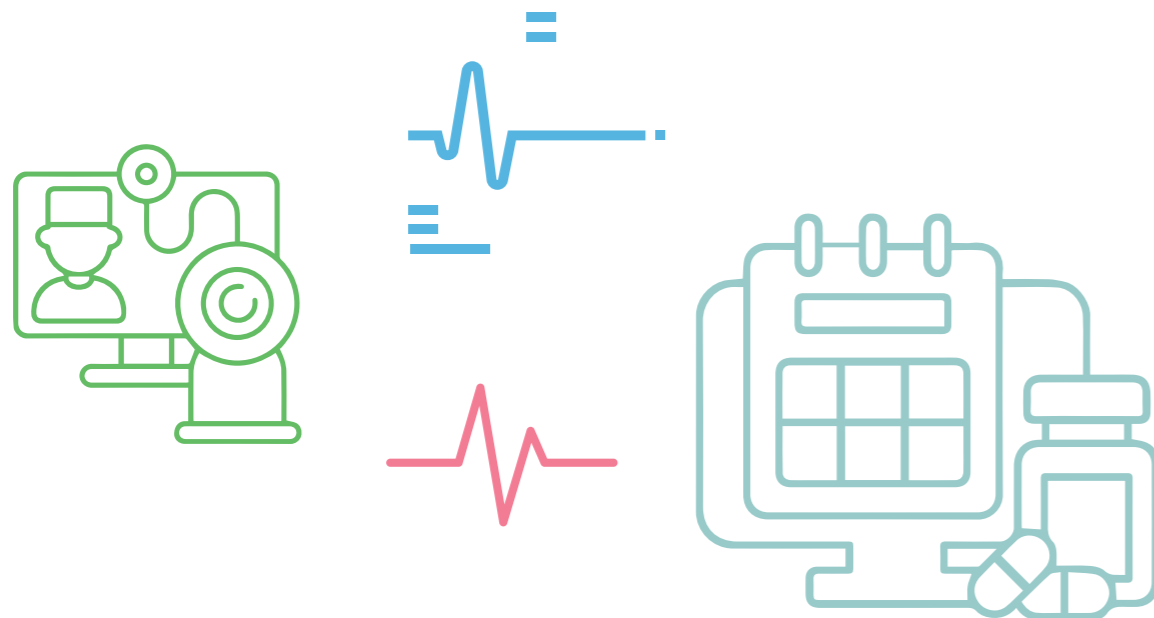
We will review and enhance our structures to ensure that we have the capacity and capability for research excellence.

Over the next three years we will:

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

We will know we are successful in 2024 by having:

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



6.3 Responsiveness, flexibility and agility

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

Over the next three years we will:

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

We will know we are successful in 2024 by having:

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

6.4 Digital and data capability

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

Over the next three years we will:

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

We will know we are successful in 2024 by having:

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



6.5 Collaborative, constructive relationships

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

Over the next three years we will:

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

We will know we are successful in 2024 by having:

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



6.6 Leadership, governance and management

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

Over the next three years we will:

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

We will know we are successful in 2024 by having:

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

6.7 High-quality processes

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

Over the next three years we will:

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

We will know we are successful in 2024 by having:

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



Resources

HIQA receives annual funding from the Department of Health and collects application fees for the registration of designated centres. In addition, a number of grants have been awarded to HIQA and we may apply for additional grants in the future to undertake work aligned to our mission.

The availability of human and financial resources is a prerequisite for the successful delivery of this plan and the achievement of our strategic objectives. This corporate plan has been developed on the basis of a number of assumptions, which include the following:

- The expansion of our remit will occur on a phased basis with sufficient time and additional resourcing provided to prepare for such workstreams, including the supports required within our organisation.
- Additional resources, if required, will be put in place to support unplanned activities.
- Consideration of and response to sanction requests for staff will be timely.
- The grant awarded to HIQA by the Department of Health over the coming three years will adjust in line with changes to public sector pay scales and general operating costs.

Implementation and monitoring

The implementation of this corporate plan will be monitored and reviewed by HIQA's Board and Executive Management Team. In addition, a performance delivery agreement is in place between HIQA and the Department of Health, which includes processes for monitoring performance.

The strategic objectives set out in this plan, together with government priorities and external challenges, will inform HIQA's annual business plans. The delivery of these business plans will ensure that our strategic objectives are delivered over the life span of this corporate plan. However, should HIQA be required to undertake an unplanned stream of work, the achievement of our strategic objectives may be delayed.





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