



**Health  
Information  
and Quality  
Authority**

An tÚdarás Um Fhaisnéis  
agus Cállocht Sláinte



# Business Plan 2024

# About the Health Information and Quality Authority (HIQA)

The Health Information and Quality Authority (HIQA) is an independent statutory body 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.

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 of Social Services 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 permanent international protection accommodation service centres, health services and children's social services against the national standards. Where necessary, HIQA investigates serious concerns about the health and welfare of people who use health services and children's social 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 and social care services, with the Department of Health and the HSE.

Visit [www.hiqa.ie](http://www.hiqa.ie) for more information.

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# Introduction

HIQA is an independent authority established to drive better, safer health and social care for the people of Ireland. We promote best practice in human rights within health and social care services, and the rights and the dignity of the person accessing health and social care services are central to everything we do. We use our powers and resources to address areas of risk and work with others to safeguard people who may be vulnerable, while being fair, objective and consistent in our dealings with people and organisations. We are an organisation that is trusted by the public and places service users, particularly vulnerable service users, at the core of its work.

Our Corporate Plan 2022–2024 outlines a clear direction and sets out the steps we will take to fulfil our mission of Safer Services, Better Care. This Business Plan details the steps that we will take in 2024 to achieve the strategic objectives set out in our Corporate Plan. We have listened to service users and other stakeholders and used this information to inform the planning, delivery and outcome of our work. The priorities set out in the Business Plan centre around HIQA's core activities, which are to monitor and regulate health and social care services, develop standards, carry out health technology assessments (HTAs) and advise on the collection and sharing of information across our healthcare services.

In 2024, we will continue to work collaboratively with our stakeholders in areas of mutual interest. Our remit continues to expand, and we will work with the Department of Health and the Department of Children, Equality, Disability, Integration and Youth to prepare for taking on new responsibilities and commitments. In 2024, we will prepare for and commence new functions under the Patient Safety (Notifiable Incidents and Open Disclosure) Act. Furthermore, we will continue to prepare for regulating home support as well as for new functions subject to the enactment of the Human Tissue (Transplantation, Postmortem, Anatomical Examination, and Public Display) Bill and the Health (Amendment) Bill. HIQA will also work with the Department of Health to prepare for a new palliative care policy.

During 2024, we will conclude an independent statutory review into governance and oversight of the use of surgical implants and implantable medical devices in Children's Health Ireland (CHI), including at CHI Temple Street. The independent statutory review is examining the controls, oversight processes and governance arrangements in place within all CHI hospitals and services for the use of such implants and medical devices.

Through the National Care Experience Programme (NCEP), in 2024, we will report on the findings of National End of Life Survey, implement and report on the National Inpatient Experience Survey 2024 and commence the National Maternity Experience Survey. We will also identify a model to support the involvement of people using services in HIQA's work to ensure that we listen and respond to all who use health and social care services. In addition, HIQA will undertake an expanded programme of evidence synthesis to assist

with the Government's policy formation. Furthermore, HIQA will contribute to the strategic development of the health information system and associated policy.

HIQA will also further develop its own capability and capacity to ensure that it can continue to meet its current and new functions effectively. In 2024, we will develop an Organisation Action Plan to support our dedicated workforce and to enable them deliver personal and organisational objectives consistent with our values. We will continue to progress the Digitally Enabled Regulator transformation program, which will ensure that our IT systems are best in class and support our work as a regulator. Finally, to prepare HIQA for the coming years, we will develop a new three-year Corporate Plan to set a clear strategic vision for the years ahead.

# Critical Dependencies

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

## Legislation and Policy

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

## Financial Resources

The delivery of the objectives set out in the Business Plan is aligned with the resources allocated to HIQA in the year. The commencement of any new functions is dependent on additional resources being made available, and we continue to work with the relevant government departments to ensure that we secure the necessary resources to undertake these new functions.

## Workforce

We have developed a workforce plan for the year that is consistent with the finances we expect to be available to HIQA in 2024. Successful delivery of the plan requires the retention and recruitment of high-quality staff with relevant competencies, and we are conscious of the challenges in this area. Challenges also exist in relation to retention of a small number of staff on short-term contracts working on specific projects. We will focus on ensuring that HIQA remains an attractive place to work and offers development opportunities and career pathways to our colleagues.

## Technology

Information technology is a key enabler for HIQA to deliver its regulatory and other functions. The current regulatory IT system (PRISM) is no longer sufficient to meet our requirements. A range of measures are in place and mitigating actions have been taken to address immediate risks for HIQA. In the longer term, a programme of work has commenced to develop a replacement system. This will provide a functioning, fit-for-purpose regulation management system and will enable HIQA to continue to meet its current as well as its future regulatory remit.

## **External Risks**

We recognise that challenges we face can be unprecedented and there is potential for global events and their political, economic and social consequences to impact on the functioning of society and the priorities of the organisation. We recognise that unexpected worldwide geopolitical factors and natural disasters can have an impact on Irish society. HIQA will remain agile in our response to any challenges that emerge while continuing to focus on delivering against our legislative remit. As it demonstrated during the pandemic, HIQA will remain agile in our response to any challenges that emerge while continuing to focus on delivering against our legislative remit.

# HIQA's mission, vision and values

## Our vision

Safer services and better care for all

## Our mission

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

## Our Values:

### Promoting and protecting human rights

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

### Putting people first

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

### Being fair, objective and equitable

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

### Being open and accountable

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

### Striving for excellence

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

### Promoting quality

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

### Working collaboratively

We will engage and work collaboratively with all our stakeholders

# Strategy Map 2022–2024

## Our Vision

Safer services and better care for all

## Our Mission

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

## Key Strategic Objectives

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

## Key Enablers

Motivated,  
skilled people

Research  
excellence

Responsiveness,  
flexibility and  
agility

Digital  
and data  
capability

Collaborative,  
constructive  
relationships

Leadership,  
governance  
and  
management

High-quality  
processes

# Our strategic objectives

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

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

### Over the next three years we will:

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

### We will know we are successful in 2024 by having:

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

Business plan objectives		Target date
1.01	Conduct a rights-based programme of inspection of designated centres for older people that includes regulatory inspections, risk-based inspections, focused inspections such as IPC and thematic inspections as well as other requirements deemed necessary by the Chief Inspector	December 2024
1.02	Carry out a programme of responsive regulation of designated centres for older people that includes reviewing all solicited and unsolicited information and where appropriate taking regulatory action, which may include inspection and enforcement activity	December 2024
1.03	Conduct a rights-based programme of inspection of designated centres for people with a disability that includes regulatory inspections, risk-based inspections, focused inspections such as IPC and thematic inspections as well as other requirements deemed necessary by the Chief Inspector	December 2024
1.04	Carry out a programme of responsive regulation of designated centres for people with a disability that includes reviewing all solicited and unsolicited information and where appropriate taking regulatory action, which may include inspection and enforcement activity	December 2024
1.05	Conduct a rights-based programme of inspections of child protection and welfare services and foster care services against the National Standards for the Protection and Welfare (2012) and the National Standards for Foster Care (2003) as appropriate which includes monitoring inspections, risk-based inspections (provider approach) as well as other requirements deemed necessary by HIQA	December 2024
1.06	Conduct a rights-based programme of inspections of children in the care of Tusla which includes the routine monitoring of children's residential centres (CRCs) services	December 2024
1.07	Carry out a rights-based approach inspection of the detention campus against the Oberstown Children's Rights Framework	December 2024

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

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

### Over the next three years we will:

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

### We will know we are successful in 2024 by having:

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

Business plan objectives		Target date
2.01	Develop implementation support tools for national standards, in line with Knowledge Sharing & Impact Strategic Framework	December 2024
2.02	Implement the 2024 workplan of the Health and Social Care Standards Strategy 2022–2024	December 2024
2.03	Report on how the work of the Health Technology and Assessment and Health Information and Standards Directorates impacts on the wider health and social care environment	December 2024

2.04	Working with the National Patient Safety Office at the Department of Health, prepare for and commence new functions under the Patient Safety (Notifiable Incidents and Open Disclosure) Act as it relates to an expansion in HIQA's remit in the monitoring of healthcare services	December 2024
2.05	Working with the Department of Health, prepare for the commencement of regulatory functions assigned to HIQA through the Human Tissue (Transplantation, Postmortem, Anatomical Examination, and Public Display) Bill	December 2024
2.06	Deliver HIQA's inspection programme in acute hospitals and rehabilitation and community inpatient healthcare services against the National Standards for Safer Better Healthcare and publish findings to inform national policy on the safety and quality of health services	December 2024
2.07	Fulfil statutory functions assigned to HIQA under the European Union (Basic Safety Standards for Protection Against Dangers Arising from Medical Exposure to Ionising Radiation) Regulations 2018 to 2023 relating to the regulation of services and diagnostic reference level setting	December 2024
2.08	Commence the monitoring of International Protection Accommodation Services against national standards, including the conduct of a programme of routine and risk-based inspections	December 2024
2.09	Publish an overview report of initial findings from the inspection and monitoring of International Protection Accommodation Services	December 2024
2.10	Develop a methodology for a rights-based thematic programme reviewing the use of restrictive practices within secure care settings	December 2024
2.11	Deliver a programme of registration to include new registrations, variations to existing registration and renewal of registration for designated centres for older people	December 2024

2.12	Deliver a programme of registration to include new registrations, variations to existing registration and renewal of registration for designated centres for people with a disability	December 2024
2.13	Deliver a programme of registration to include new registrations, variations to existing registration and renewal of registration for designated centres (special care units)	December 2024
2.14	Receive and risk rate all solicited and unsolicited information across children's centres and services and respond accordingly through risk-based inspections in a timely manner	December 2024
2.15	Complete the actions for delivery of the 2024 workplan of the EU Direct Grant on setting up services by health data access bodies	December 2024
2.16	Complete the 2024 actions for delivery of the EU Horizon Europe grant project – Quantum	December 2024
2.17	Develop and publish assessment and judgement framework (AJF), self-assessment tool, and associated guidance for National Standards for Information Management for health and social care	December 2024
2.18	Establish the Health Information Standards function and commence the development of national health information standards	December 2024
2.19	Working with the Department of Health, contribute to the strategic development of the Health Information System and associated policy, which includes an evidence review to support national policy for registries and national data collections	December 2024

### 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.

Business plan objectives		Target date
3.01	Deliver on the NCEP Strategy 2022–2024 by reporting on the findings for the National End of Life Survey, implementing and reporting on the National Inpatient Experience Survey 2024 and commencing the National Maternity Experience Survey	December 2024
3.02	Advance development of a model and methodology to enable implementation of a survey of mental health service users	December 2024
3.03	Complete the national engagement on digital health and social care	May 2024
3.04	Identify a model to support the involvement of people using services in HIOA's work	December 2024

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

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

### Over the next three years we will:

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

### We will know we are successful in 2024 by having:

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

Business plan objectives		Target date
4.01	Develop and update evidence-based national standards, in line with prioritisation process and standards development framework	December 2024

4.02	Publish evidence-based national standards for children, in line with standards development framework	December 2024
4.03	Support learning in the wider social care sector through the publication of academic papers	December 2024
4.04	Carry out HTAs in accordance with the Board-approved work plan	December 2024
4.05	Conduct HTAs and evidence synthesis to support the National Screening Advisory Committee in a work plan to be agreed with the Department of Health	December 2024
4.06	Complete the actions in the Collaboration in Ireland for Clinical Effectiveness Review (CICER) 2024 work plan to be agreed with the Clinical Effectiveness Unit in the Department of Health	April 2024
4.07	Conduct evidence synthesis and provide evidence-based advice to inform national public health policy in a work plan to be agreed with the Department of Health	December 2024
4.08	Deliver a programme to justify medical ionising radiation practices and screening programmes	December 2024
4.09	Conduct HTAs and evidence synthesis to inform national immunisation policy in a work plan to be agreed with the Department of Health	December 2024
4.10	Implement 2024 actions from the Evidence Synthesis Strategy and develop a new Evidence Synthesis Strategy 2025-2027	December 2024
4.11	Support the development of evidence synthesis methodology	December 2024
4.12	Update the National HTA Guideline on Economic Evaluation of Health Technologies and the National HTA Guideline of Budget Impact Analysis of Health Technologies	December 2024
4.13	Commence the development of Recommendations on Digital Health and Social Care	December 2024
4.14	Continue the development of a tool for the collection of costs attributable to antimicrobial resistance in the public healthcare system	December 2024

4.15	Commence a health technology assessment of tele dermatology for triage of referrals to specialist dermatology services	December 2024
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## 5. Use our experience to be a trusted voice on quality, safety and human rights in health and social care services

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

### Over the next three years we will:

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

### We will know we are successful in 2024 by having:

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

Business plan objectives		Target date
5.01	Develop and deliver a public affairs programme throughout 2024	December 2024
5.02	Complete the Independent statutory review of the governance of controls and oversight processes within Children's Health Ireland (CHI) on the use of surgical implants/implantable medical devices, including a focus on the use of non-CE spring implants during spinal surgery in CHI at Temple Street, as per Ministerial request under section 8(1)(c) of the Health Act 2007, as amended	June 2024
5.03	Commence a governance review of National Screening Services (NSS) against selected National Standards for Safer Better Healthcare, to provide an assurance that sharing of learning has occurred across NSS provided services following the recommendations of commissioned reports into Cervical Screening services	December 2024
5.04	Publish overview reports for designated centres for older people, centres for people with disabilities and children services looking at learning from 2013-2023	December 2024

5.05	<p>Continue working with the Department of Health to prepare for the commencement of the following:</p> <ul style="list-style-type: none"> <li>▪ regulation of home support</li> <li>▪ the Chief Inspector's function under the Patient Safety (Notifiable Incidents and Open Disclosure) Act 2023</li> <li>▪ regulatory functions assigned to the Chief Inspector through the Health (Amendment) Bill</li> </ul>	December 2024
5.06	Working with the Department of Health, continue to support the ongoing implementation of the COVID-19 Nursing Home Expert Panel Recommendations, including legislative and regulatory reform	December 2024
5.07	Working with the Department of Health, prepare for and implement regulatory amendments for designated centres for older people	December 2024

# What we need to be successful

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

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

### *Key Enablers*

#### 6.1 Motivated, skilled people

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

#### **Over the next three years we will:**

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

#### **We will know we are successful in 2024 by having:**

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

Business plan objectives		Target date
6.1.01	Develop and deliver an internal communications programme throughout 2024	December 2024
6.1.02	Develop an Organisation Action and Implementation Plan arising from the results of the IPSOS MRBI Staff Engagement Survey, the ETP Audit and the Mazars Culture Review	December 2024
6.1.03	Implement a programme of recruitment and selection in line with organisational resourcing needs and as identified in the Corporate Strategic Workforce Plan	December 2024
6.1.04	Develop, publish and deliver HR programmes of work arising from the development of the HIQA People Strategy 2024-2027	December 2024
6.1.05	Deliver a programme of work arising from the HIQA Blended Working Action Plan	December 2024

## 6.2 Research excellence

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

### Over the next three years we will:

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

### We will know we are successful in 2024 by having:

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

Business plan objectives		Target date
6.2.01	Develop the analytical and research function of the NCEP, strengthening links with academic and other partners to maximise the value, usage and understanding of survey data and findings	December 2024
6.2.02	Develop a strategic research function which will support relevant research activity through various funding, ethics, quality and approval processes and will manage academic partnerships	December 2024

## 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:

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

Business plan objectives		Target date
6.3.01	Complete research to inform development of guide to interpreting legislation relevant to HIQA's legislative remit	December 2024
6.3.02	Develop and deliver legal training and awareness programmes to staff to further embed good decision making guide	December 2024
6.3.03	Continue to engage with the Department of Children, Equality, Disability, Integration and Youth in relation to areas of mutual interest such as home support for people with a disability	December 2024
6.3.04	Develop and review a suite of legal tools and support structures to enable HIQA to conduct its functions pursuant to its expanding legislative framework	December 2024
6.3.05	Deliver a workplan to provide enhanced support to the development of national immunisation policy	December 2024

## 6.4 Digital and data capability

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

### Over the next three years we will:

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

### We will know we are successful in 2024 by having:

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

Business plan objectives		Target date
6.4.01	Implement digital media in our communications and stakeholder engagement activities, in line with HIQA's 'digital first' approach	December 2024
6.4.02	Implement the Digitally Enabled Regulator stakeholder engagement plan	December 2024
6.4.03	Deliver the key milestones of Digitally Enabled Regulator program	December 2024
6.4.04	Procure a robust data and digital solution for the National Care Experience Programme (NCEP)	August 2024
6.4.05	Deliver projects agreed under the scope and remit of the Information Division Programme Governance Board (PGB)	December 2024

6.4.06	Provide technology solutions for ongoing business demands to meet the operational needs via Change Governance Board	December 2024
6.4.07	Expand corporate-wide business intelligence solutions in-line with the BI roadmap and align it with the Digitally Enabled Regulator programme	December 2024
6.4.08	Deliver Digitally Enabled Regulator transformation program by working collaboratively with the business, system integrator and stakeholders	December 2024
6.4.09	Undertake disaster recovery testing and update plan, processes and procedures	December 2024
6.4.10	Conduct an ICT Support customer satisfaction survey of all staff and report findings and implement the agreed recommendations	December 2024
6.4.11	Develop and implement critical supporting procedures for the agreed cyber security policies	December 2024
6.4.12	Implement stronger identity and access management controls for ICT systems based on the principles of role-based access	December 2024
6.4.13	Provide architectural guidelines and technology advice for the prioritised technology initiatives	December 2024
6.4.14	Commence a programme of work in partnership with the CIO Directorate to develop a digital and data strategy for HR	December 2024

## 6.5 Collaborative, constructive relationships

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

### Over the next three years we will:

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

### We will know we are successful in 2024 by having:

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

Business plan objectives		Target date
6.5.01	Facilitate fellowship, internship and PhD opportunities and undertake collaborative projects and grant applications that complement our programmes of work in partnership with academic bodies	December 2024
6.5.02	Implement the Communications and Stakeholder Engagement Strategy 2022-2024	December 2024
6.5.03	Participate in international collaborations to facilitate shared learning in Health information, Standards, National Care Experience Programme and Health Technology Assessment, including supporting the implementation of the forthcoming EC Regulation on HTA	December 2024

6.5.04	Support the work of the National Clinical Effectiveness Committee by participating in the Committee and by providing technical expertise to its prioritisation and appraisal teams	December 2024
6.5.05	Support the work of the HSE National Cancer Control Programme Technology Review Committee and the HSE Rare Diseases Medicinal Products/Technology Review Committee by participating in the committees	December 2024
6.5.06	Contribute to the preparation for the International Atomic Energy Agency (IAEA) Integrated Regulatory Review Service (IRRS) Mission insofar as it relates to medical ionising radiation	December 2024
6.5.07	Continue to engage with the Patient Advocacy Service on areas of mutual interest	December 2024

## 6.6 Leadership, governance and management

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

### Over the next three years we will:

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

### We will know we are successful in 2024 by having:

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

Business plan objectives		Target date
6.6.01	Prepare a Corporate Plan 2025–2027	November 2024
6.6.02	Complete implementation of the new Financial Management System	December 2024

## 6.7 High-quality processes

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

### Over the next three years we will:

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

### We will know we are successful in 2024 by having:

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

Business plan objectives		Target date
6.7.01	Maintain and further develop ISO Quality Framework	December 2024
6.7.02	Implement year 2 of the Quality and Risk Strategy	December 2024

## Appendix 1 – Financial Resources Summary 2024

<b>Revenue</b>	<b>€'000</b>
Department of Health	32,286
Annual and registration fees	7,411
Other income	3,322
	<hr/> <b>43,019</b> <hr/>
<b>Expenditure</b>	
Chief Executive's Office (including legal)	1,872
Regulation of Social Care	14,777
Regulation of Healthcare	4,322
Health Technology Assessment	3,285
Health Information and Standards	5,108
Communications and Stakeholder Engagement	921
Information Technology	5,545
Shared Costs and Corporate Services	4,396
Human Resources	2,080
Pension costs	713
	<hr/> <b>43,019</b> <hr/>

## Appendix 2 – Human Resources Summary

<b>Headcount</b>	<b>Projected December 2024</b>
Chief Executive's Office (including legal)	13
Regulation of Social Care	178
Regulation of Healthcare	50
Health Technology Assessment	36
Health Information and Standards	55
Communications and Stakeholder Engagement	9
Information Technology	25
Corporate Services	17
Human Resources	12
	<hr/> <hr/>
	394

