

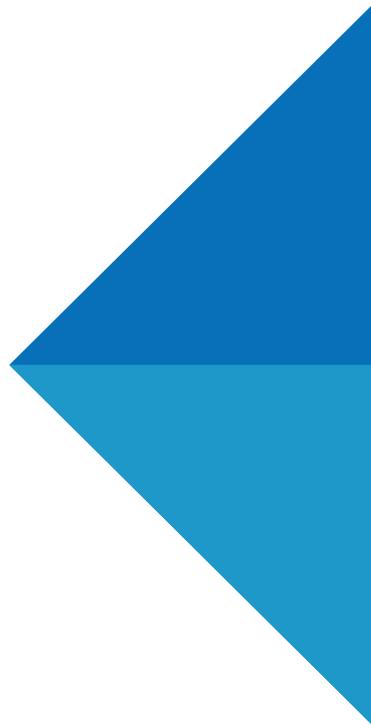
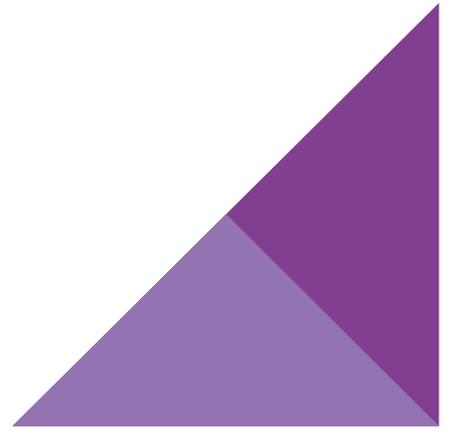


**Health  
Information  
and Quality  
Authority**

An tÚdarás Um Fhaisnéis  
agus Cáilíocht Sláinte

# **CORPORATE PLAN 2016-2018**

*Safer Better Care*



# CONTENTS



Foreword .....	2
About the Health Information and Quality Authority .....	3
HIQA's mission and values .....	4
Overview of achievements of Corporate Plan January 2013 to December 2015 .....	5
Our environment and related challenges.....	8
Corporate Plan development process .....	10
Corporate Plan structure.....	11
Strategy map for the Health Information and Quality Authority .....	12
2016 - 2018 objectives .....	13
What HIQA aims to achieve .....	13
What HIQA does.....	14
What HIQA needs in order to achieve its objectives .....	18
Risk.....	22
Where HIQA will be in three years.....	24
Appendix.....	25

# Foreword

## CORPORATE PLAN 2016-2018

Since our establishment in 2007, the Health Information and Quality Authority (HIQA) has delivered a diverse range of core functions. These functions are aimed at monitoring health and social care and support services, developing national standards and advising on a number of key strategic governance, technical and service areas, all with a focus on improving the safety and quality of services and the experience of people using them.

This is our fourth Corporate Plan. We have developed it with the experience of applying our functions across the health and social care system and at a time when Government policy signals the further expansion of HIQA's remit. Our core values put people using and availing of services, their rights and dignity at the centre of all our work. Respect and dignity should be the cornerstone of health and social care and support services in Ireland.

The 2011 Programme for Government forecast substantial changes to the structure of health and social care and support services in Ireland. As a new programme for government will be published early in the lifetime of this Corporate Plan, we commit to remaining responsive to the changing policy and service environment.

Our Corporate Plan sets out our aims and objectives for the next three years. It also outlines how we will meet our core legal responsibilities, and how we will plan and prepare for the future. It is underpinned annually by a business plan which further details how we will achieve our strategic objectives.

We are an independent body which will continue to maintain and develop our position as a trusted, respected, fair and competent organisation that is recognised as an essential element in the provision of safe and high-quality health and social care and support services.

We are committed to constructively communicating and working with interested parties. We do not have an exclusive role in promoting quality and improvement — this must remain a common objective with all those funding, planning, and delivering health and social care and support services.

We consider this Plan to be owned by the public and our stakeholders who hold us to account in our responsibility to deliver on it.

**Brian McEnery**  
Chairperson

**Phelim Quinn**  
Chief Executive Officer

## About the Health Information and Quality Authority

The Health Information and Quality Authority (HIQA) is an independent authority established to drive high quality and safe care for people using our health and social care services in Ireland. HIQA's role is to develop standards, inspect and review health and social care services and support informed decisions on how services are delivered.

HIQA aims to safeguard people and improve the safety and quality of health and social care services across its full range of functions.

HIQA's mandate to date extends across a specified 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 statutory responsibility for:

- **Setting Standards for Health and Social Services** – Developing person-centred standards, based on evidence and best international practice, for health and social care services in Ireland.
- **Regulation** – Registering and inspecting designated centres.
- **Monitoring Children's Services** – Monitoring and inspecting children's social services.
- **Monitoring Healthcare Safety and Quality** – Monitoring the safety and quality of health services and investigating as necessary serious concerns about the health and welfare of people who use these services.
- **Health Technology Assessment** – Providing advice that enables the best outcome for people who use our health service and the best use of resources by evaluating the clinical effectiveness and cost-effectiveness of drugs, equipment, diagnostic techniques and health promotion and protection activities.
- **Health Information** – Advising on the efficient and secure collection and sharing of health information, setting standards, evaluating information resources and publishing information about the delivery and performance of Ireland's health and social care services.

## HIQA's mission and values

HIQA is an independent Authority that exists to improve health and social care services for the people of Ireland.

Among its functions, HIQA promotes improvement in the quality and safety of health and social care services, assesses health technologies and advises on the use of health information.

HIQA's core values are to:

- **Put people first** – HIQA puts the needs and the voices of people who use health and social care services at the centre of all of its work
- **Be fair and objective** – HIQA strives to be fair and objective in its dealings with people and organisations, and undertakes its work without fear or favour
- **Be open and accountable** – HIQA shares information about the nature and outcomes of its work, and accepts full responsibility for its actions
- **Be committed to excellence** – HIQA seeks to continually improve and strives for excellence in its work
- **Work together** – HIQA engages with those funding, planning, providing and using health and social care services in developing all aspects of its work.



# Overview of achievements of Corporate Plan January 2013 to December 2015

HIQA's third corporate plan ran from January 2013 to December 2015.

At the outset of the plan the aim was to see care and support in the Irish health and social care system improved and people protected and safeguarded. The plan also sought to ensure people were informed and that HIQA had influence over the way in which policy and decisions were made as a result of its work.

Further details about how HIQA has achieved its strategic objectives are available in the annual reports 2013-2015 and relevant overview reports.

## Improving care

In the last three years HIQA has made a significant contribution to improving the safety and quality of health and social care services in Ireland.

HIQA inspectors continued with a programme of regulation of nursing homes. By 31 December 2015 HIQA will have completed over 1900 monitoring inspections of nursing homes caring for older and dependent people. During this time thematic inspections in this sector focused on specific areas of improvement for providers such as; end-of-life care, nutrition and dementia care.

The regulation of residential services for children and adults with disabilities commenced on 1 November 2013. Since then HIQA has carried out over 1400 monitoring and registration inspections of designated centres. A significant number of the interventions HIQA has engaged in within the sector were aimed at ensuring that services become compliant with standards and regulations and achieve registration in line with legislation.

Since 1 January 2013, HIQA's inspection teams carried out over 260 inspections across a range of children's social services. These inspections included residential services (including community based children's residential centres, centres for children with disabilities, special care units and children's detention centres); and foster care and child protection and welfare services.

HIQA delivered an accredited programme on Quality Improvement tools and methodologies to a range of people across the health and social care system. This included staff from acute hospitals and social care services.

Since January 2013 HIQA's healthcare team carried out 100 inspections, both announced and unannounced, in public acute hospitals as part of our programme for monitoring against the National Standards for the Prevention and Control of Healthcare Associated Infections. Two national thematic reviews of Antimicrobial Stewardship and Nutrition and Hydration were also started which will continue into 2016.

As a result of having carried out seven investigations, a statutory inquiry and three reviews, HIQA has in recent years reiterated a large number of recommendations for healthcare services in Ireland. In July 2015, HIQA published a document that matches the recommendations it has made with the national standards that providers are expected to meet.

## Safeguarding people

In regulating acute health services and children and adults social services, HIQA has acted to protect and safeguard service users and intervened where necessary to improve services.

In the period from 1 January 2013 HIQA used its legislative powers where it believed that there was a risk to the life, health or well-being of service users. This included facilitating the voluntary cancellation of registration of designated centres and applying to cancel registration or apply conditions of registration to some designated centres via the courts.

In the same period HIQA carried out two major investigations in the Irish health system, when it was deemed that there was a risk to health and well-being of service users. This included the Patient Safety Investigation report into services at *University Hospital Galway (UHG) and as reflected in the care provided to Savita Halappanavar and the Investigation into the safety, quality and standards of services provided by the Health Service Executive to patients in the Midland Regional Hospital, Portlaoise.*

## Informing people

HIQA continued to engage with those funding, planning, providing and using services throughout the life time of the outgoing Corporate Plan.

Standards, guidance and HIQA's processes were informed by engagement with the public and other key individuals and organisations. For example, focus groups involving a range of stakeholders were used in the development of standards and guidance. Presentations were made to the Joint Oireachtas Committee on Health and Children concerning the work of the Authority on five separate occasions.

HIQA liaised with service providers, the media and other stakeholders to ensure information on its work was reported accurately and appropriately and members of the public were informed and facilitated to understand its work.

## Influencing decision making

During the period of the outgoing corporate plan, HIQA has produced a significant number of standards, recommendations, reports and guidance documents in order to support decision about services. These included; National Standards for Residential Services for Children and Adults with Disabilities and Principles of Good Practice in Medication Reconciliation.

HIQA provided technical support to eight guideline development groups developing clinical guidelines mandated by the Minister following endorsement by the National Clinical Effectiveness Committee.

HIQA delivered a series of twenty-two rapid health technology assessments of clinical/referral thresholds of selected scheduled procedures, one rapid health technology assessment and seven full health technology assessments for example, the health technology assessment of public access defibrillation to inform national policy in this area.

HIQA has been proactive in advancing the eHealth agenda. HIQA published multiple reports in this area with the development of information and technical standards such as standards for referrals, discharge summaries and prescriptions. HIQA actively contributed to the development of the Health Identifier Act (2014). In 2015, HIQA developed standards for the operator of the individual health identifier.

As a result of HIQA's two statutory investigations and national reviews, government and the Health Services Executive (HSE) nationally have changed a number of policies in line with the recommendations made in the respective reports. Examples include, the development of a new national maternity services strategy, a series of national clinical guidelines and the setting up of an independent National Patient Advocacy Service.

## Our environment and related challenges

In developing this corporate plan, HIQA has considered the environment in which it works, factors likely to influence its programme of work and what has been learned whilst undertaking our role as an independent authority that exists to improve health and social care services for the people of Ireland.

The public and government are expected to continue to view the reform of health and social care services as a priority. This is likely to lead to further changes in the way that services are governed, structured, funded and regulated. As services change, HIQA will continue to be responsive in the way its functions are delivered. There is public support for using regulation as a means to improve care, and it is expected that our remit will move into new areas that are currently unregulated.

As a state body, HIQA has a responsibility to have regard to the need to eliminate discrimination, promote equality of opportunity and protect human rights in performing its functions.<sup>‡</sup>

In many areas, HIQA has seen good practice and improvements in the care provided to vulnerable adults and children using social care services. Many services need to further improve in order to make sure that they meet national standards and that they support people to exercise their full rights in society. During the lifetime of this plan, HIQA will implement strategic initiatives that focus on improving safety, quality and protection of children and adults' rights and their experience of care through the development of standards, our monitoring and regulation programmes and reporting on our findings.

Improving the health information landscape is essential for improving the Irish healthcare system. As the body responsible for developing a coherent approach to health information, based on standards and international best practice, in collaboration with other stakeholders, HIQA will continue to play a key role in advancing this agenda.

The economy and public finances in Ireland continue to emerge from the financial crisis of recent years, however demands for resources are unlikely ever to be fully met. Use of evidence-based advice to inform healthcare decisions will help deliver the best possible outcomes for people within available resources. HIQA will continue to support the health and social care sector with challenges they face whilst ensuring that people using services remain at the heart of our work.

<sup>‡</sup>S.42, The Irish Human Rights and Equality Commission Act 2014.

The capacity and capability of a range of providers to make required changes presents a challenge to the achievement of HIQA's strategic objectives. We will continue to work with providers to mitigate this challenge.

Audits and an external accreditation assessment have highlighted areas for improvement internally. The way in which HIQA works will evolve. There is a recognition for the requirement of a human resources strategy, business intelligence strategy and quality management system.

Opportunities and challenges will present themselves which will require HIQA to adapt. To this end, HIQA will continue to develop and support its staff, manage resources, provide effective leadership, embed quality management and use information intelligently.

## Corporate Plan development process

In March 2015, work began on HIQA's fourth Corporate Plan. This began with HIQA's board agreeing a framework for development of HIQA's corporate plan, while HIQA's executive management team set up a working group chaired by the chief executive officer.

In developing this plan, HIQA aimed to align its strategy with its capabilities, competencies, resources and business processes to ensure strategic objectives are achievable.

HIQA's strategy map (shown and discussed on the following pages) is an integral component of the corporate plan.

HIQA's working group oversaw a comprehensive process of engagement in developing our corporate plan. This included an online survey, a wide range of responses were received representing a broad range of interests and an internal staff survey. In addition, the working group further engaged with the board members of HIQA individually and collectively, HIQA's executive management team, HIQA's staff and representatives of the Department of Health, Department of Children and Youth Affairs, the Child and Family agency (TUSLA) and the Health Service Executive.

Following this, HIQA's strategy was further refined thanks to feedback received during our public consultation process.

## Corporate Plan structure

Every section of HIQA's strategy map is an integral component of HIQA's corporate plan.

This section of the corporate plan outlines HIQA's 2016 - 2018 strategic objectives and the following key elements;

- HIQA's strategy map (shown on the next page)
  - What HIQA aims to achieve
  - What HIQA does
  - What HIQA needs in order to achieve its objectives
- Risk
- Where HIQA will be in three years

# HIQA is an independent authority that exists to improve health and social care services for the people of Ireland



# 2016 - 2018 Objectives

## What HIQA aims to achieve

People have a right to expect safe, effective, high-quality care. HIQA envisions an informed health and social care system that delivers safer, higher quality care and support. HIQA will continue to be a central driving force in improvement towards this vision.

HIQA believes that sustainable improvements within the Irish health and social care system can be achieved by engaging with the public and our stakeholders. This cannot be achieved through the activities of HIQA alone and the main responsibility for quality care lies with those who fund, plan and deliver services. As a vital component of the Irish health and social care system, HIQA is committed to working with those who fund, plan, deliver and use services to promote improvement and inform decision making. HIQA will seek to provide assurance through open and accessible reporting of our monitoring and regulation programmes.

This corporate plan will aim to support the health and social care sector in the challenges it faces whilst ensuring that people using services remain at the heart of our work.

HIQA focuses on four core outcomes for people using health and social care services which are:



These outcomes embody the reason why HIQA exists and importantly, what HIQA aims to achieve over the life of this corporate plan. The next section sets out what HIQA does and what HIQA will do over the coming three years.

## What HIQA does

HIQA has five core activities aimed at achieving its strategic objectives. These are:



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

HIQA develops specific standards and guidance relating to the use of health information.

#### Over the next three years, HIQA will:

- provide leadership in defining the health information landscape in Ireland by influencing policy and legislation through engaging with informed and interested parties and developing recommendations
- contribute to the development of the foundations required to make possible eHealth in Ireland and support progress with rolling out the national eHealth strategy, through developing technical and information standards
- promote improvements in the quality of health information to underpin the delivery of safe care, informed decision-making, and monitoring, planning and regulation by HIQA.

#### By December 2018 HIQA will have:

- evidence of adoption of its recommendations in relation to health information and documented evidence of how we have informed and influenced policy and legislation in the area of health information
- evidence of quality assured technical and information standards that are aligned with national eHealth priorities and are being implemented in national eHealth initiatives
- evidence of improvements in the quality and use of health information in its national data collections through documenting the level of compliance with health information standards
- led a partnership approach on the development of the National Patient Experience Survey.

## Assess health technologies

HIQA independently assesses the clinical effectiveness and cost-effectiveness of health technologies.

### Over the next three years, HIQA will:

- produce high-quality health technology assessments (HTAs) targeted to inform major health policy and health service decisions
- continue to build capacity to conduct and use HTA across the health system.

### By December 2018 HIQA will have:

- conducted high quality effective HTAs prioritised to add maximum value to healthcare decision making
- maximised productivity by leveraging HTA work conducted elsewhere
- developed and revised HTA guidelines as appropriate to promote production of high quality HTA across the system
- provided technical expertise to support the work of the National Clinical Effectiveness Committee
- supported the development of national HTA capacity through education, training and research activities.

## Set standards for health and social care services

HIQA will promote sustainable improvement through the development of standards, guidance and strategic improvement initiatives.

### Over the next three years, HIQA will:

- work with those who fund, plan, provide and use services to identify and prioritise the areas within which HIQA will develop or revise standards and guidance
- promote quality improvement in health and social care services in line with identified priorities.

### By December 2018 we will have:

- developed a range of evidence-based national standards in line with our quality assurance framework which are aligned with government and service priorities, commencing with the new maternity standards and revised prevention and control of healthcare associated infections standards

- developed clinical, care and support guidance aligned with government and service priorities in line with our quality assurance framework, commencing with guidance for advocacy in designated centres
- identified and implemented strategic initiatives that promote quality improvement in health and social care services underpinned by national standards.

## Regulate health and social care services

HIQA monitors health and social care services in line with its legal remit to promote improvement

### Over the next three years, HIQA will continue to:

- carry out and develop its programmes of regulation in line with its legal mandate
- take into account the transformation of the health and social care system, working with government to ensure our resources and processes meet the range of services (current and future) under HIQA's remit
- use information to predict and respond more quickly to services that are failing or likely to fail.

### By December 2018 HIQA will have:

- delivered regulation and monitoring programmes aimed at safeguarding people who use these services; focusing on human rights principles
- an enhanced and more streamlined regulatory and enforcement process, clearly understood by those providing services
- demonstrated that we have taken account of developments in the provision of health and social care services in the design of regulatory programmes
- evidence of using information and intelligence to support regulatory decision-making. This includes embracing business intelligence and continuing to listen to and reflect on the views and experiences of people who use these services
- demonstrated a more timely and appropriate regulatory response to services that are failing or likely to fail
- publically reported on the safety, quality and effectiveness of health and social care services. Our reports will reflect the experience of those who use, live in and receive support from health and social care services.

## **Build transparent, constructive relationships to promote improvement**

HIQA will maintain and develop transparent and constructive relationships with all those who fund, plan, provide and use health and social care services ensuring that all of its relationships are based on improving the safety and quality of health and social care services for people.

### **Over the next three years, HIQA will:**

- maintain existing relationships and seek to develop new 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 work of HIQA, this includes publishing clear information in an accessible manner.

### **By December 2018 HIQA will have:**

- strengthened relationships with new and existing stakeholders to ensure the quality of services is improved and people are safer
- developed forums for people using services or their advocates and involved them in themed inspections
- developed forums for services providers
- publications that outline its work, and the impact of its work, in a clear, concise and accessible manner in line with the principles of plain English
- an upgraded website in place which is user friendly, contains clear content, supports the needs of the public and stakeholders and allows easy interaction with HIQA
- worked with the new National Patient Safety Office as it develops.

## What HIQA needs in order to achieve its objectives

In order to achieve our strategic objectives, we need:



### Our people

HIQA's staff are central to the achievement of our strategic objectives. We will plan, recruit, retain, manage and organise our workforce to make sure we have the necessary numbers, skills and competencies to achieve our objectives.

#### Over the next three years, HIQA will:

- become a more open and engaged employer
- support our staff to develop their knowledge, skills and competencies
- work to develop our organisational culture in line with our core values.

#### By December 2018 HIQA will have:

- developed and implemented new human resource strategy that aligns to our stated objectives for 2016-2018
- enhanced the way we keep our staff informed about work across the organisation. This includes increased engagement with our board, executive management team, sharing monthly team updates and developing our intranet site
- embedded a culture of listening throughout the organisation including staff surveys, listening forums and regular team meetings. We will have enabled staff to provide feedback at every level.

- sought the views our staff on key decisions affecting the organisation
- enhanced our learning and development programme which will focus on individual development and improved corporate performance
- retained our excellence through people certification through continuous improvement programmes.

## Resource management

HIQA will plan and manage our resources to make certain that they are used effectively and will make sure we provide value for money.

### Over the next three years, HIQA will:

- work to ensure it is using resources efficiently and effectively
- ensure we have the necessary resources to match any proposed expansion in our remit
- ensure compliance with all relevant standards, regulations and legislation concerning our use of resources.

### By December 2018 HIQA will have:

- demonstrated value for money by enhancing and streamlining our processes
- enhanced and developed our financial management systems
- undertaken an annual workforce and resource planning exercise to ensure that our strategic objectives are linked to the resources we have available
- achieved our aim of not having any material issues identified through the audits of the internal review of financial controls and the annual audit by the Comptroller and Auditor General.

## Leadership, governance and management

HIQA will make sure that there are clear systems of accountability, decision-making and risk management that enable us to meet our strategic, statutory and financial obligations.

### Over the next three years, HIQA will:

- provide assurance to the Board of HIQA and other stakeholders regarding our work
- ensure our organisation is structured to aid the achievement of our strategic objectives.

**By December 2018 HIQA will have:**

- implemented a corporate performance management framework that reports on organisational performance and supports responsive decision making
- evaluated its risk management framework, ensuring appropriate time and resources are devoted to the management of risks facing the organisation
- restructured elements of our organisation to aid the effective and efficient delivery of our programmes of work
- enhanced our process of regular review of leadership and management at all levels within HIQA
- formalised governance arrangements in place to ensure the information requirements of HIQA are met.

## **Quality management**

HIQA will strive for excellence in all our work, seeking continuous improvement through clear and robust internal processes and rigorous quality control. These processes will make sure that we are fair, effective, efficient, and consistent in completing our work to a high standard.

**Over the next three years, HIQA will:**

- develop a quality management system to a certified level that meets independent external standards of excellence
- embed a programme of quality improvement throughout the organisation.

**By December 2018 HIQA will have:**

- resourced and established a corporate quality management function
- embedded a quality management system throughout the organisation
- developed and enhanced a culture of quality improvement throughout the organisation.

## Business intelligence

HIQA will use information for promoting improvements in the safety and quality of health and social care on behalf of the public.

### Over the next three years, HIQA will:

- maximise the value and use of information internally in order to effectively regulate our health and social care services
- develop and maintain strong, reliable and secure information systems that support all of its business and operational needs.

### By December 2018 HIQA will have:

- developed an infrastructure that maximises the use of business intelligence tools. This includes our internal infrastructure and an improved provider portal.
- enhanced HIQA's approach to data analysis and interpretation
- built capacity for research activity
- applications in place to support the core functions of HIQA
- an improved ICT infrastructure delivering greater levels of security, integrity and availability
- internet enabled technologies in place to ensure that the online channel is the most attractive option for external stakeholders to interact with HIQA.

## Risk

There is a wider political context of which HIQA is part. Over the lifetime of this corporate plan, political priorities and agendas may change resulting in a direct impact to the way HIQA works.

As a regulator and an agent of improvement, HIQA's work is focused on driving safer, higher quality care. HIQA can demonstrate improvements that have resulted from appropriate responses to regulatory and other interventions. In other areas, there are serious challenges for providers to respond appropriately. Difficulties implementing change have been identified through our work and these frequently flow from challenges in the governance of provider organisations. The capacity and capability of a range of providers to make required changes presents a challenge to the achievement of HIQA's strategic objectives. We will continue to work with our stakeholders to overcome this challenge.

Inspections are an important contributor to safer and higher quality services, however, each inspection can only provide a snap shot of aspects of a service at a particular time. Inspections cannot provide a complete picture of how a service is provided. Therefore HIQA's regulation work must ensure that the information available in respect of services enables inspections to be risk based and proportionate and based on the experience and human rights of people who use and are in receipt of services.

HIQA's funding is allocated on an annual basis. This corporate plan has been developed on the basis of a number of assumptions regarding resources expected to be available over a three year period. It is also expected that new and additional functions will commence during the lifetime of this corporate plan. This needs to be done on a phased basis with sufficient time and additional resourcing to prepare for efficient commencement of any new functions or work streams.

HIQA will utilise resources optimally to achieve the maximum impact for people using health and social care services. This requires timely sanction of posts for recruitment and continuing access to sufficient financial resources. The availability of human and financial resources is a prerequisite to the successful delivery of this plan and achievement of strategic objectives. Whilst HIQA aims to remain responsive to significant risk and significant service failure in the healthcare system, the planned work programme will be based on current available resources. It should be noted that where there is the requirement for HIQA to undertake a major investigation or other unplanned streams of work, this has the potential to impact on the timing of the achievement of strategic objectives.

Ongoing review of risk is incorporated into our risk management framework. This framework is in place for the identification, assessment, monitoring, management and reporting of risk. To maximise the likelihood of achieving our strategic objectives, we plan to manage risk through regular monitoring of identified risks, the auditing of our internal controls and working closely with the Department of Health, the Department of Children and Youth Affairs and other relevant stakeholders.

Ongoing review of our risks including those above will be incorporated into our risk management framework which is in place for the identification, assessment, monitoring, management and reporting of risk. This is an important part of internal control within HIQA and is required to maximise the likelihood of achieving strategic objectives.

A number of assumptions have been made in the development of this corporate plan such as our resources, an expanding remit, staffing levels, government priorities and other issues. We plan to manage these risks by advance planning, regular monitoring and working closely with the Department of Health and the Department of Children and Youth Affairs and other relevant parties.

## Where HIQA will be in three years

As a result of HIQA's work, we envisage our health and social care system will be delivering safer, higher quality care and support. Policy development and decisions about services will have been informed through our work. HIQA will remain a trusted, respected, fair and competent organisation that is recognised as an essential element in the provision of safe and high-quality health and social care and support services.

The health and social care environment will have changed – therefore we will have worked with the health and social care sector and continued to support them in the challenges they face. HIQA will have reacted responsibly and responsively to new and existing challenges, people using services will have remained at the heart of our work. HIQA's work will have been central to key decisions made about policy and services.

The way in which HIQA works will have evolved and continue to be evolving. We will have a greater awareness of risk and continually evaluated the effectiveness of our risk management framework. Our approach to regulation will be increasingly consistent. Our priorities will have been informed through the use of reliable information. Our processes and methodologies will be more effective, efficient and user friendly. Those who use or provide services we regulate will better understand how we work and the content of our work. We will have grown as an organisation with a highly competent, valued workforce.

We will have acted to reduce the risks of harm and abuse to people using health and social care services and promoted their rights through the full range of our activities.

We will have promoted sustainable improvement in the safety and quality of health and social care services.

We will have publicly reported on the safety, quality and effectiveness of health and social care services.

We will have informed policy development and decisions about how services are delivered.

## Appendix

During the lifetime of the current Corporate Plan (2013 – 2015), HIQA has published over 3,000 reports relating to the inspection of designated centres for older persons, centres for people with a disability, children’s residential centres, child protection and welfare, and monitoring against the standards for the prevention and control of healthcare associated infection in hospitals.

HIQA has also published the following standards, recommendations, guidance, reports, health technology assessments, national reviews and statutory investigations to support improvement in the quality and safety of health and social care services in Ireland.

### Standards

- Information Governance and Management Standards for the Health Identifiers Operator in Ireland
- Data model for an electronic medicinal product reference catalogue – a National Standard
- ePrescription dataset and clinical document architecture standard
- National Standards for Special Care Units
- General Practice Messaging Standard
- National Standard Demographic Dataset and Guidance for use in health and social care settings in Ireland
- National Standard for Patient Discharge Summary Information
- National Standards for Residential Services for Children and Adults with Disabilities

### Guidelines, guidance and recommendations

- Guide to the Health Information and Quality Authority’s review of nutrition and hydration in public acute hospitals
- Guidance on Budget Impact Analysis of Health Technologies in Ireland
- Recommendations for a more integrated approach to National Health and Social Care Data Collections in Ireland

- Recommendations regarding the adoption of SNOMED Clinical Terms as the Clinical Terminology for Ireland
- Guide to the Health Information and Quality Authority's review of antimicrobial stewardship in public acute hospitals
- Catalogue of National Health and Social Care Data Collections
- Linking learning to National Standards
- Guide: Monitoring Programme for unannounced inspections undertaken against the National Standards for the Prevention and Control of Healthcare Associated Infections
- Code of Governance and Code of Business Conduct
- Guidelines for the Retrieval and Interpretation of Economic Evaluations of Health Technologies in Ireland
- Overview of Healthcare Interoperability Standards
- Guidelines for Evaluating the Clinical Effectiveness of Health Technologies in Ireland
- Guidelines for the Budget Impact Analysis of Health Technologies in Ireland
- Guidelines for the Economic Evaluation of Health Technologies in Ireland
- Guidance for health and social care providers; Principles of good practice in medication reconciliation
- Guidelines for Stakeholder Engagement in Health Technology Assessment in Ireland
- Guidance on Classification and Terminology Standards for Ireland
- About the Regulation of Residential Services for Children and Adults with Disabilities – Guidebook
- Guiding Principles for National Health and Social Care Data Collections
- Guidance on Developing Key Performance Indicators (KPIs) and Minimum Data Sets to Monitor Healthcare Quality Version 1.1
- Principles of Good Practice in Medication Reconciliation

- Communicating in plain English - Guidance for providers of health and social care services for children
- Communicating in plain English - Guidance for providers of health and social care services for adults

## Investigations and reviews

- Report of the investigation into the safety, quality and standards of services provided by the Health Service Executive to patients in the Midland Regional Hospital, Portlaoise
- Review of the governance arrangements as reflected in the safety, quality and standards of services at UL Hospitals
- Patient Safety Investigation report into services at University Hospital Galway (UHG) and as reflected in the care provided to Savita Halappanavar
- Review of pre-hospital emergency care services to ensure high quality in the assessment, diagnosis, clinical management and transport of acutely ill patients to appropriate healthcare facilities

## Health technology assessments

- Health technology assessment (HTA) of a national screening programme for atrial fibrillation in primary care
- Health technology assessment (HTA) of public access defibrillation
- Health technology assessment (HTA) of surveillance of women aged less than 50 years at elevated risk of breast cancer
- A series of health technology assessments (HTAs) of clinical referral or treatment thresholds for selected scheduled procedures
- Health technology assessment (HTA) of intermittent pneumatic compression for severe peripheral arterial disease
- Health technology assessment (HTA) of information technology to support clinical handover and early warning systems
- Health technology assessment of a selective BCG vaccination programme
- Health technology assessment of chronic disease self-management support interventions







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