

Welcome

Welcome to the latest issue of *HIQA News*.

We have been busy since our last Issue preparing to embark on the regulation – for the very first time in Ireland – of residential services for people with a disability. This is a hugely significant development for children and adults living in these centres and their families. We have hired new staff for this vital function and inspections have already begun. There is a real sense of excitement around the Authority about starting this important work and I want to thank everyone who has worked so hard with us to get us to this point – your input has been invaluable.

Our Children's Team and Older Persons' Team have meanwhile also been out inspecting and reporting on services, as has our hospital hygiene team. In other developments, Brian McEnery, our Chairperson, recently presented to the Oireachtas Joint Committee on Health and Children. Brian discussed our new Corporate Plan, which reflects the extensive programme of work of the various teams across the Authority. This issue of our newsletter also brings you up to speed on recent developments from our Health Technology Assessment team, our Health Information team and our Safety and Quality Improvement team.

Since our last issue of *HIQA News*, the Authority has also published its latest patient safety investigation report. Finally, we always welcome your feedback so please feel free to write to us at hiqanews@hiqa.ie.

Very best wishes to all and wishing everyone a wonderful Christmas,

Tracey Cooper, Chief Executive

New era for residential services for people with a disability

A new era in the lives of people with disabilities living in residential care and their families started on 1 November when HIQA was given the legal power to register and inspect such services, including residential respite services.

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HIQA is now responsible for the registration and inspection of all residential services for children and adults with disabilities, including respite services, run by the Health Service Executive (HSE) and private and voluntary services.

Our Chairperson, Brian McEnery, said he believes HIQA will have a significant impact on improving the services delivered to people with disabilities as it has for older persons and in other areas. Speaking before the Oireachtas Committee on Health and Children recently, he stated: "My experience, even before I became a member of the Board of HIQA, is that the role of the Authority is paramount to improving care for older persons and persons with disabilities."

Phelim Quinn, our Director of Regulation, described the start of the regulation of the sector as 'a landmark moment' for children and adults with disabilities and their family members living in Ireland. He added, "It is the first time that residential services for people with disabilities will be subject to independent scrutiny."

Minister of State with responsibility for disability services, Kathleen Lynch TD, acknowledged the positive contribution made by disability sector stakeholders which resulted in a focused set of regulations for this sector. "I would be the first to acknowledge that the disability sector itself has been calling for this for a number of years and I am very pleased that this long awaited scheme has now been rolled out, she said."

The Minister for Health, Dr James Reilly TD, also commented that, "for years some of our most vulnerable citizens have not had the benefit of an inspectorate to ensure that the highest standards of care are being delivered on behalf of the State. This new development addresses this deficit; will be of real value to recipients and providers of care alike and as such I warmly welcome it."

New staff to support new regulatory functions

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A comprehensive training programme has been put in place for our existing inspectors and regulatory support staff to ensure we are appropriately prepared for the new regulations. In addition, a substantial induction programme has also begun for all new staff.

The National Standards can be downloaded from www.hiqa.ie in a variety of formats, including the [full Standards document](#), a [plain English guide to the Standards](#), an [easy to read version for adults](#) and one for [children](#). The Standards have been produced in Braille and there are [two audio versions](#): one is a short summary of the Standards, available on iTunes, and the other is the full standards, available on our website. There is also a short video about the Standards on [HIQA's YouTube channel](#). The video includes sign language and closed captioning.

First inspections of residential services for people with a disability

We have carried out our first inspections of residential services for people with a disability under the new regulations and the [National Standards for Residential Services for Children and Adults with Disabilities](#).

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We estimate that there are approximately 1300 designated centres for children and adults with a disability, which provide residential care to approximately 10,000 residents.

We have now written to services to ask them to submit their first annual return of the numbers of children and adults living in designated centres, and to formally notify us of the designated centres they currently operate. We have also continued to meet with the key people providing services and advocacy groups and have held further formal information sessions for the sector.

Phelim Quinn, our Director of Regulation, emphasised that the registration and inspection process is completely independent.

He added: "Since 1 November, people providing services are now required to inform the Authority of all prescribed incidents that occur in designated centres which include, for example, unexpected deaths, serious injuries or allegations of abuse. Providers are also required under the regulations to register all new designated centres, and applications forms for this purpose are available from our registration team."

A number of guidance documents and dedicated notification forms have been developed to support providers and persons in charge in meeting their responsibilities under the regulations. Marie Kehoe O'Sullivan, HIQA's Director of Safety and Quality Improvement, says people providing services have been requesting quality improvement guidance and six have now been produced providing targeted quality improvement guidance, based on international best evidence. These are available to download from our website and they cover:

1. Risk Management
2. Statement of Purpose
3. Financial Management
4. Intimate Care
5. Intimacy and Sexual Relationships
6. Restraint.

Chairperson at Oireachtas Joint Committee on Health and Children

Our new Chairperson Brian McEnery recently addressed the [Oireachtas Joint Committee on Health and Children](#) to discuss our [Corporate Plan 2013–2015](#) and to take questions from Committee members.

In his opening presentation to the Committee, Brian said: “As Chairperson of the Authority I want to ensure HIQA continues to build on its reputation and standing as a regulator. The agenda of the Authority is evolving to cover new areas on monitoring against standards which are applied in a risk-based methodology in a proportionate way.”

“HIQA’s mission is to promote sustainable improvements, safeguard people using health and social care services and support informed decisions on how services are delivered. This mission will guide and direct all of the activities of the Authority, and the Corporate Plan clearly sets out the vision to achieve this over the next three years.”

As well as working with external stakeholders, successful delivery of our new Corporate Plan will also depend on a number of internal factors, Brian stated. We also aim to continue to reduce the overall burden placed on service providers wherever possible while maximising our approach to safety and quality improvement.

HIQA will further develop memoranda of understanding (MoUs) with other key organisations, including other regulators, he added. Development of this Corporate Plan took place in the context of a challenging economic environment and an ongoing programme of major system reforms in the health and social care sectors. “It is likely that many of these changes will impact on the work of the Authority, and this Plan will therefore need to be adaptable so that it remains relevant to the people who use health and social care services and ensures that HIQA’s vision to drive high quality and safe care for people using these services is being carried out in an efficient, effective, real and relevant manner,” he stated.

Addressing questions from Committee members, Brian also stated: “HIQA is an independent authority and its focus is on the safety of patients and residents in nursing homes. This is its agenda and the Authority’s focus will be to continue to apply a risk-based approach to our health services. We have no agenda other than that.”

HTA of defibrillators in public places

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We are conducting a health technology assessment (HTA) on the provision of public access defibrillators in Ireland, for use in the event of an out-of-hospital cardiac arrest.

This HTA follows a request by the Minister for Health and will look at the clinical and cost-effectiveness of different strategies to make automatic external defibrillators (AEDs) more widely available throughout the country.

The results of this HTA will inform decision making on issues related to the Public Health (Availability of Defibrillators) Bill 2013, which was introduced in Seanad Éireann earlier this year.

Our Director of Health Technology Assessment, Dr Máirín Ryan, said: “This work will examine various strategies around public access defibrillation in Ireland and evaluate how these potentially life-saving devices can be used in the event of a person having a cardiac arrest in a public place.”

Dr Ryan added, “Published data indicate that between 2003 and 2008 the survival rate for out-of-hospital cardiac arrests ranged from 3% to 11%. This HTA will rigorously explore all of the factors around an expanded public access defibrillation programme aimed at improving survival rates.”

An expert advisory group (EAG) comprised of specialists from a broad range of disciplines has been convened to provide expert advice, support relevant parts of the evaluation and critically review the draft report. The completed evaluation will be submitted to the Minister for Health.

The Terms of Reference of the HTA are:

- To review the clinical evidence on the effectiveness and safety of public access defibrillation (PAD) programmes for out-of-hospital cardiac arrest and identify the main factors associated with effective implementation of such programmes.
- To review and summarise Irish data on the epidemiology of out-of-hospital cardiac arrest, the existing availability of automatic external defibrillators, and relevant initiatives in the management of sudden cardiac arrest and the configuration of emergency medical services.
- To review the international cost-effectiveness literature on public access defibrillation.
- To estimate the clinical benefits, cost-effectiveness, resource implications and budget impact of potential PAD programme configurations in Ireland.
- To consider any wider implications that the technology may have for patients, the general public or the healthcare system.
- Based on this assessment, to advise on the optimal configuration of an Irish PAD programme.

The anticipated completion date for this HTA is September 2014.

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More than 80 responses were received during the eight-week public consultation which took place earlier this year. Professor Jane Grimson, Director of Health Information with HIQA, commented: "We are very grateful to all those who made contact with us and your comments and observations helped inform and shape the final Standard." A statement of outcomes from the public consultation has also been published.

The [National Standard Demographic Dataset and Guidance for use in health and social care settings in Ireland](#), which was published by HIQA in October, aims to standardise the way in which individual information is recorded in order to ensure data is used efficiently and that each person receives the right care at the right time. This is crucial as the delivery of safe and effective health and social care to people depends on health information being accurate, valid, reliable, timely, relevant, legible and complete.

Professor Grimson added that a key deficiency in the Irish health and social care system is the absence of a national standard demographic dataset, and as a consequence of the current ad hoc approach there are several different ways to collect the same data item. To help address this deficiency, the Authority has developed the Standard and believes it is crucial to have a single national standard and supporting guidance to ensure consistency of such important demographic data.

The Standard was developed by conducting a review of national practice both within and outside of health and social care. Relevant international standards were also reviewed and detailed discussions were conducted with a number of key stakeholders. Throughout the development of the dataset, we consulted with members of the General Practice Information Technology Group (GPIT) and the Department of Social Protection, Client Identity Services (DSP/CIS).

The Standard has been approved by the Board of the Authority. It has been sent to the Minister for Health for approval and is available to download from www.hiqa.ie. This work will build on previous standards published by the Authority, namely the [National Standard for Patient Discharge Summary Information](#) and the [National Standard for Patient Referral Information](#).

Update on supporting service improvement

Around 100 front-line health and social care staff are working with our Safety and Quality Improvement Directorate on the pilot phase of our [Institute for Healthcare Improvement \(IHI\) Open School](#) initiative, which is nearing completion.

Around 100 front-line health and social care staff are working with our Safety and Quality Improvement Directorate on the pilot phase of our [Institute for Healthcare Improvement \(IHI\) Open School](#) initiative, which is nearing completion.

Ten pilot sites have been actively participating on the project, which provides education in quality improvement science tools and methodologies. Marie Kehoe O'Sullivan, HIQA's Director of Safety and Quality Improvement, says we will be expanding this programme to services for people with a disability, children's services, ambulance services and a number of patient advocates.

"To help us prepare for our 2014 plan, we have put together a small group who work in the disability sector who are helping us to tailor the programme to meet the needs of that sector. We have also extended the opportunity for learning to internal HIQA staff. A large number of HIQA personnel have taken up the invitation to participate in the course and further their learning in quality improvement through this programme," Marie added.

The action learning component around medication reconciliation in the pilot programme has proved a useful tool in identifying areas where improvements could be made when residents in nursing homes require acute care. This is to ensure that the information on medications is accurate at each point of transfer (nursing home to hospital, hospital back to nursing home). Medication reconciliation is a process that includes drafting a highly accurate list of medicines which a patient is currently taking.

She concluded: "We will celebrate the achievements of our pilot group at a graduation ceremony in 2014 for those who successfully completed the course in 2013. We hope the ceremony will be a celebration of what can be achieved when we as a regulator offer a supportive role to front-line staff in providing them with the tools needed to improve the quality of care for users of our health and social care services."

Patient Safety Investigation Report published

We recently published the [report of our investigation into the safety of maternity services and the care and treatment provided to Savita Halappanavar](#).

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The report made 34 recommendations and came to 258 pages.

Commenting on the report, our Director of Regulation Phelim Quinn said the investigation findings reflected a failure in the provision of the most basic elements of patient care to Savita Halappanavar.

The investigation also identified that there are a number of data collection sources involved in the collection of maternal morbidity and mortality data in Ireland. However, there is no centralised and consistent approach to reporting this. We also found that there is wide variation in the local clinical and corporate governance arrangements in place across the 19 public maternity hospitals/units nationally.

“This means that it is impossible at this time to properly assess the performance and quality of the maternity service nationally. There has been no national review, or national population-based needs assessment, carried out to date to identify the appropriate allocation of resources including multidisciplinary workforce arrangements, or the models of care required to ensure that all pregnant women have appropriate choices and access to the right level of care and support at the right time in Ireland,” Phelim Quinn stated.

“The Authority believes that, in order to provide assurances that pregnant women are receiving safe, high quality and reliable care during and after their pregnancy, maternity services must collect, monitor and manage quality and safety performance measures to evaluate the performance of their clinicians and the outcomes for patients. These measures should be primarily focused on assessing quality and safety outcomes for patients,” he said.



Phelim Quinn, HIQA's Director of Regulation

HIQA co-hosts seminar on dementia care

Our Older Persons' Programme recently hosted an Excellence in Dementia Care Seminar in Dublin, held in conjunction with the [Dementia Services Information and Development Centre \(DSIDC\)](#). The event highlighted aspects of design and person-centred care which improve the quality of life for people in residential care who have dementia. It included a very informative presentation on the family caregiver's perspective. We also gave a short update on the [national standards for residential care settings for older people](#).

The seminar heard that approximately 6% of the population aged over 65 years in Ireland are receiving residential care, according to Central Statistics Office data from 2012. There are 47,746 people in Ireland with dementia, many are over 85 years of age and the vast majority of these are females. More than 14,000 are in residential care, research shows.

John Farrelly, Head of Older Persons' Programme with our Regulation Directorate said, “One of the key messages from the seminar was that there must be a balance between safety and supporting residents to exercise their right to autonomy. Staff should feel supported to embrace risk and promote residents' autonomy and independence.”

He added that this is achieved through systems of care delivery that promote comprehensive individualised assessment and care planning.

“Staff and managers need to have a clear understanding of the specialist needs of residents with cognitive impairment and be drivers for change to improve the lives of each person with dementia whether they are one of the few who reside in a special dementia care units or one of many who live in ‘ordinary’ residential care,” John Farrelly concluded.

Corporate, white collar and regulatory crime diplomas

A number of HIQA staff recently graduated from the Honorary Society of King's Inns with an Advanced Diploma in Corporate, White Collar and Regulatory Crime, and are pictured here at the conferment.

Inspections by HIQA's Children's Team

Our Children's Team has continued to undertake a wide range of inspections of children's services within our remit.

Reports have been published recently of our inspection of HSE child protection and welfare services in Kildare West Wicklow. We have also published inspection reports on HSE foster care services in Cork, Longford Westmeath and Dublin North. Within these reports we have found areas of good practice and areas where practices need to improve and we have asked the HSE to implement actions across the services inspected.

The Team has also published reports on children's residential centres, and special care and high support units.

Public-friendly guide to regulation of services for people with a disability

We've just published a public-friendly guidebook specifically for people with disabilities living in residential services (including respite), and their families, which we hope will be a useful resource. This guidebook (pictured) aims to provide you with information about what is involved in this new process of regulation, inspection and monitoring. It also sets out how the new system will work to improve standards in residential services for people with disabilities across Ireland.

Health Information team update

Our Health Information Directorate will shortly be launching *Guidance on Classification and Terminology Systems for Ireland*.

The team is also actively developing technical standards for ePrescribing. Currently we are developing an ePrescribing messaging specification and standards for a national drug reference catalogue. We will soon start investigating the implications of purchasing a national licence for SNOMED CT, owned, maintained and distributed by the [International Health Terminology Standards Development Organisation \(IHTSDO\)](#). The IHTSDO is a not-for-profit association which is owned and governed by its national members. In January 2012, 18 countries were members of IHTSDO.

Our Health Information team is also updating the *Catalogue of National Health and Social Care Data Collections in Ireland*. We have consulted organisations listed in the catalogue – first published in 2010 – and hope to publish the revised document in the near future.

HIQA attends Health Informatics Society of Ireland conference

Two members of our Health Information team, Tracy O'Carroll (pictured here at the event) and Barbara Foley, presented the [National Standard Demographic Dataset and Guidance for use in health and social care settings in Ireland](#), at the recent *Health Informatics Society of Ireland (HISI)* conference. Tracy reported that there was a great level of interest and that it was very positively received.

New consultation on HTA stakeholder engagement

We have launched [draft national guidelines for consultation on stakeholder engagement in health technology assessment \(HTA\)](#).

The guidelines outline the appropriate methods for involving people in the assessment of health technologies. Stakeholders can include patients, clinicians, service providers, and decision makers. Applying the guidelines has the potential to improve the technology assessment process by ensuring that relevant and important issues are considered.

Dr Máirín Ryan, Director of HTA at HIQA, said: "The stakeholder engagement guidelines have been developed to describe best practice in relation to involving people in technology assessments. The guidelines give a high level overview of what stakeholder engagement is, why it should be used, and how it can be done. By incorporating stakeholder engagement in the technology assessment process, we are working towards ensuring that people have a voice that is heard during the process while also ensuring that funding decisions consider all the people directly affected by the decision."



Dr Máirín Ryan, our Director of Health Technology Assessment.

The Authority is making the guidelines available for consultation with people being asked to comment on them over the next seven weeks. Following this consultation, HIQA will review all submissions received to inform the final content of the guidelines. The closing date for comments is 24 January 2014. [The draft guidelines and information on taking part in the consultation is available here.](#)

HTA team briefing at patients' group event

Our Health Technology Assessment (HTA) Directorate presented three guidelines at a recent information day (pictured) organised by the Irish Platform for Patients' Organisations, Science and Industry (IPPOSI). The purpose of the day was to outline the content of the guidelines and to allow a variety of stakeholders representing patient organisations, industry and academia to ask questions and provide feedback. Two of the guidelines – on economic evaluation and budget impact analysis – have just gone through a period of public consultation, while the third, on stakeholder engagement, is out to public consultation until 24 January 2014.

Guidance for health technology assessments

Our Health Technology Assessment Directorate is updating the national guidelines for cost-effectiveness analysis and budget impact analysis, both of which have just gone through a period of public consultation. Dr Máirín Ryan, HIQA's Director of Health Technology Assessment, commented: "We greatly welcome the feedback we received on these documents. The economic guidelines support evaluations of the relative safety and efficacy of technologies and their related costs to inform decisions around whether the proposed benefits of the technology represent good value for money. The budget impact analysis guidelines enable decision-makers to determine the impact of new or existing treatments on budgets and on the broader health and social care systems."

Meeting our stakeholders

Pictured at the Pharmaceutical Managers Institute of Ireland (PMI) breakfast meeting were Ingrid Lyons and Danielle Barron from Irish Medical News (IMN); Ciaran McGreal from PMI, and Dr Máirín Ryan, our Director of Health Technology Assessment. Photo: PMI/Irish Medical News

First thematic inspections of nursing homes

Thematic inspections of 50 designated nursing homes under the themes of end-of-life care and food and nutrition have been completed by our Regulation team and the first inspection reports have now been published.

The themed approach to inspection was introduced by HIQA to encourage improvement within residential services for older people in specific areas. We intend to complete and publish a national overview report within the first three months of 2014.

Guidance, self-assessment questionnaires and the judgment framework to underpin the thematic approach have been published on our website. These documents will assist other providers to prepare for an extended programme of thematic inspections due to commence in the second quarter of 2014.

HIQA will now be inviting other providers to attend a seminar in the first quarter of next year. Following this, people providing nursing home services will be requested to complete a self-assessment questionnaire prior to inspection, by the Authority, during the remainder of 2014.

Attending Irish Foster Care Association Annual Conference

Pictured with the Minister for Children Frances Fitzgerald, right, was Nuala Ward from HIQA, attending the recent Irish Foster Care Association Annual Conference in Portarlinton, County Laois.

New reports on referral and treatment thresholds

Our Health Technology Assessment Directorate has published a [series of reports outlining recommended referral and treatment thresholds](#) for nine scheduled procedures to treat common hand and back conditions, such as chronic spinal pain.

The reports set out the minimum criteria that a patient should meet before being referred for such treatment, which should lead to a more streamlined referral process, standardise the care provided and ultimately improve patient access to beneficial interventions.

These reports come at a critical time for Ireland's health service, with demand for healthcare growing considerably over the last number of years. This series of HTAs is one of a number of initiatives in progress to tackle waiting lists for outpatient appointments and for elective procedures in Ireland.

Dr Máirín Ryan, Director of Health Technology Assessment in HIQA, said the referral and treatment thresholds follow on from a public consultation process. She added they can help identify those who stand to benefit most from each of the elective procedures we assessed, and those for whom more effective alternatives exist.

We have also published a report outlining the [background to the assessment and the methods used](#), as well as an [analysis of relevant ethical issues](#). The procedures that are covered in Phase II of a series of HTAs include:

Release of Carpal tunnel

Surgery for Dupuytren's Contracture

Ganglion Cyst Surgery

Surgery for trigger finger/thumb

Spinal injections for pain due to degenerative lumbar spine disease

Vertebroplasty and kyphoplasty for osteoporotic vertebral compression fractures

Radiofrequency lesioning for chronic spinal pain

Surgery for adult degenerative lumbar spine disease

Spinal Cord Stimulation for chronic pain.

All of the reports are available to download from our website, www.hiqa.ie.

Hospital hygiene inspections continue

The monitoring of acute hospitals' compliance with the [National Standards for the Prevention and Control of Healthcare Associated Infections](#) continues.

Since the start of our [monitoring programme against the National Standards](#), in late 2012, up until mid December 2013, our Regulation Directorate had conducted:

- 54 monitoring assessments
- in 48 hospitals
- with announced monitoring assessments undertaken in 11 hospitals
- and unannounced monitoring assessments in 42 hospitals.

We have undertaken both announced and unannounced monitoring assessments in several acute hospitals, and have undertaken more than one unannounced monitoring assessment in some hospitals as well.

Meanwhile, we are examining how we monitor compliance with the Standards. Mary Dunnion, Deputy Director of Regulation in our Regulation Directorate, explained: "The 2013 methodology used in monitoring compliance is currently under review and any changes resulting from this review will be published on our website in early 2014."

In the meantime, monitoring acute hospitals' compliance with the Standards will continue next year, and unannounced and announced monitoring will continue in individual hospitals and across group hospitals.

Mary added: "The focus of these assessments will include environmental hygiene, hand hygiene training and audit rates to include moment-in-time assessment of hand hygiene techniques, and surgical site infection audits. It will also include antimicrobial stewardship governance arrangements to include nationally reported antimicrobial consumption rates."



Research ethics

We continue to prepare for commencement of our research ethics function under the clinical trials legislation and under the Health Information Bill, and are working closely with the Department of Health on the content of the relevant pieces of legislation.

International News Round Up

HIQA presents at major child protection conference

A member of our Children's Team addressed the [International Society for the Prevention of Child Abuse and Neglect](#) European Regional Conference, held in Dublin in September. The conference attracted 700 delegates from 58 separate countries. Nuala Ward from HIQA gave a presentation at the conference on our recent work in driving improvements in child protection and welfare services in Ireland, through the introduction of standards

and inspection activity in the sector. The presentation provided an overview of the [National Standards for the Protection and Welfare of Children](#). Nuala also gave an insight into how HIQA inspects these services to ensure the needs of the children are at the heart of the service.

HTA team showcase work at international meeting

Members of the Health Technology Assessment (HTA) team presented some of their work at the recent [International Society for Pharmacoeconomics and Outcomes Research \(ISPOR\) European Congress](#) that took place in Dublin from 2 to 6 November. Among the six submissions accepted for the conference were an [analysis of the economic evaluation of cross border care](#), based on our previous HTA on deep brain stimulation service provision, and an [examination of the cost-effectiveness of breast cancer surveillance by lifetime risk in women aged less than 50 years](#).

Hospital patient safety project begins

As part of our work with the [Joint Action European Union Network for Patient Safety and Quality of Care \(PaSQ\)](#), we are working with the [Health Service Executive \(HSE\)](#) and the National Clinical Effectiveness Committee to recruit hospitals to participate in a European patient safety project in 2014.

Our role as the National Contact Point for PaSQ is being expanded in order to facilitate the participation of Irish hospitals in three significant national patient safety pilot initiatives in 2014, according to Marie Kehoe O'Sullivan, HIQA's Director of Safety and Quality Improvement.

The three national patient safety projects are:

- Paediatric Early Warning Score (PEWS) – lead Dr Alf Nicholson (involving at least 10 hospitals)
- Medication Reconciliation – lead Helen Flint on behalf of Michael Barry (at least nine hospitals)
- WHO Multimodal Intervention for Hand Hygiene – lead Dr Fidelma Fitzpatrick (at least 15 hospitals).

From January 2014, teams working on quality improvement projects can apply to use a new dedicated 'Innovation Room' located in our Dublin office (simply email mkehoe@hiqa.ie). Each successful team will then be facilitated by us to identify the best membership of their team, develop their Institute for Healthcare Improvement (IHI) Aim statements, and facilitate the teams in the use of IHI quality improvement tools.

Latest Tweets @HIQA

[@therevprev](#) we were asked to carry out this study by the Minister for Health following introduction of the Bill in the Seanad

[7 days ago](#) · [reply](#)

[@therevprev](#) Bill is still at committee stage and subject to amendment. This HTA will inform decision making on any issues around the Bill

[7 days ago](#) · [reply](#)

HIQA to assess the feasibility of providing defibrillators in public places for use in the event of cardiac arrest

<http://t.co/VA4eZx6jCI>

[7 days ago](#) · [reply](#)

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