



**Health  
Information  
and Quality  
Authority**

An tÚdarás Um Fhaisnéis  
agus Cáilíocht Sláinte

# **Business Plan 2011**

## **Table of Contents**

<b>1 Introduction</b>	<b>1</b>
<b>2 Our Vision, Mission and Core Values</b>	<b>3</b>
<b>3 Our Future Strategy</b>	<b>5</b>
3.1 Strategic Objectives from 2010 – 2012	5
3.2 Required Resources	5
3.3 Performance Management	6
3.4 Organisation Overview	6
3.5 Directorate Overview	8
<b>4 Business Plan Objectives 2011</b>	<b>10</b>
<b>5 Core Operational Activities</b>	<b>17</b>
<b>6 Conclusion</b>	<b>18</b>
Appendix 1 – Prioritisation Criteria	20
Appendix 2 – Budgetary Summary	21
Appendix 3 – Organisation Structure	22

# 1 Introduction

The central role of the Health Information and Quality Authority (the Authority) as stated in the Health Act 2007 (the Act), is to promote safety and quality in the provision of health and personal social services for the benefit of the health and welfare of the public.

The Authority has grown rapidly over the last four years and has succeeded in establishing some of its core functions for both the regulatory and the sustainable and developmental elements of our work. In addition, it is anticipated that a number of additional functions will be assigned to the Authority in the coming years and work is ongoing in preparation for these functions.

All of this work has taken place in an environment that has changed dramatically and where Ireland's economic circumstances have deteriorated significantly. The Authority has not been immune from the effects of the economic environment and some of its functions remain under-developed. With this in mind, it is essential for the continued development of the Authority's existing functions and the potential commencement of further functions that the Authority is responsive and flexible in how it approaches and implements its remit. Therefore, a key objective for the Authority during 2011 will be to re-examine and review how we are organised and our ways of working so that we can deliver an even more streamlined service and better value for public money as we go forward. In 2011, the Authority is undergoing an organisational review to make the best use of its existing and varied talents, to become more process-driven, more efficient and effective, in order to provide the biggest impact for service users through its work in these challenging times.

Last year, the Authority's second corporate plan was published, which describes our direction and focus for 2010 to 2012. The central goal for the Authority when developing the corporate plan is that our work adds value and delivers maximum benefit to people using our health and social care services. For that reason, a set of criteria was applied when developing the activities for the Authority over that three year period and these criteria have also been applied to the objectives included in this Business Plan. The criteria are described in detail in Appendix 1 and include consideration of:

- The impact of our work
- The "real" improvements we want to achieve
- The "implementability" of our work in the current environment
- Alignment with the direction of national policies
- Optimum use of our resources.

In addition to this key focus on maximising value for money and delivering maximum impact for that money, other priorities for the Authority during 2011 are aimed at progressing the object of the Authority *to promote the safety and quality in the provision of health and personal social services for the benefit of the health and welfare of the public*<sup>1</sup>. These include:

- Progressing work on the *National Standards for Safer Better Healthcare* and commence monitoring with the Standards which will enable the Authority to broaden its activities in a way that was not possible previously
- Developing a regulatory approach for licensing of healthcare services
- Continuing the development of efficient, effective and safe regulation of older people's services
- Developing and implementing an inspection programme for child protection services
- Completing standards for Information Governance, National Health Information sources and technical standards for inter-operability and progressing the work on an Individual Health Identifier (IHI)
- Ensuring that the Health Technology Assessments (HTAs) and efficiency reviews undertaken by the Authority are relevant to the system and focus on supporting challenges of investment and disinvestment decisions and how services are designed.

It is important to the Authority that the right balance is struck between our regulatory activities and other activities that are aimed at achieving sustainable change in the wider health and social system. This Business Plan for 2011 reflects this balance.

With the change in Government and the health elements outlined in the Programme for Government, the Authority will be working closely with the Minister for Health, the Minister for Children and their officials in ensuring that any resulting changes in the priorities for the organisation are managed and delivered effectively.

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<sup>1</sup> Health Act 2007, Section 7: Object of the Authority

## 2 Our Vision, Mission and Core Values

The vision, mission and values of the Authority can be described as the central basis of the organisation, which in turn informs the selection of activities and the approach we adopt to implement them.

### Our vision

Our vision is for better health and social care for all, underpinned by standards and decisions that improve the safety and quality of health and social care services.

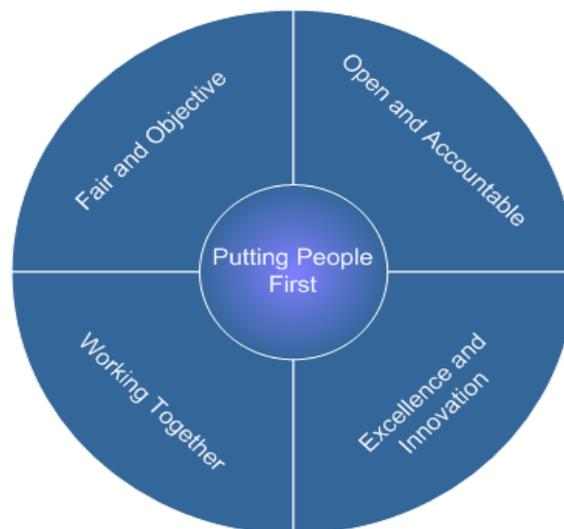
### Our mission

The mission of the Authority is derived from the statutory functions described in the Health Act, 2007 and is to:

*"Drive high quality and safe care for people using our health and social services."*

### Our values

The Authority's core values are stated below and illustrated in Diagram 1.



**Diagram 1: Core values of the Authority**

**Putting people first** – we will put the needs and the voices of service users, and those providing the services, at the centre of all of our work.

**Fair and objective** – we will be fair and objective in our dealings with people and organisations, and undertake our work without fear or favour.

**Open and accountable** – we will share information about the nature and outcomes of our work, and accept full responsibility for our actions.

**Excellence and innovation** – we will strive for excellence in our work, and seek continuous improvement through self-evaluation and innovation.

**Working together** – we will engage with people providing and people using the services in developing all aspects of our work.

## **3 Our Future Strategy**

### **3.1 Strategic Objectives for 2010 - 2012**

The Authority's strategic objectives, as set out in our Corporate Plan for the period from 2010 to 2012, are as follows:

1. To develop effective regulatory systems for the quality and safety of health and social care that include national quality and safety standards, assessment and monitoring processes, measures and indicators.
2. To implement a high impact regulatory programme that includes registering services as appropriate, monitoring performance through inspection against national standards, investigating potential risks to the health and welfare of service users and reporting publicly on our findings.
3. To set standards to drive the efficient and effective use of health information and Information Communications Technology to improve the quality and safety of health and social care.
4. To inform investment, or disinvestment, decisions that are safe, effective, maximise population health and wellbeing and achieve good value for money.
5. To promote health and social services excellence by delivering a structured programme aimed at identifying and sharing good practice, building capacity and capability through the better use of resources and facilitating focused activity in proven safety interventions.
6. To demonstrate, by 2012, that the Authority operates as an effective, efficient and well-governed organisation that positively impacts on health and social care services.

These three year objectives have been formed and structured with the service user firmly in mind and are based on the fact that our work must enable improvements in health and social care services. The annual objectives set out in this document represent the second year's work programme aimed at progressing the strategic objectives above.

### **3.2 Required Resources**

This Business Plan has been developed on the basis of the resources made available to the Authority for 2011. If these resources are reduced then the objectives that are stated in this Business Plan may need to be revised. Equally, if additional functions are assigned to the Authority, additional resources will be required. However, the Authority is acutely aware of the prevailing economic climate and it is essential that

'what we do', and 'how we do it' utilises existing resources optimally and achieves the maximum impact for people in our health and social care services.

Similarly, and where appropriate, our approach has been to work with other stakeholders to enable a number of staff to transfer from other parts of the health system, as new functions are commenced in the Authority, in order to optimise the skills and resources currently available within the public sector.

We will continue to leverage, where appropriate, the skills, expertise and services of other organisations so that duplication of effort is avoided and collaboration is promoted.

A summary of the Authority's budget for 2011 is set out in Appendix 2.

### **3.3 Performance Measurement and Risk Management**

The Authority continues to develop its internal systems and infrastructure so that we can maximise performance and ultimately measure performance and manage and mitigate risks. This is especially important in the current environment given that we must be able to provide tangible evidence of the impact that we have on the quality and safety of services.

For this reason, we are in the early phase of developing a Quality Management System (QMS) with a particular focus on ensuring that our processes are lean and effective. The QMS will be based on an internationally recognised standard.

A system of Key Performance Indicators (KPIs) will continue to be expanded and monitored across a range of functions including human resources, finance and key operational activities of the organisation.

### **3.4 Organisation Overview**

The mission and values of the Authority provide the basis for the implementation of our activities. Our vision (better health and social care for all, underpinned by standards and decisions that improve the safety and quality of health and social care services) is aligned to the Object of the Authority as stated in the Health Act, 2007<sup>2</sup>. Therefore, our activities aim to transform our statutory remit into our day-to-day activities and engagement.

The current organisational structure of the Authority reflects the functions in the Health Act, 2007 and there are four Directorates based on these functions. These are:

- Healthcare Quality and Safety
- Social Services Inspectorate

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<sup>2</sup> The Object in the Health Act, 2007 is *to promote safety and quality in the provision of health and personal social services for the benefit of the health and welfare of the public.*

- Health Technology Assessment
- Health Information.

There are three support Departments, which include Communications and Stakeholder Engagement, Corporate Services and the Chief Executive's Office that provide the necessary cross-organisational support, coordination and infrastructural services.

Each of the Directorates is led by a person who reports directly to the Chief Executive and who is a member of the Executive Management Team. The Executive Management Team is responsible for ensuring the effective leadership, management and delivery of the Authority's functions, as outlined in the *Corporate Plan 2010-2012*. The organisational structure for the Authority can be seen in Appendix 3.

The overall strategy, priorities and governance arrangements of the Authority are overseen by the Board of the Authority, which is appointed by the Minister for Health. Through the Chairperson of the Board, the Chief Executive Officer of the Authority is accountable to the Board. The Board has established a number of committees to assist it in its work which are the:

- **Audit and Corporate Governance Committee** whose primary function is to ensure that the Authority meets its relevant statutory functions and to monitor the overall effectiveness of corporate governance, financial management, risk management and internal audit arrangements
- **Health and Social Care Governance Committee** whose primary role is to monitor the effectiveness of the governance arrangements around the health and social care functions
- **Information, Research and Technologies Committee** whose role is to monitor the governance around the information, research and technologies functions
- **Remuneration and Nomination Committee** whose role is to oversee the nomination and remuneration arrangements and organisational development of the Authority.

### 3.5 Directorate Overview

For an overview of the purpose of each Directorate, see Table one below.

Table 1: The purpose of each Directorate

Directorate	Function Overview
<b>Healthcare Quality and Safety (HQS)</b>	Developing person-centred standards for health and social care. Designing and implementing a monitoring programme to promote improvements in quality and safety standards in health. As deemed necessary, will undertake investigations when there are reasonable grounds to believe that there is a serious risk to the health or welfare of a person receiving services.
<b>Social Services Inspectorate (SSI)</b>	Inspecting and registering social care services, including residential services for dependent persons (services for older people). In time this will also include residential services for children and residential services for people with a disability. As deemed necessary, will undertake investigations when there are reasonable grounds to believe that there is a serious risk to the health or welfare of a person receiving services.
<b>Health Information (HI)</b>	Identifying and advising on health information deficiencies, establishing an information governance framework and setting standards for health information and health information systems and evaluating and providing information on the provision of health and social services.
<b>Health Technology Assessment (HTA)</b>	Making sure that resources in our health services are used in a way that ensures the best outcome for the patient or service user – specifically through the assessment (and supporting the assessment) of the clinical and cost-effectiveness of health technologies.
<b>Communications and Stakeholder Engagement (CSE)</b>	Managing all the Authority’s communications and stakeholder engagements, with both internal and external audiences, and developing collaborative relationships across the health and social care systems.

<b>Corporate Services (CS)</b>	Ensuring that the Authority is fit for our intended purpose, through effective staff welfare, performance, management and recruitment, premises, management information systems and other key support services.
<b>Chief Executive's Office (CEO Office)</b>	Providing oversight, direction and support to enable the Authority deliver its objectives effectively and efficiently and in a well governed way.

Each Directorate contributes to the overall attainment of the six strategic objectives contained in the *Corporate Plan 2010 - 2012* of the Authority. The Authority also works to develop relationships and partnerships at national and international levels to leverage knowledge, expertise and best practice.

This Business Plan outlines the objectives to be met in 2011, in keeping with our *Corporate Plan 2010-2012*. The achievement of these objectives requires Directorates to engage in an integrated way in a wide range of activities.

## 4 Business Plan Objectives 2011

The Business Plan objectives for 2011 are structured within the Authority's overall strategic direction. This will ensure that a longer term focus to drive quality and safety is maintained. Both the strategic objectives and the Business Plan annual objectives set out below in Table 2, have been developed and structured with the service user and patient firmly in mind and in the knowledge that our work must enable improvements in health and social care services.

Table 2: Corporate Plan objectives and Business Plan annual objectives

Relates to Corporate Plan Objective 1		To develop effective regulatory systems in the quality and safety of health and social care that include national quality and safety standards, assessment and monitoring processes, measures and indicators	
Lead directorate	Support directorate	Business Plan Objectives	Target date Q1,2,3,4
HQS		Launch <i>National Standards for Safer Better Healthcare</i> and associated guidance following ministerial mandate	Q3
HQS		Provide a discussion paper and ongoing contributions to inform the Department of Health's development of a national licensing programme for healthcare	Q4
HQS		Design quality assurance guidance for clinical guidelines and clinical audit as part of National Clinical Effectiveness Framework	Q4
HQS		Co-ordinate review of Pre-hospital Emergency Care Key Performance Indicator data (as per <i>Pre-hospital Emergency Care Key Performance Indicators for Emergency Response Times</i> report published January 2011)	Q4
HI	CSE HQS	Develop draft standards for health information governance and associated guidance which are based on international best practice, expert advice and the Health Information Bill	Q4
HI	CSE	Based on international best practice and expert advice, make recommendations in relation to the introduction of unique identifiers for individuals, organisations and professionals	Q2
HI	CSE	Scope the development of national standards for approved research ethics committees	Q4

	CEO	for clinical trials. This will enable identification of resources required for the role of Supervisory Body status under the EU Clinical Trials Directive.	
SSI	CSE	Submit the <i>National Quality Standards for Care Services for Children and Young People</i> report to the Minister for mandating and subsequent publication	Q2
SSI	CSE	Develop draft National Quality Standards for Child Protection Services	Q1-4
SSI		Develop monitoring programme for inspection of Child Protection Services	Q3/4

Relates to Corporate Plan Objective 2		To implement a high impact regulatory programme that includes registering services as appropriate, monitoring performance through inspection against national standards, investigating potential risks to the health and welfare of service users and reporting publicly on our findings.	
Lead directorate	Support directorate	Business Plan Objectives	Target date Q1,2,3,4
SSI Children's Services	CS/CSE	Undertake and report on ongoing programme of inspection for children in the care of the state and commence programme of monitoring of child protection services	Ongoing
SSI Designated centres for dependent persons	CS/CSE	Undertake regulatory programme of registration for designated centres for dependent persons (services for older people)	Ongoing
SSI Designated centres for dependent persons	CS/CSE	Undertake regulatory programme of monitoring compliance and enforcement for designated centres for dependent persons (services for older people)	Ongoing
HQS	CS/CSE	Conclude and launch the report of the investigation into the quality and safety of services and supporting arrangements provided by the HSE at Mallow General Hospital	Q2
HQS	CS/CSE	Carry out follow-up regulatory activity in relation to monitoring compliance with National Standards for Symptomatic Breast Disease Services in selected designated centres	Q2
HQS		Respond appropriately within statutory remit and available resources to information received that raises concerns about non-compliance with standards, including the <i>Draft National Standards for Safer Better Healthcare</i> (once mandated), or about risks to the health and welfare of service users	ongoing

<b>Relates to Corporate Plan Objective 3</b>		<b>To set standards to drive the efficient and effective use of health information and Information and Communication Technology to improve the quality and safety of health and social care</b>	
<b>Lead directorate</b>	<b>Support directorate</b>	<b>Business Plan Objectives</b>	<b>Target date Q1,2,3,4</b>
HI	HQS/CSE	Finalise report on GP patient referrals	Q2
HI	CSE	Develop technical standards to support interoperability of health information systems in prioritised areas	Q2/Q3
HI	CSE	Document a framework and roadmap for development of standards for a national Electronic Health Record	Q2/Q3
HI	HQS/CSE	Develop draft standards for major national health information collections	Q4
<b>Relates to Corporate Plan Objective 4</b>		<b>To inform investment, or disinvestment, decision that are safe, effective, maximise population health and wellbeing and represent good value for money</b>	
<b>Lead directorate</b>	<b>Support directorate</b>	<b>Business Plan Objectives</b>	<b>Target date Q1,2,3,4</b>
HTA	CSE	Carry out a defined number of system wide HTAs and efficiency evaluations dependent upon complexity and priorities	Q1-4
HTA	CSE	Develop and disseminate national HTA guidelines	Q1-4
HTA		Support development and implementation of the national HTA policy framework	Q1-4
HTA		Support the work of the National Clinical Effectiveness Committee	Q1-4

Relates to Corporate Plan Objective 5		To promote health and social services excellence by delivering a structured programme aimed at identifying and sharing good practice, building capacity and capability through the better use of resources and facilitating focused activity in proven safety interventions.	
Lead directorate	Support directorate	Business Plan Objectives	Target date Q1,2,3,4
HI	CSE	Organise and facilitate workshops to progress the awareness of health information standards for stakeholders	Q1 /Q2/ Q3
HI	CSE	Publish guidance for information governance and an associated self-assessment tool	Q2
HQS		Develop a HQS programme framework for building capacity and capability in the Health System, with a focus on quality and safety	Q4
HQS		Launch Guidance to support the implementation of the National Standards for Safer Better Healthcare	Q4
CSE	All	Ensure that the role of the Authority as an independent voice is understood by key audiences	Q1 - 4
CSE	All	Ensure that all communication from the Authority is open, honest, accessible and easily understood	Q1 – 4
CSE	All	Increase stakeholders' understanding of the Authority's role and functions and provide direction internally on best practice in consulting and engaging effectively with targeted stakeholders.	Q1 – 4

<b>Relates to Corporate Plan Objective 5</b> <i>continued</i>		<b>To promote health and social services excellence by delivering a structured programme aimed at identifying and sharing good practice, building capacity and capability through the better use of resources and facilitating focused activity in proven safety interventions.</b>	
<b>Lead Directorate</b>	<b>Support Directorate</b>	<b>Business Plan Objectives</b>	<b>Target date</b> <b>Q1,2,3,4</b>
CSE	All	Demonstrate the Authority's ongoing commitment to excellence and innovation through the appropriate use of all communications channels, especially new technologies and deliver the new website within budget to the agreed standard	Q1 – 4
CSE	All	Engage, inform and involve the workforce through good internal communication within the Authority and through the planned redesign of the intranet. Develop and implement an extensive internal communications campaign on the QMS across the Authority	Q1 – 4
SSI	CSE	Collect and analyse data for regulatory purposes and review of learning	Q3/4
SSI	CSE	Revise the guidance for the review of serious incidents including deaths of children in care. This will inform the development of separate guidance for the review of serious incidents including deaths of children in detention schools	Q4
HTA/HQS/HI		Contribute to international collaborative projects in accordance with Workplans, including the EUnetHTA Joint Action, Euroscan, INAHTA and HTAi, EU eHealth Governance Joint Action, and the EU Joint Action on Healthcare Quality and Safety	Q4

Relates to Corporate Plan Objective 6		To demonstrate, by 2012, that the Authority operates as an effective, efficient and well-governed organisation that positively impacts on health and social care services.	
Lead directorate	Support directorate	Business Plan Objectives	Target date Q1,2,3,4
CS	All	Further develop and implement the process for managing the learning and development activities of the Authority and ensure efficient and cost-effective procurement of core training in line with available budget.	Q2
CS	All	Procure and implement a financial management information system which processes financial transactions and produces management information	Q3
CS	All	Implement phase 1 of Prism (the Authority's Information Management System)	Q3
CS	All	Identify resources to continue to upgrade and improve the Authority's information technology infrastructure and productivity tools	Ongoing
CS	All	Lead the implementation of the Information Governance Action Plan set by the Information Governance Group	Q4
CS	All	Continue to provide infrastructural, developmental and operational support for ongoing and any additional functions of the Authority	Ongoing
CEO	HQS/SSI	Develop an Authority wide strategy for regulating health and social care (to include overarching principles)	Q2
CEO	All	Lead the review of the organisational design for Board approval and subsequent implementation	Q1/Q3
CEO	All	Establish a robust and effective internal legal services function	Q4
CEO	All	Continue to strengthen risk management and governance practices.	Q3

## **5 Core Operational Activities**

In addition to the Business Plan objectives, there are day-to-day operational business activities that govern the implementation of the Authority's functions.

### **5.1 Corporate Governance**

Being in receipt of public money places an obligation on the Authority to ensure that activities are carried out in an efficient and effective manner and in a way that always represents best value for money.

To further the Authority's Strategic Objective six, there are a number of corporate initiatives aimed at ensuring that we develop and embed our corporate governance arrangements and internal business processes. These are described below in greater detail.

### **5.2 Corporate Services**

The operational activities of Corporate Services relate to the core functions of finance, human resources, information technology (IT) and facilities management.

There will be further development of the Authority's staff Performance Management and Development system (PMDS) and the establishment of an information management system is planned which will enable more efficient operations. The finance function will also be strengthened through the planned upgrade of the current finance system.

Emphasis during 2011 will also be placed on establishing a Quality Management system so that the operational activities of the Authority are managed efficiently and effectively.

### **5.3 Communications and Stakeholder Engagement**

The Communications and Stakeholder Engagement Department has responsibility for the coordination of all of the Authority's communications, both internal and external, and stakeholder engagement. The primary focus of the Department is to ensure that all communications from the Authority are consistent, effective and public-friendly. The Authority continues to explore ways in which it can provide further accessibility to the Authority's communications to the public to enable and support the drive to create and maintain sustainable improvements in the quality and safety of health and social care services in Ireland.

### **5.4 Chief Executive's Office**

The operational activities of the Chief Executive's Office include coordinating the planning, monitoring and measurement of the business of the Authority. It includes

- Corporate governance
- Strategic and business planning

- Performance measurement and reporting (including risk management)
- Legal services

The CEO's Office provides essential support for the Board of the Authority and the Committees of the Board. This helps to ensure that the Authority meets its statutory requirements under the Health Act, 2007.

## 6 Conclusion

Since establishment, the Authority has been actively developing its regulatory role. There has also been significant development of the Health information and Health Technology Assessment (HTA) functions. All of this work has been aimed at furthering the object of the Authority as per the Health Act, 2007 (*to promote safety and quality in the provision of health and personal social services for the benefit of the health and welfare of the public*). In addition to this work, the Authority is consciously developing its role in providing guidance and support to providers and staff as they attempt to make sustainable improvements in the services they provide.

Because our object is to promote safety and quality in the provision of health and personal social services for the benefit of the health and welfare of the public, we must also ensure that we deliver value, through our work, to the wider health and social system. Ultimately, the Authority's work must impact significantly on the quality of the public's experience of health and social services. Therefore, when developing our objectives, we have focussed on the public and applied a set of prioritisation criteria when deciding on our objectives so that what we do delivers the most significant and positive impact to those in receipt of services (see Appendix 1).

During 2011, we will focus on a series of key patient safety initiatives including medication safety and finalising the *Draft National Standards for Safer Better Health Care*. These standards will provide us with the means and the scope to monitor services in a more comprehensive way. Work on scoping a regulatory approach for the future licensing of healthcare services will be an important area for development to the Authority.

Regulation of designated centres for dependent people (services for older people) will continue to form part of the Authority's work programme and developing standards for Information Governance, National Health Information sources and developing technical standards for inter-operability will also be key areas to progress. In addition, further developing and expanding the HTA function will be very relevant given the current climate. The Authority will, through its work, help the wider system to focus on ensuring that investment and disinvestment decisions are well informed and deliver the best value in terms of effectiveness and cost to the public.

Adding value is central to our ethos. Therefore, reducing duplication and maximising efficiency are always aims of the Authority. For that reason, in 2011, we will continue to examine our processes so that they are as lean and efficient as possible and we will respond to the views of our stakeholders in this context.

The role of the staff of the Authority should be acknowledged. Their hard work and commitment has been tremendous. The Board and the Chief Executive would like to express sincere gratitude to them for their continued dedication.

Sincere thanks are also due to the Department of Health officials for their continued engagement with the Authority and to the many other individuals and organisations that have assisted us in our work to improve the quality and safety and learning in our health and social services for the benefit of people and patients using the services and also for those providing them.

## Appendix 1

### Prioritisation Criteria

We are very aware that innovation and imagination are necessary, particularly in the current climate, to obtain maximum impact for the public funds allocated and will therefore be proactive in applying this approach to its activities. To maximise the impact of our activities, we have applied the criteria set out in the following table in deciding our objectives.

<b>1. Impact</b>	Level of system impact not necessarily in terms of numbers directly affected but rather with the potential for a 'ripple effect' across the system
<b>2. Improvability</b>	Improvement is a real and achievable aim in current context
<b>3. Implementability</b>	Can be realistically implemented in an environment characterised by capacity and capability challenges outlined in the Quality and Safety Mode
<b>4. Alignment</b>	Aligned with and complements existing national policy and priorities
<b>5. Use of HIQA Resources</b>	Optimises use of HIQA resources

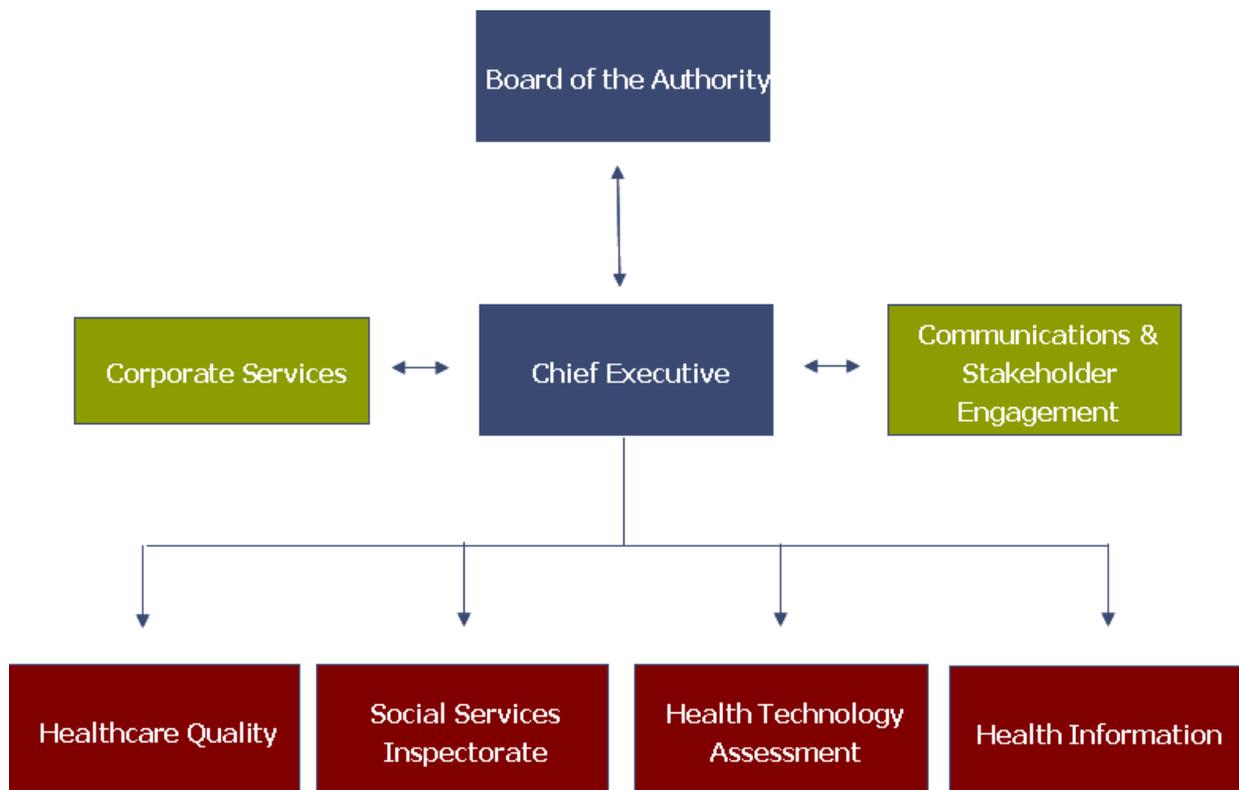
## Appendix 2

### Financial Forecast Summary 2011

<b>Revenue</b>	<b>€'000</b>
Department of Health	11,700
Other income	4,650
	<hr/> <b>16,350</b> <hr/>
<b>Expenditure</b>	
Chief Executive Office	1,084
Healthcare Quality and Safety	1,570
Social Service Inspectorate (including inspection and registration of residential care centres for dependent persons)	7,528
Health Technology Assessment	583
Health Information	807
Communications and Stakeholder Engagement	658
Shared Costs and Corporate Services	4,120
	<hr/> <b>16,350</b> <hr/>

## Appendix 3

### Health Information and Quality Authority - Organisation Structure



It is estimated that the Authority will have 175 staff in post at the year end.