



# Strategic Plan 2019–2021





# Foreword

Listening to the experiences of the people who use health and social care services is internationally accepted as a measure of the quality and safety of care.

It promotes greater engagement and facilitates those who use health and social care services to become actively involved in their care. For providers, capturing the feedback of people who use their service helps to identify areas for improvement, provides assurance that people's views are listened to, and benchmarks the experience of care provided at local and national levels.

The National Care Experience Programme is a partnership between the Health Information and Quality Authority (HIQA), the Health Service Executive (HSE) and the Department of Health. Patients and or people who use services are involved in all stages of the development and implementation of the National Care Experience Programme surveys and are represented within the governance structure. This strategy sets out how the partnership plans to develop and diversify its programme of work over the next three years (2019-2021), listening to the experiences of the people using health and social care in Ireland and ensuring that appropriate actions are taken in response.

The National Care Experience Programme aims to both support and influence national policy. The Sláintecare Implementation Strategy sets out a 10-year plan for our health and social care services and references the use of standardised national surveys and other communication channels to engage with the people who use these services. A commitment has also been made to utilise the feedback of people who use services to inform improvements and, where appropriate, shape policy.

Health and social care in Ireland is moving towards a more person-centred model of care. Listening to the voices of people using services and learning from and improving their experiences of care are all important outcomes of the National Care Experience Programme.

The National Care Experience Programme aims to empower people using services and in doing so will ensure that people:

- ▶ are more engaged in their care
- ▶ report better clinical outcomes
- ▶ have fewer adverse events
- ▶ experience enhanced self-management
- ▶ have fewer diagnostic tests, and
- ▶ have less need for healthcare services and shorter lengths of stay in hospital.



The National Care Experience Programme is about ensuring that the voices of the people using health and social care services are respected, promoted, utilised and protected. We aim to ensure that our surveys and other initiatives focus on the fundamental rights of privacy, dignity, respect and autonomy; and how these rights are addressed and protected along the care journey.

It is my pleasure to chair such a dynamic, ambitious and focused programme that has and will lead to a demonstrable improvement for the people who engage with Ireland's health and social care system.

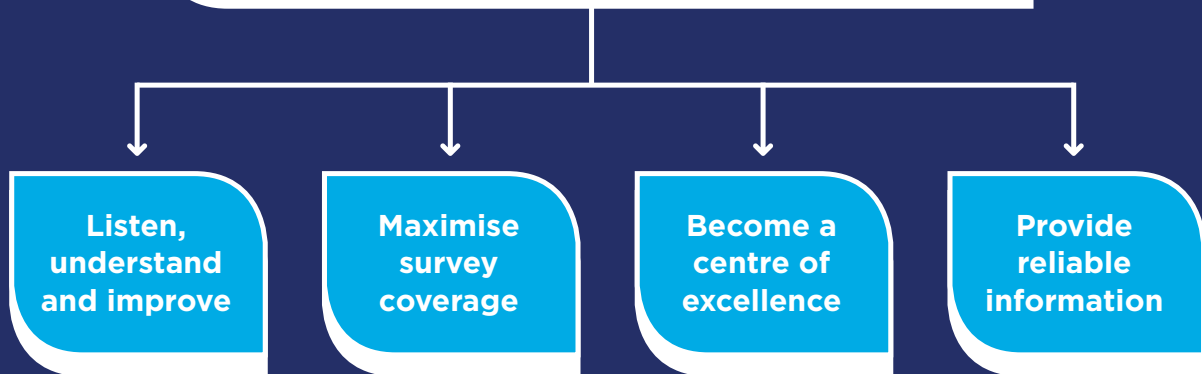
**Phelim Quinn**

Chairperson of the National Care Experience Programme Steering Group

# National Care Experience Programme strategy map

## Mission statement

Hearing, understanding and responding to the experiences of people using Ireland's health and social care services to drive sustainable improvement.



### WE WILL DO THIS BY:



### NATIONAL CARE EXPERIENCE PROGRAMME REQUIRES:



# The National Care Experience Programme Steering Group

The National Care Experience Programme Steering Group is responsible for providing strategic leadership, managing risks and ensuring that this strategic plan is delivered.

The Steering Group oversees the progress and performance of the groups responsible for the development and delivery of each survey. These groups are called the Survey Programme Boards.

In addition, the Steering Group members will provide their support to ensure the effective establishment and running of the National Care Experience Programme Competency Centre. Their role also includes responsibility for driving and encouraging the use of survey findings across health and social care services in Ireland and internationally. The Steering Group will produce an annual report outlining the impact of the programme across relevant sectors.

# Mission statement

**Hearing, understanding and responding to the experiences of people using Ireland's health and social care services to drive sustainable improvement.**

## **THROUGH OUR WORK WE WILL:**

- ▶ listen, understand and make measurable improvements for people using our health and social care services
- ▶ work to maximise coverage of the programme across a wide range of health and social care services so that many voices are heard
- ▶ become a centre of excellence in listening and responding to the voice of people using services
- ▶ provide reliable information to the public and stakeholders about our findings, what they tell us, what we are doing about them and the impact they have.

## **WE WILL DO THIS BY:**

1. working in partnership with the public, people who use health and social care and service providers
2. innovating and ensuring sound methods
3. using information responsibly in order to provide assurance to service users and providers
4. converting findings into improvements within services.

## **WHAT WE NEED TO BE SUCCESSFUL:**

- ▶ leadership and governance
- ▶ digital and data capability
- ▶ quality controls and compliance
- ▶ responsiveness
- ▶ resources.

# Objectives and key priorities

## Objective 1: working in partnership

### Over the next three years we will:

- ▶ ensure that key stakeholders work towards a common goal of improving peoples' experiences in the Irish health and social care system
- ▶ ensure that we have identified and engaged with relevant partners for the delivery of an effective National Care Experience Programme.

### Key priorities

#### By 2021 the National Care Experience Programme will have:

- ▶ included representatives from the partner organisations in the National Care Experience Programme governance structures, defining and clarifying all roles and responsibilities
- ▶ identified and worked with academic and other parties in the evaluation of our programme(s) and related translational research
- ▶ worked with relevant national stakeholders to address the findings of the National Care Experience Programme.



## Objective 2: innovating and ensuring methodological rigor

### Over the next three years we will:

- ▶ create a centre of excellence with international standing that has the capacity, skills and expertise to extend the National Care Experience Programme into other health and social care areas.

### Key priorities

#### By 2021 the National Care Experience Programme will have:

- ▶ explored and adopted innovative and inclusive methods and approaches that ensure everyone has the opportunity to share their experiences of care
- ▶ combined survey findings with other appropriate and relevant sources of data to maximise the richness and use of information
- ▶ collaborated with international partners involved in service user experience surveys, shared our findings and kept abreast of best practice
- ▶ sought funding to explore the impact of the National Care Experience Programme and maximised its value in improving care
- ▶ disseminated findings to national and international academic audiences through publications, international journals and attendance at national and international conferences.



## Objective 3: communicating and engaging

### Over the next three years we will:

- ▶ Measure people's experiences of health and social care services and report the findings to the public and service providers.

### Key priorities

#### By 2021 the National Care Experience Programme will have:

- ▶ engaged with providers of education to ensure that the survey findings inform the training of clinicians
- ▶ engaged with staff working in the areas surveyed, seeking their commitment towards the success of the National Care Experience Programme
- ▶ publicly reported on acute inpatient care, maternity services, and two other prioritised areas in a timely and accessible manner, and communicated the actions arising from the findings of the surveys
- ▶ established and delivered two National Care Experience Programme national conferences that showcase the findings and improvement actions arising from our work programme.

## Objective 4: using information responsibly in order to provide assurance to service users and providers

### Over the next three years we will:

- ▶ demonstrate that we meet and comply with the Information Management Standards for National Health and Social Care Data Collections
- ▶ demonstrate that we are compliant with all legal requirements, such as data protection legislation.

### Key priorities

#### By 2021 the National Care Experience Programme will have:

- ▶ reviewed and updated a Privacy Impact Assessment for all surveys and care experience initiatives
- ▶ conducted a series of internal audits against data protection legislation and the Information Management Standards for National Health and Social Care Data Collections
- ▶ developed and implemented a data quality framework for the National Care Experience Programme.

## Objective 5: convert findings into improvements within services

### Over the next three years we will:

- ▶ support relevant stakeholders to understand the outcomes of surveys and other initiatives, and establish programmes of work aimed at measureable improvements in services
- ▶ continue to report publicly on responses to findings in a way that is clear and understandable.

### Key priorities

#### By 2021 the National Care Experience Programme will have:

- ▶ established a consistent, coordinated national approach to respond to the findings of all surveys and other initiatives
- ▶ published quality improvement plans on the National Care Experience Programme website for all completed engagement programmes at national and service provider level, and reported on how the programme has impacted on policy and practice.



To enable us to achieve our strategic objectives, the National Care Experience Programme requires:

## Enabler 1: leadership and governance

### Over the next three years we will:

- ▶ maintain a partnership governance structure that includes representatives of people using services and has clear systems of accountability, decision-making and risk management
- ▶ ensure our partnerships are structured in a way that explicitly achieves our strategic objectives and maintains compliance with legal obligations.

### Key priorities

#### By 2021 the National Care Experience Programme will have:

- ▶ developed and implemented a framework to demonstrate our impact on the health and social care environment
- ▶ reviewed the partnership structure, ensuring that it reflects the growth and diversification of the National Care Experience Programme on an annual basis
- ▶ developed, implemented and audited a robust system of risk management.

## Enabler 2: quality controls and compliance

### Over the next three years we will:

- ▶ implement a quality assurance framework
- ▶ ensure all our work is underpinned by the best available evidence and is subject to continuous review and learning.

### Key priorities

#### By 2021 the National Care Experience Programme will have:

- ▶ developed and implemented a quality assurance framework for the conduct of all National Care Experience Programme engagement programmes
- ▶ conducted and published a 'lessons learned' exercise from each completed engagement programme.

## Enabler 3: responsiveness

### Over the next three years we will:

- ▶ ensure the appropriate resources and systems are in place to support the expansion of the programme
- ▶ respond to the challenge of developing and implementing the National Care Experience Programme.

### Key priorities

#### By 2021 the National Care Experience Programme will have:

- ▶ developed and implemented a prioritisation process for future programmes of work
- ▶ established and implemented a National Care Experience Programme roadmap to inform and or respond to national policy
- ▶ established a consistent project management methodology for the conduct of National Care Experience Programme surveys and other initiatives to measure people's experiences of health and social care services
- ▶ demonstrated the impact of the National Care Experience Programme on an annual basis by improving the experience of all those that use health and social care services.

## Enabler 4: enhanced digital and data capabilities

### Over the next three years we will:

- ▶ define and deliver innovative and secure digital and data solutions to aid the effective delivery of our work, and improve the way we interact with stakeholders.

### Key priorities

#### By 2021 the National Care Experience Programme will have:

- ▶ developed the National Care Experience Programme website to accommodate the expansion of the programme and its communication requirements
- ▶ procured and implemented a system that will allow all partners to facilitate the expansion of National Care Experience Programme surveys into different service areas
- ▶ identified and expanded the use of tools that enable service providers and the public to use data and information to meet their needs.



## Enabler 5: resources

### Over the next three years we will:

- ▶ identify and make robust business cases for funding from appropriate sources for the effective conduct of the National Care Experience Programme and associated research initiatives.

### Key priorities

#### By 2021 the National Care Experience Programme will have:

- ▶ produced an annual business plan to the Department of Health and the HSE as the primary funders of the National Care Experience Programme
- ▶ identified and made applications on an annual basis for research grants aimed at supporting the achievement of our objectives.



