ISLAMABAD HEALTHCARE REGULATORY AUTHORITY (IHRA)

STRATEGIC PLAN (2021-24)

Suggested outline of the Strategy

1. **Introduction:** This section introduces the IHRA and its mandate, then a summary of the process that led to the development of this strategy. This section could also give the structure of the strategy, its purpose and intended users.

2. **Guiding Principles**: This section lays the foundation on which the strategy is under-pinned. These principles should be in line with the national strategy and provincial strategies that guide this IHRA strategy e.g. National Health Policy, Provincial Healthcare Commissions' strategy, IHRA Act 2018, ICT Health Strategy (2019-23) etc. The guiding principles of the strategy are listed below.

Equitable access to appropriate and effective health services

Good Governance

Value for Money

Geographical convergence

Evidence based interventions

3. **Background:** This section lays out the evidence informing the IHRA strategy (socio-cultural, demographic, economic, environmental and health factors) and further monitoring and evaluation of progress (indicators). In addition to the desk review, the evidence should normally come from a detailed formative study that is meant to collect the social / demographic data. Minimal data required (by strategic tier):

   3.1 Assessment of internal capacity of IHRA and its partners;

   3.2 Assessment of existing quality of healthcare delivery system in Islamabad Capital Territory;

   3.3 Comparative analysis of the key health indicators of Islamabad, provinces and Pakistan;

   3.4 Analysis of key challenges and opportunities in the healthcare service delivery;

   3.5 Stakeholders' analysis for advocacy and resource mobilization supporting IHRA's policy agenda;

4. **Strategic Goals and Objectives for 2021-24:** This section will set out the "Vision", "Mission" and "Strategic Directions" which will guide the IHRA over the next three years. This section will also describe a clear roadmap showing how IHRA will achieve these goals.

4.1 **IHRA Vision** – "Safe and High-Quality Healthcare Services for everyone in the Islamabad Capital Territory"

4.2 **IHRA Mission** – "Regulate the provision of healthcare in ICT to ensure high efficiency, safety and effectiveness in delivering health services both in public & private sector"

4.3 **Strategic Goals** – This strategy will aim to achieve IHRA vision through four Strategic Goals:

1. **Regulated and Accountable Healthcare Sector**: By ensuring that all healthcare facilities, professionals, and equipment are registered in the ICT and meet the required minimum service delivery standards as well as licensing standards.

   - **Strategic Objective 1.1:** Ensure compliance of healthcare facilities with technical, safety and engineering requirements

   - **Strategic Objective 1.2:** Ensure the competence of health Professionals

   - **Strategic Objective 1.3:** Ensure the quality of continuous professionals' development Programs

   - **Strategic Objective 1.4:** Ensure the quality of medicines and medical equipment in the healthcare establishment

2. **Safe and Trusted Health Services:** Through continuous assessment of the quality of health services provided to ensure compliance with IHRA standards and ensure the safety of medicine and medical equipment used in the healthcare establishment and safety of clinical research conducted in the ICT.

   - **Strategic Objective 2.1:** Ensure the quality of healthcare services

   - **Strategic Objective 2.2:** Ensure the safety of medical equipment in the HCE

   - **Strategic Objective 2.3:** Ensure safe application of clinical trials

   - **Strategic Objective 2.**4: Improving preparedness during health emergencies

3. **Protected Health Rights:** by Preserving patients' rights and safety, IHRA will act to protect the rights and the safety of all people using the healthcare facilities.

   - **Strategic Objective 3.1:** Medical negligence/error events monitoring

- **Strategic Objective 3.2:** Health professionals and facilities accountability

- **Strategic Objective 3.3:** Monitoring health insurance coverage

4. **Internal Capabilities:** By ensuring strong internal systems, resources and expertise to meet the challenges of the ever-changing regulatory environment.

   - **Strategic Objective 4.1:** Ensure that optimal organisational structure and governance is in place

   - **Strategic Objective 4.2:** Development and roll out a comprehensive HR strategy

   - **Strategic Objective 4.3:** Development and roll out a comprehensive resource mobilization and business strategy

   - **Strategic Objective 4.4:** Enhance knowledge and quality risk management system

   - **Strategic Objective 4.5:** Develop ICT systems and services

   - **Strategic Objective 4.6**: Strong partnerships and collaborations with stakeholders through effective coordination

   - **Strategic Objective 4.7:** Advocacy and communication

   - **Strategic Objective 4.8:** Appropriately manage financial performance

5. **Implementation Plan:** This section will include approaches and key actions that would be needed to implement this strategy. This section will also describe timelines, outcomes and key performance indicators.

6. **Monitoring, Evaluation and Knowledge Management:** This section will include a comprehensive result-based M&E framework which is to be used to monitor the progress. A baseline survey will be conducted, followed by regular health sector analysis for both public and private sector HCEs. The main objective of the M&E Framework is to broadly outline how progress toward the set objectives outlined in this strategy will be assessed and tracked over time. This framework will serve to demonstrate how results will be measured to provide a basis for accountability and evidence-based decision making. Along with the annual implementation plans, a more detailed M&E plan will need to be developed to accompany this framework and layout the specifics of how each of the activities will be monitored and evaluated. This framework will include a set of proposed key performance indicators for monitoring the implementation of activities over the 3 years period to track progress and inform programmatic decision-making, and for evaluating the effect of those activities to see whether the set objectives outlined in this strategy have been achieved.