



**Health
Information
and Quality
Authority**

An tÚdarás Um Fhaisnéis
agus Cáilíocht Sláinte

Corporate Plan **2025-2027**

About the Health Information and Quality Authority

The Health Information and Quality Authority (HIQA) is an independent statutory body established to promote safety and quality in the provision of health and social care services for the benefit of the health and welfare of the public.

Reporting to the Minister for Health and engaging with relevant government Ministers and departments, HIQA has responsibility for the following:

- **Setting standards for health and social care services**
Developing person-centred standards and guidance, based on evidence and international best practice, for health and social care services in Ireland.
- **Regulating social care services**
The Chief Inspector of Social Services within HIQA is responsible for registering and inspecting residential services for older people and people with a disability, and children's special care units.
- **Regulating health services**
Regulating medical exposure to ionising radiation.
- **Monitoring services**
Monitoring the safety and quality of permanent international protection accommodation service centres, health services and children's social services against the national standards. Where necessary, HIQA investigates serious concerns about the health and welfare of people who use health services and children's social services.
- **Health technology assessment**
Evaluating the clinical and cost effectiveness of health programmes, policies, medicines, medical equipment, diagnostic and surgical techniques, health promotion and protection activities, and providing advice to enable the best use of resources and the best outcomes for people who use our health service.
- **Health information**
Advising on the efficient and secure collection and sharing of health information, setting standards, evaluating information resources and publishing information on the delivery and performance of Ireland's health and social care services.
- **National Care Experience Programme**
Carrying out national service-user experience surveys across a range of health and social care services, with the Department of Health and the HSE.

Visit www.hiqa.ie for more information.

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Foreword

We are pleased to introduce HIQA's Corporate Plan 2025–2027. This Corporate Plan outlines a clear strategic direction for HIQA for the next three years. Over this period, we will remain responsive to the needs of the public and will continue to work towards our vision of health and social care services consistently delivering excellent standards of care and the best possible outcomes for the people of Ireland.

This Corporate Plan will take us up to 2027, which is a landmark date for HIQA as it marks our 20th anniversary. Since 2007, we have been dedicated to promoting high standards in health and social care services across Ireland. Our journey has been one of continuous improvement, innovation, and collaboration, and we are proud of the progress we have made. In a rapidly changing health and social care environment, HIQA's responsibilities have grown significantly. This expansion continues with the addition of new statutory functions, presenting both opportunities and challenges. As we mark this milestone, our commitment to promoting human rights and valuing the needs of the people we work with and for remains steadfast. In addition, we will focus on ensuring that we have due regard to sustainability and, in particular, climate action in the work that we do.

We are keenly aware that a range of external factors can impact HIQA's programme of work, and we recognise the importance of listening to the views of our stakeholders, including patients and people using services, policymakers, service providers, advocacy groups, HIQA staff, and the wider public. In developing this plan, we embarked on an extensive engagement programme with our stakeholders. We sought their views on what has worked well in the last three years, the challenges that HIQA faces in the next three years and what our priorities should be for the future. We would like to thank everyone who has helped us shape our vision for the years ahead. In particular, we extend our thanks to our dedicated and competent staff and Board; their drive, passion and commitment to our values and mission continues to be key to all that we achieve.

For this Corporate Plan, we have shifted our approach from traditional goal setting towards more tangible outcomes that we want to see achieved by 2027. While the focus of the Corporate Plan is the next three years, we have also looked at the longer-term outcomes we want to accomplish.

We have sought to set out desired outcomes over the next three years, and these will be the benchmarks by which we will measure the success of the Plan. By adopting an outcomes focus, we aim to enable the best possible health and social care outcomes for all, through evidence-informed decision-making, standard setting, and regulation.

As we implement this Corporate Plan, we look forward to continuing to work with the Department of Health; Department of Children, Disability and Equality; service providers; people using services; and the wider public.

We are confident that, with our Corporate Plan to guide us and effective relationships with our key stakeholders, we will deliver on our ambitious strategic priorities.



Dr Pat O'Mahony
Chairperson



Angela Fitzgerald
Chief Executive Officer

Background

HIQA is an independent statutory authority established to promote safety and quality in health and social care services across Ireland. Our primary objective is to enhance the health and welfare of the public by ensuring that the care provided is safe, effective, and respectful of individual rights. Our broad mandate extends across a diverse range of public, private, and voluntary sector services, reflecting our commitment to upholding high standards in all areas of care.

As we develop our new Corporate Plan, we recognise that the health and social care landscape has evolved significantly. HIQA continues to grow and adapt in response to emerging challenges and opportunities. This Corporate Plan will outline our strategic priorities and initiatives, ensuring that we remain responsive to the needs of the public and committed to promoting the highest standards of care and safeguarding individual rights in all services we regulate.

2.1 | Context

In a rapidly changing health and social care environment, HIQA's responsibilities have grown significantly since our inception in 2007. This expansion continues with the addition of new statutory functions. We have identified key policy, technological and legislative developments that will impact our work. These include:

- **Patient Safety (Notifiable Incidents and Open Disclosure) Act 2023 (Patient Safety Act):** This Act mandates the compulsory reporting of notifiable incidents, expanding HIQA's oversight to include monitoring of private healthcare providers against national standards.
- **Health (Miscellaneous Provisions) (No. 2) Act 2024:** This legislation enhances HIQA's regulatory authority over residential care services. Key provisions include granting the Chief Inspector of Social Services the power to issue compliance notices to address regulatory breaches, expediting enforcement actions, and enabling the collection and publication of operational data from nursing homes to improve transparency and planning.
- **International Protection Accommodation Services (IPAS) centres:** HIQA is responsible for monitoring permanent IPAS centres to ensure compliance with the *National Standards for Accommodation Offered to People in the Protection Process*. HIQA is working with the Department of Health and the Department of Justice, Home Affairs and Migration to determine the appropriate future arrangements for the monitoring of IPAS centres, having regard to the changing national and EU policy context.
- **EU Health Technology Assessment Regulation (HTAR):** This regulation will, from 2025, provide a framework for the co-production of HTA information by European HTA agencies. HIQA will undertake joint clinical assessments of health technologies, including vaccines and high-risk medical devices and diagnostics, within the HTAR framework.

- **European Health Data Space Regulation (EHDS Regulation):** This regulation will standardise how health information is shared at a national and European level for primary and secondary uses.
- **European Union (Critical Entities Resilience) Regulations 2024 (CER Regulations):** These regulations implement Ireland's responsibilities under the Critical Entities Resilience Directive EU, which aims to strengthen the resilience of certain critical entities and ensure they can withstand and recover from various disruptions. Under these regulations, HIQA is designated as the National Competent Authority for certain healthcare providers.
- **Human Tissue (Transplantation, Post-Mortem, Anatomical Examination and Public Display) Act 2024 (Human Tissue Act):** Under this Act, HIQA will have responsibility for monitoring compliance of post-mortem practices in hospital and non-hospital settings.
- **Sláintecare:** This policy framework aims to transform the healthcare system into a more equitable model, with HIQA tasked with monitoring quality across newly established health regions.
- **Advances in artificial intelligence (AI):** AI is likely to have an increasing impact on healthcare in the years ahead.
- **National Immunisation Advisory Committee (NIAC):** NIAC provides independent expert evidence-based recommendations and advice to the Minister for Health on immunisation and related health matters and is also responsible for producing the Immunisation Guidelines for Ireland. From March 2025, HIQA will host NIAC and provide its scientific and administrative secretariat.
- **Public Sector Climate Action Mandate:** This mandate requires public bodies to reduce greenhouse gas emissions by 51% and improve energy efficiency by 50% by 2030. HIQA is expected to create a Climate Action Roadmap, establish Green Teams, and appoint a Climate and Sustainability Champion to ensure compliance.
- **Corporate Sustainability Reporting Directive (CSRD):** Effective from 2023, the CSRD requires large EU entities to disclose detailed information on ESG factors. HIQA is required to align its reporting with CSRD standards, ensure transparency in sustainability performance, and implement controls for accurate data collection and reporting.
- **Sustainable Development Goals (SDGs):** The SDGs aim to end poverty and inequality, protect the planet, and ensure that all people enjoy health, justice and prosperity. While a number of the goals are relevant to HIQA, Goal 3 (Ensure healthy lives and promote wellbeing for all at all ages) is of particular significance.



A number of bills currently under consideration may have potential implications for HIQA's regulatory and operational responsibilities, including:

- **The expanded Network and Information Security Directive (NIS-2):** This directive will enhance and strengthen cybersecurity measures across critical sectors, including the health sector, under the National Cyber Security Bill 2024.
- **The Health Information Bill 2024:** This proposed legislation will establish a legal framework for managing health data in Ireland. HIQA will continue to advance the health information agenda through its current remit of developing national health information standards, recommendations and reviewing compliance against standards.
- **Health (Amendment) (Licensing of Professional Home Support Providers) Bill 2024:** This proposed legislation aims to establish a licensing framework for professional home support providers in Ireland. HIQA is expected to support this framework by developing national quality standards and granting, amending, or revoking licenses for home support providers. It is proposed that the Chief Inspector of Social Services within HIQA will be responsible for monitoring compliance with these standards and regulations, ensuring that home support services meet consistent quality and safety criteria.
- **Patient Safety (Licensing) Bill:** This proposed legislation introduces a licensing system for hospitals and high-risk healthcare activities. HIQA is expected to assess providers' suitability, ensure compliance with standards, and monitor patient safety through licensing requirements.

We acknowledge that various external factors can greatly influence HIQA's programme of work and prioritisation process. Engaging a diverse range of stakeholders is crucial for ensuring that our Corporate Plan accurately reflects the broader health and social care landscape and its associated priorities.

As part of the Corporate Plan development process, we conducted a scenario planning exercise to evaluate the upcoming changes and their potential impacts on HIQA. This involved examining strategic macro factors that could shape our long-term direction, tactical considerations for the delivery of our 2025–2027 outcomes and our internal capabilities to prepare for future challenges. The exercise revealed that we are facing moderate to extensive changes, each affecting our operational and regulatory framework. By exploring various future scenarios, we gained valuable insights into how evolving regulatory requirements, legislative updates, and shifts in health and social care dynamics may influence our work, and guide our strategic priorities. This foresight has been crucial in guiding our strategic priorities and ensuring we remain agile and responsive to emerging challenges. It is also essential that we continuously evaluate how we do our work so that we remain effective. We must always learn and develop so that we remain agile and responsive to emerging challenges.

Given the scale of change on the horizon and the rapidly evolving landscape of health and social care, this Corporate Plan outlines a clear direction for HIQA and sets out the key considerations, dependencies and actions required to fulfil our mission for the future. It reflects our stage of development and organisational maturity and underscores our commitment to focusing on outcomes that enhance care quality for the people of Ireland and service user experiences. By strategically aligning our initiatives with evolving needs and regulatory expectations, we aim to foster a health and social care environment that prioritises safety, effectiveness, and respect for individual rights.

HIQA's future strategic direction

3.1 | Vision and Mission

Our Vision and Mission should be considered together. Our Vision sets out what we ultimately want to achieve, while our Mission defines our purpose and how we will go about achieving it.

Vision

Health and social care services consistently deliver excellent standards of care and the best possible outcomes for the people of Ireland



Mission

To enable the best possible health and social care outcomes for all, through evidence-informed decision-making, standard setting, and regulation



Vision



The Vision is to create an environment where every person availing of health and social care services can be assured that they will be treated with the utmost professionalism, compassion, and efficiency, thereby ensuring their wellbeing and positive experience.

Our Vision emphasises the crucial role of HIQA in enabling health and social care services to consistently deliver high standards of care and achieve the best possible outcomes for the people of Ireland. It highlights that public confidence in health and social care services is directly tied to the dependability and excellence of the care provided. It also emphasises the importance of strengthening patient engagement and advancing safety and quality for patients and service users, and recognises the critical role of service providers in delivering high-quality, safe services. Crucially, it is dependent on making appropriate use of innovations, informed by evidence, to enhance the quality, efficiency and effectiveness of care services, including continuous improvement and innovation in care delivered.

Mission



Our Mission Statement highlights HIQA's commitment to improving the quality of health and social care services. Through working with our stakeholders, HIQA aims to ensure that all individuals receive the highest standards of care. This will be achieved by ensuring best-available evidence is provided to support decisions, setting high standards and assessing and reporting on the quality and safety of care provision. By focusing on these areas, the organisation strives to enhance the overall health and wellbeing of the population and support care providers to meet consistently excellent standards.

3.2 | HIQA Values

HIQA's values guide the organisation, embodying its identity and principles. They shape how we do our business and how we engage with all internal and external stakeholders.



Human Rights

We promote and champion human rights

We believe in promoting and championing the rights and dignity of every individual interacting with the health and social care sectors. Practices should uphold human rights and create an environment where everyone feels valued and respected. This commitment reinforces HIQA's role in safeguarding these rights in all of our activities.



People Centred

We value and respect the needs of the people we work with and for

We value and respect the needs of both service users and staff. We support the delivery of services that meet the requirements of the people using them. Moreover, we foster an inclusive and supportive working environment that ensures that all voices are heard and considered.



Fair, Objective and Equitable

We are fair, objective and proportionate in our work

Our ways of working are objective, fair and proportionate, and decisions are informed by evidence. We believe in equitable treatment across the health and social care sectors and integrity in regulatory practice.



Open and Accountable

We communicate how we work and the outcomes of what we do

We are transparent in our work and clearly communicate our processes, methodologies, and outcomes. Through being open and transparent, we foster public trust and encourage engagement with stakeholders and demonstrate accountability in our operations.



Excellence

We strive to constantly innovate and seek to improve the quality of our work

We strive for the highest standards in all activities and continuously seek to innovate and improve our work. We believe that supporting excellence in our own work will ultimately benefit people using services.



Quality

We support continual quality improvement for people who use services

We focus on supporting ongoing quality improvement initiatives, thereby enhancing care delivery through a culture of learning and development. This commitment ensures that services evolve to meet the changing needs of individuals and communities.



Collaborative

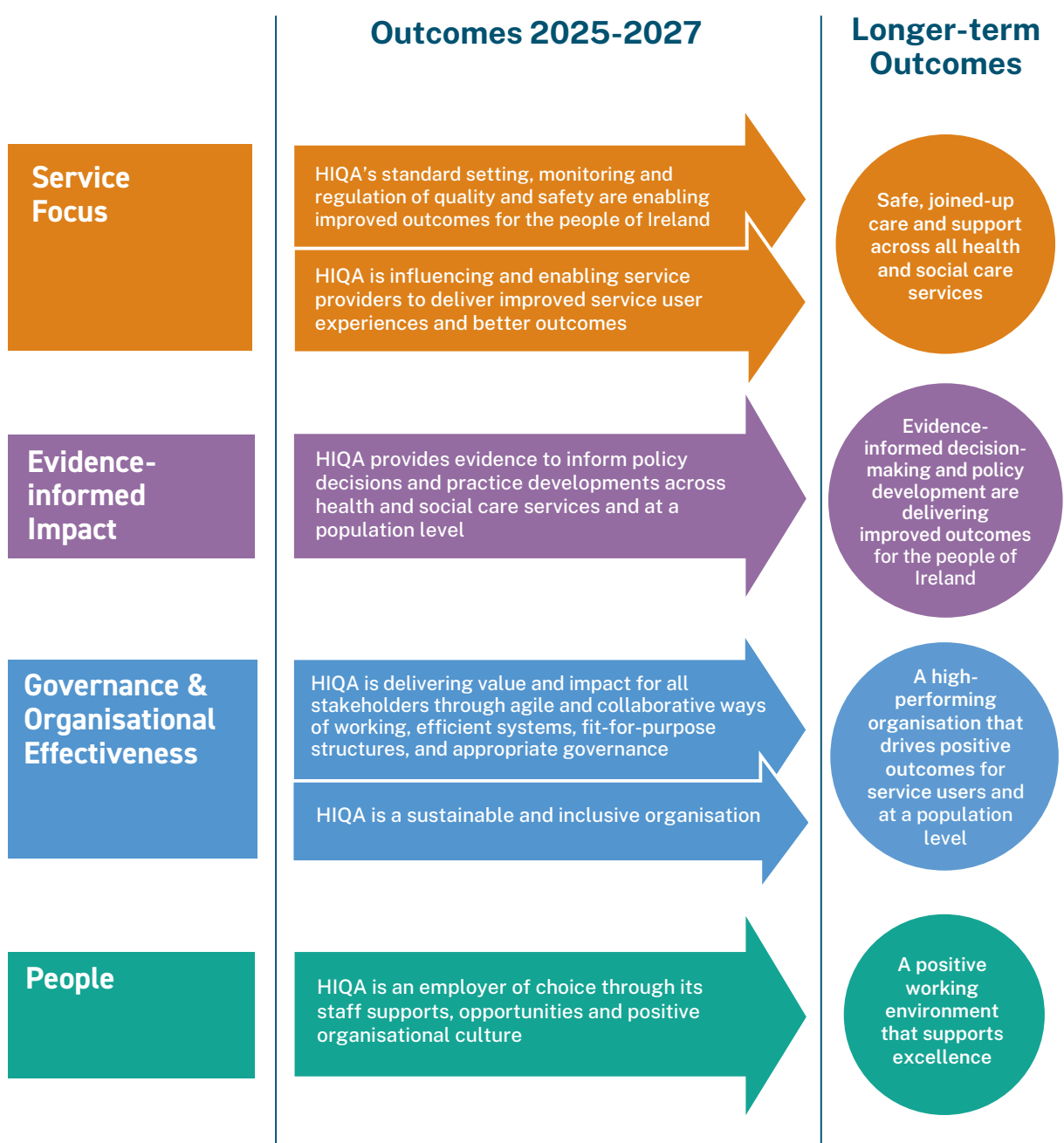
We work in partnership with all colleagues and stakeholders

We work in partnership with our colleagues and stakeholders, including service providers, government bodies, people using services and the public. We value shared expertise and partnerships. This collaborative approach enhances the effectiveness of initiatives and promotes joined-up thinking across the health and social care landscape.



3.3 | Outcomes 2025–2027 and longer-term outcomes

Our Corporate Plan is designed to foster continuous improvement, with a focus on delivering tangible outcomes over the next three years, while keeping a clear view of our long-term aims. This Plan covers an initial three-year period while also having a clear understanding of HIQA's long-term strategic objectives. By outlining 2025-2027 outcomes and longer-term outcomes, we aim to demonstrate our commitment to clear progression over time, with each phase building on the last and bringing us closer to realising HIQA's vision.



3.3.1 Long-term outcomes

To achieve our Vision requires us to deliver these four long-term outcomes:



Service Focus

Safe, joined-up care and support across all health and social care services

- We promote and enable the delivery of safe, effective and consistent care and support across the country, regardless of setting or location.
- We highlight system issues proactively while simultaneously supporting providers to deliver higher standards of care.

Evidence-informed Impact

Evidence-informed decision-making and policy development are delivering improved service user outcomes

- Our evidence and expertise are key to informing and influencing significant developments within the broader health and social care policy and healthcare delivery landscape aimed at improving overall outcomes for people.
- We use our independence and trusted voice to forge strong relationships with all key stakeholders to improve outcomes for people using services and to support evidence-informed innovation and change.
- As a learning organisation, we use the experience from our own work and emerging best practice to inform our overall approach so that we continue to have a positive impact on health and social care services.

Governance and Organisational Effectiveness

A high-performing organisation that drives positive outcomes for service users and at a population level

- We are an agile and adaptive organisation capable of quickly shifting focus to new and upcoming areas depending on societal need and requirements.
- We are a sustainable, diverse and inclusive organisation supported by strong and appropriate governance.

People

A positive working environment that supports excellence

- We are recognised as an employer of choice for staff who want to excel in their area of expertise.
- Our staff are actively supported and developed to reach their full potential and to succeed.
- We demonstrate a strong leadership focus on fostering an inclusive, positive and high-performance organisational culture.

3.3.2 Outcomes 2025-2027

We have identified outcomes that we want to achieve by the end of this three-year planning cycle.



HIQA's standard setting, monitoring and regulation of quality and safety are enabling improved outcomes for the people of Ireland



HIQA is influencing and enabling service providers to deliver improved service user experiences and better outcomes



HIQA provides evidence to inform policy decisions and practice developments across health and social care services and at a population level



HIQA is delivering value and impact for all stakeholders through agile and collaborative ways of working, efficient systems, fit-for-purpose structures, and appropriate governance



HIQA is a sustainable and inclusive organisation



HIQA is an employer of choice through its staff supports, opportunities and positive organisational culture

HIQA's standard setting, monitoring and regulation of quality and safety are enabling improved outcomes for the people of Ireland

HIQA will continue to set national standards and support implementation tools for health and social care and health information. In addition to existing functions, this will include the Health Information Bill 2024, the Patient Safety (Notifiable Incidents and Open Disclosure) Act 2023, the European Health Data Space Regulation and the Home Support Bill. National standards set the bar for providers of health and social care services to deliver excellence in care and support. Through standard setting and our regulatory and monitoring role, we will seek to drive continuous improvement and support providers to deliver high care standards for people using services.

HIQA is influencing and enabling service providers to deliver improved service user experiences and better outcomes

Through our regulatory processes, guidance, service user experience data and support, HIQA will enable service providers to enhance their practices, ultimately resulting in better experiences and outcomes for all service users. HIQA will continue to evaluate its regulatory and monitoring processes to ensure that we remain effective. A key priority is the strengthening the use of data analytics, intelligence and real-time information to support regulatory effectiveness.

HIQA provides evidence to inform policy decisions and practice developments across health and social care services and at a population level

By supporting evidence-informed approaches, HIQA will help ensure that health and social care policies and healthcare service decision-making can be grounded in evidence and best practices, leading to more effective interventions and improvements in care delivery. HIQA will continue to work with the Department of Health to ensure it has the capacity and capability to conduct evidence informed programmes of work.

HIQA is delivering value and impact for all stakeholders through agile and collaborative ways of working, efficient systems, fit-for-purpose structures, and appropriate governance

By working collaboratively and in partnership with stakeholders while maintaining our independence, HIQA aims to enhance communication and trust and continuously improve our ways of working. Our aim is that this will result in meaningful value and impact for all stakeholders, improved service delivery and better outcomes for people using services across the health and social care sector.

HIQA is a sustainable and inclusive organisation

Our focus on sustainability and inclusivity allows us to reflect the diverse needs of the communities served, ensuring long-term effectiveness in our operations.

HIQA is an employer of choice through its staff supports, opportunities and positive organisational culture

By investing in staff development and creating a supportive work environment, HIQA will be an employer of choice, fostering a motivated workforce that contributes to our mission and the overall improvement of health and social care services.

Resources

HIQA's primary funder is the Department of Health and it collects application fees for the registration of designated centres. In addition, HIQA is in receipt of funding from a number of other bodies, including the Department of Children, Disability and Equality, for specific earmarked activities. HIQA will continue to be open to opportunities to seek additional funding to undertake work aligned to our mission and legal mandate.

The availability of adequate human and financial resources is a prerequisite for the successful delivery of this plan and the achievement of the 2025-2027 outcomes set out in it. HIQA commits to optimising the use of these resources to deliver on our Vision and Mission. This Corporate Plan has been developed on the basis of a number of assumptions, which include the following:

- The expansion of our remit will occur on a phased basis with sufficient time and additional resourcing provided to prepare for such work streams, including the supports required within our organisation.
- Additional resources, where required, will be put in place to support unplanned activities.
- Consideration of and response to sanction requests for staff will be timely.
- The Exchequer funding awarded to HIQA over the coming three years will adjust in line with changes to public sector pay scales and general operating costs.

Section 5

Activities

This section provides a summary of the main activities HIQA has identified to achieve each of the 2025–2027 outcomes.

As HIQA moves towards a more outcome-focused approach, it will be necessary to review how we measure success. Developing an appropriate outcome framework and mechanism to monitor progress will be a key priority for HIQA in the first year of this Corporate Plan.

These activities are the priority actions identified by HIQA under each Outcome.

Service focus	
Outcome	Actions 2025–2027
HIQA's standard setting, monitoring and regulation of quality and safety are enabling improved outcomes for the people of Ireland	Fulfil our statutory and regulatory responsibilities and publish reports on our findings in order to promote safe, effective and equitable care and support in the following areas: <ul style="list-style-type: none"> Healthcare services – across the public and private health system with the commencement of the Patient Safety Act Medical exposures to ionising radiation Permanent International Protection Accommodation Service centres Older person services Disability services Children's services Health Information – National Data Collections and eHealth services.
	Implement the extension of the remit of Chief Inspector of Social Services, including commencement of reviews of specified incidents in designated centres, new regulations for the collection of data from designated centres and the commencement of home support regulations.
	Conduct statutory investigations and reviews in specific services based on potential risks, emergent needs, to promote safety and learning, and to provide assurance where possible to the public.
	Prepare for and commence operation of new responsibilities in response to government priorities for regulation and monitoring of health and social care services – areas of potential commencement include NIS-2, Critical Entities Resilience, pathology services under the Human Tissue Act and Home Support.
	Set and update existing national standards based on priorities of stakeholder needs and having regard for the new programme for Government (for example: home support, disability, older persons, healthcare, health information).
	Conduct risk-based approach to regulation of health and social care services.
	Monitor adherence to the principles of Open Disclosure, which is currently inspected by HIQA under the <i>National Standards for Safer Better Healthcare</i> 2012 (standard 3.5). Furthermore, report annually to the Minister of Health on the implementation of the National Open Disclosure Framework.

Outcome	Actions 2025–2027
	<p>HIQA will work with the Department of Health and the Department of Justice, Home Affairs and Migration to determine the appropriate future arrangements for the monitoring of IPAS centres, having regard to the changing national and EU policy context.</p>
	<p>Develop our surveillance and data analytics capabilities to support strengthened monitoring and risk-based monitoring of health and social care services.</p>
<p>HIQA is influencing and enabling service providers to deliver improved service user experiences and better outcomes for the people of Ireland</p>	<p>Enable the sustained improvement of quality of services that HIQA monitors and regulates through our inspection activities, reporting, risk escalation and enforcement.</p>
	<p>Continue to collaborate with the Department of Health and HSE on the National Care Experience Programme and extend the programme to people using cancer and mental health services. Continue to include hard to reach populations and diverse groups.</p>
	<p>Undertake stakeholder engagement with service user advocacy groups and with provider groups to share learning from our regulatory activities and provide a forum for discussion.</p>
	<p>Support quality improvement in services through the involvement of service providers and service users in the development of guidance documents, learning supports and quality improvement programmes to support the implementation of national standards.</p>
	<p>Leverage our data and analytics functions, utilising technology to share our learnings across HIQA-overseen sectors and improve the quality and standards of health and social care services.</p>
	<p>Use HIQA's influence to promote sustainability through standard setting and regulation.</p>
	<p>Further embed a human rights-based approach in all that we do.</p>
	<p>Utilise our platform to elevate and address issues impacting service users, and empower them to advocate for themselves whenever possible.</p>
	<p>Publish annual overview reports to support learning across the health and social care sector and to amplify the role and impact of regulation.</p>
	<p>Following recent developments in the nursing home sector, we will review the effectiveness of our regulatory processes across the health and social care sectors.</p>
	<p>As the regulator, independently monitor actions taken by service providers in their efforts to ensure the implementation of the recommendations of the Independent review of governance at Children's Health Ireland in the use of implantable medical devices, including the use of non-CE marked springs in spinal surgery at CHI at Temple Street.</p>

Evidence-informed impact

Outcome	Actions 2025–2027
HIQA provides evidence to inform policy decisions and practice developments across the health and social care services and at a population level	Continue to promote and support evidence-based decision-making in health and social care policy and services.
	Inform national policy on the use of information for national data collections and national registries.
	Set national standards for health information in line with national priorities as set out in <i>Digital for Care - A Digital Health Framework for Ireland 2024-2030</i> and the European Health Data Space Regulation.
	Host the National Immunisation Advisory Committee (NIAC) and provide its scientific and administrative secretariat, enabling NIAC to provide expert evidence-based recommendations on immunisation to the Minister for Health and update the Immunisation Guidelines for Ireland.
	Undertake HTAs and evidence syntheses, and publish evidence-based advice to inform national health policy and health service decisions.
	Develop a strategic research function to strengthen our research capacity and capability, foster international collaborations, manage academic partnerships and leverage national and international research opportunities aligned to HIQA's objectives.
	Working with the Department of Health, progress the development and implementation of the National Data Access Body (NDAB) and responsibilities under the European Health Data Space Regulation.
	Develop an ethical and safe use guidance framework for the use of AI in health and social care.
	Support the development of an Evidence Synthesis Hub to ensure preparedness for future health crises by providing timely, relevant and high-quality evidence to inform public health decisions.
	Working with the Department of Health and the ESRI, complete the Independent review to inform decision-making around the design and delivery of urgent and emergency healthcare services in the Mid West region of Ireland.

Governance and organisational effectiveness

Outcome	Actions 2025–2027
HIQA is delivering value and impact for all stakeholders through agile and collaborative ways of working, efficient systems, fit-for-purpose structures, and appropriate governance	Continuously evaluate HIQA's organisational structure fully supports HIQA's current strategy and future responsibilities.
	Review HIQA's Target Operating Model to ensure it supports the delivery of HIQA's strategic ambition through: ensuring the availability of necessary resources and skill requirements to meet HIQA's statutory obligations and future responsibilities, while providing impact and value conducting an assessment to determine how operational performance can be improved by using evidence-informed decision-making and utilising AI and Data Analytics both internally and externally.
	Drive opportunities for cross functional working and collaboration to deliver improved effectiveness and efficiencies.
	Continue to evaluate HIQA's impact and perform an assessment to measure the value and difference HIQA contributes by utilising specific impact measures.
	Develop and implement a Digital and Data Strategy to support the achievement of our strategic objectives.
	Ensure HIQA's governance frameworks and processes continue to deliver the highest standards of guidance and oversight.
	Develop and implement a Quality, Risk and Compliance Strategy 2026–2028.
	Maintain relationships with current partners and stakeholders, while forming new connections to support the achievement of our outcomes through formal and informal collaborations.

Outcome	Actions 2025-2027
HIQA is a sustainable and inclusive organisation	Progress the implementation of HIQA's Climate Action Plan.
	Develop and implement Diversity, Equality and Inclusion (DEI) plans as part of our People and Culture strategy to create a welcoming environment for all.
	Ensure HIQA adheres to the requirements of the Corporate Social Responsibility Directive (CSRD).

People

Outcome	Actions 2025–2027
HIQA is an employer of choice through its staff supports, opportunities and positive organisational culture	Develop and implement a People and Culture Strategy 2025–2027.
	Evaluate and execute our strategic workforce plans to ensure our future Target Operating Model is adequately resourced to accommodate current and newly assigned responsibilities and functions.
	Develop and implement a Learning and Development Strategy to equip our staff with the essential skills and leadership capabilities needed to achieve our strategic goals.
	Develop an employee engagement strategy and plan to ensure a continued sense of wellbeing, community and belonging.

Implementation and monitoring

The implementation of this Corporate Plan will be monitored and reviewed by HIQA's Board and Executive Management Team. In addition, a performance delivery agreement is in place between HIQA and the Department of Health, which includes processes for monitoring performance.

The 2025–2027 outcomes set out in this plan, together with Government priorities and external challenges, will inform HIQA's annual business plans. As we move to an outcomes focus, we understand the need to further develop a methodology to evaluate our impact, and specifically to measure the value and difference that HIQA contributes to Irish society. The delivery of our annual business plans over the lifetime of this Corporate Plan will ensure that our outcomes are achieved. Should HIQA be required to undertake a significant unplanned stream of work, it may require a re-evaluation of our priorities within the plan.

Public Sector Equality and Human Rights Duty

Under Section 42 of the Irish Human Rights and Equality Commission Act 2014, HIQA has a duty to assess human rights and equality issues relevant to our functions and purpose. This responsibility encompasses identifying the structures and initiatives in place to support human rights and equality while prioritising areas for action. As part of this Corporate Plan, HIQA is required to set out an assessment of human rights and equality issues and address them in our policies, plans, and actions in a manner accessible to the public, ensuring transparency and accountability in our operations.

During the corporate planning process, we thoroughly assessed our current policies and practices to ensure they aligned with our commitment to promoting human rights, diversity and equality. This assessment involved a comprehensive review of our values and mission, along with an examination of human resources, diversity, and inclusion efforts, as well as the needs of people using services. We engaged with a variety of stakeholders to gather insights and ensure that diverse perspectives informed our approach.

Specifically, we examined several key areas critical to upholding human rights and equality within our regulatory framework, including the regulation of health and social care services, monitoring and inspection practices, and efforts to promote quality and safety. From this, we identified opportunities for improvement and to align our strategic priorities to promote human rights, equality, and the integrity of health and social care services in Ireland:

- **Focus on outcomes:** We must prioritise measuring the real-world impact of our regulatory activities, shifting from merely tracking outputs to understanding how our actions promote human rights and safer and better care to improve care quality. We will continue to gather qualitative feedback from people using services to ensure their experiences inform our strategies.
- **Policy development:** There is a need to enhance our role in informing policy development by actively identifying systemic issues through our findings. By doing so, we can contribute to the formation of effective policies that align with human rights and equality standards.
- **Integration of human rights and equality in practices:** We should ensure that our regulatory frameworks continue to reflect commitment to human rights and equality. This involves integrating these principles into our monitoring and inspection practices to guarantee that all services uphold these values.

- **Workforce diversity and staff engagement:** Strengthening our focus on diversity within our workforce is essential to reflect the communities we serve. Recognising the importance of staff behaviours in upholding human rights and equality is key to fostering a supportive and inclusive internal culture. Engaging staff at all levels in meaningful discussions about human rights will ensure that these values are not only understood, but actively integrated into our everyday actions. This approach will enrich our regulatory practices by embedding diverse perspectives into decision-making processes, enhancing our ability to deliver equitable outcomes.

HIQA's core function is to promote safer and better care across health and social care services, which includes promoting high standards in health and social care services. Over the course of this Corporate Plan, we will focus on enhancing our regulatory frameworks and practices to better support human rights and equality. This will include implementing strategies that ensure diverse perspectives inform our work, actively engaging with stakeholders, and continuously improving our processes to uphold the integrity of the services we regulate.







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