

Business Plan 2025

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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Section 1. Introduction

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.

Over the past year, we have worked to develop our new Corporate Plan 2025–2027. This Corporate Plan outlines a clear strategic direction for HIQA for the next three years. The Corporate Plan sets out how we will 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 Business Plan details the steps that we will take in 2025 to achieve the outcomes set out in the new Corporate Plan.

The priorities set out in the Business Plan centre around HIQA's core activities, which are to monitor and regulate health and social care services, develop standards, carry out health technology assessments (HTAs) and advise on the collection and sharing of information across our healthcare services.

In 2025, HIQA will continue to work collaboratively with our stakeholders in areas of mutual interest. Our remit continues to expand, and we will work with the Department of Health and other departments to prepare for taking on new responsibilities and commitments. Working with the Department of Health, we will continue to prepare for the commencement of regulation for home support; the commencement of the Chief Inspector's function under the Patient Safety (Notifiable Patient Safety Incidents) Act 2023; and the commencement of regulatory functions assigned to HIQA through the Human Tissue (Transplantation, Post-Mortem, Anatomical Examination, and Public Display) Act. Furthermore, we will continue to engage with the Department of Health, other Government Departments and the National Cybersecurity Centre to explore the potential for HIQA to become a Competent Authority arising from the Networks and Integration Security 2 (NIS-2) Directive in relation to the Irish health service.

HIQA helps ensure that health and social care policies and healthcare service decision-making are grounded in evidence and best practices, leading to more effective interventions and improvements in care delivery. As part of this role, we will expand production of HTAs and evidence synthesis to support the National Screening Advisory Committee. Furthermore, we will commence the development of an ethical and safe use guidance framework for the use of artificial intelligence (AI) in health and social care and identify implementation support tools.

We recognise the importance of listening to the views of our stakeholders, including patients and people using services; therefore, we will develop a model to further involve people using services in HIQA's work. Moreover, our focus on sustainability

and inclusivity allows us to reflect the diverse needs of the communities served, ensuring long-term effectiveness in our operations. As part of this focus of sustainability, in 2025, we will deliver all of the actions required to meet our commitments under the Public Sector Climate Action Mandate.

HIQA will also further develop its own capability and capacity to ensure that it can continue to meet its current and new functions effectively. In 2025, we will develop and deliver the three-year Digital and Data strategy aligned with HIQA's Corporate Strategy. Furthermore, we will continue to enhance cyber security systems. HIQA fosters an inclusive and supportive working environment that ensures that all voices are heard and considered. As part of this commitment, in 2025, we will publish HIQA's People and Culture Strategy 2025–2027 and commence its implementation.

By delivering this Business Plan, we will take a significant step towards achieving the outcomes set out in our Corporate Plan 2025-2027.

Section 2. Critical Dependencies

HIQA works within a broad and complex health and social care environment in which it has many different stakeholders. In developing this Business Plan, we have worked with and taken into account the views of our stakeholders. The successful delivery of this Business Plan is reliant on a number of critical dependencies and the active management of risks.

Legislation and Policy

The Business Plan objectives are consistent with Government policy direction and expected legislative regulatory changes, which are aimed at improving the quality and safety of our health and social care services. This Business Plan sets out how we will assist with, and respond to, these new policies and legislative requirements as they emerge. A range of assumptions have been made about the development of policy and enactment of legislation on which the achievement of related planned objectives is dependent.

Financial Resources

The delivery of the objectives set out in the Business Plan is aligned with the resources allocated to HIQA in the year. The commencement of any new functions is dependent on additional resources being made available, and we continue to work with the relevant government departments to ensure that we secure the necessary resources to undertake these new functions.

Workforce

We have developed a workforce plan for the year that is consistent with the finances we expect to be available to HIQA in 2025. Successful delivery of the plan requires the retention and recruitment of high-quality staff with relevant competencies, and we are conscious of the challenges in this area. Challenges also exist in relation to retention of a small number of staff on short-term contracts working on specific projects. We will focus on ensuring that HIQA remains an attractive place to work and offers development opportunities and career pathways to our colleagues.

Technology

Information technology is a key enabler for HIQA to deliver its regulatory and other functions. The current regulatory IT system (PRISM) is no longer sufficient to meet our requirements. A range of measures are in place and mitigating actions have been taken to address immediate risks for HIQA. In the longer term, a programme of work is in progress to develop a replacement system. This will provide a functioning, fit-for-purpose regulation management system and will enable HIQA to continue to meet its current as well as its future regulatory remit.

External Risks

We recognise that challenges we face can be unprecedented and there is potential for global events and their political, economic and social consequences to impact on the functioning of society and the priorities of the organisation. We recognise that unexpected worldwide geopolitical factors and natural disasters can have an impact on Irish society. HIQA will remain agile in our response to any challenges that emerge while continuing to focus on delivering against our legislative remit. HIQA will remain agile in our response to any challenges that emerge while continuing to focus on delivering against our legislative remit.

Section 3. 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



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.

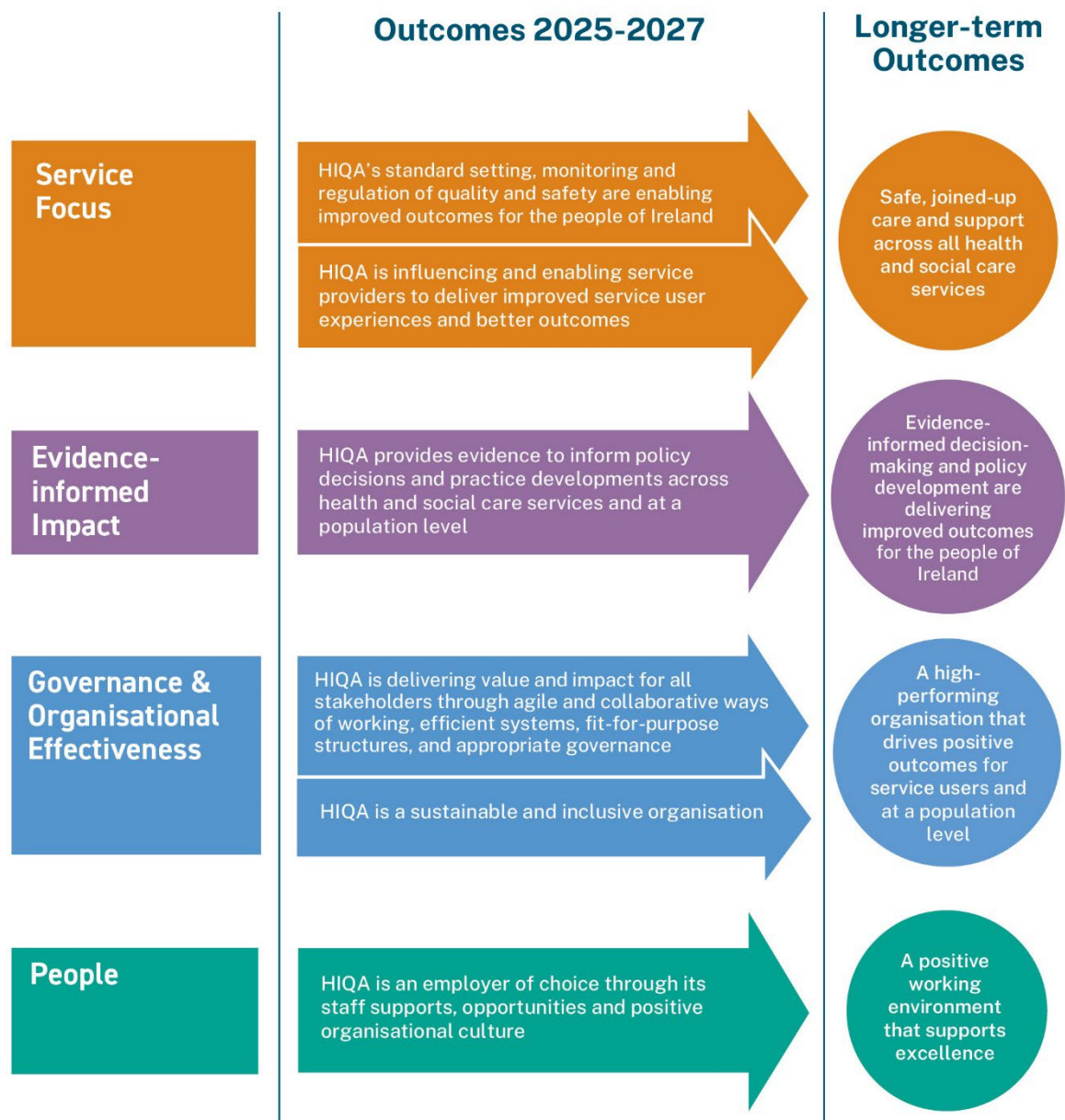
Collaborative

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 outcomes for the people of Ireland

- 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 organization 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.



Section 4. HIQA's 2025 Business Plan Objectives

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

HIQA will set national standards and support implementation tools for health and social care and health information. This will be in the context of 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. Along with monitoring, this work aims to ensure higher care standards for people using services.

Business plan objectives		Target date
1.01	Taking into account additional responsibilities assigned to HIQA through the Patient Safety Act and the National Open Disclosure Framework (2023), deliver HIQA's inspection programme in public acute hospitals; rehabilitation and community inpatient healthcare services; and private hospitals against the National Standards for Safer Better Healthcare and publish findings to inform national policy on the safety and quality of health services and report on the implementation of the National Open Disclosure Framework to the Minister on an annual basis	December 2025
1.02	Working with the Department of Health, prepare for the commencement of regulatory functions assigned to HIQA through the Human Tissue (Transplantation, Post-Mortem, Anatomical Examination, and Public Display) Act	December 2025
1.03	Publish an overview report of findings from the monitoring and regulations of healthcare services in 2024	June 2025
1.04	Fulfil statutory functions assigned to HIQA under the European Union (Basic Safety Standards for Protection Against Dangers Arising from Medical Exposure to Ionising Radiation) Regulations 2018 to 2023	December 2025
1.05	Publish findings on the accidental and unintended medical exposures to ionising radiation incidents reported to HIQA in 2024	September 2025
1.06	Deliver HIQA's inspection and monitoring programme for international protection accommodation centres against the National Standards for accommodation offered to people in the protection process	December 2025
1.07	Publish an overview report of findings of monitoring and inspection of international protection accommodation centres in 2025	December 2025

1.08	Engaging with the Department of Health and the Department of Defence, commence new Competent Authority functions arising from the Critical Entities Resilience Directive application to the Irish health service	December 2025
1.09	Engaging with the Department of Health, the Department of Environment, Climate Action and Communications and the National Cybersecurity Centre, continue to work to explore the potential for HIQA to become a Competent Authority arising from the Networks and Integration Security 2 (NIS-2) Directive	June 2025
1.10	Continue review programme to assess compliance with the new National Standards for Information Management in Health and Social Care	December 2025
1.11	Disseminate approved national standards for children's health and social care services, in line with standards development framework	December 2025
1.12	Finalise the National Standards for Home Support services and submit for approval	June 2025
1.13	Publish evidence review to inform update of National Standards for Residential Services for Children and Adults with Disabilities	June 2025
1.14	Conduct a rights-based programme of inspection of designated centres for older people that includes regulatory inspections, risk-based inspections, focused inspections such as IPC and thematic inspections as well as other requirements deemed necessary by the Chief Inspector	December 2025
1.15	Carry out a programme of responsive regulation of designated centres for older people that includes reviewing all solicited and unsolicited information and, where appropriate, taking regulatory action, which may include inspection and enforcement activity	December 2025
1.16	Conduct a rights-based programme of inspection of designated centres for people with a disability that includes regulatory inspections, risk-based inspections, focused inspections such as IPC and thematic inspections as well as other requirements deemed necessary by the Chief Inspector	December 2025
1.17	Carry out a programme of responsive regulation of designated centres for people with a disability that includes reviewing all solicited and unsolicited information and, where appropriate, taking regulatory action, which may include inspection and enforcement activity	December 2025

1.18	Conduct a rights-based programme of inspections of child protection and welfare services and foster care services against the National Standards for the Protection and Welfare (2012) and the National Standards for Foster Care (2003), as appropriate, which includes monitoring inspections, risk-based inspections (provider approach) as well as other requirements deemed necessary by HIQA	December 2025
1.19	Conduct a rights-based programme of inspections of children in the care of Tusla which includes the routine monitoring of children's residential centres (CRCs) services and a focused programme of safeguarding inspections	December 2025
1.20	Carry out a rights-based approach inspection of the detention campus against the Oberstown Children's Rights Framework	December 2025
1.21	Continue the development of a methodology for a rights-based thematic programme reviewing the use of restrictive practices within secure care settings	December 2025
1.22	Carry out a rights-based inspection of special care against the Care and Welfare Regulations of Children in Special Care Units 2017	December 2025
1.23	Deliver a programme of registration to include new registrations, variations to existing registration and renewal of registration for designated centres for older people	December 2025
1.24	Deliver a programme of registration to include new registrations, variations to existing registration and renewal of registration for designated centres for people with a disability	December 2025
1.25	Deliver a programme of registration to include new registrations, variations to existing registration and renewal of registration for designated centres (special care units)	December 2025
1.26	Receive and risk rate all solicited and unsolicited information across children's centres and services and respond accordingly through risk-based inspections in a timely manner	December 2025
1.27	Document the implementation support tools required for the home support sector to implement the national standards into practice	December 2025
1.28	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.	December 2025

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

Through our regulatory 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.

Business plan objectives		Target date
2.01	Commence a governance review of the national screening programmes at population level against selected National Standards for Safer Better Healthcare, to include a) National Screening Services (NSS), to provide an assurance that sharing of learning has occurred across NSS provided services following the recommendations of commissioned reports into Cervical Screening services and b) the HSE National Children's Screening Service	December 2025
2.02	Examine extending the National Care Experience Programme to private hospitals to align with HIQA's broader remit under the Patient Safety Act	December 2025
2.03	Deliver the National Maternity Experience Survey and publish the associated national and hospital reports	December 2025
2.04	Develop a process with the HSE that sets out how health information standards will be tested in a live environment and support identified services to commence testing of the revised standard for discharge	December 2025
2.05	Develop and update guidance and tools to support implementation of national standards into practice, including guidance on communicating in plain English, guidance for foster care and an academic resource on a human-rights-based approach	November 2025
2.06	Support learning in the wider social care sector through the publication of academic papers	December 2025
2.07	Publish an Annual Review Report on designated centres for older people, centres for people with disabilities and children services looking activity during the year	December 2025

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

By supporting evidence-based 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.

Business plan objectives		Target date
3.01	Carry out HTAs as requested by the Department of Health and the HSE	December 2025
3.02	Complete the actions in the Centre in Ireland for Clinical guideline support and Evidence Reviews (CICER) 2025 work plan to be agreed with the Clinical Effectiveness Unit in the Department of Health	December 2025
3.03	Expand production of HTAs and evidence synthesis to support the work of the National Screening Advisory Committee	December 2025
3.04	Conduct evidence synthesis and provide evidence-based advice to inform national public health policy in a work plan to be agreed with the Department of Health	December 2025
3.05	Deliver a programme to justify medical ionising radiation practices and screening programmes	December 2025
3.06	Conduct HTAs and evidence synthesis to inform national immunisation policy in a work plan to be agreed with the Department of Health	December 2025
3.07	Implement 2025 actions from the HTA Directorate Strategy	December 2025
3.08	Support the development of evidence synthesis methodology	December 2025
3.09	Support the work of the National Clinical Effectiveness Committee by participating in the Committee and its methodology sub-group and by providing technical expertise to its prioritisation and appraisal teams	December 2025
3.10	Update the National HTA Guidelines in line with the Board-approved Action Plan	December 2025
3.11	Conduct a review of urgent and emergency care in the mid-west region	June 2025
3.12	Assume the national immunisation technical advisory group function	June 2025

3.13	Continue the development of a tool for the collection of costs attributable to antimicrobial resistance in the public healthcare system	December 2025
3.14	Work with the Department of Health to support implementation of the EU HTA Regulation including preparing to undertake Joint Clinical Assessments of health technologies including vaccines and high-risk medical devices and diagnostics	December 2025
3.15	Strengthen the use of NCEP data by further developing research partnerships with academic and international partners to maximise the value, usage and understanding of survey data and findings	December 2025
3.16	Develop the model and methodology for a Cancer Care Survey by August 2025 and commence implementation	December 2025
3.17	Implement the National Mental Health Experience Survey	December 2025
3.18	Define the specification of a Dissemination, Education and Training portal and a national health dataset catalogue as part of the HealthData@IE project	December 2025
3.19	Complete the 2025 objectives of the Engagement and Education Strategic Plan 2024–2027 developed under the HealthData@IE project	December 2025
3.20	Undertake a readiness assessment to obtain a baseline view of data holders' levels of preparedness for the establishment of health data access body services in Ireland across multiple areas, including data linkage capacity, preparedness to share raw data and metadata in the required formats, and data quality training needs, as part of the HealthData@IE project	December 2025
3.21	Commence development of a maturity framework and associated digital self-assessment tool aligned with the National Standards for Information Management in Health and Social Care	December 2025
3.22	Complete the 2025 actions for delivery of the EU Horizon Europe grant project QUANTUM	December 2025
3.23	Develop prioritisation criteria and a roadmap to provide evidence for policy for the future of Ireland's patient registries	December 2025
3.24	Using an evidence-based process, revise the national standard for demographic dataset and develop supporting guidance ready for testing in the HSE	October 2025

3.25	Using an evidence-based process, revise the national standard for patient discharge dataset and develop supporting guidance ready for testing in the HSE	October 2025
3.26	Commence the development of an ethical and safe use guidance framework for the use of artificial intelligence (AI) in health and social care and identify implementation support tools	December 2025
3.27	Develop a methodology based on best practice to consult with children during inspection	December 2025
3.28	Working with the Department of Health, progress the Nursing Home design guide	December 2025
3.29	Develop and commence a work plan to enhance the Healthcare Regulation Directorate's use of data to support HIQA's regulatory oversight and assurance activities across the health sector	December 2025
3.30	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	September 2025

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 and improved service delivery and better outcomes for people using services across the health and social care sector.

Business plan objectives		Target date
4.01	Implement a project to support preparation for the International Atomic Energy Agency (IAEA) Integrated Regulatory Review Service (IRRS) Mission in 2026, including the submission of self-assessment questionnaire and advanced reference material and participation and contribution to the national oversight committee and relevant working groups	December 2025
4.02	Conclude an engagement strategy to finalise revised incident thresholds of significant events of accidental and unintended medical exposures to ionising radiation reportable to HIQA	December 2025
4.03	Report on how the work of the Health Technology and Assessment and Health Information and Standards Directorates impacts on the wider health and social care environment	June 2025
4.04	Develop a strategic research function which will support relevant research activity through various funding, ethics, quality and approval processes and will manage academic partnerships	December 2025
4.05	Develop a model to further involve people using services in HIQA's work	September 2025
4.06	Deliver a redesigned and redeveloped website, www.hiqa.ie , to reflect HIQA's expanding functions	December 2025
4.07	Implement the 2025 actions of the Communications and Stakeholder Engagement Strategy 2025-2027	December 2025
4.08	Implement year 3 of the Quality and Risk Strategy	December 2025
4.09	Develop a new Quality and Risk Strategy 2026-2028	December 2025
4.10	Provide support to the Department of Health on National Health Information Standards agenda to support the establishment and ongoing work of the National Governance Committee for Health Information Standards	December 2025

4.11	Develop academic and international collaborations to facilitate shared learning in health technology and assessment	December 2025
4.12	Ensure high-quality, coordinated and consistent outputs for HIS by further developing our research function, enhancing our research capability through academic and international partnerships and implementing structured programmes to enhance our research skills for staff	December 2025
4.13	Carry out research and practice development to: <ul style="list-style-type: none"> ▪ develop and support methodology and frameworks development for regulatory reform and commencements ▪ support updates and improvement to current regulatory practice ▪ promote learning from regulatory data 	December 2025
4.14	Deliver regulatory induction and regulatory practice change and competency development programmes	December 2025
4.15	Support the delivery of the Digitally Enabled Regulatory (DER) program	December 2025
4.16	Continue to engage with the Department of Children, Equality, Disability, Integration and Youth in relation to areas of mutual interest such as home support for people with a disability	December 2025
4.17	Working with the Department of Health, prepare for the commencement of regulation for home support	December 2025
4.18	Working with the Department of Health, implement the enhanced regulatory functions assigned to the Chief Inspector through the Health (Miscellaneous Provisions) (No.2) Act 2024	December 2025
4.19	Prepare for the implementation of changes to the regulation of designated centres for older people	December 2025
4.20	Working with the Department of Health, prepare for the commencement of the Chief Inspector's function under the Patient Safety (Notifiable Patient Safety Incidents) Act 2023	December 2025
4.21	Prepare for implementation of legal case management solution	December 2025
4.22	On board new legal service provider	December 2025
4.23	Implement the recommendations from 2024 ICT Customer Survey, conduct a 2025 survey and report findings	September 2025

4.24	Undertake disaster recovery testing and update plan, processes and procedures	November 2025
4.25	Update and develop the required supporting procedures for ISO27001 and NIS2 related cyber security policies	December 2025
4.26	Implement stronger identity and access controls for ICT systems based on the principles of role-based access and facilitate periodic reviews of staff access to address internal audit recommendations	December 2025
4.27	Take Ownership and Implement business focused application projects and deliver changes within the scope and remit of the Programme Governance Board (PGB) and Change Governance Board (CGB)	December 2025
4.28	Enhance operationalisation of MIRO/DevOps and ensure they are effectively used	December 2025
4.29	Continue to provide agreed resources to support the delivery of the key milestones on the DER programme by working collaboratively with the business, system integrator and stakeholders	December 2025
4.30	Prioritise and expand corporate-wide data solutions aligning with 2025–2027 digital and data strategy	December 2025
4.31	Develop and deliver the 3 year Digital and Data strategy aligned with HIQA's Corporate Strategy	March 2025
4.32	Provide proactive and enterprise scaling architecture solutions for prioritised and pipeline program, change and operational initiatives	December 2025
4.33	Plan and execute Information Division procurement renewals and future procurements	December 2025
4.34	Working with the Department of Health, support the development of the most appropriate approach for regulation or monitoring of palliative care services	December 2025
4.35	The Chief Inspector will engage with all stakeholders, including service users, service providers, HSE and Patient Advocacy Service	December 2025
4.36	Implement the new Financial Management System to enhance financial controls, transaction processing and enrich financial reporting	September 2025
4.37	Working with the Office of Public Works, develop a plan to ensure that office space in Dublin and in Cork is optimised to support modern ways of working	September 2025

4.38	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	December 2025
4.39	Develop our surveillance and data analytics capabilities to support strengthened monitoring and risk-based regulation of health and social care services	December 2025
4.40	Following recent developments in the nursing home sector, we will review the effectiveness of our regulatory processes across the health and social care sectors	December 2025

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.

Business plan objectives		Target date
5.01	Deliver all of the actions required to meet our commitments under the Public Sector Climate Action Mandate	September 2025
5.02	Hold workshops with senior management and Board to explore potential for HIQA leveraging its position to promote sustainability in the wider health and social care systems	April 2025

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.

Business plan objectives		Target date
6.01	Implement actions that strengthen and promote awareness of HIQA's new Vision, Mission and Values among staff	December 2025
6.02	Deliver the 2025 HR Programme of Work related to specific deliverables identified within the HIQA People and Culture Strategy 2025–2027	December 2025
6.03	Implement a programme of recruitment and selection in line with organisational resourcing needs and as identified in the Corporate Strategic Workforce Plan	December 2025
6.04	Publish a HIQA People and Culture Strategy 2025–2027	April 2025



Appendix 1 – Financial Resources Summary 2025

Revenue	€'000
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Department of Health	44,145
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Department of Children Equality Disability Integration and Youth	1,614
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Annual and registration fees	7,542
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Other income	1,306
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54,607

Expenditure

Chief Executive's Office (including legal)	2,997
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Regulation of Social Care	16,318
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Regulation of Healthcare	5,874
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Health Technology Assessment	5,562
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Health Information and Standards	7,192
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Communications and Stakeholder Engagement	1,039
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Information Technology	6,915
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Shared Costs and Corporate Services	4,413
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Human Resources	2,515
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Pension costs	1,782
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54,607

Appendix 2 – Human Resources Summary

Headcount	Projected December 2025
Chief Executive's Office (including legal)	17
Regulation of Social Care	195
Regulation of Healthcare	68
Health Technology Assessment	58
Health Information and Standards	78
Communications and Stakeholder Engagement	12
Information Technology	35
Corporate Services	20
Human Resources	15
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Published by the Health Information and Quality Authority.

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