

**MINUTES OF THE BOARD MEETING OF THE
HEALTH INFORMATION AND QUALITY AUTHORITY**

26 November 2025, 9.15am – 2pm
HIQA Dublin and MS Teams

Present:

Name	Details	Initials
Martin O'Halloran	Board Member	MOH
Bernadette Costello	Board Member	BC
Caroline Spillane	Board Member	CS
Leonie Clarke*	Board Member	LC
Marion Meany	Board Member	MM
Martin Higgins	Board Member	MH
James Kiely	Board Member	JK
Daniel McConnell	Board Member	DMC
Lynsey Perdisatt*	Board Member	LP
Clíodhna Foley-Nolan	Board Member	CFN
Frank O'Donnell	Board Member	FOD

In Attendance:

Name	Details	Initials
Angela Fitzgerald	Chief Executive Officer	AF
Sean Angland*	Acting Chief Operations Officer	SA
Sean Egan*	Director of Healthcare Regulation	SE
Susan Montgomery*	Head of Human Resources and Organisational Development	SM
Bala Krishnan*	Chief Information Officer	BK
Finbarr Colfer*	Chief Inspector Designate	FC
[Redacted]		
[Redacted]		
Emma Deenihan*	Head of Quality, Risk and Compliance	ED
Astitv Gulati*	EY	AG
Mairead Murphy*	Acting Quality Lead	MM
Marion Brady*	Financial Planning Analysis and Reporting Officer	MB
Karen Egan	Board Secretary	KE
Mary O'Connor*	Governance Officer	MOC

*Joined for part of the meeting

1.0 Quorum

A quorum was present and the meeting was duly convened.

2.0 Confirmation of Chairperson for the meeting

The Board noted that section 18 of the Health Act 2007 provides that if and so long as the Chairperson of the Board is not present, or if that office is vacant, the members of the Board who are present shall choose one of their number to be Chairperson of the meeting.

JK proposed that MOH be chosen to be Chairperson of the meeting and MH seconded the proposal; **accordingly, it was resolved that MOH was chosen to be Chairperson of the HIQA Board meeting on 26 November 2025.**

The Chair formally welcomed new Board member, Frank O'Donnell, to his first meeting.

MOC left the meeting at this point.

3.0 Board only session

HR matter

[Redacted]

AF provided the Board with an update on a HR matter.

[Redacted]

CEO PMDS

LP, Chair of the Resource Oversight Committee (ROC), reported to the Board that she and BC had recently met with the CEO to undertake the mid-year review of CEO performance.

LP provided an update on the meeting and advised the following:

- AF is on a five-year fixed term contract to March 2027 and a paper on the CEO position would be brought to the Board in early 2026.
- AF had performed very well during the year given the challenges faced in several areas including the DER project, the CHI Review and the Mid-West Review.
- The difficulty and challenge faced due to the sudden passing of former Chairperson Pat O'Mahony was also acknowledged.
- There has been good progress on all of AF's objectives during the year and there was no item where delay was noted.
- AF had expressed gratitude for the support she received from the Board and Committees during the year.

- LP and AF will meet again in January 2026 to close out the 2025 PMDS cycle and to set objectives for 2026. The Board will receive a further update following this meeting.

The Board thanked LP for her update and noted the following:

- The successful delivery of the DER project.
- The preparations made in relation to the COVID-19 Evaluation.
- The well managed response to the RTÉ Investigates programme on nursing homes.

The Board agreed that an agenda item on Lessons Learned from HIQA's response to both COVID-19 and the RTÉ Investigates programme should be added to the agenda for a future meeting.

4.0 Conflict of Interest

No conflicts of interest were declared.

5.0 Minutes of the last meeting – 24 September 2025

The minutes of the meeting of 24 September 2025 were reviewed by the Board and it was agreed that the minutes were an accurate representation of the meeting. MH proposed approval of the minutes and DMC seconded the proposal; **accordingly it was resolved that the minutes of 24 September 2025 be approved by the Board.**

The minutes of the informal meetings of the Board of 03 September 2025 and 24 September 2025 were also reviewed by the Board and it was agreed that the minutes were an accurate representation of the meetings.

6.0 Review of Actions

KE referred the Board to the paper on actions arising from the previous meeting and advised that ten actions were completed and a number of actions were in progress as indicated. KE drew the Board's specific attention to the update on action no. 13 in relation to the payment of fees to external committee members.

MOC re-joined the meeting.

7.0 Matters Arising

There were no matters arising.

8.0 Emerging Issues and Risks

No emerging issues or risks were brought to the Board for discussion.

9.0 DER Status Report

[Redacted]

10.0 Health and Safety Matters

In relation to Health and Safety, AF advised that the Information Commissioner upheld the decision to redact the names of inspectors from correspondence relating to IPAS inspections that had been requested under Freedom of Information. This was because releasing such information could reasonably be expected to endanger anyone that would be named.

11.0 HTA Directorate Strategic Plan 2025-2027

The Board noted the papers previously circulated.

The Board advised that there should be one single overarching Strategic Plan for the organisation and that individual directorate plans should be aligned accordingly. The Board agreed the HTA Directorate Strategic Plan 2025-2027 be renamed 'HTA Directorate Plan 2025-2027'.

MM proposed the approval of the HTA Directorate Plan 2025-2027 and MH seconded the proposal subject to the amendment to the title; **accordingly, it was resolved that the HTA Directorate Plan 2025-2027 be approved by the Board.**

12.0 HTA of Bowelscreen age extension

The Board noted the papers previously circulated.

JK proposed the approval of the HTA of Bowelscreen age extension and CFN seconded the proposal; **accordingly, it was resolved that the HTA of Bowelscreen age extension be approved by the Board.**

13.0 Update on National Mental Health Survey – update to Scheme of Delegation

The Board noted the papers previously circulated. Aoife McCann (AMC) Head of Legal Services joined the meeting.

JK advised that this matter had been discussed at a meeting of the Standards, Information, Research and Technology Committee on 11 November 2025 and the

Committee has asked that the proposal be given further consideration before being brought to the Board for approval.

AMC gave the presentation on the legal advice provided on the National Mental Health Experience Survey in which she highlighted the following:

- To ensure HIQA continues to operate in line with its legal obligations and data protection requirements, both an internal and external legal review were undertaken which provided recommendations on the relevant legal parameters and the extent of HIQA's remit.
- Section 8(1)(a) in conjunction with section 8(2)(b) of the Health Act 2007 as amended together may constitute the administrative law basis for HIQA to operate the NMHES and the appropriate lawful basis for processing personal data and special categories of personal data is consent under Articles 6(1)(a) and 9(2)(a) of the GDPR.
- HIQA functions under section 8(1)(a) of the 2007 Act will need to be delegated to the CEO of HIQA subject to certain directions as outlined in the presentation.

AF advised the endorsement of the Department of Health would be sought in relation to HIQA carrying out the survey.

In response to comments and queries from the Board, the following was clarified:

- The proposed delegation under Section 8(1)(a) of the Health Act 2007 as amended will be limited to the administration of the NMHES scheduled to take place in 2026 and remain in force until its completion. This delegation may be sub-delegated by the CEO of HIQA to the Director of Health Information and Standards in accordance with Section 23 of the Health Act 2007 Act as amended.
- The NCEP MOU is amended to include the MHC as a Partner for the NMHES and other surveys.
- Consent constitutes the lawful basis under the GDPR for the processing personal data and special category data for the purposes of the survey. The HIQA Data Protection Officer (DPO) will support the development of a GDPR consent process for the survey.

MM proposed the approval of the update to the HIQA Scheme of Delegation to provide for a limited delegation of Section 8(1)(a) of the Health Act 2007 to the CEO for the purpose of the administration of the National Mental Health Experience Survey and CFN seconded the proposal; **accordingly, it was resolved that the update to the HIQA Scheme of Delegation to provide for a limited delegation of Section 8(1)(a) of the Health Act 2007 to the CEO for the purpose of the administration of the National Mental Health Experience Survey be approved by the Board.**

The Board thanked AMC for her comprehensive presentation.

AMC left the meeting at this point.

14.0 Board Committee Report

Standards, Information, Research and Technology Committee (SIRT) – 11 November 2025

JK, Chair of the SIRT Committee, advised the Committee had reviewed the following items in detail at the meeting on 11 November 2025:

- An update on National Mental Health Experience Survey – update to Scheme of Delegation.
- HTA Directorate Strategic Plan 2025-2027 was reviewed and recommended for approval by the Board.
- HTA of Bowelscreen age extension was reviewed and recommended for approval by the Board.
- An update was provided on Health Information and Standards (HIS) 2025 BPOs/Workplans.
- An update on Corporate Performance in HTA and HIS Directorates was provided.
- An update on Risks in HTA and HIS Directorates was provided to the Committee.
- The annual review of the Committee's Terms of Reference was completed with no changes proposed.
- The Committee noted the SIRT Committee Annual Self-Evaluation Report 2025.

JK acknowledged, on behalf of the Standards, Information, Research and Technology Committee, the excellent work done on the Mid West Review. MOH noted that the report serves as a valuable enabler for informed decision-making and highlighted the significance of its findings and impact.

Regulation Committee – 13 November 2025

MOH, Chair of the Regulation Committee, advised that the Committee had reviewed the following items in detail meeting:

- A report from the Chief Inspector Designate.
- A report from the Director of Healthcare Regulation, including an update on inspection activity, NIS-2 Directive Update and IPAS monitoring.
- A paper on Healthcare Licensing was presented.
- An update on Corporate Performance in Regulation Healthcare and Social Services was provided.
- An update on Risks in Regulation Healthcare and Social Services was provided.
- The annual review of the Committee's Terms of Reference was completed with no changes proposed.
- The Committee noted the Regulation Committee Annual Self-Evaluation Report 2025.

MOH acknowledged the very insightful presentation provided by the Children's Team and advised that presentations would be added to the Committee's 2026 work plan.

Audit, Risk and Governance Committee (ARGC) – 18 November 2025

BC, Chair of the Audit, Risk and Governance Committee, reported that the following items were reviewed in detail at the ARGC meeting on 18 November 2025:

- The Audit Completion Memorandum was presented by the Office of the Comptroller and Auditor General (C&AG) confirming the completion of the audit of the financial statements for the year ending 31 December 2024. A clear audit opinion was issued.
- The Terms of Reference for the Review of the Regulatory Inspection Process were approved by the Committee. BC provided an update on the review and drew attention to the objectives for the review. She advised the Board that there had been extensive engagement between the Department of Children, Disability and Equality, the ARGC, the HIQA Executive and the Internal Auditors on the Terms of Reference.
- An update on the 2025 Internal Audit Plan and Audit Planning for 2026 was provided by Forvis Mazars.
- The six-monthly Corporate Risk Report was presented by the Chief Risk Officer.
- A presentation the refresh and deep dive on the HIQA risk register was presented by EY.
- Corporate Services and Social Services Regulation Directorates presented on Risks and Internal Audit recommendations in their areas.
- A presentation on Finances to December 2025 was provided. The revised budget was reviewed noting a budget surplus is projected at year end.
- An update on DER Finances was presented.
- The Committee noted the ARGC Committee Annual Self-Evaluation Report 2025.
- The annual review of the Committee's Terms of Reference was undertaken and some amendments were proposed. Board approval for the changes would be sought at the next meeting in January.

In relation to the C&AG external audit, MH advised that the C&AG had been very appreciative of the cooperation of the HIQA finance team over the course of the audit.

In relation to the Review of the Regulatory Inspection Process, the Board noted the challenges caused due to delays in securing dates for the District Court.

Resource Oversight Committee (ROC) – 20 November 2025

LP, Chair of the Resource Oversight Committee, advised that the Committee had reviewed a range of topics at its recent meeting on the 20 November 2025, including the following items:

- Transactions for approval relating to Contract Awards were reviewed and recommended to the Board for approval.

- The Annual Assurance report from the legal unit on governance of Joint Working Arrangements (JWAs) was presented.
- An update on Prism was presented.
- A report on Accommodation was presented.
- The Human Capital Report was presented to the Committee. An overview of the Gender Pay Gap Report was provided, highlighting the key findings and insights.
- An update on PMO Projects was provided.
- An update on DER was presented.
- The annual review of the Committee's Terms of Reference was completed with no changes proposed.
- The Committee noted the ROC Committee Annual Self-Evaluation Report 2025.

15.0 Transaction for approval – Award of Contracts

The Board noted the paper previously circulated.

LP proposed the approval of the award of contracts for ICT Managed Services and Cleaning Services and BC seconded the proposal; **accordingly, it was resolved that the award of contracts for ICT Managed Services and Cleaning Services be approved by the Board.**

16.0 CEO Report

Finbarr Colfer (FC), Chief Inspector Designate joined the meeting.

AF highlighted the following from her report which was previously circulated:

Corporate Governance

- Four Internal Audit reviews are underway, including the Review of the Regulatory Inspection Process. Planning for the 2026 Audit Plan is underway.
- HIQA was successful in its recent ISO Surveillance Audit. AF acknowledged the work of the Quality, Risk and Compliance team throughout the process.
- AF advised the Board that the arrangements for the Chief Inspector Designate will continue and that an update on the matter will be provided to the Department of Health.

The Board indicated its support for the continued designation of Finbarr Colfer as Chief Inspector Designate.

Strategic HR Issues

- A new strategic workforce planning process is scheduled to commence in the coming weeks.

Healthcare Regulation

- HIQA has received 137 notifications since the enactment of the Patient Safety (Notifiable Incidents and Open Disclosure) Act 2023. The number of notifications continues to increase.
- In October 2025, HIQA published the first series of inspection reports for private hospitals, with good levels of compliance and engagement noted.
- HIQA is engaging with the Department of Health on the future arrangements for the proposed mandatory licensing of public and private hospitals and specified entities of, under the General Scheme of the Patient Safety (Licensing) Bill.

The Networks and Integration Security Directive (NIS-2)

- HIQA continues to engage with the Department of Health, Department of Justice, Home Affairs and Migration and the National Cybersecurity Centre to discuss remaining key considerations to the satisfaction of HIQA's Board.

Monitoring of International Protection Accommodation (IPAS)

- HIQA has completed 33 inspections of IPAS accommodation centres to date in 2025. The number of centres under HIQA's remit continues to reduce and now stands at 29.
- Improvements have been found across a number of areas particularly with regards to safeguarding, governance and developments in policies and procedures.
- There is ongoing engagement with the Department of Health regarding the future strategic direction of this function.

Critical Entities Resilience (CER) Directive

- HIQA continues to engage with the Department of Defence to support the rollout of this new function.
- The methodology for identifying critical entities in the health sector is due to be published in July 2026.

Section 8 Review – Assurance of the governance of HSE National Screening Services against National Standards

- The Assurance Review of the Governance of HSE National Screening Services (NSS) is in progress.

Health Technology Assessment

- In collaboration with RCSI University of Medicine and Health Science, HIQA arranged a conference '*Our Healthcare System, Our Voices: An Evidence-Based Approach for Healthcare*' conference in October 2025 featuring national and international expert presenters.

Information Division

- AF noted the range and scope of projects underway in the Information Division.

The Board thanked AF for her comprehensive update.

17.0 Accommodation Update

The Board noted the paper previously circulated.

Sean Angland (SA), Acting Chief Operations Officer joined the meeting and presented an overview of the office accommodation and outlined the feasibility of adapting the Dublin office to changing needs and supporting flexible ways of working.

SA advised that there have been initial discussions with the OPW to determine the feasibility of a proposal to utilise space more efficiently while supporting modern ways of working. A detailed plan including costings is underway and will be presented to the Board in early 2026.

AF highlighted that the proposal is anticipated to deliver the benefits in the areas of annual rent savings, sustainability and collaborative working.

The Board thanked SA for his presentation and noted that the proposal has the potential to enhance greater social interaction and collaborative working.

18.0 Finance Report

The Board noted the paper previously circulated.

Marion Brady (MB) Financial Planning Analysis and Reporting Officer joined the meeting and presented an overview of the revised 2025 budget. In her presentation she highlighted the following:

- Total expenditure for 2025 will be 5% less than anticipated spend in 2025.
- The variance of €2.1m relates to core funding.
- A variance in payroll reflects the timing of recruitment of sanctioned posts, with full allocations expected in 2026.

The Board thanked MB for her comprehensive and clear presentation. BC noted that both the finance report and the DER finance report were discussed in detail at the recent meeting of the ARGC.

[Redacted]

MB left the meeting at this point.

19.0 Corporate Performance Report

The Board noted the papers previously circulated.

SA presented the Corporate Performance Report and highlighted the following:

- The vast majority of 2025 Business Plan Objectives (BPOs) were forecast to be achieved by the completion date.

- One BPO (ref. 3.25) will not be completed within the planned timeframe and will be delivered later than originally scheduled to allow for a comprehensive review.

AF advised that the Executive was considering the approach to BPOs for 2026 to ensure they better align with the Corporate Plan outcomes.

The Board thanked SA for the update. SA left meeting at this point.

20.0 Chief Inspector's Report

Finbarr Colfer (FC), Chief Inspector Designate highlighted the following from his report which was previously circulated:

Older Persons Services:

- Significant work is ongoing to address the concerns raised by the RTE Investigates programme broadcast on 04 June 2025. The Review of the Regulatory Inspection Process will support this work also, and learnings will be considered across all regulatory functions so as to drive improvements.
- Between 01 January and 30 September 2025, the older person's team completed 592 inspections of designated centres for older people (1,027 inspection days) and published 536 reports.
- In October 2025, the older person's team hosted four regional events for stakeholders of designated centres for older people which was well attended. The focus of the events was on resilience in the nursing home sector and the importance of ensuring safer, better services for residents of nursing homes and sharing learning to drive meaningful change.
- An application has been made to cancel the registration of a centre pursuant to section 59 of the Health Act 2007, as amended. The centre is being closely monitored with ongoing inspection activity and regulatory engagement with the provider.

Disability Activity

- As of the 03 October 2025 there were 1713 registered designated centres with the capacity to support 9413 individuals with a disability. This reflects a net increase of 58 designated centres and 167 residential placements and is indicative of continued growth in the number of applications to register new centres in the disability pillar.
- There are four providers in escalated regulatory programmes.
- HIQA continues to engage with DCDE regarding legislation which will allow providers to operate a centre in an emergency situation.

Children's Team

- Up to and including 30 September 2025 the children's team have carried out 33 inspections. These included 17 inspections of children's residential centres, 10 child protection and welfare inspections, four statutory foster care services and two inspections of designated centres for Special Care.

- Overall, inspections found good levels of compliance and standards of care.
- The children's team have raised concerns with Tusla regarding the ongoing use of special emergency arrangements (SEAs).
- As part of Tusla's Integrated Reform Programme service areas are being reconfigured. This reconfiguration will have a bearing on HIQA's inspections and may impact the inspection process and schedule.

The Board thanked FC for his report. The Board noted that there are enforcement instruments in use by other regulators that could be considered by HIQA.

LP and LC left the meeting at this point.

21.0 Six-Monthly Risk report to the Board

Emma Deenihan (ED) Head of Quality, Risk and Compliance, Mairead Murphy (MM), Acting Quality Lead and Astitv Gulati (AG), EY, joined the meeting.

The Board noted the papers previously circulated. It was agreed that the Six-Monthly Risk report to the Board would be deferred to the January Board meeting.

22.1 EY presentation on Risk Register refresh

AG gave the presentation on the refresh of the Risk Register that took place during in Q3 2025. He highlighted the following:

- A deep dive on all risks had been undertaken.
- There had been a net reduction of 30 risks on the risk register at the end of the project.
- Next steps include a review of the Risk Management Policy and Handbook to reflect the lessons learned during the deep dive.

BC thanked AG for the comprehensive presentation and advised the Board that the six-monthly risk report and the Risk Register refresh had been reviewed in depth at the recent ARGC meeting.

In response to comments and queries from the Board, ED advised that the Risk Appetite is set by the Board and would be due for review in 2026.

ED, MM and AG left the meeting at this point.

22.0 Future Regulatory Model

The Board noted the papers previously circulated.

22.1 Healthcare Licensing

Sean Egan (SE), Director of Healthcare Regulation provided an overview of the Healthcare Licensing paper. He highlighted the following:

- HIQA's proposed future role under the Patient Safety (Licensing) Bill.
- HIQA's position on a number of key areas which aims to inform future policy decisions in relation to the proposed regulatory framework.
- The potential importance of licensing legislation as a key element to further enhance patient safety in Ireland.
- There is ongoing constructive and collaborative engagement between HIQA and the Department of Health in advancing the Healthcare Licensing legislation.
- Following Board approval, the paper will be provided to the Department of Health's to provide clarity on HIQA's position in relation to the Patient Safety (Licensing) Bill.

MH proposed the approval of the Healthcare Licensing paper and CFN seconded the proposal; **accordingly, it was resolved that Healthcare Licensing paper be approved by the Board.**

SE left the meeting at this point.

23.0 Human Capital Report

The Board noted the papers previously circulated and that the Gender Pay Gap report highlighted no matters of concern.

24.0 Annual Assurance Report from legal unit on governance of Joint Working Arrangements

The Board noted the papers previously circulated.

25.0 Committee Membership

KE provided an overview of the proposed Committee appointments as follows:

Audit, Risk and Governance Committee

- FOD to be appointed to the Audit, Risk and Governance Committee (ARGC) from 26 November 2025 for a three-year term.

Standards, Information, Research and Technologies Committee

- FOD to be appointed to the Standards, Information, Research and Technologies Committee (SIRT) from 26 November 2025 for a three-year term.

Resource Oversight Committee

- MOH to be appointed to the Resources Oversight Committee (ROC) from 26 November 2025 for a one-year term.

CFN proposed the Committee appointments and MM seconded the proposal; **accordingly, it was resolved that the Committee appointments be approved by the Board.**

AF noted that the Minister for Health, Jennifer Carroll MacNeill TD, announced her intention to appoint Martin O'Halloran as Chairperson of the Board of HIQA.

The Board members congratulated MOH on his pending appointment. In turn MOH thanked the Board members for their ongoing support.

26.0 Annual review of Formal Schedule of Matters for Board Decision

The Board noted the paper previously circulated and agreed there are no changes required.

MH proposed the Formal Schedule of Matters for Board Decision and BC seconded the proposal; **accordingly, it was resolved that the Formal Schedule of Matters for Board Decision be approved by the Board.**

27.0 Noting of Approval by Written Procedure – DER C.03

The Board noted the paper previously circulated.

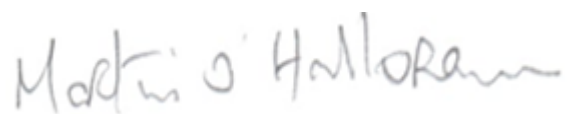
28.0 Board and Committee meeting dates for 2026

The Board noted the meeting dates for 2026.

29.0 Any other business

MOH thanked everyone for their contribution during the meeting. There being no further business, the meeting concluded at 13.45pm.

Signed

A handwritten signature in blue ink that reads "Martin O'Halloran". The signature is cursive and fluid.

Martin O'Halloran
Board Member

A handwritten signature in blue ink that reads "Karen Egan". The signature is cursive and fluid.

Karen Egan
Board Secretary

Actions arising from Board meeting – 26 November 2025

No	Action	Owner	Timeframe
1	Agenda item on Lessons Learned to be added to the Board workplan for a meeting in 2026.	KE	Q1 2026
2	HTA Directorate Strategic Plan 2025-2027 to be renamed 'HTA Directorate Plan 2025-2027'.	MR	Immediately after meeting
3	Updated ARGC Terms of Reference to be presented for approval at January Board meeting.	KE	Jan Board meeting
4	Accommodation plan, including costings, to be presented to the Board in 2026.	SA	Q1 2026
Actions carried forward from previous meeting		Owner	Timeframe
5	Legal services unit to examine HIQA's role in relation to legal duties of directors in provider companies and parent companies.	AMC	At appropriate time
6	Proposal regarding independent assurance on service user experience to be presented to the Board at appropriate time, incorporating the processes for receiving unfiltered feedback.	MW	January Board meeting
7	Review of services for assisted human reproduction - clarification be sought on the scope of the review of services for assisted human reproduction, including if surrogacy is included.	MR	Update to be brought when matter has been clarified
8	A briefing on Protected Disclosures to be brought to the Board providing assurance on management of Protected Disclosures.	SA	Included on 2026 Board work plan
9	A paper providing clarification on the NIS-2 proposal, including setting out the impact on HIQA as an organisation of taking on the new functions under NIS-2 to be brought to the Board.	SE	At appropriate time
10	NIS-2-Clarification to be sought on the legal position when enforcement powers move from one agency to another.	SE	At appropriate time
11	Consideration to be given to governance arrangements for occasions when staff members are appointed to external bodies.	SM/KE	Ongoing
12	Palliative care regulation to be brought back to the Board for further discussion at the appropriate time.	SE	At the appropriate time