



**Health
Information
and Quality
Authority**

An tÚdarás Um Fhaisnéis
agus Cáilíocht Sláinte



Business Plan 2026

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.

This Business Plan details the steps that we will take in 2026 to achieve the outcomes set out in our Corporate Plan 2025–2027. The Corporate Plan shifted our approach from traditional goal setting towards more tangible outcomes that we want to see achieved. It outlines a clear strategic direction for HIQA and 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. The six outcomes set out in the Corporate Plan will be the benchmarks by which we will measure the success of the Plan.

With this in mind, we have structured the actions and deliverables in this Business Plan around these six outcomes. The objectives set out in the 2026 Business Plan reflect activities agreed with the Department of Health; the Department of Children, Disability and Equality; and other government bodies and are fully aligned with the Board’s strategic vision and the outcomes set out in the Corporate Plan. The objectives are centred 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 2026, HIQA will continue to work collaboratively with our stakeholders in areas of mutual interest. Our remit continues to expand, and we will continue to work with the Department of Health; the Department of Children, Disability and Equality; the Department of Justice, Home Affairs and Migration; and the Department of Defence and key stakeholders to prepare for taking on new responsibilities and commitments. Working with the Department of Health, we will continue to prepare for the commencement of the new Chief Inspector function under the Patient Safety (Notifiable Patient Safety Incidents) Act 2023 and the commencement of new regulatory functions under the Human Tissue (Transplantation, Post-mortem, Anatomical Examination, and Public Display) Act 2024. We will also work with the Department in relation to preparing for new regulatory functions under the Patient Safety (Licensing) Bill, the commencement of the regulation of home support and the development of the most appropriate approach to the regulation or monitoring of palliative care services. In 2026, we will also continue to work with the

Department of Children, Disability and Equality in areas such as children's social services and residential services for people with a disability.

HIQA supports the core principle that health and social care policies and healthcare service decision-making are grounded in evidence and best practices, leading to effective interventions and improvements in care delivery. In this context, we will continue to consider how HTAs can support increased efficiency and productivity in the healthcare sector.

Our focus on sustainability and inclusivity allows us to reflect the diverse needs of the communities served, ensuring the long-term effectiveness in our operations. As part of this focus of sustainability, in 2026, we will review how our functions have the potential to impact on climate goals and ensure, as far as practicable, that our activities align with the national climate objective. We will also work towards achieving accreditation as part of Investors in Diversity.

HIQA will also further develop its own capability and capacity to ensure that it can continue to meet its current and new functions effectively. We recognise the importance of organisational culture to achieving the outcomes set out in our Corporate Plan. Through our People and Culture Strategy, we will work to establish a cohesive, values-driven culture supported by clear enabling critical behaviours. Under this Strategy, we will also ensure that our organisation structure continues to be fit for purpose and we have the right people with the necessary skills and capabilities to fulfil our expanding remit. Moreover, we will work to progress the 2026–2030 Digital Strategy to build on the significant progress we have made in implementing fit-for-purpose systems and enhancing our overall digital and data analytics capabilities.

As a learning organisation, we will continue to reflect, learn and adapt our processes and ways of working in response to challenges we face as we work toward achieving the best possible health and social care outcomes for all.

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.

Organisational Structure

Achieving the Business Plan objectives is dependent on having an organisational structure that is fit for purpose and reflects our growth and diversity of our new functions. Working with the Department of Health, we have reviewed and enhanced our structure to ensure that it is appropriate to our needs. As we develop as an organisation, we will ensure our organisational structure continues to support effective delivery and oversight of our work.

Workforce

With the support of the Department of Health, we fully delivered the Workforce Plan 2023–2025. We are developing a Workforce Plan for 2026 that is consistent with the funding we expect to be available to HIQA this year and is aligned with our expanding remit. 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. Within HIQA, there may be challenges in relation to attraction and retention of specialist staff and we will continue to work in close collaboration with the Department of Health to address these structural challenges

and at the same time ensure delivery on key priorities. In this context, we will focus on ensuring that HIQA remains an attractive place to work and offers appropriate development opportunities and career pathways to our colleagues.

Technology

Information technology is a key enabler for HIQA to deliver its regulatory and other functions. Significant progress has been made in enhancing cybersecurity and maintaining functionality of the current regulatory IT system (Prism). Work is also progressing well on the full implementation of the Iris system, with Phase 1 of Iris implemented in 2025. Work is ongoing on the next phases of Iris. Once complete, this will provide a functioning, fit-for-purpose regulation management system and will enable HIQA to continue to meet its current and emerging regulatory obligations.

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 our responsibilities in line with 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.

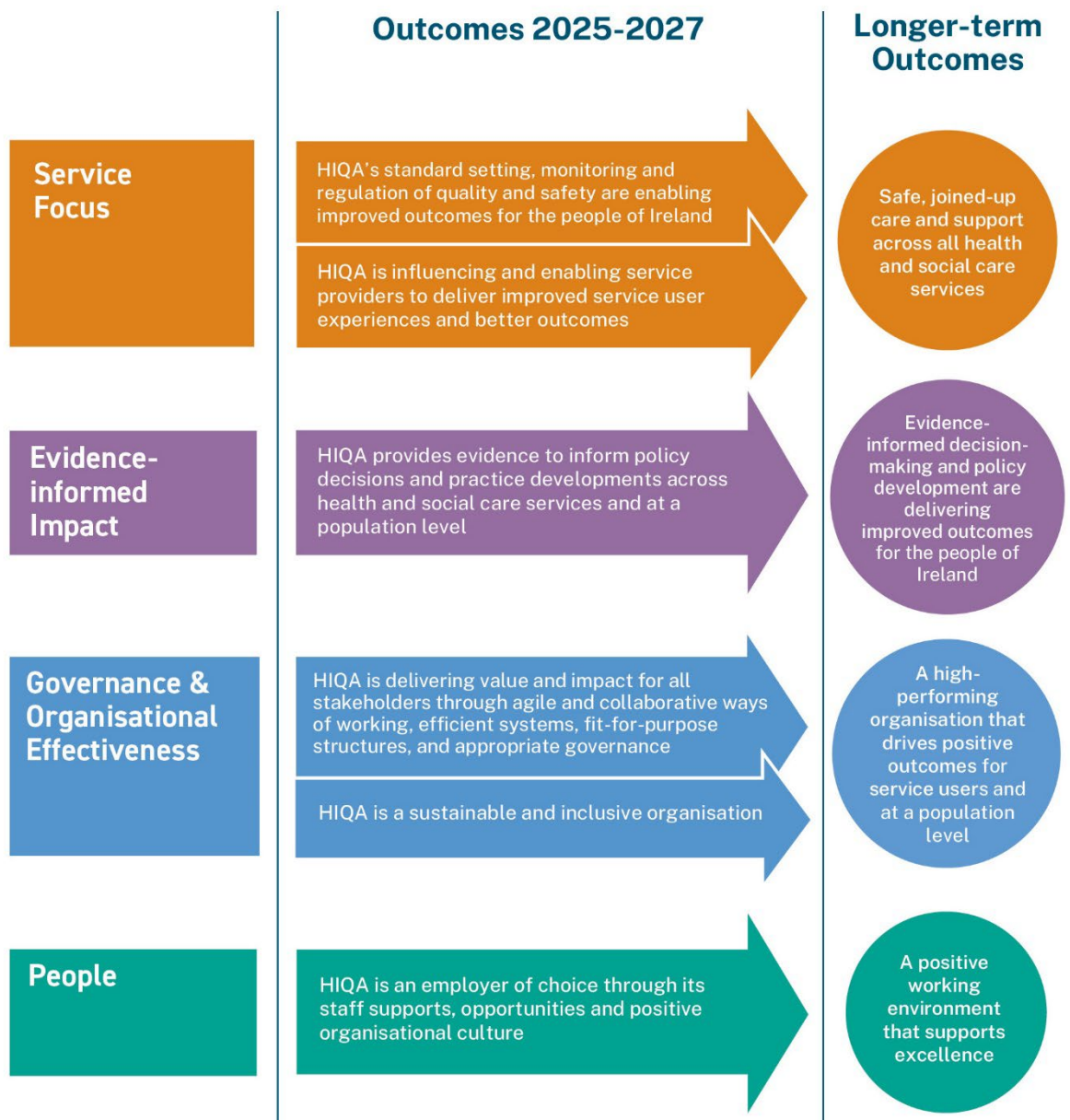
Collaborative

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 2026 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 continue to set and update national standards and support implementation tools for health and social care and in relation to health information. HIQA will continue to monitor and regulate health and social services and will work with relevant Government Departments on the commencement of new regulatory functions. This work aims to ensure higher care standards for people using services.

Business plan objectives		Target date
1.01	Update National Standards for Residential Services for Children and Adults with Disabilities and conduct public consultation on the draft standards	December 2026
1.02	Continue to engage with the Department of Health on approval and publication of National standards for Home Support services and developing a plan around implementation support tools	December 2026
1.03	Develop and pilot National Health Dataset Catalogue as part of the HealthData@IE project	December 2026
1.04	Develop guide for review programme for health information to support implementation of National Standards for Information Management	December 2026
1.05	Finalise the development of a maturity framework and associated digital self-assessment tool aligned with the National Standards for Information Management as part of the Healthdata@IE project	December 2026
1.06	Complete the pilot of the compliance assessment framework and revise the tool based on the findings as part of the Healthdata@IE project	December 2026
1.07	Publish national guidance for data quality for health and social care	October 2026
1.08	Taking into account additional responsibilities conferred to HIQA under the Patient Safety Act, 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, including findings relating to open disclosure	December 2026

1.09	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 2024	December 2026
1.10	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 2025	December 2026
1.11	Conduct a governance review of the national screening programmes at population level against the 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 2026
1.12	Working with the Department of Health, prepare for the regulatory functions assigned to HIQA through the Patient Safety (Licensing) Bill	December 2026
1.13	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 2026
1.14	Fulfil HIQA's statutory responsibilities as Competent Authority in the area of health in accordance with the EU (Critical Entities Resilience) Regulations 2024	December 2026
1.15	Working with the Department of Health and the Department of Justice, Home Affairs and Migration, assist in efforts to further explore and, if approved by HIQA's Board, prepare for HIQA's potential role as a Competent Authority in the healthcare area under the EU Network and Information Security Directive (NIS-2)	December 2026
1.16	Conduct a rights-based programme of inspections of children in the care of Tusla that includes the routine monitoring of children's residential centres (CRCs) services and foster care services	December 2026
1.17	Conduct a rights-based programme of inspections of child protection and welfare services against the National Standards for the Protection and Welfare of Children (2012) as appropriate that includes monitoring inspections, risk-based inspections (provider approach) as well as other requirements deemed necessary by HIQA	December 2026

1.18	Carry out a rights-based approach inspection of the Oberstown Children Detention Campus against the Oberstown Children Detention Campus Children's Rights Policy Framework	December 2026
1.19	Carry out a rights-based programme of inspection of special care units	June 2026
1.20	Deliver a programme of registration to include new registrations, variations to existing registration and renewal of registration for designated centres (special care units)	December 2026
1.21	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 2026
1.22	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 2026
1.23	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 2026
1.24	Deliver a programme of registration to include new registrations, variations to existing registration and renewal of registration for designated centres for older people	December 2026
1.25	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 2026
1.26	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 2026
1.27	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 2026

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	Publish an Overview Report of findings from the monitoring of healthcare services in 2025	December 2026
2.02	Publish an Overview Report of findings from the regulation of medical exposure to ionising radiation services including learning from receipt of significant events reported HIQA in 2025	September 2026
2.03	Conclude the project to finalise revised incident thresholds of significant events of accidental and unintended medical exposures to ionising radiation reportable to HIQA	December 2026
2.04	Publish an overview report of findings of monitoring and inspection of international protection accommodation centres in 2026	December 2026
2.05	Deliver two information sharing workshops with IPAS providers	September 2026
2.06	Support learning in the wider social care sector through the publication of academic papers and other opportunities	December 2026
2.07	Publish Overview Reports of findings from the regulation and monitoring of designated centres for older people, centres for people with disabilities and children services in 2025	December 2026
2.08	Complete the 2026 objectives of the Engagement and Education Strategic Plan 2024–2027 developed under the HealthData@IE project	December 2026
2.09	Implement, analyse and report on the responses to the National Inpatient Experience Survey and plan for the inclusion of private hospitals in future surveys	December 2026
2.10	Implement the National Mental Health Experience Survey	December 2026
2.11	Design and prepare the National Nursing Home Experience Survey for implementation	December 2026
2.12	Prepare for implementation of the National Maternity Bereavement Experience Survey	December 2026

2.13	Prepare for commencement of the National Cancer Care Experience Survey	December 2026
2.14	Report on how the work of Health Information and Standards and Health Technology Assessment Directorates impacts on the wider health and social care environment through knowledge translation with relevant stakeholders	December 2026

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	Develop a methodology based on best practice to consult with children during inspection	December 2026
3.02	Carry out HTAs as requested by the Department of Health and the HSE	December 2026
3.03	Conduct rapid HTA of vesicostomy buttons in children	March 2026
3.04	Complete the actions in the Centre in Ireland for Clinical guideline support and Evidence Reviews (CICER) 2026 work plan to be agreed with the Clinical Effectiveness Unit in the Department of Health	December 2026
3.05	Conduct HTAs and evidence synthesis to support the National Screening Advisory Committee in a work plan to be agreed with the Department of Health	December 2026
3.06	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 2026
3.07	Conduct HTAs and evidence synthesis to inform national immunisation policy in a work plan to be agreed with the Department of Health	December 2026
3.08	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 2026
3.09	Carry out the 2026 actions from the HTA Guideline update plan	December 2026
3.10	Continue the work of the National Immunisation Technical Advisory Group function	December 2026
3.11	Commence piloting of the draft costing tool for the collection of costs attributable to antimicrobial resistance in public acute hospitals	December 2026

3.12	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 2026
3.13	Agree a priority plan with the Department of Health and HSE to support the European Health Data Space (EHDS) Regulation and key national digital health projects and set national health information standards in line with this agreed plan	December 2026
3.14	Complete the development of National Guidance for the Responsible and Safe Use of Artificial Intelligence in Health and Social Care Services	June 2026
3.15	Improve efficiency and strengthen quality of outputs of health information standards setting process by implementing an information modelling platform for the health information standard setting function	December 2026
3.16	Develop prioritisation criteria and a roadmap to provide evidence for policy for the future of Ireland's patient registries	June 2026
3.17	Complete the 2026 actions for delivery of the EU Horizon Europe grant project QUANTUM including deliverable for T3.3 assessment of the experiences of data holders involved in piloting the QUANTUM label	June 2026
3.18	Develop a National Interoperability Framework for the Health Data Access Services and commence pilot of national interoperability framework with two data holders as part of the HealthData@IE project	December 2026
3.19	Promote the secondary use of the NCEP dataset and ensure the digital offering for the National Care Experience Programme is fit for purpose	December 2026
3.20	Complete scoping review to inform update of National Standards for Designated Centres for Older Persons	December 2026
3.21	Complete scoping review to inform update of National Standards for Safer Better Healthcare	December 2026
3.22	Complete a review of five sets of national standards to inform decision to update and align with the Patient Safety Act (Adult safeguarding, IPC community, IPC hospitals, maternity services, conduct of reviews of patient safety incidences)	December 2026

3.23	Oversee the management, development and enhancement of the HIQA Learning Hub	December 2026
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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	Conclude the HIQA project to participate in the International Atomic Energy Agency (IAEA) Integrated Regulatory Review Service (IRRS) Mission to Ireland in January 2026, inclusive of reporting and implementing any IAEA Recommendations arising as they relate to HIQA and contribute to any relevant Irish post mission implementation groups	December 2026
4.02	As part of Ireland's activities for the EU Presidency in 2026, organise and participate in the Heads of the European Radiological Protection Competent Authorities (HERCA) meeting of the Working Group on Medical Applications (WGMA) and the biannual meeting of the European Heads of HTA Agencies Group (HAG) in Dublin	September 2026
4.03	Working with HIQA's parent department the Department of Health, progress engagement with the Department of Justice on determining the future model of HIQA's involvement in IPAS service monitoring	March 2026
4.04	Establish a dynamic, data-driven Healthcare surveillance system that delivers timely, reliable, and actionable intelligence to HIQA's healthcare inspectors enabling improved inspection quality, regulatory agility, and proactive patient safety safeguards across the healthcare system	December 2026
4.05	Implement recommendations from the independent review of the regulatory inspection process	December 2026
4.06	Deliver a redesigned and redeveloped website, www.hiqa.ie , to reflect HIQA's expanding functions	July 2026
4.07	Implement the 2026 actions of the Communications and Stakeholder Engagement Strategy 2025-2027	December 2026
4.08	Implement 2026 actions from the HTA Directorate Plan	December 2026
4.09	Support the development of evidence synthesis methodology	December 2026

4.10	Participate in international collaborations to facilitate shared learning	December 2026
4.11	Develop a strategic research function that will enhance relevant research activity across HIQA through various capacity and capability building, funding, ethics approval and horizon scanning processes	December 2026
4.12	Commence development of guidance on contract management for commercial contracts	December 2026
4.13	Finalise and implement the Quality and Risk Strategy 2026-2028	December 2026
4.14	Deliver the Recertification of HIQA's Quality Management System 9001:2015	December 2026
4.15	Complete the two yearly review of the Statutory Compliance Directory 2026	December 2026
4.16	Working with the Department of Health, prepare for the implementation of the Chief Inspector's function to collect and maintain information related to specific designated centres in line with regulations to be commenced under Section 101B of the Health Act 2007 as amended	December 2026
4.17	Working with the Department of Health, prepare for commencement of the Chief Inspector's function to undertake reviews of Specified Incidents under Section 41A of the Health Act 2007 as amended	December 2026
4.18	Working with the Department of Health, prepare for the commencement of the regulation of home support providers under the Health (Amendment) (Licensing of Professional Home Support Providers) Bill 2024 when enacted	December 2026
4.19	Working with the Department of Health, support the development of the most appropriate approach to the regulation or monitoring of palliative care services	June 2026
4.20	Conduct 2026 ICT Customer Survey and report findings	December 2026
4.21	Undertake disaster recovery testing and update plan, processes and procedures aligned with our policies	November 2026
4.22	Deliver projects agreed under the scope and remit of the Programme Governance Board (PGB) including Data and AI initiatives as part of refreshed Digital Strategy	December 2026
4.23	Provide technology solutions for ongoing business demands to meet the growing operational needs via Change Governance Board	December 2026

4.24	Update and create the required supporting procedures for ISO27001 and NIS2 related cyber security policies and operationalise these procedures in ServiceNow	December 2026
4.25	Implement stronger Identity and Accessment Controls including role based controls for ICT systems and ensure periodic reviews of staff access is conducted to address internal audit recommendations	September 2026
4.26	Deliver and demonstrate the outcome from the delivery of business focused application projects and changes within the scope and remit of the Programme Governance Board (PGB) and Change Governance Board (CGB)	December 2026
4.27	Continue to provide agreed resources to support the delivery of the key milestones on the prioritised DER programme by working collaboratively with the business, system integrator and stakeholders	December 2026
4.28	Prioritise and expand corporate wide data solutions aligning with 2026-2030 Digital Strategy	December 2026
4.29	Create Data and AI roadmap of projects aligned with 2026-2030 Digital Strategy	June 2026
4.30	Provide proactive and enterprise scaling architecture solutions for prioritised and pipeline program, change and operational initiatives	December 2026
4.31	Ensure ID procurement renewals and future procurements are planned in advance and executed	December 2026
4.32	Ensure Corporate Data and AI architecture is created and provide proactive architecture service on these initiatives	December 2026
4.33	Carry out research and practice development to develop and support methodology and frameworks development for regulatory reform and commencements; support updates and improvement to current regulatory practice; and promote learning from regulatory data	December 2026
4.34	Ensure high-quality outputs for the Health Information and Standards and Health Technology Assessment Directorates by further developing our research function; enhancing our research capability through academic collaborations, student support and implementing consistent research processes; and employing structured programmes to enhance staff research skills	December 2026
4.35	Deliver the next stage of the Digitally Enabled Regulatory (DER) programme to provide a modern fit-for-purpose regulation management system	December 2026

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	In line with the Climate Action and Low Carbon Development Act 2015 (as amended by the Climate Action and Low Carbon Development (Amendment) Act 2021), work with each business area to review whether their functions have the potential to impact on climate goals and ensure, as far as practicable, that the activities of the area align with the national climate objective. Where such impact is found to exist, we will identify necessary measures to ensure consistency with these goals.	September 2026
5.02	Continue to work to meet the long-term national climate action targets by continuing to reduce carbon emissions and improve the energy efficiency of HIQA's activities	December 2026
5.03	Achieve bronze accreditation as part of Investors in Diversity - Irish Centre for Diversity	June 2026

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. HIQA's People and Culture Strategy, Organisation Design and Workforce Plan will act as key enablers to the implementation of the Corporate Plan.

Business plan objectives		Target date
6.01	Work with organisational leadership to establish a cohesive, values-driven culture supported by clear enabling critical behaviour	December 2026
6.02	Implement actions that strengthen and promote awareness of HIQA's new Vision, Mission and Values among staff	December 2026
6.03	Deliver a strategic and efficient recruitment and selection workplan that aligns with the organisation's workforce plan requirements for 2026	December 2026
6.04	Review the organisation structure to ensure it continues to be fit for purpose	December 2026
6.05	Redesign the PMDS system to create a more dynamic, responsive process that reflects changing organisational needs and staff feedback	December 2026
6.06	Deliver regulatory induction and regulatory practice change and competency development programmes	December 2026

Appendix 1 – Financial Resources Summary 2026

Revenue	€'000
Department of Health	49,031
Department of Children, Disability and Equality	1,575
Annual and registration fees	7,669
Other income	3,107
	61,382
Expenditure	
Chief Executive's Office (including legal)	3,418
Regulation of Social Care	17,333
Regulation of Healthcare	6,309
Health Technology Assessment	6,277
Health Information and Standards	8,598
Communications and Stakeholder Engagement	1,081
Information Technology	7,964
Shared Costs and Corporate Services	6,096
Human Resources	2,381
Pension costs	1,925
	61,382

Appendix 2 – Human Resources Summary

Headcount	Projected December 2026
Chief Executive’s Office (including legal)	20
Regulation of Social Care	202
Regulation of Healthcare	63
Health Technology Assessment	61
Health Information and Standards	83
Communications and Stakeholder Engagement	13
Information Division	36
Corporate Services	22
Human Resources	16
	516



Published by the Health Information and Quality Authority.

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