

NSW Health Professional Councils and HPCA

Joint Strategic and Action Plans



NSW Health Professional Councils and HPCA

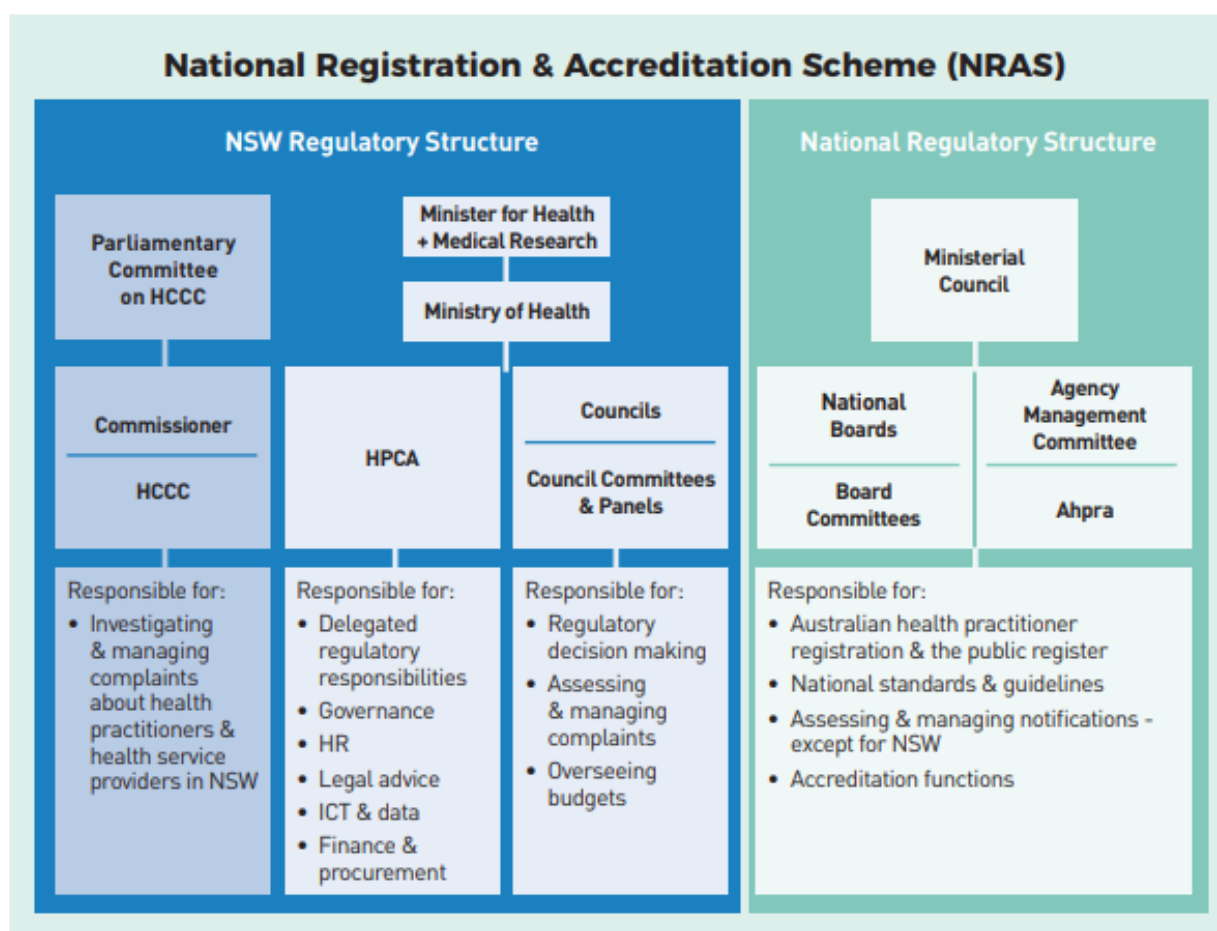
Joint Strategic Plan 2021 to 2024

Joint Strategic Planning

1. Introduction

1.1 Context and background

The NSW Health Professional Councils (Councils) and the HPCA operate in the context of the National Registration and Accreditation Scheme (NRAS) as co-regulators with the Health Care Complaints Commission (HCCC) in NSW and National Boards/Ahpra at a national level, governed by the National Law.



NSW Health Professional Councils and HPCA

Joint Strategic Plan 2021 to 2024

1.2 Councils and HPCA roles and responsibilities

The Councils and the HPCA have complementary roles and responsibilities.

- **Council responsibilities:** The 15 Health Professional Councils are statutory bodies that make regulatory decisions about the performance, conduct and health of registered health practitioners and students in NSW including managing complaints, supporting professional standards and good practice, and Council governance.
- **HPCA responsibilities:** The HPCA is an executive agency of NSW Ministry of Health that manages delegated regulatory functions, infrastructure and operational systems (human resources, ICT/data/records, finance/procurement, legal and governance functions) to support achievement of strategic goals and ensure compliance with Ministry of Health and other Government directives and requirements.

1.3 Purpose of the joint strategic plan

The plan:

- provides a strategic framework for the Councils and the HPCA to achieve our shared aims
- reflects the co-regulatory system where each party has specific and complementary functions that contribute to the whole
- has a cross profession focus that prioritises joint action to deliver collective system outcomes
- balances aspiration and capacity capturing a high-level vision and a small number of joint initiatives with potential for significant impact
- includes a focus on implementation and measurable impacts
- is a living document that can be adapted over time as the context changes and as implementation progresses.

1.4 Target audiences

The plan assists in sharing our directions and priorities with:

- our internal audiences including members and staff
- our external audiences including our co-regulators, professional bodies, practitioners, consumers and other stakeholders.

NSW Health Professional Councils and HPCA

Joint Strategic Plan 2021 to 2024

2. Implementation, monitoring and performance

The Councils and HPCA joint strategic plan is included as a schedule to the Councils and HPCA agreement.

All Councils and the HPCA contribute to the implementation of the strategic plan and reporting on progress.

Some cross-profession working groups may be established from time to time to support the development and implementation of a limited number of high impact initiatives. Process and impact evaluation is expected for relevant high impact initiatives.

Progress with implementing the joint strategic plan is monitored by the HPCA Executive at monthly meetings.

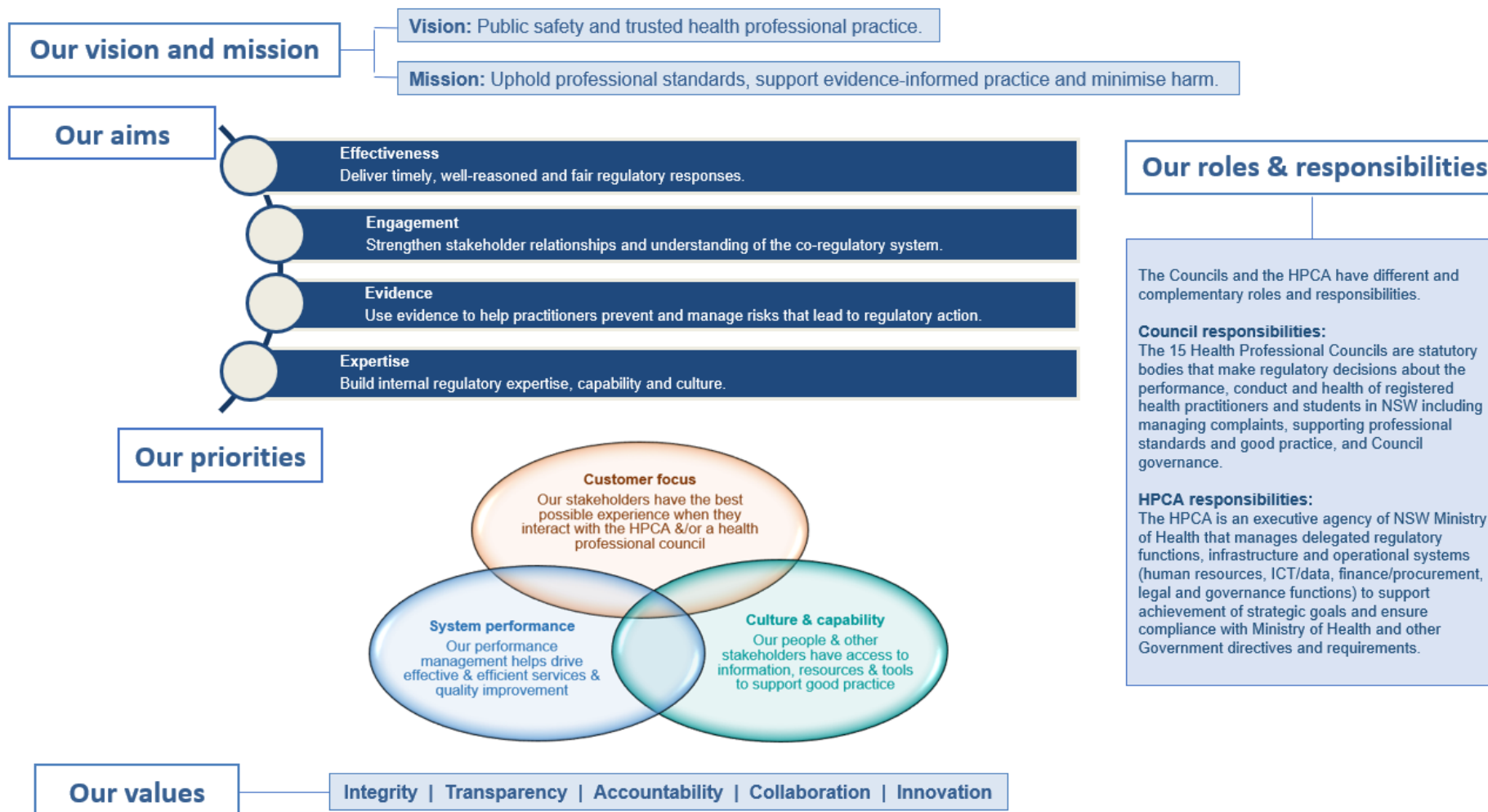
Documentation of quarterly reports on progress with implementation of the joint strategic plan is compiled by the HPCA and informed by managers' reports submitted at the second monthly managers' meetings, including input from Executive Officers about Council activities.

Quarterly reporting on the implementation of the strategic plan is reviewed by the Presidents' Forum, Councils and the Audit and Risk Committee.

Annual review is expected to facilitate discussion, engagement, and cross-professional learning. Annual reviews are intended to align with budget preparation timelines to facilitate allocation of appropriate resources to agreed priorities.

NSW Health Professional Councils and HPCA – Joint Strategic Plan 2021 to 2024

Overview



NSW Health Professional Councils and HPCA – Joint Strategic Plan 2021 to 2024

Strategic Priorities

Strategic Priority 1: Customer focus

Strategies	Responsibility		Effectiveness	Engagement	Evidence	Expertise
	Lead ¹	Partners ²				
1.1 Improve the experience of complainants, practitioners and Council / hearing members through improved systems and feedback loops. ³	HPCA	Councils	✓	✓	✓	
1.2 Identify key practitioner communication needs and measure the impact of initiatives used to meet the needs.	Councils	HPCA	✓	✓		
1.3 Develop initiatives that help empower practitioners and users of health services to be able to better manage regulatory risks and resolve issues.	Councils and HPCA	National Boards, Ahpra and HCCC		✓	✓	

¹ The 'Lead' is the party/parties responsible for instigating the actions and driving forward with the work

² The 'Partner' is defined as the party/parties who buy-in to the actions and work collaboratively with the lead to achieve the goals – partners may be internal or external

³ People First is a priority project.

NSW Health Professional Councils and HPCA – Joint Strategic Plan 2021 to 2024

Strategic Priority 2: System performance

Strategies	Responsibility		Effectiveness	Engagement	Evidence	Expertise
	Lead	Partners				
2.1 Evaluate regulatory systems and processes identified through a quality assurance framework.	Councils and HPCA	-	✓		✓	
2.2 Enhance regulatory performance through a Council performance evaluation program.	Councils	HPCA	✓			✓
2.3 Use data reporting to drive quality improvement in regulatory decision making and performance.	HPCA	Councils	✓		✓	

NSW Health Professional Councils and HPCA – Joint Strategic Plan 2021 to 2024

Strategic Priority 3: Culture and capability

Strategies	Responsibility		Effectiveness	Engagement	Evidence	Expertise
	Lead	Partners				
3.1 Develop and implement staged and achievable action plans to manage key issues ⁴ that impact on health practice and regulation.	Councils and HPCA	National Boards, Ahpra and MoH		✓		✓
3.2 Engage in cross-council sharing of information, good practice, experiences and collaborative initiatives.	Councils	HPCA		✓		✓
3.3 Develop and deliver a staged induction program and ongoing cross-council professional development for council and hearing members drawing on models of good practice.	HPCA	Councils	✓	✓		✓

⁴ Key issues include cultural safety, cultural diversity, vicarious trauma and family violence

NSW Health Professional Councils and HPCA

Joint Action Plan 2021/22

Joint Action Plan 2021/22

Strategic Priority 1: Customer focus

1.1 Improve the experience of complainants, practitioners and Council / hearing members through improved systems and feedback loops.

	Actions	Accountability	Performance indicators	Timeframe	Progress	Status
1.1.1	Progress implementation of the People First project as per project plan.	Director ICT	Project plan milestones achieved on time.	June 2022		

NSW Health Professional Councils and HPCA

Joint Action Plan 2021/22

Joint Action Plan 2021/22

Strategic Priority 1: Customer focus

1.2 Identify key practitioner communication needs and measure the impact of initiatives used to meet the needs.

	Actions	Accountability	Performance indicators	Timeframe	Progress	Status
1.2.1	Use complaints trend data to inform key themes for communications campaigns.	Executive Officers	Minimum 1 key theme identified.	October 2021		
1.2.2	Deliver 6 to 12 month focused communications campaigns for identified themes.	Directors Medical and Council Services	Minimum 1 focused communications campaign rolled out for identified key theme.	June 2022		
1.2.3	Develop an evaluation strategy for communications campaigns and commence implementation.	Directors Medical and Council Services	Evaluation strategy developed and implementation commenced.	June 2022		
1.2.4	Develop and deliver social media strategy across Councils.	Directors Medical and Council Services	Social media strategy documented and implementation commenced.	May 2022		

NSW Health Professional Councils and HPCA

Joint Action Plan 2021/22

Councils and HPCA Joint Action Plan 2021/22

Strategic Priority 1: Customer focus

1.3 Develop initiatives that help empower practitioners and users of health services to be able to better manage regulatory risks and resolve issues.

	Actions	Accountability	Performance indicators	Timeframe	Progress	Status
1.3.1	Develop a plan for establishing baseline capacity of practitioners and health service users to identify and manage regulatory risks.	Directors Medical and Council Services	Plan for establishing baseline developed.	June 2022		

NSW Health Professional Councils and HPCA

Joint Action Plan 2021/22

Councils and HPCA Joint Action Plan 2021/22

Strategic Priority 2: System performance

2.1 Evaluate regulatory systems and processes identified through a quality assurance framework.

	Actions	Accountability	Performance indicators	Timeframe	Progress	Status
2.1.1	Develop a quality framework suited to the regulatory environment.	Directors Medical and Council Services	<ul style="list-style-type: none"> Quality framework documented. 	May 2022		

2.2 Build regulatory performance through a Council performance evaluation program.

	Actions	Accountability	Performance indicators	Timeframe	Progress	Status
2.2.1	Develop a fit for purpose Council performance evaluation program.	Directors Medical and Council Services	<ul style="list-style-type: none"> Council performance evaluation program developed. 	April 2022		
2.2.2	Commence implementation of Council performance evaluation program.	Directors Medical and Council Services	<ul style="list-style-type: none"> Implementation of Council performance evaluation program initiated by all Councils. 	June 2022		

NSW Health Professional Councils and HPCA

Joint Action Plan 2021/22

Joint Action Plan 2021/22

Strategic Priority 2: System performance

2.3 Use data reporting to drive quality improvement in regulatory decision making and performance.

	Actions	Accountability	Performance indicators	Timeframe	Progress	Status
2.3.1	Commence development of an integrated quarterly reporting format that assists Councils' decision making.	Directors Medical and Council Services	<ul style="list-style-type: none"> Quarterly report components identified. 	June 2022		
2.3.2	Explore incident reporting systems that could be adapted to appropriately capture regulatory incidents.	Director ICT and Manager Corporate Governance	<ul style="list-style-type: none"> Exploration of incident reporting systems completed. 	March 2022		
2.3.3	Review approaches to monitoring conditions on practitioners to enhance efficiencies and effectiveness.	Directors Medical and Council Services	<ul style="list-style-type: none"> Review of approaches to monitoring conditions on practitioners completed. 	June 2022		

NSW Health Professional Councils and HPCA

Joint Action Plan 2021/22

Joint Action Plan 2021/22

Strategic Priority 3: Culture and capability

3.1 Develop and implement staged and achievable action plans to manage key issues⁵ that impact on health practice and regulation.

	Actions	Accountability	Performance indicators	Timeframe	Progress	Status
3.1.1	Progress cultural safety action plan and commence implementation.	Directors Medical and Council Services	<ul style="list-style-type: none"> Implementation of cultural safety plan commenced. 	January 2022		
3.1.2	Identify regulatory implications of family violence involving health practitioners.	Directors Medical and Council Services	<ul style="list-style-type: none"> Regulatory implications of family violence identified. 	March 2022		

⁵ Key issues include cultural safety, cultural diversity, vicarious trauma and family violence

NSW Health Professional Councils and HPCA

Joint Action Plan 2021/22

Joint Action Plan 2021/22

Strategic Priority 3: Culture and capability

3.2 Engage in cross-Council sharing of information, good practice, experiences and collaborative initiatives.

	Actions	Accountability	Performance indicators	Timeframe	Progress	Status
3.2.1	Identify and action opportunities for sharing information and experience across Councils.	Executive Officers	<ul style="list-style-type: none"> Minimum 3 cross Council sharing opportunities identified and actioned. 	June 2022		
3.2.2	Commence feasibility assessment of an all Councils conference.	Director HPCA	<ul style="list-style-type: none"> Feasibility assessment of all Councils conference commenced. 	March 2022		

NSW Health Professional Councils and HPCA

Joint Action Plan 2021/22

Joint Action Plan 2021/22

Strategic Priority 3: Culture and capability

3.3 Develop and deliver a staged induction program and ongoing cross-council professional development for council and hearing members drawing on models of good practice.

	Actions	Accountability	Performance indicators	Timeframe	Progress	Status
3.3.1	Develop a staged modular induction program for Council members.	Manager Corporate Governance	<ul style="list-style-type: none"> Initial modules for Council member induction developed. 	November 2021		
3.3.2	Support ongoing Council member professional development.	Manager Corporate Governance	<ul style="list-style-type: none"> Member professional development program developed. 	April 2022		