

NSW Health Professional Councils and the HPCA

WHY

We exist to improve public safety and wellbeing and build trust and confidence in health practitioners.

HOW

As public custodians of health practitioner professional standards we uphold good practice and the standing of health practitioners.

*This Joint Councils and HPCA Strategic Plan 2018 to 2021 provides direction and consistency for all Councils and the HPCA.
The structure is also flexible allowing Councils and the HPCA to develop annual action plans which are specific to their respective functions and address issues unique to each profession.
The HPCA is responsible for the 'enablers' that support strategic goals.*

VISION Optimal health professional practice and behaviours that minimise harm and the need for complaints.

1. Expertise

Objective: To ensure optimal performance and credibility by attracting and growing the expertise of Council members and staff.

Goals:

- 1.1 Identifying and meeting regulatory and other learning and development needs of members
- 1.2 Reviewing and enhancing performance of Councils and members
- 1.3 Managing strategic and operational L&D programs for staff and links to performance review processes with more systematic approaches.

2. Engagement

Objective: To build the reputation and brand of the Councils and HPCA.

Goals:

- 2.1 Maintaining and enhancing robust partnerships with co-regulators at state and national levels
- 2.2 Engaging in relevant and timely communications with practitioners, the public and other stakeholders
- 2.3 Leveraging digital communications and other channels to tailor messaging for different user groups.

3. Effectiveness

Objective: To deliver safe health practitioner outcomes through processes and decisions that are informed, well reasoned, fair, transparent and defensible.

Goals:

- 3.1 Eliciting community perspectives on reasonableness of professional standards and measures to achieve practitioner compliance
- 3.2 Developing greater consistency across Councils in regulatory processes and decision making through shared learning and collaborative initiatives
- 3.3 Informing Council decision making by exploring links between risk decisions, practitioner compliance with decisions and impact on practice.

4. Education and Research

Objective: To support the health system and practitioners to better manage risks that lead to regulatory action through innovative education and research.

Goals:

- 4.1 Developing greater capacity to create and use opportunities to advise practitioners about reducing and managing regulatory risks
- 4.2 Identifying emerging needs for information resources and delivering strategies to meet these needs
- 4.3 Enhancing the regulatory evidence base through targeted and collaborative research.

ENABLERS

Governance

Human Resources

ICT and Data

Finance Systems

VALUES Integrity | Transparency | Accountability | Teamwork | Creativity
(These support Ministry of Health CORE values of collaboration, openness, respect and empowerment)

1. Expertise

Objective:

To ensure optimal performance and credibility by attracting and growing the expertise of Council members and staff.

Goals	Plans	Statistics
1.1 To Identify and meet regulatory and other learning and development needs of members	1.1.1 Review and address members' regulatory and other L&D needs complementing their professional expertise and appropriate to their role through three main stages including: <ul style="list-style-type: none"> ○ as a new member – orientation ○ as an established member – consolidation ○ as a long standing member – refresher and mentoring of new members 1.1.2 Facilitate shared learning across Councils eg through combined professional development activities	1.1.1.1 Level of participation of members – minimum 70% engagement 1.1.1.2 Evaluation surveys – satisfactory ratings from participants 1.1.2.1 Number of cross Council L&D activities – minimum 1 per annum
1.2 To review and enhance performance of Councils and members	1.2.1 Identify performance improvement strategies and tools appropriate to each Council's needs 1.2.2 Councils access and use appropriate strategies/tools to review and enhance both individual and collective contributions of Council, committee and panel/hearing members	1.2.1.1 Strategies and tools identified – information documented 1.2.2.1 Level of use of strategies/tools by Councils – minimum 70% of Councils using at least one strategy/tool to facilitate performance improvement
1.3 To manage strategic and operational L&D programs for staff and links to performance review processes with more systematic approaches	1.3.1 Improve systems that assist in effectively and efficiently addressing capability development needs of HPCA staff 1.3.2 Develop and implement annual L&D programs aligned with strategic priorities and operational needs 1.3.3 Build on foundational work in orientation and onboarding of new staff and evaluate impact	1.3.1.1 L&D programs and performance reviews linked – systems/processes documented 1.3.2.1 L&D plans and implementation reports – plans and quarterly reports documented 1.3.3.1 Evaluation surveys – satisfactory ratings from participants

2. Engagement

Objective:

To build the reputation and brand of the Councils and HPCA.

Goals	Plans	Statistics
2.1 To maintain and enhance robust partnerships with co-regulators at state and national levels	2.1.1 Enhance communications and collaboration between Councils/HPCA and National Boards/AHPRA through implementation of the NSW Councils and National Boards agreed engagement framework	2.1.1.1 Quarterly progress reports on achievement of annual engagement plans – minimum 80% of activities in each Council plan achieved
2.2 To engage in relevant and timely communications with practitioners, the public and other stakeholders	2.2.1 Develop and implement communications plan to engage health professional associations in understanding emerging regulatory risks and risk management approaches they can promote amongst their members 2.2.2 Establish stronger links with health professional education providers and develop/implement awareness raising strategies for students which could focus on student ethical behaviour and include resource development for use in components of education programs and informing faculty	2.2.1.1 Number of contacts with health professional associations – relevant associations for each health profession contacted at least annually – minimum 50% of associations contacted promote at least one regulatory risk management message per annum 2.2.2.1 Number of awareness raising activities – minimum of one awareness raising strategy for each health profession per annum
2.3 To leverage digital communications and other channels to tailor messaging for different user groups	2.3.1 Include the range of Council/HPCA target audiences in a communications framework and incorporate relevant messaging in website updates, newsletters and other appropriate communications mediums	2.3.1.1 Website monitoring reports – quarterly reports produced 2.3.1.2 Number of communications campaigns or strategies delivered – minimum 2 campaigns/strategies per annum targeting appropriate audience eg consumers, complainants, practitioners

3. Effectiveness

Objective:

To deliver safe health practitioner outcomes through processes and decisions that are informed, well reasoned, fair, transparent and defensible.

Goals	Plans	Statistics
3.1 To elicit a community perspectives on reasonableness of professional standards and measures to achieve practitioner compliance	3.1.1 Explore options and feasibility in gaining greater community input about professional standards and Councils' actions to achieve compliance eg through a community/Council review arrangement	3.1.1.1 Appropriate community engagement option(s) identified
3.2 To develop greater consistency across Councils in regulatory processes and decision making through shared learning and collaborative initiatives	3.2.1 Contribute to greater collaboration across Councils about regulatory processes, particularly for managing higher risk matters	3.2.1.1 Level of consistency in managing high risk matters – framework agreed for consistent identification and management of high risk cases
3.3 To inform Council decision making by exploring links between risk, decisions, practitioner compliance with decisions and impact on practice	3.3.1 Identify areas of common interest across Councils, review impact of Council actions on practitioners and share outcomes across Councils 3.3.2 Evaluate case management processes and outcomes 3.3.3 Develop a systematic approach to risk assessment throughout the practitioner lifecycle	3.3.1.1 Audits of decisions – satisfactory practitioner compliance with decisions 3.3.2.1 Complainant and/or practitioner exit surveys – satisfactory ratings from respondents 3.3.3.1 Systems identified and assessed – information documented

4. Education and Research

Objective: To support the health system and practitioners to better manage risks that lead to regulatory action through innovative education and research.

Goals	Plans	Statistics
4.1 To develop greater capacity to create and use opportunities to advise practitioners about reducing and managing regulatory risks	4.1.1 Develop prevention and early intervention strategies and messaging for use with practitioners to facilitate understanding of: <ul style="list-style-type: none"> ▪ professional standards and their application ▪ when and how to make a mandatory notification or complaint ▪ implications of not raising concerns 4.1.2 Identify and address barriers to practitioners making mandatory notifications or complaints including initiating research or commissioned work	4.1.1.1 Communications plan – developed, documented and implementation commenced 4.1.2.1 Research/commissioned work – initiated
4.2 To identify emerging needs for information resources and deliver strategies to meet these needs	4.2.1 Develop a framework for data analysis that assists in identifying hot spots or risks 4.2.2 Analyse available data and communicate outcomes to relevant target audiences who can act on findings (eg health service employers or specific health professional sectors)	4.2.1.1 Data analysis framework – framework developed and implementation commenced 4.2.2.1 Communications strategies – communications strategies relevant to identified target audiences developed and implemented
4.3 To enhance the regulatory evidence base through targeted and collaborative research	4.3.1 Identify and action cross Council research opportunities 4.3.2 Identify and action research opportunities with other stakeholders that enhance the regulatory evidence base eg through AHPRA/HPCA Research Collaboration Group	4.3.1.1 Number of research opportunities identified and actioned – minimum 1 cross Council initiative 4.3.2.1 Number of communications about research opportunities – minimum 3 Councils engaged in communications with National Boards re research opportunities – minimum 3 HPCA/AHPRA discussions/meetings about research per annum