

The Plan

2014/15



Aboriginal and Torres Strait
Islander health practice
Chinese medicine
Chiropractic
Dental
Medical
Medical radiation practice
Nursing and Midwifery
Occupational therapy
Optometry
Osteopathy
Pharmacy
Physiotherapy
Podiatry
Psychology

Australian Health Practitioner Regulation Agency

This plan

This business plan outlines the priorities of the National Boards and the Australian Health Practitioner Regulation Agency (AHPRA) for 2014/15. It will help to continuously improve the way we deliver the National Registration and Accreditation Scheme (the National Scheme).¹

How the plan fits with the National Scheme strategy

AHPRA works in partnership with 14 Boards to ensure that only health practitioners who are trained and qualified to practise in a competent and ethical manner are registered. Together we deliver the National Scheme to regulate Australian health practitioners in the public interest.

All Board projects and AHPRA initiatives in this business plan reflect the priorities in the *National Registration and Accreditation Scheme strategy 2011-2014*. These projects and initiatives, along with the outcomes of the review of the National Scheme by the Australian Health Workforce Ministerial Council (due to report in 2015), will inform the new *National Scheme strategy for 2015-2018*.

Our regulatory principles

In 2014 the Boards and AHPRA launched refreshed regulatory principles. These underpin the work of the Boards and AHPRA in regulating Australia's health practitioners in the public interest.

Our regulatory principles are the foundation of our work. They guide all our decisions and encourage a responsive, risk-based approach to regulation. They support the application of consistent regulatory interventions for similar levels of risk.

Our principles

1. The Boards and AHPRA administer and comply with the Health Practitioner Regulation National Law, as in force in each state and territory (the National Law). The scope of our work is defined by the National Law.
2. We protect the health and safety of the public by ensuring that only health practitioners who are suitably trained and qualified to practise in a competent and ethical manner are registered.
3. While we balance all the objectives of the National Scheme, our primary consideration is to protect the public.
4. When we are considering an application for registration, or when we become aware of concerns about a health practitioner, we protect the public by taking timely and necessary action under the National Law.
5. In all areas of our work we:
 - identify the risks that we are obliged to respond to
 - assess the likelihood and possible consequences of the risks, and
 - respond in ways that are proportionate and manage risks so we can adequately protect the public.

This does not only apply to the way in which we manage individual practitioners but in all of our regulatory decision-making, including in the development of standards, policies, codes and guidelines.

6. When we take action about practitioners, we use the minimum regulatory force to manage the risk posed by their practice, to protect the public. Our actions are designed to protect the public and not to punish practitioners.

¹The Australian Health Practitioner Regulation Agency and the National Boards are responsible for implementing the National Scheme under the Health Practitioner Regulation National Law, as in force in each state and territory.

7. While our actions are not intended to punish, we acknowledge that practitioners will sometimes feel that our actions are punitive.
8. Community confidence in health practitioner regulation is important. Our response to risk considers the need to uphold professional standards and maintain public confidence in the regulated health professions.
9. We work with our stakeholders, including the public and professional associations, to achieve good and protective outcomes. We do not represent the health professions or health practitioners. However, we will work with practitioners and their representatives to achieve outcomes that protect the public.

Our commitment

In 2014/15, we will continue building national consistency, service and capability at AHPRA.



- **Consistency**
Standardising national processes make sure there is no unnecessary variation in administering the National Scheme.
- **Service**
Improving the customer experience for the public, health practitioners, employers and other stakeholders.
- **Capability**
Working as a team and building our organisation, skill and capacity to deliver our regulatory responsibilities.

Message from the CEO

The 2014/15 business plan outlines the work we have scheduled to support our relationships with stakeholders, improve and strengthen the performance of the National Scheme, and hold ourselves accountable for what we do.

At four years, the National Scheme is providing tangible benefits to the community, the health system in each state and territory and to health practitioners.

- We register more than 618,000 health practitioners each year and maintain a searchable national online register, so it is easy for all Australians to find out about the registration status of their health practitioner.
- We are now the international benchmark for online renewal rates.
- We have established data exchange partnerships with key stakeholders so the data we hold can appropriately support education, public safety, research and reform. Australia's health workforce data are comprehensive and timely as a result of the National Scheme.

The National Boards have developed and implemented a comprehensive set of regulatory policies and standards across professions and within professions to keep the public safe. Together, we have adopted a set of regulatory principles that will guide all our decisions and encourage a responsive, risk-based approach to regulation. They support the application of consistent regulatory interventions for similar levels of risk.

We have introduced key performance indicators to support improved notifications management and are seeing measurable improvements in our performance. The same is scheduled for our work in registration in 2014/15.

This plan identifies agreed priorities and actions for the year ahead and ensures a continuing focus on service, consistency and capability across the National Scheme. Specific Board projects are also outlined in each Board's health profession agreement. These agreements are published on the AHPRA website.

This plan primarily showcases our improvement work. Our work in implementing the National Scheme and supporting the Boards to protect the public also continues 'business as usual'. We have introduced a new organisational structure which will bring in an important and far-reaching set of changes to help improve our performance, the effectiveness and efficiency of our work and strengthen our partnership with the Boards. We are looking at how we can engage and support our people, build a team culture and realise the benefits of the organisational changes we have made. Without our committed and hard-working staff across AHPRA, we could not succeed.

We will continue to demonstrate effectiveness and efficiency in all we do and be open to new ways of doing things, while ensuring that procedural fairness in our processes and decision-making is a priority at all times. This plan outlines what we will do to keep bringing out the best of the National Scheme for all Australians.

Martin Fletcher

Chief Executive Officer

Message from the Chair of the Chairs Forum

This year, the National Boards and AHPRA have further integrated the business planning process. The 2014/15 plan outlines key actions we will take jointly to regulate Australia's health practitioners in the public interest.

The business plan outlines more than 40 projects that help the Boards meet their responsibilities in regulating the health professions in the public interest. Areas of focus include:

- reviewing current professional standards
- innovation in accreditation
- enhancing assessment procedures for internationally trained practitioners to ensure they are safe to practise, and
- workforce innovation and reform.

A major focus for Boards and AHPRA over the coming year is the implementation of our agreed regulatory principles. These will help ensure the objectives of the National Law are realised in our work regulating health practitioners.

Dr Mary Russell (occupational therapist)

Chair of the Chairs Forum

How we operate

The principles of the National Law guide our work and shape our behaviours, policies, processes and decision-making, in terms of how we work with registrants and members of the public.

We operate in ways that are:

- transparent
 - we provide information that is clear, accessible and understandable about our work, decision-making and processes
 - we provide clear information about the scope of our powers and our limitations
 - we develop and publish information to guide health practitioners about the professional standards that the National Boards expect, and
 - we consult with stakeholders in the development of registration standards, codes and guidelines and consider the feedback we receive.
- accountable
 - we are accountable for the administration of the National Law to the community, ministers and governments, and the health professions
 - the Boards and AHPRA are responsible for their actions and decision-making, and
 - Board delegates make decisions that are within their authority and consistent with these principles and any other relevant Board policies and guidelines.
- efficient
 - we deal with registration and notification matters in a timely manner, and
 - we use resources wisely to gather enough information to make informed decisions that aim to protect the public.
- effective
 - our policies and decisions support the objectives of the National Law and regulatory outcomes that:
 - > are proportionate and targeted
 - > keep the public safe
 - > enable access to health services
 - > help build a flexible, responsive, sustainable health workforce, and
 - we focus on protective outcomes.
- fair
 - our policies and decisions are lawful and support principles of procedural fairness and natural justice.

Fees

We are administering a self-funding scheme. We charge fees that are reasonable and that enable us to operate the National Scheme effectively and efficiently.

Restrictions on the health professions

We only impose restrictions on a health practitioner if it is necessary to ensure health services are provided safely and are of an appropriate quality.

Our core regulatory and enabling functions

Together, the Boards and AHPRA are working to improve health practitioner regulation across five core regulatory functions.

- **Professional standards**

Providing regulatory policy advice to the Boards to enable implementation of the National Scheme.

- **Registration**

Making sure only health practitioners with the skills, qualifications and suitability to provide safe care to the Australian community are registered to practise.

- **Notifications**

Managing concerns raised about the health, performance and conduct of individual practitioners.

- **Compliance**

Monitoring and auditing that ensures practitioners are complying with Board requirements.

- **Accreditation**

Working with accreditation authorities and committees to ensure that individuals who complete accredited and approved programs of study have the knowledge, skills and professional attributes necessary to practise their professions.

Enabling functions help make sure AHPRA does its work effectively. These functions support our operations, and focus on issues such as improved governance, measurement and accountability.

Our enabling functions:

- executive management
- strategy, research and data
- board services
- communications
- legal services
- customer service
- information management and technology
- business systems and improvement
- performance and reporting
- finance and procurement
- corporate risk and compliance, and
- human resources.

In 2014/15, we will start to benefit from AHPRA's new organisation structure, which took effect on 1 July 2014. In this new structure, AHPRA is organised into three directorates: strategy and policy, regulatory operations, and business services.

The redesign of our functions will improve our performance by streamlining how we work and making responsibilities clearer across the organisation. Our network of state and territory offices, located across Australia, continue as essential features of the National Scheme. They provide local services, guided by the national framework.



Core regulatory functions and enabling functions

Major achievements in 2013/14

1. Embedding new services

In 2013, we developed a nationally consistent approach to auditing health practitioners' compliance with mandatory registration standards.

We established a team to conduct the audits, and principles to guide the auditing process across the professions. Audits were tailored to the profile and practice of each of the 14 professions in the National Scheme.

Audits are now a routine part of health practitioner regulation under the National Scheme. The process ensures practitioners are meeting the mandatory registration standards and provides assurance to the community and Boards.

In May 2014, Board accreditation committees began receiving annual declarations on approved programs of study from education providers. We appointed assessment teams to evaluate applications, enabling more than 30 accreditation assessors to be recruited and trained throughout the year.

2. Helping Boards strengthen the effectiveness of regulation

The Boards reviewed, consulted and issued updated guidance to the professions on common issues to help practitioners understand and meet their responsibilities. Our revised codes, guidelines and policy common across all the professions in the National Scheme took effect on 17 March 2014. They reflect international best practice, research and four years' experience implementing the National Scheme. Updated advertising guidelines were developed and implemented in May 2014.

A health workforce reform draft strategy was developed and a Workforce Reform Committee (which will include government representatives), is now being established.

Collaboration between AHPRA, Health Workforce Australia and the Nursing and Midwifery Board of Australia resulted in successful implementation of improvements to the 2014 nursing and midwifery workforce survey. More work is underway to enhance future workforce surveys for all professions.

3. Improving data quality and measurement

The data in the National Scheme are valuable in shaping Board policy and standards, workforce planning, public safety and performance. We have worked hard to ensure our data are reliable. AHPRA is using the data to measure and improve performance and Boards are using the data to support evidence-based regulation and policy, in the public interest.

A range of successful activities were delivered to ensure better use of data for statistical analysis and learning. These included:

- risk-based regulation workshops to identify the most significant harms and emerging trends
- reviewing how immediate action data are captured, and
- a risk-based regulation master class for Board and AHPRA staff, led by Malcolm Sparrow, Professor of the Practice of Public Management at Harvard's John F. Kennedy School of Government.

The National Scheme *Data access and research policy* provided a framework to enable formal collaborative partnerships with leading researchers.

4. Working with stakeholders and the community

We reviewed Board newsletters and engagement strategies to make them more effective. AHPRA also began engaging practitioners and the community through Twitter, and in a short time this became an important channel for two-way communication.

Staff were trained in using plain English standards to make communication more accessible. All 14 professions' publications and websites, and the shared *Social media policy* and *Code of conduct* were reviewed and updated to reflect these principles.

Consultation and engagement continues through the Community Reference Group who provided feedback on the shared code, *AHPRA service charter* and *Guide for notifiers*.

There is also regular liaison with the professions through a Professions Reference Group.

5. Strengthening our enabling functions

The digital strategy was revised to better support the National Scheme. We developed and implemented a critical incident management plan and continued work on business continuity plans, which we will develop as part of the overall IT strategy. Significant improvements have been made in relation to our critical incident reporting, WHS and financial reporting systems.

Much of the work connected to these achievements is ongoing and will continue through 2014/15.

Working together: a joint plan for 2014/15

2014/15 projects and initiatives

Our work in 2014/15 will continue to strengthen the National Scheme, in the public interest. This year we are focused on projects and initiatives that will complement the following strategic priorities:

- supporting our relationships with stakeholders
- improving and strengthen the performance of the National Scheme, and
- holding ourselves accountable for what we do.

These projects and initiatives will deliver in relation to the major strategies of the National Scheme, which are to:

- ensure the integrity of the national registers
- drive national consistency of standards, processes and decision-making
- respond efficiently to notifications about the health, performance and conduct of health practitioners
- adopt contemporary business and service delivery models
- engender the confidence and respect of health practitioners
- foster community and stakeholder awareness of and engagement with health practitioner regulation
- use data to monitor and improve policy advice and decision-making, and
- become a recognised leader in professional regulation.

An overview of the initiatives is at **Figure 1**.

Featured initiatives for the 2014/15 business plan

Reporting and performance

This initiative will improve the way we assess and report on our performance, and provide ways for us to keep building the confidence of our stakeholders. Improving the Boards' access to reliable data and analysis will help them develop evidence-based policy and cross-profession regulatory standards that will reduce the risk to the public. This year will also see the introduction of new key performance indicators (KPIs) for our work in registration of health practitioners.

Stronger and more consistent processes and systems

We are continuing our work focused on strengthening and adding consistency to our processes and systems. This will make us more effective in delivering our core regulatory services including notifications, registration and compliance across the National Scheme. Work in this area includes the ongoing implementation of the IT strategy, enhanced policy development and coordination, updating and implementing standards and guidelines, a program of work on operational procedures and providing examination and accreditation functions.

Notifications improvements

We are working with experts skilled in health communication to provide better information on our website and in our direct communication with notifiers and practitioners. We are also building appropriate skills and expertise to improve the initial contact with notifiers and building on the current collaboration between AHPRA and health complaint entities.

We will continue to focus on improving the timeliness and consistency of all parts of the notifications management process, measured against national KPIs. This includes the ongoing implementation of clear operational guidance, with associated training for staff.

What we plan to do

Outlined below are the initiatives that focus on the delivery of the strategic priorities of the National Scheme. The ways we will measure the outcomes from AHPRA-sponsored business plan initiatives is indicated under *Measure: What will be different?* The initiatives of each National Board will be measured separately and reported directly to the relevant Board.

Figure 1: summary of initiatives against priorities

Strategic priority: support our relationships with stakeholders

Initiatives	Objectives: what are we doing?	Measure: what will be different?
Improve staff and Board engagement with goals of the National Scheme Sponsor: AHPRA	Working towards creating a systematic approach where our people understand the goals and are enabled, empowered and actively engaged to achieve them.	Engagement program implemented; operational effectiveness increased; and AHPRA people positively engaged through the improvements and results of Board member and staff surveys.
Improve online engagement Sponsor: AHPRA	Reviewing the content, navigation and structure of Board and AHPRA websites and intranet to improve the user experience.	Websites: Increased consistency and accessibility of information across multiple websites. Most website redevelopment activity completed in 2014/15 and finalised in 2015/16. Intranet: More frequent and efficient communication and improved accessibility to documents, policies, processes and internal systems.
Implement a national stakeholder communication and engagement strategy Sponsor: AHPRA	Ensuring AHPRA and the Boards engage effectively with external stakeholders.	Improved engagement of key stakeholders through effective relationship management. This will form the foundation of all stakeholder engagement activities, clarify stakeholder accountabilities, centralise and track consultation documents, and coordinate feedback on communications.
Develop governance arrangements for third-party organisations performing National Scheme functions Sponsor: Medical Board of Australia (MBA)	Ensuring systems are in place to allow for clear accountabilities between the Board and AHPRA, and third-party organisations.	*
Develop and implement communications strategy and stakeholder engagement project Sponsor: Medical Radiation Practice Board of Australia (MRPBA)	Ensuring practitioners have access to clear information about their responsibilities as a registrant.	*

*Board measures are reported directly to the National Boards

Initiatives	Objectives: what are we doing?	Measure: what will be different?
Develop workforce innovation and reform framework Sponsor: MRPBA	Investigating workforce issues and the Board's role in enabling workforce reform.	*
Develop and implement a Board stakeholder communication strategy Sponsor: Nursing and Midwifery Board of Australia (NMBA)	Enhancing the communication experience for stakeholders through identifying ways for the Board to be more transparent and effective in its messaging.	*

Strategic priority: improve and strengthen the performance of the National Scheme

Initiatives	Objectives: what are we doing?	Measure: what will be different?
Notifications improvements Sponsor: AHPRA	In response to a project commissioned by AHPRA, the Health Issues Centre (Vic.) recently released its final report <i>Setting things right – improving the customer experience of AHPRA including the joint notification process between AHPRA and Office of the Health Services Commissioner</i> . In 2014/15, AHPRA will action a number of the recommendations included in the report.	Working with experts in health communication to provide clearer information on AHPRA's website, develop skills and expertise to improve communication with notifiers and build on current collaboration between AHPRA and health complaint entities.
Develop and implement regulatory standards and policy Sponsor: AHPRA	AHPRA will support the Boards to develop policy and implement regulatory standards that: <ol style="list-style-type: none"> 1. meet the objectives and guiding principles of the National Law 2. address identified harms and reduce the risk to the public, and 3. deliver on the potential of the National Scheme. 	All affected materials updated, systems changes and training implemented. Reviews of profession-specific core registration standards coordinated. New cross-profession template registration standards, guidelines and policies developed according to agreed priorities for use by the Boards and implementation plans developed as relevant in consultation, operational by 30 June 2015.

*Board measures are reported directly to the National Boards

Initiatives	Objectives: what are we doing?	Measure: what will be different?
<p>Strengthen the performance reporting framework</p> <p>Sponsor: AHPRA</p>	<p>Continuing to implement the performance reporting framework to ensure reliable, accurate and timely indicators about a range of functions and our performance.</p>	<p>Reporting for Boards and committees will be enhanced through stabilised, accurate, consistent content, layout and commentary. This will be in place by October 2014.</p> <p>Reporting for state registration and notification committees developed to ensure stabilised, accurate and consistent content of reports. This will commence in March 2015.</p> <p>Reporting for core regulatory functions enhanced using the AHPRA performance reporting platform. To be in place by December 2014.</p>
<p>Coordinate data and research for risk-based regulation</p> <p>Sponsor: AHPRA</p>	<p>Reducing harm to the public and facilitating safe workforce reform by increasing the use of data and research to inform policy and regulatory decision-making.</p>	<p>AHPRA's statistical and research capability increased. Relevant research and analysis in board and committee papers, submissions and advice to other stakeholders provided.</p> <p>Collaborative research and analysis activities, focused on risk reduction, will be in place by July 2015.</p> <p>Research and analysis conducted, using internal data and evidence from other sources, to identify and analyse risks to the public and develop tailored solutions to the problems that create those risks.</p> <p>Best practice procedures that comply with the National Law and <i>Privacy Act 1988</i> (Cwth) implemented.</p>

*Board measures are reported directly to the National Boards

Initiatives	Objectives: what are we doing?	Measure: what will be different?
<p>Manage participation in the three-year review of the National Scheme</p> <p>Sponsor: AHPRA</p>	<p>Ensuring that:</p> <ol style="list-style-type: none"> 1. Significant issues and opportunities for improvement identified by AHPRA and the Boards with the operation of the current National Scheme are considered as a part of the review process. 2. The response by AHPRA and the Boards to the review processes are inclusive and coordinated through joint submissions. 3. Information required by the independent reviewer on behalf of ministers to inform the review process is provided in an efficient, timely, consistent and complete way. 	<p>All relevant internal and external groups are engaged in and actively participate, as necessary, in the review process.</p> <p>All key areas of work and key issues are identified and actioned. Risks and opportunities for AHPRA and the Boards are managed, as a part of the review process.</p> <p>Responses to the review consultation process are robust and coordinated and, as able, consistent.</p>
<p>Develop a dental specialist qualification framework</p> <p>Sponsor: Dental Board of Australia (DBA)</p>	<p>Ensuring consistent assessment of overseas practitioners across the 13 dental specialties.</p>	<p>*</p>
<p>Implement scope of practice standards and guidelines for the dental workforce</p> <p>Sponsor: DBA</p>	<p>Ensuring registrants and other key stakeholders understand the impact of the approved registration standard and changes to responsibilities.</p>	<p>Stakeholder forums held in all jurisdictions in 2014 and communications plan implemented.*</p>
<p>Consistent application of accreditation standards and processes across all dental divisions</p> <p>Sponsor: DBA</p>	<p>Defining the entry levels expected of dental prosthetists under the National Scheme to clarify the roles of the Board and education providers in funding accreditation for the profession.</p>	<p>*</p>
<p>Investigate models of revalidation for medical practitioners</p> <p>Sponsor: MBA</p>	<p>Determining the feasibility of revalidation models in terms of potential to address community perceptions, and the requirements of successful local implementation.</p>	<p>*</p>
<p>Review supervision guidelines for international medical graduates</p> <p>Sponsor: MBA</p>	<p>Ensuring supervisors and international medical graduates understand their roles and responsibilities.</p>	<p>*</p>

*Board measures are reported directly to the National Boards

Initiatives	Objectives: what are we doing?	Measure: what will be different?
<p>Develop and implement approved registration standards for supervised practice</p> <p>Sponsor: MRPBA</p>	<p>Assuming regulatory responsibility for supervised practice arrangements for the profession; transitioning previous supervised practice arrangements with professional associations; and establishing and implementing a business regulatory process for the management of supervised practice.</p>	*
<p>Review impact of radiation licensing legislation</p> <p>Sponsor: MRPBA</p>	<p>Assessing whether different arrangements between jurisdictions support or hinder practitioners' ability to practise.</p>	*
<p>Assess competence to practise for internationally qualified nurses and midwives (IQNMs)</p> <p>Sponsor: NMBA</p>	<p>Enhancing the current system used to assess foreign credentials in line with Australian education standards.</p>	*
<p>Develop new accreditation standards for registered nurses and midwives to supply scheduled medicines under protocol</p> <p>Sponsor: NMBA</p>	<p>Enforcing standards of nursing and midwifery education in the context of administering medicine under protocol.</p>	*
<p>Implement accreditation standards for midwives' re-entry to practice and IQNM programs (phase 2)</p> <p>Sponsor: NMBA</p>	<p>Promoting the safety of Australian women by setting accreditation standards for midwifery education. This project will be managed by the Australian Nursing and Midwifery Accreditation Council.</p>	*
<p>Implement national health impairment project for nurses and midwives</p> <p>Sponsor: NMBA</p>	<p>Determining the best approach to provide services for nurses and midwives with a health impairment.</p>	*
<p>Implement re-entry to practice framework for nursing and midwifery (phase 4)</p> <p>Sponsor: NMBA</p>	<p>Ensuring nurses and midwives are supported to safely practise when seeking to return to the workforce after an absence, according to the re-entry to practice framework.</p>	*

*Board measures are reported directly to the National Boards

Initiatives	Objectives: what are we doing?	Measure: what will be different?
Implement safety and quality framework for midwives (phase 2) Sponsor: NMBA	Implementing the safety and quality framework for midwives, to help midwives shape their professional practice so they can provide safe, accountable, woman-centred care regardless of place of practice.	*
Review registered nurses scheduled medicines endorsement and registration standard Sponsor: NMBA	Reviewing the registration standard for registered nurse scheduled medicine endorsement if the Board decides the standard is relevant and is still required.	*
Investigate models of supervision for privately practising midwives Sponsor: NMBA	Providing the Board with a number supervision options that could be implemented to support privately practising midwives to provide safe, woman-centred care.	
Review and implement nurse practitioner endorsement standard Sponsor: NMBA	Articulating the required qualification and experience that a nurse practitioner must demonstrate when applying for endorsement through the <i>Endorsement as a nurse practitioner registration standard</i> .	The review of the standard will be complete by December 2014, with any changes being implemented early in 2015 following ministerial council approval.
Review midwife standards for practice Sponsor: NMBA	Reviewing the midwife standards for practice, including a review of the current <i>National competency standards for the midwife</i> . The revised standards are to reflect contemporary midwifery practice within the current legislative framework. These standards for practice are used to assess a midwife's performance to obtain and retain registration to practise in Australia.	*
Review and implement eligible midwives registration and endorsement standard Sponsor: NMBA	Review the existing: <ol style="list-style-type: none"> 1. registration standard for eligible midwives 2. registration standard for endorsement for scheduled medicines for eligible midwives, and 3. associated guidelines and assessment framework, giving consideration to combining the two standards. 	The review will be complete by December 2014 and will be implemented early in 2015 following ministerial council approval.*

*Board measures are reported directly to the National Boards

Initiatives	Objectives: what are we doing?	Measure: what will be different?
Identify and manage risks resulting from fraudulent applications for registration Sponsor: NMBA	Developing additional systems to effectively address the identification and subsequent management of fraudulent documentation presented to AHPRA for registration purposes.	*
Introducing a cultural competence component of assessment for IQNMs Sponsor: NMBA	Ensuring IQNMs demonstrate awareness and understanding of Australian culture.	*
Orienting IQNMs to the Australian healthcare context Sponsor: NMBA	Exploring models and methods of orienting IQNMs to the Australian healthcare context. Inform and contribute to a Board program of work which is developing a new model of IQNM assessment for implementation.	*
Develop new registration standards, guidelines and memoranda of understanding (MOU) with pharmacy regulatory bodies Sponsor: Pharmacy Board of Australia (PharmBA)	Developing and publishing new and revised guidelines and registration standards as required. Developing MOU with pharmacy premises-registering authorities to enable the effective exchange of relevant data to enable all entities to carry out their functions under respective legislation.	*
Standardise Australian and New Zealand entry level qualifying statements for physiotherapists Sponsor: Physiotherapy Board of Australia (PhysioBA)	Harmonising requirements for the physiotherapy profession.	*
Develop best practice for general accreditation and assessment for physiotherapists Sponsor: PhysioBA	Ensuring efficacy and transparency for accrediting programs of physiotherapy study and assessing the knowledge, skills and attributes of internationally trained physiotherapists.	*
Scope feasibility of an internship provider program for psychologists Sponsor: Psychology Board of Australia (PsyBA)	Scoping a volunteer-based, Board-approved internship provider program which would assess internship providers and the programs they offer to determine whether they meet the internship program standards and guidelines set by the Board.	*

*Board measures are reported directly to the National Boards

Strategic priority: hold ourselves accountable for what we do

Initiatives	Objectives: what are we doing?	Measure: what will be different?
<p>Implement transition arrangements for Queensland Health Ombudsman model of health complaints</p> <p>Sponsor: AHPRA</p>	<p>Ensuring the structures, systems and processes required for successful implementation are in place on and after 1 July 2014.</p>	<p>All system and process changes are in place from 1 July 2014.</p> <p>The size and cost of the notifications and legal teams reflect the changes in workload during 2014/15, and established notifications and legal operational KPIs are being met.</p> <p>The obligations of the Boards and AHPRA under the National Law are met, while opportunities to improve the health complaints management system in Qld are maximised.</p> <p>The National Scheme’s reputation with key stakeholders is enhanced.</p> <p>National Boards and AHPRA continue to regulate effectively in Qld.</p>
<p>Continue to implement the IT strategy</p> <p>Sponsor: AHPRA</p>	<p>Minimising risk, improve the security of AHPRA IT systems, deliver a reliable and cost-effective data centre and increase infrastructure capability.</p>	<p>Framework established for improving authorised access to data stored in legacy system that includes measures to improve compliance with record keeping policies.</p> <p>Single telecommunication and infrastructure provider in place.</p> <p>Records disposal authority developed by 30 June 2015.</p> <p>Risks identified as part of the 2013 threat-risk assessment activity mitigated by 30 June 2015.</p> <p>Information privacy risks addressed (measured by favourable privacy impact assessment).</p> <p>Improved enterprise information management maturity (measured as part of the yearly roadmap process).</p> <p>System incident and event management solution implemented.</p>

*Board measures are reported directly to the National Boards

Initiatives	Objectives: what are we doing?	Measure: what will be different?
<p>Develop and support a structured program for shared governance and decision-making</p> <p>Sponsor: AHPRA</p>	<p>Ensuring effective implementation of the National Scheme's shared governance model.</p>	<p>A National Scheme shared governance training program developed and delivered to at least 60 Board members and senior staff by December 2014.</p> <p>The new board support system, including the board support portal, in place by December 2014, incorporating e-resources to support governance and decision-making and provide enhanced information security and user experience by March 2015.</p> <p>Delivery of programs such as the training program by June 2015.</p>
<p>Continue to develop and implement a quality (business) assurance program</p> <p>Sponsor: AHPRA</p>	<ol style="list-style-type: none"> 1. Putting an organisational system in place that ensures compliance and accuracy. 2. Ensuring regulatory operations in all locations are measuring the same service in the same way. 3. Ensuring input and decision-making regarding findings from reviews at senior management level. 	<p>Increased acceptance of quality assurance through workshops to introduce and provide education on the national quality (business) assurance process.</p> <p>The development and implementation of quality (business) assurance reviews to selected areas of AHPRA.</p> <p>A review of state and territory board services which will occur in the first half of 2014/15, with report delivered by December 2014 and implementation of the recommendations by June 2015.</p>
<p>Continue to implement policy, procedures and systems</p> <p>Sponsor: AHPRA</p>	<p>Improving the capacity of staff involved in compliance to deliver core regulatory functions consistently and effectively, and assist individual Boards to deliver specific work programs, as required.</p>	<p>A regulatory compliance solution that supports notifications, monitoring and compliance, audit and offence activities.</p> <p>Integrated with other evidence-based systems.</p> <p>Nationally consistent registration established with supporting processes, where all agreed lodgement, decision, and assessment are implemented under a process management framework supported by systems.</p> <p>A suite of system improvements delivering quantifiable efficiency benefits to Boards, committees and AHPRA.</p>

*Board measures are reported directly to the National Boards

Initiatives	Objectives: what are we doing?	Measure: what will be different?
Deliver the accreditation function Sponsor: AHPRA	Ensuring the objectives and guiding principles of the National Law are met, whether through external accreditation authorities or committees established by the Boards.	The potential for accreditation functions to address the National Law objectives and guiding principles will be developed further by: <ol style="list-style-type: none"> 1. Accreditation committees transitioned to business as usual. Assessment teams undertake assessment and monitoring activities according to agreed schedules, enabling committees to consider assessment reports and make accreditation decisions. 2. Increased analysis to guide exploration of requirements for system support for accreditation of programs of study by accreditation committees. 3. Opportunities in accreditation leadership, sustainability, collaboration and innovation established. Cross-profession policy developed collaboratively through the accreditation liaison group and activities to support accreditation committees.
Data and research Sponsor: MRPBA	Research to better understand the impact of the Board's current regulatory efforts, with a particular focus on risk data that relates to regulating medical radiation practice and the development of a risk profile that will inform evidence-based decision-making.	*
Develop and implement a national examination for medical radiation practitioners Sponsor: MRPBA	Ensuring consistent, evidence-based decision-making when assessing and granting general registration to overseas qualified applicants, applicants returning to practice following a significant period of time away, registrants requiring assessment for remediation of practice, and supervised practitioners identified as 'at risk'.	*

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Initiatives	Objectives: what are we doing?	Measure: what will be different?
Implement standards and guidelines Sponsor: NMBA	Providing a more systematic and standardised approach to implementing outcomes from reviews and the introduction of new standards, codes, policies and guidelines.	*
Explore feasibility of national midwifery registration and notifications committee Sponsor: NMBA	Determining individual midwifery registration and endorsement applications and notifications for midwives and students of midwifery on a national rather than state-by-state basis.	*
Develop occupational therapist competencies and tools Sponsor: Occupational Therapy Board of Australia (OTBA)	Ensuring existing occupational therapist competencies can be used for regulatory purposes and reflect current practice.	*
Develop and implement an examiner training program Sponsor: PharmBA	Ensuring a sufficiently trained cohort of examiners to conduct the national pharmacy oral examination.	*
Develop an examination question bank Sponsor: PharmBA	Delivering all scheduled national oral examinations in accordance with the Board's risk management plan.	*
Implement an inspection program as part of the notification process Sponsor: PharmBA	Undertaking onsite investigations where investigations of pharmacists in their practice site are warranted to ensure timely and effective management of notifications.	*
Implement recommendations from Board's regional review: 'the psychology improvement project' Sponsor: PsyBA	Improving the current effectiveness and efficiency of the four regional boards in the areas of decision-making, policies and processes, board support by AHPRA and clarifying board accountability in the management of serious conduct matters.	*

*Board measures are reported directly to the National Boards

For more information

- You can view this document and the *National Registration and Accreditation Scheme strategy 2011-2014* online at **www.ahpra.gov.au**.
- Please email **planning@ahpra.gov.au** to provide feedback and input on business planning.

