

Strategic Plan 2007-2011

**The Strategic Directions of the
Chiropractors Board of Queensland**



Strategic Plan 2007-2011

Introduction

As Chairperson, it is my pleasure to introduce the *Strategic Plan 2007-2011* ('the Plan') of the Chiropractors Board of Queensland.

This Plan represents the Board's continuing commitment to effectively, proactively and inclusively regulate the profession in Queensland.

This second Strategic Plan articulates the direction, priorities and strategies that the Board will pursue during 2007-2011. The Plan reflects a new focus on the implementation of a national registration scheme and a continuing focus on:

- Enhancing the Board's profile and involvement with the community.
- Fostering strategic alliances to enhance regulatory outcomes.
- Addressing the changing role and scope of the profession in a dynamic health care environment.
- Increasing quality in professional standards, competence and education.
- Enhancing customer service through better access and a broader range of services.
- Enhancing business continuity through robust and transparent corporate governance.
- Enhancing the quality of complaints handling and registration processes.

These strategic objectives will primarily be achieved through the operational plans of the Board and of the Office of Health Practitioner Registration Boards. Implementation of the Office operational plan will be monitored by the Board through the strategic performance indicators.

It is through effective strategic management that the Board will achieve the objects of the *Chiropractors Registration Act 2001*. These objectives are to:

- protect the public by ensuring health care is delivered by registrants in a professional, safe and competent way;
- uphold the standards of practice within the profession; and
- maintain public confidence in the profession.

To these ends, the Board looks forward to reporting its progress in implementing the Plan.

Dr Mark McEwan
Chairperson

Scope and Framework

The Board is an independent statutory body responsible for the regulation of the profession in Queensland and accountable directly to Parliament through the Minister for Health to achieve the objectives of the *Chiropractors Registration Act 2001*.

In protecting the public through the statutory regulation of the profession, the Board has a number of functions under both the *Chiropractors Registration Act 2001* and the *Health Practitioners (Professional Standards) Act 1999*. These functions are detailed in the Appendix.

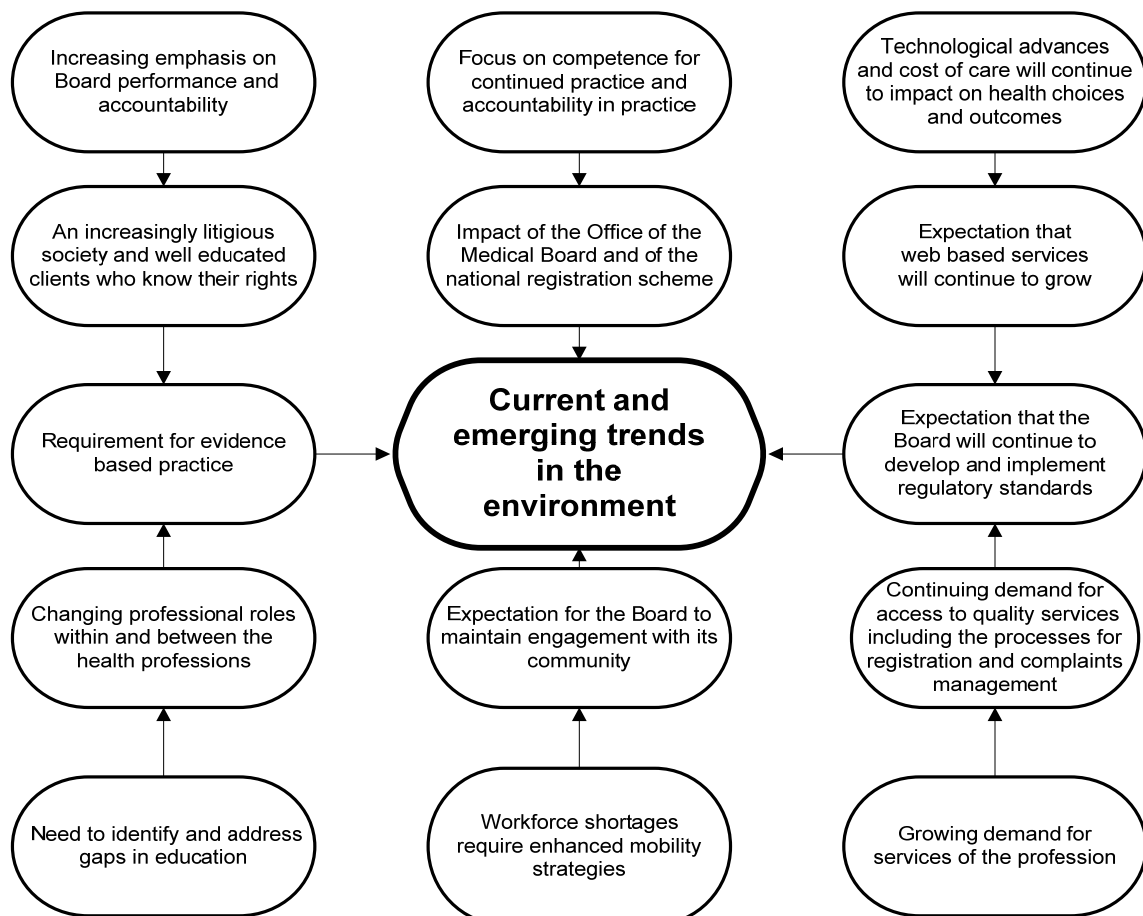
The Purpose of Our Plan

The *Strategic Plan 2007-2011* sets out the Board's goals, strategic direction, priorities and performance indicators for the four year period and communicates this information to the community, the profession and other interested people to foster understanding and provide for accountability.

The Plan identifies the key issues which influence future directions and is outcome-oriented detailing the measures which the Board will take to achieve these outcomes.

Key Trends Identified by Stakeholders

In developing the Board's *Strategic Plan 2007-2011*, stakeholders were invited to offer their views and suggestions on the emerging key issues and/or trends. The diagram below illustrates the significant trends but does not attempt to represent the multiple inter-relationships between them.



Our Mission

To proactively and independently regulate in the public interest.

Our Priorities

In promoting and protecting the public interest, upholding the standards of practice within the profession and maintaining public confidence in the profession, the Board will further its achievement of the following strategic priorities:

Standards Development and Implementation: The Board will continue to lead the collaborative development and implementation of regulatory standards to achieve its mission.

Integration: The Board will continue to initiate and facilitate change through collaborative partnerships and by promoting awareness of health and professional issues in response to community needs.

Agency Viability: The Board will continue to be a viable, self funding, independent organization influential in policy debate on contemporary professional and health issues. In particular, the Board will directly contribute to and influence the development and implementation of the national registration scheme.

Our Values

In achieving these strategic priorities, the Board will demonstrate its commitment to:

Excellence in consultation and participation through:

- Effective and open communication using available technologies.
- Working in partnership with the community, chiropractors and other health professions.
- Seeking and valuing the contribution of stakeholders.

Excellence in accountable performance through:

- Openness and fairness in decision making.
- High professional standards and ethics.
- Accountability for action and outcomes.

Excellence in the regulation of Chiropractors through:

- Open, accountable and equitable processes of regulation.
- Responsiveness to changing health care needs and contemporary practice.
- Provision of dynamic standards which facilitate innovation, growth and change.

Our Strategic Focus 2007-2011**Our Strategies 2007-2011**

Profile of the Board	Continue to strengthen the Board's profile and its relationship with the community and the profession so that they: (a) are increasingly consulted and informed; (b) understand and value the Board's role and function; and (c) value chiropractic as a profession which provides safe and competent health services.
Governance for Effective Outcomes and Business Continuity	Continue to monitor the Board's governance structure and implement change as necessary. Monitor and review the fee sensitivity analysis that the Office of Health Practitioner Registration Boards will undertake to inform the submission to the Cabinet Budget Review Committee.
Quality in Customer Service and Communication	Improve access to, and delivery of, Board services with systems that deploy appropriate, effective and innovative information technologies with a particular focus on: (a) registration services; and (b) communication with the community and the profession. Continue to develop strategic uses of the Board's financial resources for the implementation of initiatives such as seminars, scholarships, research grants and continuing education programs.
Quality in Professional Standards, Competence for Practice and Education Programs	Develop and implement standards for the regulation of the profession with a specific focus on: (a) recency of practice; and (b) continuing education. Establish processes to identify the standards the Board should develop for implementation. Establish collaborative relationships with education providers and accrediting organisations to influence the implementation in Queensland of courses leading to registration.
Influence Development and Implementation of the National Regulatory Scheme	Take a State lead in the analysis, review, consultation and implementation of plans for the legislation to establish the national regulatory scheme. Contribute to, and oversight, planning by the Office of Health Practitioner Registration Boards in transitioning to the national regulatory scheme.
Strategic Alliances	Identify industry alliances required to progress the achievement of this plan, particularly in relation to the collaborative development of regulatory standards and in the implementation of the national registration scheme.
Quality in Professional Standards Processes*	Monitor that the Office of Health Practitioner Registration Boards continues to deliver quality improvements in the policies and procedures for professional standards processes.
Quality in Registration Processes	Monitor that the Office of Health Practitioner Registration Boards continues to deliver quality improvements in the policies and procedures for registration.

* Includes receipt and assessment of complaints; investigations; disciplinary proceedings and the management of impaired registrants.

Our Strategic Performance Indicators and Measures

<u>Key Performance Indicators</u> (What we monitor)	<u>Measurement Dimensions</u> (What we measure)	<u>Measurement Methods*</u> (How we measure)
<p>Mission</p> <p>Standards</p> <p>Integration</p> <p>Agency Viability</p> <p>Excellence in Consultation</p> <p>Excellence in Accountable Performance</p> <p>Excellence in Regulation</p>	<p>Perceived contribution to promoting and protecting the public interest, upholding the standards of practice within the profession and maintaining public confidence in the profession.</p> <p>Perceived leadership in setting and maintaining standards which extend beyond compliance.</p> <p>Demonstrated understanding of what the Board does (that is, its role and contributions).</p> <p>Degree of confidence expressed by the community and the profession in the Board's performance and influence on standards.</p> <p>Stakeholder ownership and commitment to the Board's work.</p> <p>Perceived value by stakeholders of being in a long term relationship with the Board.</p> <p>Scope, nature and effectiveness of partnerships which have been established.</p> <p>Trends in revenue and expenditure.</p> <p>Perceived effectiveness and openness of the Board's communication.</p> <p>Perceived transparency of the Board's decision making processes.</p> <p>Perceived effectiveness of the Board's accountability in the use of funds.</p> <p>Perceived quality and accessibility of Board services.</p> <p>Perceived effectiveness of the Board's response to changing health care needs and contemporary practice.</p> <p>Perceived effectiveness of Board standards.</p>	<p>Stakeholder survey</p> <p>Analysis of anecdotal feedback trends</p> <p>Self assessment</p> <p>Independent audit and/or review Staff ratings</p> <p>Analysis of trends in system performance data</p> <p>Feedback through consultation</p> <p><small>* Tools developed for measurement to be utilized on a regular schedule during the life of the Plan.</small></p>

STATUTORY FUNCTIONS OF THE BOARD

Functions under the *Chiropractors Registration Act 2001*

- To assess applications for registration.
- To register persons who satisfy the requirements for registration.
- To monitor, and assess, whether registrants comply with any conditions of registration.
- To keep a register of, and records relating to, registrants.
- To promote high standards of practice of the profession by registrants.
- To develop or adopt programs for the continuing professional education of registrants, and encourage their participation in the programs.
- To develop or adopt training programs in the practice of the profession that are relevant to a person's eligibility for registration.
- To confer and co-operate with interstate regulatory authorities.
- To confer and co-operate with entities engaged in the development of national policies about the regulation of the profession.
- To confer and co-operate with the following entities about the education of persons in the practice of the professions: (a) educational institutions; and (b) entities responsible for accrediting courses, or accrediting institutions to educate persons, for the profession.
- To inform registrants and the public about the operation of the legislative scheme in its application to the profession.
- To examine, and advise the Minister about, the operation of the legislative scheme in its application to the profession.
- To monitor, and enforce, compliance with this Act.
- To undertake research, relevant to the legislative scheme, into the regulation of the professions.
- To collect, and give to persons, information about the practice of the professions by registrants.
- To perform other functions given to the board under this or another act.

Functions under the *Health Practitioner (Professional Standards) Act 1999*

- To receive complaints about its registrants and, if appropriate, refer the complaints to the commissioner.
- To consult and co-operate with the commissioner in investigating and disciplining its registrants and in relation to complaints about impaired registrants.
- To immediately suspend, or impose conditions on, the registration of its registrants if the registrants pose a serious potential risk to the wellbeing of vulnerable persons.
- To conduct investigations, whether because of complaints or on its own initiative, about the conduct and practice of its registrants.
- To deal with disciplinary matters relating to its registrants that can be satisfactorily addressed through advising, cautioning and reprimanding.
- To bring disciplinary proceedings relating to its registrants before panels or the tribunal.
- To implement orders of panels or the tribunal relating to the board's registrants.
- To establish health assessment committees to assess the health of registrants who may be impaired and make decisions about impaired registrants.
- To monitor its registrants' compliance with conditions imposed or other disciplinary action taken, or undertakings entered into, under this Act.
- To cancel or suspend, or impose conditions on, its registrants' registration as a result of action taken under a foreign law.
- To consult and co-operate with other boards, foreign regulatory authorities and other relevant entities about the investigation and disciplining of its registrants and the management of its registrants who are impaired.
- To exercise other functions given to the board under this Act.