the plan

2012/13

CAPABILITY

CONSISTENCY

SERVICE

AHPRA

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 guide

This is a quick reference guide to the 2012/13 business plan (the Plan). It outlines how AHPRA will focus our efforts to protect the public by implementing the National Scheme[1].

The Plan outlines the steps we need to take to achieve the goals of the National Scheme for this year.

How the Plan fits with our strategy

AHPRA works with the 14 National Boards to implement the National Scheme. We have two documents guiding us in this:

1. *National Scheme strategy for 2011-2014*: contains the vision, mission, values, and key strategic priorities for AHPRA and the National Boards, and

2. *AHPRA corporate plan for 2011-2014*: sets out how AHPRA will play its part in achieving the National Scheme strategy, and defines and guides our direction.

The Plan in a nutshell

For 2012/13, our over-riding commitment is to make sure that everything we do builds national consistency, service and capability at AHPRA.

*   **Consistency** - Improving consistency means no unnecessary variation in administering the National Scheme through standardised national processes

*   **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.

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

Message from Martin

The Plan for 2012/13 builds on the progress and achievements made in the past year, and outlines an ambitious program of work. In partnership with the 14 National Boards, it will improve our service delivery and continue to keep the public safe.

In 2012/13, our major focus will be on three key commitments: service, consistency and capability.

We are able to focus on these important elements thanks to the hard work of AHPRA employees, National Boards and their committees, over the past two years.

Areas that have improved significantly through this hard work include:

- defining our national approach – made possible by a concerted effort from AHPRA staff to define a shared approach to delivering our core regulatory functions, that builds on the requirements of the National Law and our combined experience and expertise

- stronger and more engaged relationships - between AHPRA, Boards, key stakeholders and the broader community, that will continue to grow and evolve as the National Scheme matures, and

- ongoing improvements to systems and supporting infrastructure - resulting in better ways of working, better service for practitioners and the community, and which set the scene for the continuing work that is occurring in this area.

This year also marks the entry of four new professions – and almost 30,000 additional health practitioners and four new National Boards - to the National Scheme. There has been significant planning and work done to ensure that the transition was smooth for Aboriginal and Torres Strait Islander health practice, Chinese medicine, medical radiation practice and occupational therapy.

The Plan reflects feedback from staff, National Boards, practitioners, members of the community and months of business planning workshops with the leadership teams of AHPRA. We are listening and continue to welcome the input, feedback and innovations from everyone who works at AHPRA. To provide your feedback, please email planning@ahpra.gov.au.

We will continue to build on our Plan every year. This year we are setting the foundations and implementing what will become a yearly business planning process that will help us focus on the key activities for each year. With each year, our Plan's goals will become increasingly comprehensive as our processes and systems keep improving.

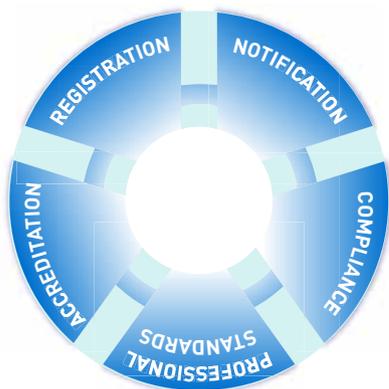Martin Fletcher
Chief Executive Officer

Who we are

AHPRA implements the National Scheme on behalf of the National Boards to ensure everyone in Australia has access to health practitioners who are suitably trained and qualified to practise in a competent and safe way, and to facilitate workforce mobility.

Partnership and collaboration between National Boards and AHPRA is core to the effective implementation of the National Scheme. To be effective, AHPRA's partnership with National Boards must be strong, respectful and flexible. The services provided by AHPRA to support and implement the decisions of the Boards must support national consistency, quality service, and build capability in our people, processes and systems.

Everyone at AHPRA is part of our national delivery network, and every one of us has a role to play in keeping the public safe. We have an office in each capital city of Australia, 700 staff and 475 board members, all working towards an effective national scheme.

The Plan is built around AHPRA's five core regulatory functions and the enabling functions that are required to support them.

AHPRA has five core regulatory functions.

Professional Standards – Providing policy advice to National 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.
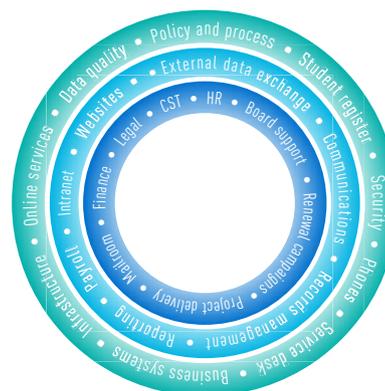
Notification – Managing concerns raised about the health, performance and conduct of individual practitioners.*

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

Accreditation – Working with education providers to ensure graduating students are suitably qualified and skilled to apply to register as a health practitioner.

*In NSW notifications are managed through a co-regulatory system.

Our enabling functions

A broad range of functions are required to enable AHPRA's core regulatory functions.

These enabling functions are located across AHPRA's national delivery network and are essential to the delivery of the National Scheme.

Our core regulatory functions

The Plan for 2012/13: At a glance

3 over-riding commitments		
Service	**Consistency**	**Capability**

6 strategic priorities		
1. Regulate in the public interest in strong partnerships with Boards 2. Facilitate workforce development	3. Ensure nationally consistent experience for all stakeholders	4. Develop a capable and efficient organisation 5. Deliver reliable, accurate, safe and purposeful information, infrastructure and systems 6. Demonstrable productivity gains

19 objectives

44 improvement initiatives

The Plan's objectives and improvement initiatives for 2012/13 are listed on the next page of this guide.

The Plan: objectives and their new initiatives

AHPRA has identified 19 objectives and 44 improvement initiatives (listed under the relevant objective) to deliver the Plan for 2012/13. The initiatives align with AHPRA's commitments, strategic priorities and objectives.

The objectives will be delivered through a combination of core regulatory functions, enabling functions and improvement initiatives. The improvement initiatives are designed to strengthen the efficiency and effectiveness of the ways we work. A key component is the involvement and engagement of everyone who works at AHPRA.

Implementing the Plan over the next year will provide a great opportunity for everyone at AHPRA to align their focus to the same key areas nationally - and to work together with a common purpose to meet our shared goals.

To implement the Plan, 20 Initiative Leaders have been assigned across the Plan's 44 improvement initiatives. The Initiative Leaders are responsible for delivering each improvement initiative. The people responsible for implementing each of the initiatives are listed in the table below.

What we will be doing

These are the 19 objectives that will guide our overall efforts in 2012/13 along with the 44 specific initiatives that will improve our service, consistency and capability.

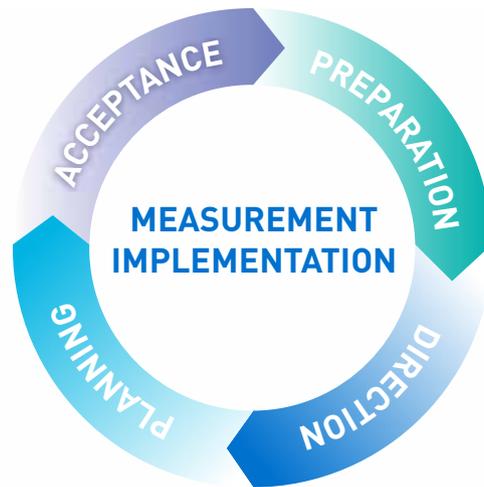| Strategic Priorities	Objectives	Initiative	Initiative Leader
1. Regulate in the public interest in strong partnership with Boards	1.1 Embed a regulatory philosophy for the National Scheme informed by international leading practice	1.1.1 Further articulate and communicate the regulatory philosophy of the National Scheme	Martin Fletcher
		1.1.2 Develop a set of evidence-based, regulatory benchmarks for leading practice in health practitioner regulation	Carol Neumann
	1.2 Work with the Boards to develop and strengthen pathways to registration and accreditation	1.2.1 Complete the transition of the 2012 NRAS professions	Lisa Wardlaw-Kelly
		1.2.2 Strengthen capability for the delivery of board examinations	David Phillips
		1.2.3 Improve the pathways to registration for health practitioners with international qualifications	Anne Morrison
		1.2.4 Ensure the effective delivery of the accreditation function	Helen Townley
	1.3 Establish and review health practitioner registration standards, codes, guidelines and policies	1.3.1 Strengthen cross-profession approaches to the development and review of registration standards, codes and guidelines where appropriate	Helen Townley

Strategic Priorities	Objectives	Initiative	Initiative Leader
	1.4 Develop and implement a health practitioner audit and compliance program	1.4.1 Commence implementation of a practitioner audit program	John Lyons
		1.4.2 Establish consistent approaches for the assessment and management of health practitioners with impairment	Richard Mullaly
	1.5 Facilitate informed and consistent decision making through effective legal, policy and support services	1.5.1 Improve the consistency and quality of services provided to Boards and Committees	Jancy McHugh
		1.5.2 Develop and implement an AHPRA wide legal capacity to provide consistent legal advice and support a litigation framework	Dominique Saunders
		1.5.3 Implement a Legal Knowledge Management System	Dominique Saunders
	1.6 Align the strategic and operational activities of the Boards and AHPRA	1.6.1 Develop mechanisms to better align National Board and AHPRA planning	Will Morton
	1.7 Improve stakeholder confidence in the National Scheme through greater transparency and accessibility of information about processes and approach	1.7.1 Improve the content and functionality of website services for external users	Tania Nally
		1.7.2 Publish expanded plain English information to assist practitioners and the public	Nicole Newton
2. Facilitate health workforce development	2.1 Identify opportunities to support health workforce development in partnership with Boards and other stakeholders	2.1.1 Develop a strategy for health workforce development and reform work in collaboration with National Boards and other stakeholders	Helen Townley

Strategic Priorities	Objectives	Initiative	Initiative Leader
3. Ensure a nationally consistent experience for all stakeholders	3.1 Develop and implement co-ordinated communications and stakeholder and engagement strategies	3.1.1 Develop a national communications plan	Nicole Newton
		3.1.2 Develop a national stakeholder engagement strategy	Nicole Newton
	3.2 Ensure nationally consistent regulatory processes	3.2.1 Enhance stewardship of core regulatory systems and processes	Tim McMahon
		3.2.2 Ongoing implementation of processes and systems to support regulatory functions	Tim McMahon
		3.2.3 Further develop national operational capability to maintain, change and improve core processes	Kym Ayscough
		3.2.4 Enhance existing systems and processes to support core regulatory functions	Tim McMahon
	3.3 Implement quality improvement programs for compliance with business practices	3.3.1 Continue to deliver an organisation-wide internal audit program	John Ilott
		3.3.2 Develop a quality assurance program	Robyn Collins
4. Develop a capable and efficient organisation	4.1 Improve the management and distribution of functions and workloads	4.1.1 Develop optimum service delivery models to redistribute workloads where opportunities for improvement are identified	Diana Newcombe
		4.1.2 Improve national capability, capacity and organisation of the Customer Services Team	Benjamin Leschke

Strategic Priorities	Objectives	Initiative	Initiative Leader
	4.2 Develop strong and effective teams within and between offices	4.2.1 Complete all enterprise agreements	John Ilott
		4.2.2 Review and align AHPRA's work level standards	Fiona Fleming
		4.2.3 Develop the workforce performance management systems	Fiona Fleming
		4.2.4 Implement an organisation-wide approach to planning and prioritisation of initiatives	Will Morton
		4.2.5 Improve the content and functionality of the intranet	Tania Nally
	4.3 Establish a national learning and development plan for AHPRA staff	4.3.1 Design and implement a national training and development program	Fiona Fleming
		4.3.2 Develop and implement processes and systems to support human resource management	Fiona Fleming
	4.4 Manage risks effectively	4.4.1 Further develop the annual risk assurance framework	John Ilott
		4.4.2 Implement a business continuity plan across AHPRA	Bronwyn Benn
5. Deliver reliable, accurate, safe and purposeful information, infrastructure and systems	5.1 Deliver nationally comparable organisational performance through relevant monitoring and reporting	5.1.1 Design and implement an annual business planning cycle	Will Morton
		5.1.2 Implement an AHPRA reporting framework	Graeme Dunn

Strategic Priorities	Objectives	Initiative	Initiative Leader
	5.2 Strengthen information management and quality	5.2.1 Implement the Data Quality Management Framework	Graeme Dunn
		5.2.2 Embed an ongoing program of information security and information risk management	Graeme Dunn
		5.2.3 Further establish and improve data exchange facilities with key external data partners	Graeme Dunn
	5.3 Improve the stability and performance of systems	5.3.1 Implement the findings of the IT Strategy	Graeme Dunn
6. Demonstrable productivity gains	6.1 Actively seek and implement specific opportunities to realise and improve productivity	6.1.1 Expand the range and uptake of online registration options	Tim McMahon
		6.1.2 Implement effective cross board project approaches to optimise the use of resources	Helen Townley
		6.1.3 Reduce non-salary costs of the National Scheme by $3 million	Anthony De Jong

*...a great opportunity for everyone at AHPRA
to align their focus to the same key areas nationally - and to work
together with a common purpose to meet our shared goals.*

ACCEPTANCE — PREPARATION — DIRECTION — PLANNING

MEASUREMENT IMPLEMENTATION
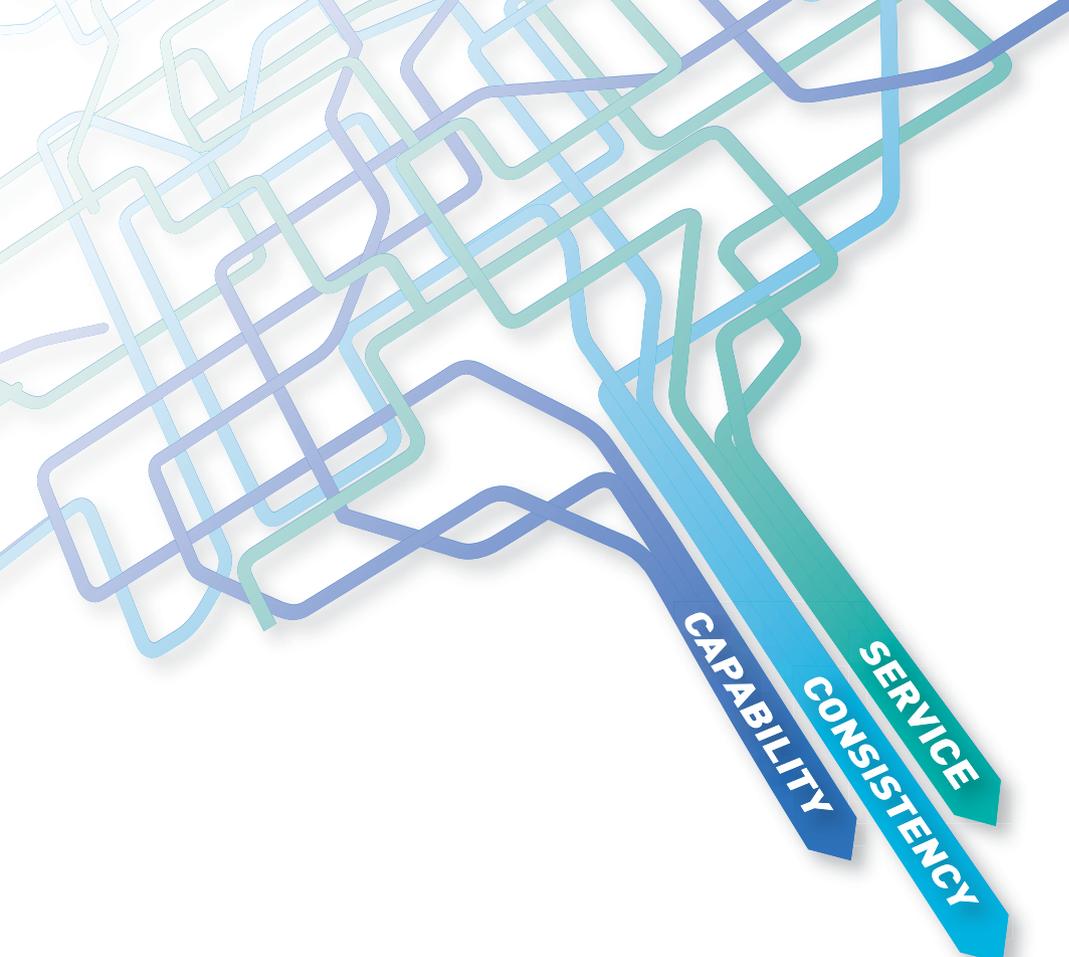
Future planning

We are continuing to improve our planning capability, as well as aligning our planning more effectively with the National Boards. The four stages of planning that we follow are:

1. **Preparation** - Consulting with staff, analysing our own performance, talking to Boards, looking outside our own National Scheme.

2. **Direction** - Setting our priorities and objectives for the following year, informed by the Corporate Plan and our own preparation work.

3. **Planning** - More detailed planning and budgeting. Increasingly we want to link this through to individual workplans, so that every staff member is part of the plan.

4. **Acceptance** - Working with the Agency Management Committee and National Boards to ensure that the plan is acceptable and that funding is adequate.

Throughout the year we will maintain a focus on implementing the business plan, to ensure we achieve the outcomes we are seeking and reporting our progress as we go.

For more information

• Refer to the AHPRA website, www.ahpra.gov.au, including the

  – AHPRA Corporate Plan for 2011-2014

  – National Registration and Accreditation Scheme strategy for 2011-2014

• Follow the Contact us link on the website to lodge an online enquiry

• For registration enquiries: 1300 419 495 (within Australia) +61 3 8708 9001 (overseas callers)

• For media enquiries: (03) 8708 9200

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