

DRAFT

## **Strategic Plan 2003-2007**

**The Strategic Directions of the  
Medical Radiation Technologists Board of  
Queensland**

# Strategic Plan 2003-2007

## Introduction

As Chairperson, it is my pleasure to introduce the *Strategic Plan 2003-2007* ('the Plan') of the Medical Radiation Technologists Board of Queensland.

This Plan represents a milestone as the Board articulates its vision for the regulation of the professions in Queensland. The hallmark of the planning process is the expert input we received through consultation with the community, the professions, health policy makers and professional associations. We have sought the views from these groups through written submissions and are appreciative of the time and effort taken by stakeholders in contributing to the Plan. Input of this significance and value ensures that the Board's strategic direction is both informed and influenced by our stakeholders.

This Strategic Plan articulates the direction, priorities and strategies that the Board will pursue during 2003-2007. The Plan reflects a 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 practice 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.

The central themes of the Plan are the professional leadership of the Board through its strategic alliances, enhancement of communication and the development of quality services in complaints handling, registration processes and other Board services. These objectives will be achieved through the operational plans developed by the Office of Health Practitioner Registration Boards and monitored by the Board through strategic performance indicators.

It is through effective, proactive and inclusive regulation that the Board will achieve the objects of the *Medical Radiation Technologists 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 professions; and
- maintain public confidence in the professions.

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

## Scope and Framework

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

In protecting the public through the statutory regulation of the professions, the Board has a number of functions under both the *Medical Radiation Technologists Registration Act 2001* and the *Health Practitioners (Professional Standards) Act 1999*. These are as follows:

### Functions under the *Medical Radiation Technologists 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 professions 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 professions 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 professions.

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 professions.

To inform registrants and the public about the operation of the legislative scheme in its application to the professions.

To examine, and advise the Minister about, the operation of the legislative scheme in its application to the professions.

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 an imminent threat 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.

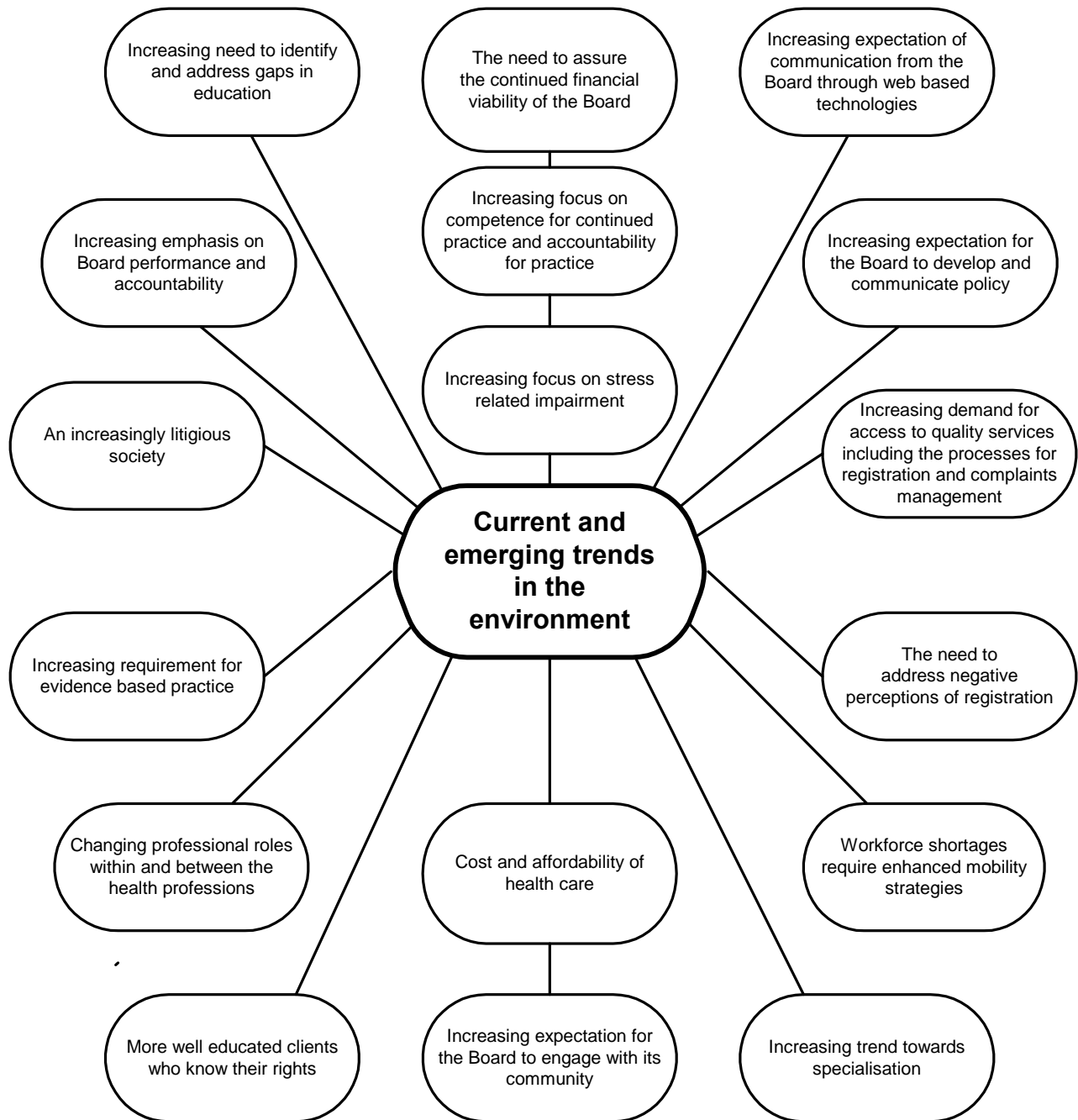
### **The Purpose of Our Plan**

The *Strategic Plan 2003-2007* 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 professions 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 2003-2007*, 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 regulate in the public interest.

## **Our Priorities**

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

### Standards Development and Implementation

The Board will lead the collaborative development and implementation of regulatory standards to achieve its mission.

### Integration

The Board will 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 be a viable, self funding, independent organization influential in policy debate on contemporary professional and health issues.

## **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, the professions 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 the professions 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 2003-2007

## Our Strategies 2003-2007

Profile of the Board	Strengthen the Board's profile and its relationship with the community and the professions so that they: (a) are increasingly consulted and informed; (b) understand and value the Board's role and function; and (c) value the professions as providers of safe and competent health services.
Governance for Effective Outcomes and Business Continuity	Analyse the Board's governance structure and implement change as necessary. Implement annual risk analysis to inform business continuity planning. Develop and implement effective five year financial model.
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; (b) complaint handling processes; and (c) communication with the community and the professions. Develop and implement an integrated approach to communication.
Quality in Professional Standards, Competence for Practice and Education Programs	Develop and implement standards for the regulation of the professions with a specific focus on: (a) code of practice; (b) recency of practice; and (c) continuing education. Establish collaborative relationships with education providers and accreditors to influence the development of courses leading to registration.
Role and Scope of Practice	Clarify the changing role of the professions and the scope of their practice in the context of the changing health care environment with a specific focus on clarifying the legislative requirements for registration.
Strategic Alliances	Identify industry alliances required to progress the achievement of this plan, particularly in relation to the collaborative development of regulatory standards.
Quality in Complaints Handling	Implement the agreed outcomes of the project established to review the policy and procedures of the Complaints Unit and the Health Assessment and Monitoring Unit.
Quality in Registration Processes	Implement the agreed outcomes of the project established to review the policy and procedures for registration.

## 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>* Tools for measurement to be developed over the initial two years</p>