



Ag Rialáil Gairmithe Sláinte  
agus Cúraim Shóisialaigh

Regulating Health +  
Social Care Professionals

CORU

# Draft Statement of Strategy 2021 – 2025

01.09.20 Version 6

An Chomhairle um Ghairmithe Sláinte agus Cúraim Shóisialaigh  
Health and Social Care Professionals Council



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# Introduction

CORU is Ireland's multi-professional health and social care regulator. Our role is to protect the public by promoting high standards of professional conduct, education, training and competence through statutory registration of health and social care professionals.

CORU was established under the Health and Social Care Professionals Act 2005 (as amended). It is made up of the Health and Social Care Professionals Council and the Registration Boards, one for each profession named in the Act. CORU currently regulates over 19,000 health and social care professionals.

Registration Boards have been established and Registers opened for the following professions.

- ▶ Dietitians/ Dieticians
- ▶ Dispensing Opticians
- ▶ Medical Scientists
- ▶ Occupational Therapists
- ▶ Optometrists
- ▶ Physical Therapists
- ▶ Physiotherapists
- ▶ Radiographers
- ▶ Radiation Therapists
- ▶ Social Workers
- ▶ Speech and Language Therapists/ Speech Therapists

Registration Boards have also been established for Counsellors and Psychotherapists, Podiatrists, Psychologists and Social Care Workers and we are working to open Registers for these professions. The other professions that will be regulated are Clinical Biochemists and Orthoptists, though a Registration Board has not been appointed by the Minister for Health for these two professions yet.

CORU will continue to work to progress opening Registers for the remaining professions designated in the Health and Social Care Professionals Act 2005 (as amended) over our next Statement of Strategy. As Registers are established for remaining professions, our regulated health and social care professional registrants will grow to over 30,000.

This draft strategy document aims to build on CORU's previous statements of strategy.

This public consultation seeks to confirm if the strategic priorities identified by the Health and Social Care Professionals Council are appropriate and relevant to inform CORU's strategic direction over the next five years. We welcome the input from our registrants, all our stakeholders and the public to support the development of our next Statement of Strategy.

# Our Vision, Mission and Values

Our Vision, Mission and Values continue to hold true and underpin our Statement of Strategy 2021-2025, as well as our day to day activities that serve to protect the public.

## Our Mission

**“To protect the public by promoting high standards of professional education, conduct, training and competence amongst registrants of the designated professions”.**

## Our Vision

CORU has the confidence and recognition of both the public and health and social care professionals in its processes and standards of regulation.



## Our Values

CORU seeks to reflect a set of values that underpin and support the way it works and interacts with all its stakeholders. Our values are central to fulfilment of our mission and vision.

- ▶ **Accountability** for our processes, decisions and our professional conduct.
- ▶ **Respect and Fairness** in our interactions with the public, professionals and other stakeholders.
- ▶ **Openness and Transparency** in our communications and dealings with the public and the professionals.
- ▶ **High Performance Levels** as an organisation in terms of overall effectiveness, value for money, efficiency of operations and governance.
- ▶ **Pride and Commitment** in delivering relevant outcomes relating to safety and standards for the public and professionals concerned.
- ▶ **Enrichment** of our sector by demonstrating leadership, positivity and a quality and evidence-based orientation to our work and engagement with stakeholders.



# Looking Back:

## Achievements under our 2017 – 2021 Statement of Strategy

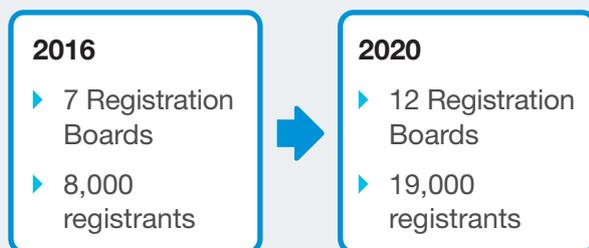
It is appropriate that we reflect on achievements and progress under our current 2017-2021 strategy as an input into our next strategy.

### Objective 1

#### Deliver on our current legislative requirements.

We are committed to delivery of our current legislative requirements by continuing to establish Registration Boards and open registers for professions designated under the Health and Social Care Professionals Act 2005 (as amended).

##### Registration Boards and registrants 2016 to 2020



The Psychologists Registration Board and Podiatrists Registration Board were both appointed in 2017 and 2018 respectively, and work is progressing in preparation for opening their respective registers. We opened the register for Medical Scientists on 31 March 2019. The Social Care Workers Registration Board continue work towards opening its register, anticipated in 2023.

The Registration Board for Counsellors and Psychotherapists was appointed in 2019 and has commenced its work towards regulating these professions. The Registration Boards for Orthoptists and Clinical Biochemists have yet to be appointed by the Minister for Health.

As each Registration Board is appointed we develop and implement standards for entry to the register.

We have maintained growing registers for Dietitians/ Dieticians, Dispensing Opticians, Medical Scientists, Occupational Therapists, Optometrists, Physical Therapists, Physiotherapists, Radiographers, Radiation Therapists, Social Workers and Speech and Language Therapists/ Speech Therapists. By end of 2020, we have more than 19,000 health and social care registrants.

We have commenced the approval and monitoring for education and training programmes and have provided a recognition route to the registers for graduates with qualifications awarded outside the state.

We have conducted CPD Audits for Radiographers, Radiation Therapists and Social Workers in 2017 and 2018. In addition, our CPD scheme has been reviewed, updated and approved by all Boards with existing registers for implementation. We manage complaints through our fitness to practise processes on an ongoing basis and continue to provide our services to professions with an existing register. We have held our first public fitness to practise hearings and enforcement of protection of title proceedings.

## Objective 2

### Deliver on our targeted regulatory outcomes through a sustainable Regulatory Model

We continue to work to build a sustainable model of regulation as we scale up our activities. Sustainability has two aspects for us. Firstly, an economic aspect, where funding and staff numbers are limited we continually strive for efficient and effective means of addressing risks to service user safety. The second aspect of sustainability is responsiveness – how we ensure that our activities, systems and processes respond to new developments to protect the public.

We have reviewed our current governance model, with a view to enhanced efficiencies and greater agility to respond to emerging issues. A comprehensive report outlining Council's view on a sustainable model for multi-profession regulation was submitted to the Minister in 2018 for consideration.

We continue to liaise closely with the Department of Health to prepare for our next phase of development for the regulation of health and social care professionals.

We have automated where possible, for example an online recognition of international qualifications system has been developed, tested and is currently being implemented. In addition, an online facility for education providers as part of the approval and monitoring process is in test phase. A CRM system is currently being developed for Secretariat support to Registration Boards and Council.

Significant investment in our IT solutions has seen all Registration Boards and Council move to paperless meetings. In addition, CORU moved to remote working in response to COVID-19 maintaining critical business functioning.

We continue to be alert to opportunities for shared services and to review our operations and processes with a view to ongoing streamlining, in the current structure, and with a view to a future slimmer governance model.

We engage actively in responding to research, data and risk analysis and feedback with the goal of continuous improvement of what we do and how we do it.

## Objective 3

### Deliver greater clarity in our communications

We have implemented a multi-year communications plan to enhance clarity and understanding of our regulatory model and role.

In 2017, we facilitated 11 listening events for registrants of all professions across the country. In 2018, we targeted physiotherapists and physical therapists hosting 11 information meetings on registration. Though further registrant listening events were planned in 2019, budgetary constraints impacted roll out.

We also implemented a Public Information Campaign in 2017 with the distribution of an information leaflet to over 2,000 GP's and 1,100 Practise Nurses. This first phase was continued until April 2020, reaching an estimated 1.2 million per month.

We also conducted a Halloween Novelty Contact Lenses Public Information Campaign in 2017, reaching a verified audience of 980,000 through online and print media. A more targeted approach taken in 2018, and again in 2019, was aimed at a younger demographic and received coverage in a wide variety of publications.

During 2017 and 2018 over 16 regional newspapers and radio stations covered news/information segments on the role of CORU and how to contact CORU. In 2017 and 2018, we produced a public information radio advertising campaign on both national and regional radio stations.

In December 2018, we produced part two of our public information radio advertising campaign on both national and regional radio stations. Over 800 adverts were featured on radio stations over a 10-day period.

The 2018 advert is estimated to have reached 54.7% of all adults in Ireland, with the average adult encountering the advert 7 times over the campaign.

Our new website was designed and launched in 2019 and continues to provide a key resource for information for the public, registrants, education providers and all stakeholders.

We have also established a social media presence via CORU Twitter and Linked In accounts. We continue to produce and circulate a quarterly newsletter providing updates on elections, consultations and updates on work of the Registration Boards.

## Objective 4

### Maintain our focus on good governance practices.

Good corporate governance practices remain a priority for CORU. We maintain this focus during COVID-19 pandemic, through the agile adoption of remote working and virtual meetings, to maintain critical business functions.

We have published Council minutes available to the public on our website, in line with Council policy.

A full review of the CORU Risk Management Policy was completed in 2019. Risk is a permanent item on the Council agenda and regular relevant updates are provided to Council as well as the Audit, Risk and Governance Committee.

We reviewed our finance policies in 2018 and improved financial procedures have been implemented and are continuously monitored. Monthly meetings take place with the Department of Health, however financial sustainability is a concern due to the budget constraints being applied to State Agencies.

We continue to invest in the training of Council, Registration Boards and Committee members to develop skills.

Council also participate in an annual self-assessment and evaluation each year, in compliance with the Code of Practice for the Governance of State Bodies. Recommendations arising to be implemented are actioned by the Executive, as required.

We are continuously working to optimise the number, frequency and agendas of governance meetings but ultimately our current regulatory model dictates the frequency of such meetings. Additional delegations to the CEO/Registrar have been approved by Council and Registration Boards, to assist with workload at meetings.

CORU is prepared to respond to, and prepare for, any planned reforms to the regulatory environment in Ireland, should this arise.



## Objective 5

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### Attract, retain and grow our talent pool and knowledge.

We continue to be conscious of the imperative to provide staff with a safe and respectful place to work where they are empowered to deliver their objectives and contribute to the development of the organisation.

We work hard to promote a respectful culture and to keep staff members informed of developments through one to one meetings with team members, regular departmental meetings, as well as quarterly full CORU team meetings.

We review, and revise as necessary, the competency and skill mix of staff, business partners and members to ensure we are fully focused on the present and emerging challenges facing the regulation of health and social care professions in Ireland.

We continue to provide our staff with the clarity of objectives they require to do their jobs effectively through one to one and departmental meetings.

We deliver an extensive programme of training for staff, Council, Committee and Registration Board members, assessors and reviewers.

We have a very clear CORU employee/ resource value proposition to attract and retain staff (full time and other) emphasising flexible working arrangements, training and development opportunities and a strong employer brand.

We continue to implement training aimed at building on our existing knowledge management practices.

The Wellbeing group at CORU continue to promote a healthy and green work environment as part of their terms of reference. A variety of charity, promotional and awareness raising initiatives are rolled out throughout each year.

We review our workforce plan annually and will review it specifically to ensure that it is capable of delivering a professional service to those with whom we engage.

# Looking Forward: Our Operating Environment

In developing this draft Statement of Strategy for consultation, we reflected on how our strategic objectives may be influenced and shaped by external factors and as such, it was essential to explore the environment in which we currently operate, to anticipate how our regulatory model may need to respond.

## 1. Population Demographic Changes

An ageing population and changing care demands are impacting health and social care provision in Ireland. The Economic and Social Institute (ERSI) projects that 1 in 6 of the Irish population will be aged over 65 by 2030 with a 32 – 37% increase in demand for inpatient beds and 23 – 28% increase in day patient cases projected. In addition, physiotherapy visits are anticipated to increase by 24 – 30%, occupational therapy visits by 33 – 38% and demand for home care packages by 44 – 66%.

Epidemiological trends, lifestyle risk factors and changes in socio-economic trends may also impact on population health outcomes. In addition, a reduction in birth rate, an increase in mental health problems, non-communicable diseases, and risk of rapid communicable disease spread and in prescriptive and non-prescriptive drug use will impact future health and social care provision.

Changing population demographics outlined will result in increased demands on health and social care services and in turn labour market requirements.

## 2. Labour Mobility and Migration

The European Commission estimate a shortfall of around 1 million health workers within the EU in 2020. The Department of Health highlight that emerging and accelerating global and regional shortages of healthcare professionals present a significant strategic risk to the effective functioning of the Irish health system. A shortfall in the health and social care labour force is likely to be reflected in an increase in labour mobility and migration to meet growing demands.

This trend is already evidenced by increasing strategic overseas recruitment campaigns by statutory bodies of internationally qualified professionals. This is also reflected in the growing number of recognition of International qualification applications received year on year by CORU.

Internationally, regulatory trends indicate that older professionals with qualifications gained outside the jurisdiction, whose first language is not that of the country of residence and who are practising in isolation are of most concern with regards to maintaining competence and/or being subject to complaint.

Health profession regulators, both in Ireland and beyond, have initiated approaches to support internationally qualified registrants to understand national ethical, social, legal and professional aspects of practice.

With diversification of the population, health and social care professionals must also be skilled in cultural competence to ensure effective support for service users and to reduce possible racial and ethnic disparities in the health and social care system.

### 3. Health and Social Care Service Provision

Sláintecare's strategic priority is the provision of an integrated health care model, with a focus on provision of early intervention/ care through multi-disciplinary community based teams. Changes in the nature and context of services will influence future skills and competences required by health and social care professionals, with increased focus on professionals working to the 'top of their license'. The professional would therefore work to the full extent of his/ her education and training, rather than spending time on tasks that could effectively be carried out by others. The shift towards provision of care in the community and at home, and an increased emphasis on multi-disciplinary working and shared team responsibility will likely see an increased demand, and evolving roles, for health and social care professionals.

Professionals will be required to work across health and social care settings and support integrated models of care provision.

It is essential that standards for entry to practice and beyond continue to evolve in line with these changes. The shift from individual professional to shared team responsibility is also likely to impact complexity of fitness to practise complaints where issues regarding individual, team or service responsibility are likely to be to the fore.

### 4. Strategic Workforce Planning

Government policy aims to plan, build and support a health and social care workforce to deliver a programme of reform of the Irish health and social care system. One of Sláintecare's key programmes is workforce planning. It has been highlighted that data gaps have an impact on the development of the demand and capacity model to plan future service delivery.

Increased recruitment, retention and utilisation of the skill mix of health and social care staff is a critical enabler of an effective healthcare system. Strategic workforce planning for health and social care services requires data that is relevant and easily accessible. The gathering, analysis and dissemination of data (in line with good governance and data protection) to support public safety outcomes is receiving increased attention by regulators, in recognition of its role to inform strategic workforce planning.

### 5. Changes in Education

Within the education sector, there is an increasing trend towards international partnerships and delivery of trans-jurisdictional education programmes. This has implications for CORU whose responsibility is to approve and monitor pre-registration professional education programmes in the Irish jurisdiction.

There is increasing trend towards delivery of co-awarded qualifications between Irish and British Universities, likely driven by the UK's decision to leave the European Union. This is a rapidly evolving area that warrants ongoing monitoring.

### 6. Technological Advances

Technological advances are rapidly evolving in health and social care services. Increased automation means that some tasks or roles may become redundant in time, whilst new areas of practice may emerge. In addition, advances in the use of assistive technology and artificial intelligence are likely to influence future health and social care provision. Registrants will increasingly be required to be tech-savvy and able to use those new technologies in an ethical, safe and responsible manner.

In addition, the use of web based technology to deliver services online (for example, telehealth) is increasing. This allows for long-distance patient and clinician contact, care, advice, reminders, education, intervention, monitoring, and remote admissions. Whilst technology advances are broadly welcomed, it is not without risk.

COVID-19 focuses attention on this issue, with many professionals required to source online technologies to deliver support and intervention, though concerns regarding the security of online platforms were expressed. New challenges emerge with regard to monitoring safety and quality, as well as regulation of online services delivered to service users in Ireland by professionals or services outside the jurisdiction (for example, online counselling/ psychotherapy services).

## 7. Trends in regulation

Right touch regulation, the concept of applying the minimum regulatory force required to achieve the desired result is gaining traction internationally. There is heightened awareness of the burden of regulation and the need to choose the appropriate and proportionate instrument for managing the risk. The principles that underpin a right-touch approach are that regulation is proportionate, consistent, targeted, accountable and agile.

This is reflected in the EU Directive of the European Parliament that will require a proportionality test before adoption of new regulation of professions by EU member states. The aim of which is to adopt a risk based regulatory approach that ensures labour mobility within the EU.

There is increasing emphasis on preventing professional misconduct or poor professional performance through paying greater attention to education standards, codes of conduct and ethics, continuing professional development, workforce development and better complaints systems to identify issues as early as possible. The aim is to address performance issues before they arise rather than dealing with them in the context of fitness to practise cases when the damage has already been done.

## 8. Legislation

The Regulated Professions (Health and Social Care) (Amendment) Bill 2019 amends the five health professional regulatory Acts, in particular in relation to fitness to practise and registration. It is anticipated this legislation will be introduced by end of 2020, and will require health and social care regulators to implement required changes.

The Irish Human Rights and Equality Commission Act 2014, lays a statutory obligation on all public bodies in performing their functions to have regard to the need to, eliminate discrimination, promote equality of opportunity and treatment for staff and to persons to whom it provides services and protect the human rights of staff and service users. The legislation requires the public bodies, having regard to its functions, purpose, size and resources available to assess, address and report on actions arising to ensure human rights and equality for employees and those using its services.

It is also likely that the Directive 2005/36/EC (as amended in 2013/55/EU), which enables the free movement of professionals within the EU will be reviewed in the coming five years. This in turn may lead to a requirement for Irish health and social care regulators to update their rules and policies, and may also require changes to our primary legislation.

## 9. COVID-19 National Health Emergency

The COVID-19 global pandemic changed, almost overnight, how health and social care services are delivered in Ireland. It placed unprecedented pressure on our health and social care services. Those working in, and returning to, frontline health and social care services are critical to the continuing provision of care during this pandemic. Health and social care professionals rose to this challenge and have continued to deliver safe and effective services throughout the crisis.

COVID-19 highlighted the need for greater agility with regard to our legislation and governance structures to respond in a time of crisis. Emergency Measures in the Public Interest (Covid-19) Act 2020 was required to facilitate temporary registration for those returning to frontline practice, amongst other emergency provisions.

It is also recognised that a possible global economic recession, alongside increased government borrowing to fund critical health and social services due to COVID-19, will likely have serious implications in the coming years with regard to public spending.

## 10. Internal Environment

CORU has established advanced regulatory management expertise, and in particular, benefited from the strong commitment of members of Registration Boards and Council to delivering on our statutory duty to protect the public. We have developed and continuously refine our key processes and systems, which has helped establish CORU's reputation as an effective and efficient regulator. This has been supported by an increase in staff numbers, commitment and resilience of staff, as well as an effective IT infrastructure to facilitate the work of Boards and Council.

In particular, technological solutions served CORU well in maintaining critical functions during the restrictions required due to COVID-19 pandemic. This National Health Emergency highlighted the strength of our regulatory pillars including our Code of Professional Conduct and Ethics that facilitated deployment of registrants into new environments and our flexible Continuing Professional Development approach as registrants continued to meet CPD requirements.

However, we also recognise that CORU faces a number of challenges, not least its continuing reliance on government funding, though it had been envisaged that CORU would be self-funded by charging fees. We are not yet at a 'steady state' as we continue to work to open registers for new professions, nor has our cost profile for established registers plateaued.

Our complex governance structures, as well as constraints of legislation, limits our agility to respond to rapid changes in the health and social care sector. The need for greater agility has been further highlighted by COVID-19.

In addition, like many other public sector bodies, we have experienced staff turnover with loss of key knowledge and experience of our regulatory processes. This has been further impacted by recruitment challenges likely associated with staff grades.

We continue to work to open registers for new professions, whilst recognising that we have encountered increasing complexities amongst those professions. It is recognised that with these complexities, there is an increasing burden on Boards to undertake the necessary foundational work in preparation for statutory regulation before their registers can open.

Despite these challenges, we envisage significant opportunities as we continue to evolve and expand in the coming years. In the ten years since opening our first register, we have gained significant experience of regulatory administration.

We also continue to work in partnership with the Department of Health towards achieving a sustainable model of regulation. This includes consideration of our current governance model, as well as a viable financial strategy that takes account for our expanding and future requirements.

We also continue to identify opportunities for enhanced efficiencies, including further digitisation of our processes and systems. We have developed strong networks with both national and international regulators, sharing insights/expertise on our regulatory model, while being cognisant of emerging trends in the national and international regulatory environment.

## Conclusion

In examining our operating environment, both external and internal, we have identified four key strategic priorities as the regulator of health and social care professionals in Ireland. These strategic priorities recognise that as we expand, we continue to evolve our regulatory approaches to ensure we deliver on our statutory duty to protect the public.

In addition, we have identified key enablers that will support the achievement of our strategic priorities. These enablers are contingent on external factors and our environment and are critical to the successful achievement of our strategic priorities. CORU will continue to influence the progression of these over the life of our Statement of Strategy.

# Strategy Map



**Purpose**

CORU is Ireland’s multi-profession health and social care regulator. Our role is to protect the public by promoting high standards of professional conduct, education, training and competence through statutory registration of health and social care professionals.



**Aim**

To promote high professional standards to deliver quality health and social care services and ensure public protection.



**We will progress regulation of seven new professions**



**We will anchor our regulatory interventions in evidence based research and insights**



**We will increase awareness of our role to the public we protect and our value to the professionals we regulate**



**We will ensure regulation protects the public and supports health and social care professionals**





**Enablers**

Regulatory Model Reform (Sustainable Regulation)

Digitisation and new ways of working

Appropriate Governance and Funding Model

Legislative Reform

Collaborate with our partners

**Delivering on our legislative functions**

# Key Strategy Priorities

CORU’s role is to protect the public by promoting high standards of professional conduct, education, training and competence through statutory registration of health and social care professionals. As we continue to evolve our regulatory approaches and interventions, our statutory duty to protect the public remains our central concern and underpins our Statement of Strategy.

To deliver on our Statement of Strategy, we have identified 4 key strategic priorities we will progress over the next five years.



# Strategic Priority 1

## We will progress regulation of seven new professions

### **Our key priority remains opening registers for professions designated under the Health and Social Care Professionals Act 2005 (as amended).**

We have opened registers for ten of the seventeen professions designated in our legislation and are committed over the lifetime of our next statement of strategy to progress opening registers for seven new professions.

We have established Registration Boards for Counsellors, Podiatrists, Psychotherapists, Psychologists and Social Care Workers, each working to progress opening registers for its profession. We will also liaise with the Minister for Health and the Department regarding the regulation of Clinical Biochemists and Orthoptists to progress opening registers for these professions.

We recognise that the opening of registers for new professions is dependent on the Minister for Health establishing Registration Boards. In addition, we appreciate the need to balance readiness of a profession for statutory regulation and delivering on our statutory obligation to protect the public. Registration Boards, when appointed, must undertake vital work to establish the correct standards that will assure public protection. We continue to listen to and engage with the professions to ensure that this necessary foundational work is undertaken to progress opening registers for new professions.

**We will do this while continuing to provide our services to professions with established registers.** We have successfully leveraged digital solutions and automated, where possible, to streamline our processes and will continue to build on this success in delivering services for our established registers.

**We aim to achieve this strategic priority through the following actions** as Registration Boards move through the phases to open their registers

- 1.1** Undertake the necessary preparatory work to progress opening registers for new professions
- 1.2** Develop and implement standards for entry to registers
- 1.3** Commence the approval and monitoring of education and training programmes
- 1.4** Provide a recognition route to registers (when open) for graduates with qualifications gained outside the State
- 1.5** Implement mandatory Continuing Professional Development
- 1.6** Field and manage complaints (including Fitness to Practise activities)

## Strategic Priority 2

### We will anchor our regulatory interventions in evidence based research and insights

Regulation is ever evolving, as is health and social care service delivery and professional practice. **To ensure that our regulatory pillars remain appropriate and relevant to protection of the public, we will anchor our regulatory interventions in evidence based research and insights.**

We will also leverage our own data to provide greater insights and learning to inform our regulatory activities and to share learnings that can support registrants in their practice.

#### Our Regulatory Pillars



#### We will achieve this strategic priority through the following actions

- 2.1** Monitor regulatory best practice standards and insights, both nationally and internationally and ensure evidence informed regulatory interventions that target risk to public protection
- 2.2** Review our education standards, codes and guidance to reflect changing contexts of practice, professional practice and emerging evidence/ research
- 2.3** Share insights from our data with our registrants and other stakeholder to protect the public, prevent harm, support our registrants and inform public policy (including incorporating learnings from complaints and fitness to practise reports)
- 2.4** Share data on our registers, in line with GDPR and other legislative requirements, to assist health and social care service workforce planning activities

## Strategic Priority 3

### We will increase awareness of our role to the public we protect and our value to the professionals we regulate

We have made significant strides over the last five years to enhance the public's understanding, not only of the role of CORU, but also of the professions we regulate. We have encouraged registrants to identify as CORU registered professionals, implemented public awareness campaigns, as well as, enhanced our messaging through our newsletter, social media and website.

We aim to continue to build on this success over the next five years. **We will continue to promote awareness, not only of the role of CORU, but also the value of our regulated health and social care professionals and their contribution to safe and effective service delivery.**

We will contribute to, and influence where appropriate, on the future of regulation, as well as the evolving models of health and social care service delivery, to ensure that service users are protected, and that registrants are confident in being able to deliver on their role and contribute to workforce planning for health and social care professions.

#### We aim to achieve this strategic priority through the following actions

- 3.1 Undertake a situational awareness survey to establish understanding of CORU's role and awareness of the value of regulation which will inform a targeted communications strategy
- 3.2 Deliver a public awareness campaign to enhance recognition of the value of regulation for the public, for registrants and to other stakeholders
- 3.3 Develop and deliver a communications plan sharing practice insights targeting students of health and social care professional programmes to prepare for entry to practice.
- 3.4 Identify, harness and utilise CORU's expertise to contribute to key policy debates, from a regulatory perspective, regarding health and social care service delivery and developments which impact on service user safety including evolving models of service delivery and professionals expanding scope of practice

## Strategic Priority 4

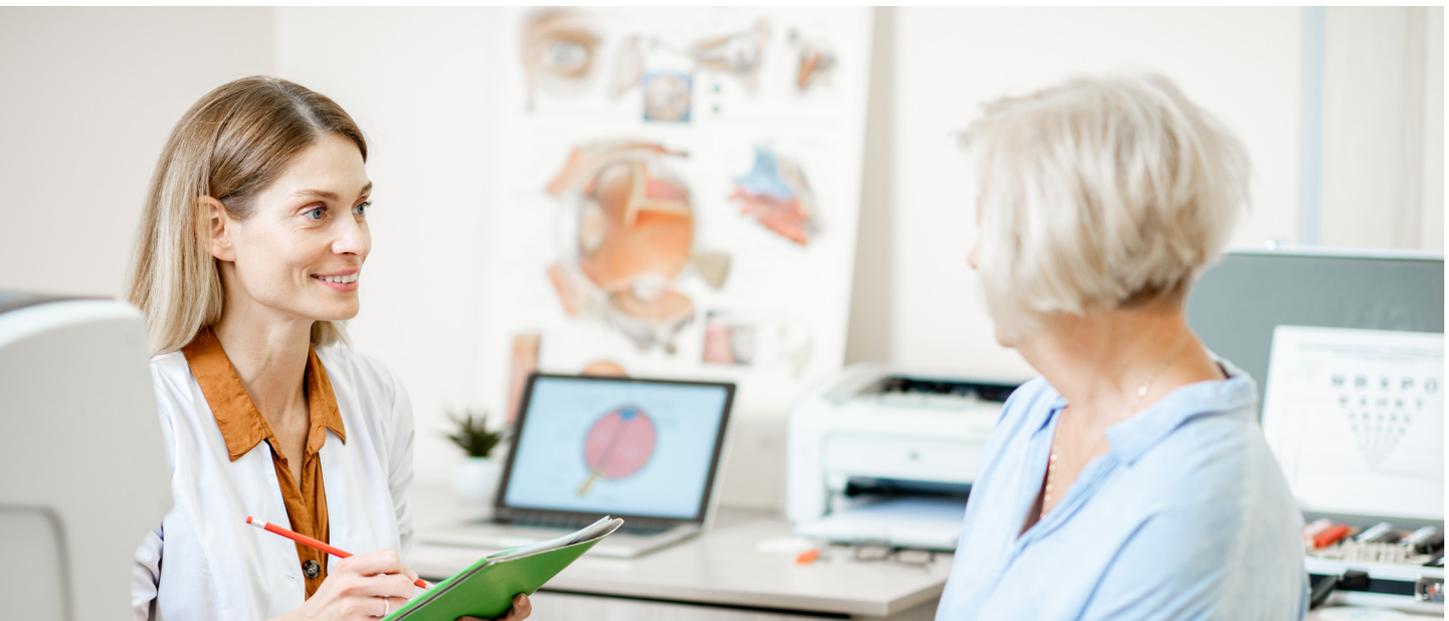
We will ensure regulation protects the public and supports health and social care professionals

A growing body of evidence highlights that by encouraging and supporting registrants in their practice, it has a greater impact on service user safety, than by only dealing with the small percentage of registrants that are subject to complaint.

We will continue to protect the public by managing complaints against the few. However, to ensure that regulation protects the public and supports registrants in their practice, we will aim to better focus our resources on prevention of problems in the first instance.

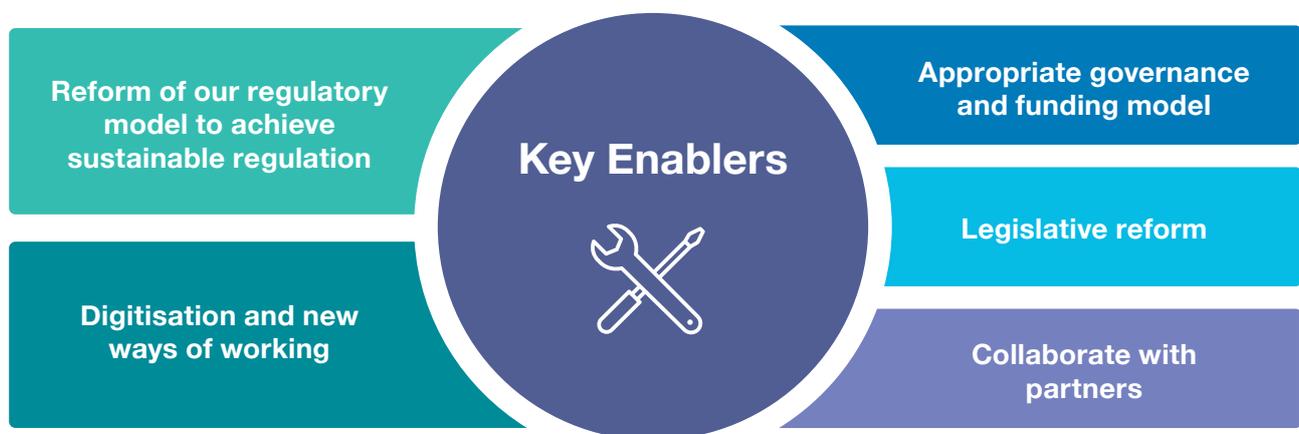
### We will achieve this strategic priority through the following actions

- 4.1 Increasingly shift our focus and resources to supporting all our registrants to deliver safe service user outcomes, rather than concentrating on the few who have a complaint made about them



# Key Enablers

We have identified key enablers that will contribute to our success in meeting our key strategic priorities. Though these enablers are contingent on external factors and the environment in which we operate, they will influence our achievement of our key strategic priorities. We will continue to work to progress these enablers over the course of our Statement of Strategy to ensure our strategic priorities are achieved.



## 1. Key enabler: Reform our regulatory model to achieve sustainable regulation

- a) Plan and work towards designing a sustainable model of model of regulation, jointly with the Department of Health.
- b) Review our current legislation regulating health and social care professionals and recommend changes to achieve a sustainable model of regulation.

## 2. Key enabler: Digitisation and new ways of working

- a) Identify and implement a digital solution to replace the current registration system being cognisant of timelines for opening new registers and peaks in application processing.
- b) Implement an online facility for education providers as part of the programme approval and monitoring process and CRM system for secretariat support to Boards and Council.
- c) Identify and implement a digital solution and automate, where appropriate, Continuing Professional Development audits.
- d) Better leverage use of technology to facilitate off-site/remote working and to conduct hearings, meetings and engagement with key stakeholders, as appropriate.

### 3. Key enabler: Appropriate governance and funding model

- a) Undertake a review of our current and future funding requirements, have defined a sustainable funding model and be operating within it.
- b) Reviewing our business processes to ensure we are operating as cost-effectively as possible, including exploring opportunities to share resources and costs with other public bodies.
- c) Proactively review the structures of our organisation to allow for effective and efficient delivery of our legislative remit that build organisational agility, cross-working and a culture of ongoing change and improvement.
- d) Develop our workforce plan to recruit, retain, develop, align and support a skilled and knowledgeable team required to deliver on the Council's strategic objectives.
- e) Build our capacity in the areas of policy development, research, knowledge management and process review.

### 4. Key enabler: Legislative reform

- a) Be prepared for and implement any legislative reforms, including the Health and Social Care Amendment Bill 2019, the Directive 2005/36/EC (as amended 2013/55/EU) and the Irish Human Rights and Equality Commission Act 2014.
- b) Managing and supporting the challenges arising from the Brexit process, as they relate to our regulatory remit, including the recognition of UK-gained qualifications, free movement considerations and facilitation of cross border health-care.

### 5. Key enabler: Collaborate with partners

- a) Engage with our educational partners and other healthcare regulators to ensure that education standards evolve in line with changing needs of the public, service delivery models and expanding role of health and social care professionals. This includes encouraging a focus on inter-professional learning to deliver integrated care and enhance service user outcomes.
- b) Actively contribute to and collaborate with relevant bodies, such as the Health and Social Care Regulators Forum, to explore and contribute to the need for common framework to shape what way we regulate healthcare in Ireland.

# Strategic results

## **CORU will know it's successful when:**

- ▶ We have progressed a sustainable model of regulation that allows greater agility to respond to changing contexts of practice and service delivery.
- ▶ We are operating within a sustainable funding model that assures adequate resources to meet our statutory duty to protect the public.
- ▶ We have implemented recommendations arising from a review of our organisational structures.
- ▶ We retain and attract skilled and competent workforce to deliver on our Strategic objectives.
- ▶ We have enhanced understanding of our role and the value of regulation for public protection and the professions we regulate.
- ▶ We are seen as being open, transparent and fair in our dealings with the professions.
- ▶ We consult, contribute and inform relevant health and social care policy.
- ▶ We see improved outcomes arising from proportionate evidence informed regulatory interventions.
- ▶ We are recognised as a key contributor to inform health and social care workforce planning for the delivery of safe and effective services that ensure protection of the public.







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