



Bord Altranais agus  
Cnáimhseachais na hÉireann  
Nursing and Midwifery  
Board of Ireland

**NURSING** and  
**MIDWIFERY**  
Board of IRELAND

**Business Plan**  
**2020**



## Foreword

Protecting patients and other members of the public is at the heart of what we do at the Nursing and Midwifery Board of Ireland (NMBI). We are committed to fulfilling this objective by supporting registered nurses and midwives to provide patient care to the highest standards.

NMBI is the independent, statutory organisation which regulates the nursing and midwifery professions in Ireland. We work with nurses and midwives, the public and key stakeholders to enhance patient safety and patient care.

Among our core functions are:

- maintaining the register for nurses and midwives
- evaluating applications from Irish and overseas applicants who want to practise as nurses and midwives in Ireland
- supporting nurses and midwives to provide care by developing standards and guidance that they can use in their day-to-day practice
- setting requirements for nursing and midwifery educational programmes in Higher Education Institutes
- investigating complaints made from patients, their families, health care professionals, employers and holding fitness to practise inquiries.

The 2020 Business Plan is informed by the NMBI Statement of Strategy 2020-2022 and builds on the progress we made in 2019. The NMBI current statement of strategy is available on our website at: <https://www.nmbi.ie/What-We-Do/Our-Role/Statement-of-Strategy>.

## Key focus areas in 2020

Our business plan is supported by individual Directorate work plans which will ensure its successful implementation across NMBI. Summarised below are the elements most critical to our progress.

### 1. *Nurses and Midwives Act 2011*

We will continue to fulfil our statutory remit under the *Nurses and Midwives Act 2011* and implement the remaining provisions as they are commenced.

### 2. Implementation of our new online registration system (Nightingale)

The implementation of our new online registration system (Nightingale) will be critical to the delivery of continued improvements in value for money and processing efficiencies.

The focus of Nightingale in 2020 will be:

- the launch and adoption of the registration module
- the design, development and implementation of the education module. The education module will support the audit of the Higher Education Institutes (HEIs) and clinical placement sites for undergraduate programmes. It will also support the approval/re-approval of education programmes. Its case management system will track activities, schedules, documentation, automate alerts and significantly reduce manual scheduling, filing and tracking, and increase our reporting capability.
- the delivery of new reporting capabilities will see us deliver new reports to our stakeholders. All new applications after the registration module go-live date will be processed by Nightingale. Up until that date any applications captured will be processed through our existing ICT system (Miller). It will take at least 18 months – two years for these cases to work their way through to conclusion (note: compensation measures elongate this process). We will work closely with our stakeholders to pragmatically meet reporting requirements during this period.

### 3. Management and Maintenance of Professional Competence Scheme

NMBI will continue the project based work on the Management and Maintenance of Professional Competence Scheme (MMPC). Our plan in 2020 is to conduct an extensive public consultation on our proposed scheme to allow us to present a refined version to the relevant stakeholders for approval. We will also complete planning for a pilot of the scheme in 2021.

#### **4. Update the Code of Professional Conduct and Ethics for Registered Nurses and Registered Midwives**

In the context of new legislation and healthcare models and settings we will undertake a project to update our *Code of Professional Conduct and Ethics for Registered Nurses and Registered Midwives*. We will examine what changes need to be made, consult on any proposed changes and implement the new Code.

#### **5. Operationalise the policy on *The Development of Graduate to Advanced Nursing and Midwifery Practice***

NMBI will continue to respond to and implement elements of the policy on *The Development of Graduate to Advanced Nursing and Midwifery Practice*. We will identify and consult on the accreditation and annotation of the policy by Q3.

#### **6. Increase fitness to practise capacity and capability**

We will develop and implement the 2020 capacity and capability plan.

#### **7. Fitness to practise case management tool**

The implementation of a new software case management system to support fitness to practise activities will enable NMBI to track complaints and inquiries, and automate alerts. It will act as a repository for all material associated with the Preliminary Proceedings Committee (PPC) and fitness to practise activity. It will also significantly reduce manual scheduling, filing and tracking, and increase our reporting capability. With our requirements defined, we expect to tender in Q3 2020 and implement within the first half of 2021.

#### **8. *Health and Social Care Professionals (Amendment) Bill 2019***

We have planned activity to support the commencement of this new legislation. The primary impact will be in the fitness to practise area.

#### **9. Succession planning**

We will implement a succession plan this year for a number of key leadership positions due to retirement. In addition to finding the optimal resources to take up vacant positions, our succession plan will also cover knowledge and risk management.

We will continue to invest in our people and the organisation to ensure we are equipped to meet the needs of our registrants, the public and our stakeholders.

<b>1. Nurses and Midwives Act 2011</b>		
1.1	Maintain the register of nurses and midwives	Ongoing
1.2	Recognise qualifications, provide statistical information on applications for recognition of qualifications and registration processes	Ongoing
1.3	Approve third level institutions and health care institutions in respect of education programmes leading to registration for both pre-registration and post-registration	Ongoing
1.4	Continue to review and develop standards and requirements for all education programmes regarding pre-registration and post-registration	Ongoing
1.5	Continue to examine complaints and manage Preliminary Proceedings Committee and fitness to practise activities	Ongoing
1.6	Publish the annual report and audited accounts for 2019	Q4 2020
1.7	Provide for accurate, timely and appropriate responses to parliamentary questions and freedom of information requests	Ongoing
1.8	Provide for accurate, timely and appropriate information to the Department of Health	Ongoing
1.9	Update website content	Ongoing
1.10	Monitor compliance with procurement policies and procedures	Ongoing
1.11	Review and monitor our financial position against a three year financial plan	Ongoing
1.12	Monitor workforce plan	Ongoing
1.13	GDPR compliance – delivering next phase of capability	Ongoing

<b>2. Implementation of our new online registration system (Nightingale)</b>		
2.1	Implement and stabilise registrant module	Q3 2020
2.2	Design and develop education module	Commenced in Q1 2020
2.3	Implement education module	Q4 2020*
2.4	Data/reporting approach	Ongoing

### 3. Management and Maintenance of Professional Competence

3.1	Public consultation on draft scheme	Q2 2020
3.2	Approve plan for pilot	Q4 2020

### 4. Update the Code of Professional Conduct and Ethics for Registered Nurses and Registered Midwives

4.1	Public consultation on proposed updates	Q2 2020
4.2	Implement new Code	Q4 2020

### 5. Operationalise the policy on The Development of Graduate to Advanced Nursing and Midwifery Practice

5.1	Develop baseline credentialing information	Q1 2020
5.2	Develop baseline annotation policy	Q2 2020
5.3	Public consultation	Q3 2020

### 6. Fitness to practise case management tool

6.1	The selection, configuration and roll out of a new FTP case management tool	Q3 2020
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### 7. Health and Social Care Professionals (Amendment) Bill 2019

7.1	Develop and implement an operations plan to enact the <i>Health and Social Care Professionals (Amendment) Bill 2019</i>	Q3 2020*
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### 8. Increase fitness to practise capacity and capability

8.1	Develop and implement capacity and capability plan 2020	Ongoing in 2020
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### 9. Succession planning

9.1	Develop and implement succession plan (staff and board members) 2020	Ongoing
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\*To be confirmed through detailed planning in Q1 2020

## Required resources

The 2020 business plan has been developed based on an expected number of resources in 2020. The budget is attached at Appendix 1.

We will continue to work with other agencies to identify opportunities for shared services and resources. All recruitment for replacement of existing posts as well as new posts requires sufficient funds to pay the salaries for prioritisation of posts and for prior sanction from the Department of Health. Successful delivery of the business plan will also be dependent on gaining the necessary approval to maintain and develop our workforce with the appropriate skills and expertise.

## Performance and risk management

2020 will see us implement significant change to our systems, how we work and the make-up of our board and leadership team. These changes are not without risk. We will review and appropriately manage our risks throughout the year and provide assurance to the board of the NMBI. We will enhance our risk management approach in the identification, assessment, monitoring, management and reporting of risk under the stewardship of the Audit and Risk Committee.

## Reporting

We will report on the delivery of objectives quarterly to the board and take a half yearly review of delivery against our strategic priorities. We will submit progress reports on our statement of strategy to the minister in our annual report and at such other intervals as required by the Department of Health.

## Business plan assumptions

Section 20 (2) of the *Nurses and Midwives Act 2011* requires the board to prepare a business plan and ensure that the plan:

- (a) indicates the type and volume of business to be undertaken by the board during the period to which the plan relates,
- (b) indicates any capital plans proposed by the board,
- (c) contains estimates of the number of employees of the board for the period and the business to which the plan relates, and
- (d) contains any other information specified by the minister.



The key assumptions included in the business plan and budget for 2020 are as follows:

## Income generation

The budget income is derived from the following key drivers.

	Volume	Fee	Total income €
Annual retention fee	73,550	100	7,355,000
Overseas applications	4,300	350	1,505,000
Overseas registrations	2580	145	374,100
Other overseas fees			5,600
Irish trained registrants	1,300	145	150,000
Restoration to the register	600	250	188,500
Verification fees	1,200	80	96,000
Advanced nurse/midwife practitioner fee	50	145	7,250
Other registration income			71,500
<b>Total registration</b>			<b>9,752,950</b>
Contribution to Nursing and Careers Centre			200,000
Superannuation			132,256
Department of Health funding			0
Bank interest			750
<b>Total income</b>			<b>10,085,956</b>

The volumes used are an estimate based on the number of registrants as of October 2019.

Assumptions underlying this budget are as follows:

- NMBI has not allowed for any increase in the rates it charges for its services
- it is assumed that there will be circa 73,550 registrants paying the 2020 registration fee
- overseas applications are expected to be similar in 2020 as in 2019 (4,300)
- Irish registrations reflect our estimate of the numbers to be registered from Irish graduates
- verification fees are similar to the 2020 expected outturn
- contributions to the Nursing and Careers Centre (NCC) are expected to remain at €200,0000
- superannuation income is pension contributions received from staff who were members of the pension scheme prior to the new Single Public Service Pension Scheme (SPSPS) of salaries and is based on the salaries budget. The SPSPS is a public service defined benefit pension scheme. It applies to staff who joined the public service for the first time on or after 1 January 2013 and who are working in a pensionable position.

## Capital expenditure plan

NMBI has a programme of capital expenditure to improve its physical and digital infrastructures (Total €1.20m).

- Development and implementation of a new Registrant ICT system with distinct modules for Registration, Education, FTP and support for a Professional Competence Scheme. Projected spend in 2020 (€1m).
- Upgrade and replacement of the NMBI's range of computer stock, the facilitation of home working and the hosting of the NMBI's activities by virtual means. Projected spend in 2020 (€50k).
- Network infrastructure update. Projected spend in 2020 (€50k).
- Implementation of physical infrastructure changes to the NMBI's offices and improved spatial usage of our facilities. Projected spend in 2020 (€100k).

## Staff numbers

The budget allows for an average of 55 staff members in 2020.

## Conclusion

The budget attached to this business plan will be carefully monitored and managed throughout the year with monthly reports presented to the Department of Health and the NMBI board. A revised budget will be prepared mid-year to reflect any changes in assumptions, actual year-to-date income and expenditure profiles and projected end-of-year outturn.

2020 will be a significant year for the board with the continued implementation of the *Nurses and Midwives Act 2011*, the continued roll out of our new online registration system and other changes to be delivered. The board and management are confident that with the continued support of our key stakeholders we will deliver this business plan for 2020.





## Appendices

## Appendix 1: Nursing and Midwifery Board budget 2020

### Income and expenditure budget 2020

	€ Budget 2020	€ Projected 2019
<b>INCOME</b>		
<b>Fee income</b>		
2019 budget	7,355,000	7,165,620
Overseas application	1,509,000	
Overseas registrations	375,700	1,821,280
Irish registration fees (students and Irish trained registrants)	252,500	
Other income duplicate cert, appeals, transcripts, superannuation requests	260,750	600,599
Deferred income release – Department of Health	-	-
Contribution towards Nursing Careers Centre	200,000	200,000
Bank and investment interest income	-	-
Superannuation income	132,256	73,139
Bank and investment interest income	750	500
<b>Total income</b>	<b><u>10,085,956</u></b>	<b><u>9,861,138</u></b>
<b>EXPENDITURE</b>		
<b>Pay</b>		
Wages and salaries (incl. employer SPSPS contribution)	(2,966,697)	(2,382,895)
Pension costs	(615,775)	(513,333)
Agency	(310,675)	(645,855)
<b>Total payroll expenditure</b>	<b><u>(3,893,147)</u></b>	<b><u>(3,542,083)</u></b>
<b>Non pay</b>		
<b>General administrative costs</b>		
Maintenance	(202,945)	(267,911)
Light, heat and electricity	(48,000)	(42,274)
Insurance	(55,000)	(54,183)
Rates	(107,000)	(102,438)
Catering	(18,000)	(14,199)
Audit and finance costs	(76,000)	(78,613)
Bank interest and charges	(45,856)	(41,751)
Telephone costs	(39,600)	(46,917)
	<u>- 592,401</u>	<u>- 648,286</u>
<b>Legal/FTP costs and professional fees</b>		
FTP - legal, stenographer, assessor and witness costs	(2,591,620)	(2,526,029)
Professional fees	(645,898)	(585,935)
	<u>(3,237,518)</u>	<u>(3,111,964)</u>

**Other corporate and support costs**

Board fees, and board and committee training	(160,171)	(137,100)
Election	(90,000)	-
ICT support costs (including Nightingale)	(573,558)	(380,827)
Travel, subsistence and site visits	(152,200)	(128,418)
Other office and corporate costs	(77,980)	(112,924)
Qualification assessors	(110,000)	(90,288)
Printing, postage and courier costs	(159,000)	(227,656)
Staff training, welfare and recruitment	(130,000)	(147,834)
Call centre	(300,000)	(316,248)
	<u>(1,752,909)</u>	<u>(1,541,295)</u>
<b>Total gross expenditure (excl. depreciation)</b>	<b><u>(9,475,975)</u></b>	<b><u>(8,843,628)</u></b>
<b>Net surplus/(deficit) before depreciation</b>	<b><u>609,981</u></b>	<b><u>1,017,510</u></b>
Less depreciation	(554,301)	(356,305)
<b>Operating surplus/(deficit) after depreciation</b>	<b><u>55,680</u></b>	<b><u>661,205</u></b>

**NOTE 1**

The 2020 budget figures above reflect the expected income and expenditure in relation to the continuing core operational activities of NMBI.

During 2020 the NMBI intends to commence a project relating to fitness to practise activity which may require funding from the Department of Health.

## Budget 2020 balance sheet

	<b>Budget 2020 €</b>	<b>Forecast 2019 €</b>
<b>Fixed assets</b>		
Freehold land	1,265,833	1,265,833
Premises	9,034,351	9,188,135
Equipment and fittings	0	26,579
Computer hardware and software	147,669	121,589
Registration system	916,476	626,169
	<b><u>11,364,329</u></b>	<b><u>11,228,305</u></b>
<b>Current assets</b>		
Cash at bank and in hand (inc. deposits)	5,148,842	5,375,602
Debtors	6,294	6,081
Prepayments	148,778	131,662
	<b><u>5,303,914</u></b>	<b><u>5,513,345</u></b>
<b>Current liabilities</b>		
Amounts falling due within one year		
Trade creditors and accruals	(1,352,093)	(1,225,162)
Deferred income – annual retention fee	(3,309,750)	(3,333,272)
Deferred income – Department of Health	(130,975)	(130,975)
Mortgage due in one year	(232,496)	(232,496)
	<b><u>(5,025,314)</u></b>	<b><u>(4,921,905)</u></b>
<b>Net current assets/(liabilities)</b>	<b><u>278,600</u></b>	<b><u>591,440</u></b>
<b>Non-current liabilities</b>		
Amounts falling due after one year		
Mortgage due after one year	(1,492,231)	(1,724,727)
<b>Net assets</b>	<b><u>10,150,698</u></b>	<b><u>10,095,018</u></b>
<b>Represented by</b>		
Surplus/(deficit) for the year	55,680	661,205
Reserves brought forward	10,095,018	9,433,813
Capital funding – Department of Health	0	0
<b>Accumulated fund</b>	<b><u>10,150,698</u></b>	<b><u>10,095,018</u></b>

## Budget 2020 cash flow statement

	<b>Budget 2020 €</b>	<b>Forecast 2019 €</b>
<b>Cash flows from operating activities</b>		
Excess income over expenditure	55,680	661,205
Depreciation and impairment of fixed assets	554,301	356,305
(Increase)/decrease in receivables	(17,329)	37,142
Increase/(decrease) in payables	103,408	(558,031)
Deposit interest received	(750)	(500)
Bank interest paid	45,856	6,603
	<u><b>741,166</b></u>	<u><b>502,723</b></u>
<b>Cash flows from investing activities</b>		
Payment to acquire property, plant and equipment	<u>(690,325)</u>	<u>(466,669)</u>
	<u><b>(690,325)</b></u>	<u><b>(466,669)</b></u>
<b>Cash flows from financing activities</b>		
Bank interest received	750	500
Bank interest paid	(45,856)	(6,603)
Mortgage repayments	<u>(232,496)</u>	<u>(232,754)</u>
	<u><b>(277,602)</b></u>	<u><b>(238,857)</b></u>
<b>NET INCREASE/(DECREASE) IN CASH</b>	<b>(226,760)</b>	<b>(202,802)</b>
Cash and cash equivalents at the start of the year	<u>5,375,602</u>	<u>5,578,406</u>
<b>Cash and cash equivalents at the end of the year</b>	<u><b>5,148,842</b></u>	<u><b>5,375,602</b></u>

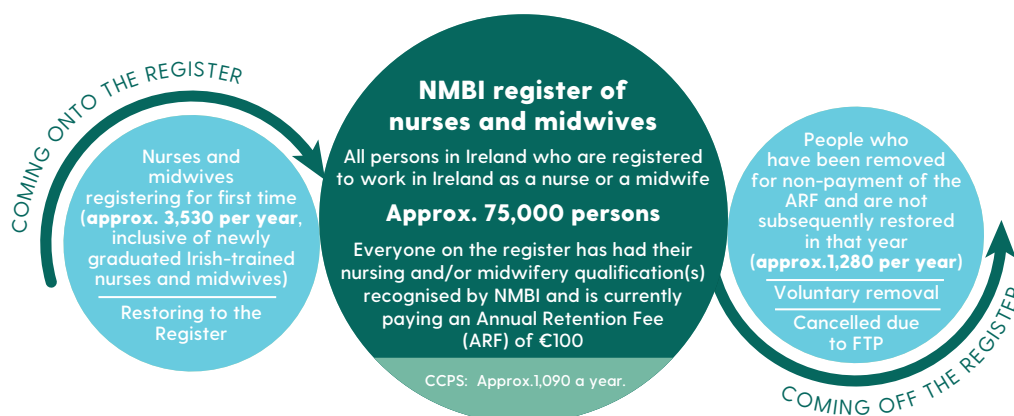


## Appendix 2: Key achievements in 2019

### Registration

#### The core of what we do:

NMBI maintains a register of nurses and midwives. Although the numbers vary from year-to-year, there are typically 75,000 people on the register. All persons on the register have paid their annual registration fee and had their nursing and/or midwifery qualification(s) recognised by NMBI.



### 2019 registration figures (January-December 2019)

First time registrations in 2019:	3,664
Irish trained:	1,396
EU trained (excl. Ireland):	480
Non-EU trained:	1,788

### Removals

Approximately 21,000 people were removed from the register (January-September). In 2019 the numbers of removals were particularly high due to the regularisation of the inactive register. The vast majority of removals (90%) were on a voluntary basis while the remaining 10% were due to non-payment of the registration fee.

### Restorations

There were 838 restorations to the register from January-December 2019.

## Annual Retention Fee payment

92,795 registrants were contacted between 5 and 12 of November, 2018 and advised to pay their registration fee before 31 December, 2018. Below is a summary of the 2019 registration fee payments as of 15 March, 2019.

ARF responses	2019 ARF (15 March 19)	% of Total	2018 ARF Payment (30 Mar 18)	% change compared to last year
Total letters issued 5-12 November 2018	92795	100%		
Payments made online	39,012	42%	30,311	+29%
Payments made by phone	24,626	27%	28,295	-13%
Payments made by direct debit	6,936	7%	7,191	-4%
<b>Total payments</b>	<b>70,574</b>	<b>76%</b>	<b>65,797</b>	<b>+7%</b>

### Project Nightingale - improving our registration process:

Following a tender process, a preferred vendor was selected on 30 November 2018 which involved NMBI entering into a contract with the preferred vendor for the supply, design, implementation and support and maintenance of the solution. This project has continued through 2019 with a planned implementation at the end of this year (2020).

This project, to deliver a new integrated online registration system, will deliver modern fit for purpose technology that will provide:

- an accurate and secure register
- accessible data at every step of the registration process
- improved records
- streamlined processes
- enhanced self-service for applicants and registrants.

Project Nightingale comprises of the design and build, mapping and improvement, and other organisational changes required within NMBI to deliver the new platform. It will consist of a portal, an online payment facility, a defined data model for workflows, a document management system and a reporting system.

The main beneficiaries of the new platform will be applicants, registrants, HEIs and NMBI staff. The new data reporting capacity will also benefit the NMBI, registrants, the Department of Health and those working in planning and research in the wider healthcare sector.

Students applying to the candidate register and moving from the candidate register to the register on graduation will do this through an online portal directly with NMBI. The HEIs will verify the applicants through a new verification tool.

All nurses and midwives currently on the register will also be able to pay through the online portal, and access all NMBI related services. With this new system, employers will benefit from a live online register (no 48 hour delay), negating the need for printed paper certificates. In addition, NMBI will publish regular reports on our website which will be available to the Department of Health and the wider healthcare sector.

In addition to the investment in Nightingale, 2019 also saw a focus on:

- maintenance of the register
- increase in the number of registrants contact data
- regularisation of inactive registrants.

Status	No. of nurses/midwives
Removed for non-payment	16,709
Voluntarily removed	10,186
Registered	2,224
Deceased	789
<b>Total (originally inactive)</b>	<b>29,908</b>

## Fitness to Practise

### The core of what we do:

Based on the register of 77,115 at 31 December 2019, 0.14% of registrants were the subject of a complaint. In cases where a decision was made, 36% progressed to an inquiry. As at 31 December 2019, we had received 109 complaints.

### Improving the way we do it:

- work has commenced on the selection of a fitness to practise (FTP) case management tool. Requirements have been defined and a number of product demonstrations and conversations with other regulators have taken place to understand their experiences - software and potential pit falls. We are now in a position to tender for a software package and plan to do so in early 2020
- a series of articles entitled *Focus on Fitness to Practise* were published on the website and in our e-zine to inform and guide nurses and midwives on what can be learned from complaints logged and FTP Inquiries. As one of the most read sections on our website and in our ezine we will continue this practice.

## Education

### The core of what we do:

The professional standards and education department of the NMBI ensures that requirements and standards for nursing and midwifery education are met. The department also conducts site visits to third level institutions and linked health care institutions which provide registration/degree programmes in nursing and midwifery.

### Improving the way we do it:

- in July 2017 work started on a project to define a *Managing the Maintenance of Professional Competence Scheme* for Nurses and Midwives. This continued in 2019. Monitoring the maintenance of professional competence will assure the public and the profession that registrants continue to learn and develop throughout their career to keep their skills and knowledge up to date, thus supporting their ability to practice safely and effectively. 2019 saw a consultation process complete on current Continuing Professional Development (CPD) practices which will in turn inform the design of the NMBI scheme
- we celebrated 100 years of nursing regulation in Ireland with a conference on 24 October in the Clayton Hotel, Liffey Valley, Dublin. We will support the World Health Organisation (WHO) designated International Year of the Nurse and Midwife
- the national competency assessment tools were rolled out for all four year and four and a half year programmes leading to nursing registration
- ionising radiation standards completed in 2019 and will be published in early 2020.

## Midwifery

### The core of what we do:

NMBI's role is to protect the public and the integrity of the midwifery profession. We achieve this by promoting high standards of professional education, training and practice, and professional conduct among midwives. We also maintain the register and set the requirements for midwifery educational programmes leading to registration.

### Improving the way we do it:

- 2019 saw significant stakeholder engagement around section 40 (1a) of the *Nurses and Midwives Act 2011* dealing with midwives indemnity to identify an arrangement that protected the public and the integrity of the profession without introducing unnecessary barriers for other professionals. It is planned to take a proposal to the Department of Health by the end of 2019.
- updates have been made to the *Return to Midwifery Practice Courses: Standards and Requirements*. We plan to publish it by the end of 2020

- the National Student Midwife Assessment Competency Tool has been available to all higher diploma students since September 2019
- the competency tool for the first year of the four year programme which was rolled out in 2018 has been evaluated. No significant changes were required. The NMBI were invited to present on this tool at the Royal College of Midwives Conference (UK) which was attended by 3,500 midwives.

## Organisation

The 2017-2019 strategy highlighted the need to invest in and develop our organisation. Our three year workforce plan has been discussed with the Department of Health and we are working towards delivering on our target headcount and organisation design. A number of positions were advertised and filled in 2019 for a number of vacant core staff positions, including the position of interim CEO.

In 2018 we identified a capability development plan for staff and tendered for external suppliers as required. We commenced delivery of this staff development plan in 2019 with staff attending a Management Fundamentals Programme and an introduction to Lean Six Sigma.

Our current statement of strategy was in its final year and in April we started work on developing our new Statement of Strategy 2020-2022. We invited stakeholders to provide their input through an online survey and a number of meetings. Workshops were also held with staff and board members. We will publish our new statement of strategy on our website.

## Communications

With a new communications manager in place in 2018 a communications plan for 2018-2019 (in line with the overall statement of strategy) was developed and key milestones were tracked and met. Deliverables this year included:

- customer service consultations and surveys with the public, nurses and midwives, and NMBI's stakeholders, to inform and draft NMBI's customer action plan and customer strategy
- full compliance with best practice relating to the re-use of Public Sector Information Regulations with a new centralised section on the website for all NMBI Publications
- a new consultation section was designed and built for the NMBI website
- introduction of new corporation communications design and branding for the organisation.

## Appendix 3: Our mission and values

The NMBI is an independent body that exists to protect the public and the integrity of the practice of the professions that we regulate.

Our vision is to provide leadership to registered nurses and registered midwives to deliver safe care through innovative and proactive professional regulation.

Our mission is to protect the public and the integrity of the professions of nursing and midwifery through the promotion of high standards of education, training, and professional conduct.

Our values are:

- Transparency: we share information about our work and accept responsibility to efficiently use organisation resources, improve our systems, and help our registrants deliver safe and effective patient care
- Trust: we act with honesty and integrity, not compromising the truth
- Leadership: we lead by example by doing the right thing for the right reasons and not compromising core principles
- Respect: we treat our stakeholders with mutual respect and sensitivity. We respect all individuals and value their contributions
- Equality and fairness: we strive for equality and fairness in our dealings with registrants, members of the public and organisations.

## Appendix 4: Organisation structure

The board comprises of 23 members with a lay majority of 12. There are eight elected members. All board members act in a non-executive capacity.

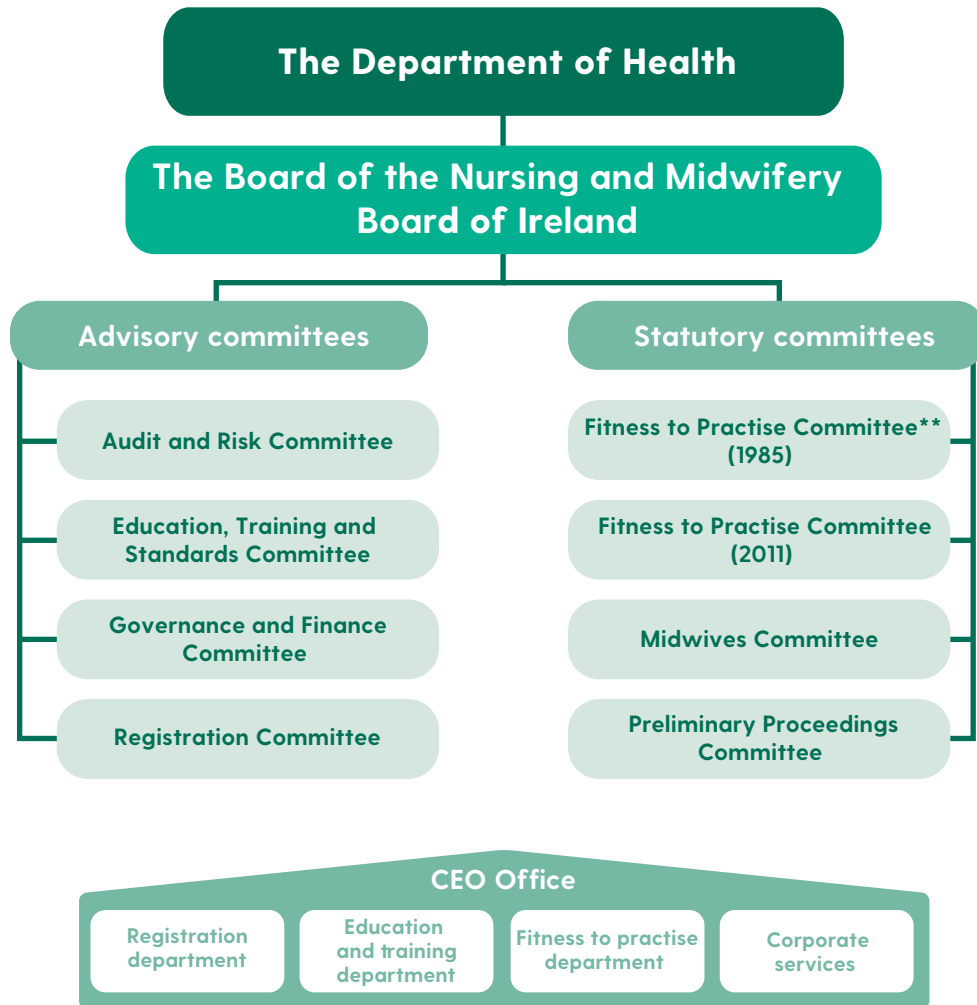
The board sets the overall strategy and governance arrangements. The chief executive officer is accountable to the board for delivery. The chief executive officer is supported by a senior management team.

A number of committees have been established under the *Nurses and Midwives Act 2011* to support the board in its work:

- Fitness to Practise Committee established under the 1985 Act to enquire into complaints made prior to the commencement of the 2011 Act
- Fitness to Practise Committee established under the 2011 Act to enquire into complaints referred by the Preliminary Proceedings Committee considered to warrant further action
- Preliminary Proceedings Committee established under the 2011 Act to consider all complaints made and determine whether there is sufficient cause to warrant further action
- Midwives Committee established under the 2011 Act to provide advice to the board in relation to midwifery practice.

The board has established a number of advisory committees to assist it in its work in the following areas:

- Audit and Risk Committee – the function of this committee is to monitor the effectiveness of financial management and control, risk management and internal audit
- Governance and Finance Committee – this committee ensures that our systems of governance and financial planning and resourcing are effective
- Registration Committee – this committee oversees and provides strategic direction to the registration function as set out in the *Nurses and Midwives Act 2011*. The committee advises the board on all matters relating to registration and recognition of qualifications gained outside the State
- Education, Training and Standards Committee – this committee advises and makes recommendations to the board in relation to all issues pertaining to the education, training and standards function of the board in accordance with the provisions of the *Nurses and Midwives Act 2011* (Part 10).



\*\*The Fitness to Practise Committee (1985) was established under the Nurses Act, 1985 and its members were appointed under that Act. It will remain in being until all fitness to practise matters that originated under the 1985 Act have concluded.

The internal organisation structure reflects the statutory functions as set out in the *Nurses and Midwives Act 2011*. These are currently supported by four directorates. Each directorate is led by a director who reports to the chief executive officer. The directors are not members of the board. The title reflects an executive leadership role within the NMBI.





Bord Altranais agus  
Cnáimhseachais na hÉireann

Nursing and Midwifery  
Board of Ireland

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