



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

STATEMENT OF STRATEGY 2017-2019



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About the Nursing and Midwifery Board of Ireland

Who we are

The Nursing and Midwifery Board of Ireland is the regulatory body for the professions of nursing and midwifery in Ireland. We perform our functions in the public interest under the Nurses Act 1985 and the Nurses and Midwives Act, 2011¹. We have a statutory obligation to protect the integrity of the practice of the professions of nursing and midwifery, and also to protect the public. We do this by maintaining a Register of Nurses and Midwives, and we promote high standards of professional education, training and practice, and professional conduct amongst nurses and midwives.

We currently do this in the following ways:

- We maintain the register of nurses and midwives and a candidate list for student nurses and midwives. We establish criteria for assessment and registration in our register and the various divisions of that register. We issue certificates of registration and renewal of registration. We make our register available to the public on our website so that people can check the register to confirm that a nurse or midwife is registered.
- We set standards for the education and training of nurses and midwives. We approve programmes of education necessary for registration and renewal of registration. We monitor these programmes on an ongoing basis.
- We support our registrants by providing appropriate guidance on professional conduct and ethics for both registered nurses and midwives.
- We specify criteria regarding the creation by employers of advanced practice nursing and midwifery posts.
- We establish committees to inquire into complaints about our registrants. We make decisions relating to the imposition of sanctions on registered nurses and midwives who have findings made against them.
- We advise the Minister and the public on all matters of relevance relating to our functions.

Our role in setting standards and providing guidance for about 65,000 registered nurses and midwives in Ireland focuses on public safety, and we work collaboratively with the Department of Health, employers, managers, unions, educators, other regulatory bodies and our registrants.

This strategy acknowledges that we are one part of a wider environment that is focused on ensuring the safety of patients. As the regulator, we are committed to working closely with all our registrants, policy makers and other stakeholders to enhance patient safety. The scope of this strategy encompasses our direct responsibilities in relation to registration, education and fitness to practise. It also identifies areas where, through information, communication and partnership, we can influence policy and patient safety outcomes.

¹ "The objective of the Board shall be the protection of the public in its dealing with nurses and midwives and the integrity of the practice of nursing and midwifery through the promotion of high standards of professional education, training and practice and professional conduct among nurses and midwives". Nurses and Midwives Act, 2011.

A system-wide responsibility for public safety



* The NMBI is separate to the role of professional bodies.

How we support registered Nurses and Midwives



Supporting Nurses and Midwives

Integrity of Nursing and Midwifery Practice

Pre Registration



Information on careers in nursing and midwifery

Information on preregistration programmes

Setting standards and requirements for education programmes

Monitoring adherence to standards and requirements for education programmes

Conducting site visits to programmes and practice placements

Providing professional advice and support to nurses, midwives and other stakeholders

Registration



Maintaining the register of nurses and midwives and the candidate register

Assessing eligibility of applicants for entry on the register of nurses and midwives

Providing guidance to nurses and midwives on matters relating to professional conduct and ethics

Standards

Defining your scope of practice

Setting out in our Code the standards of practice and behaviours expected of nurses and midwives

Professional Competence Scheme (new)*

Developing a professional competence scheme to monitor the maintenance of competence

Review



Complaints

Investigating complaints against registered nurses and midwives

Responding to concerns and taking action to protect the public where necessary

Fitness to Practise

Ensuring a robust complaints process through Preliminary Proceedings Committees and Fitness to Practise Committees

Imposing sanctions proportionately and where appropriate

Monitoring conditions

Health Committee**

Restoration



We assess applications for restoration to the register of former registrants following removal or cancellation (in the case of non-payment of the annual retention fee).

Removal:

The Board can consider the following six grounds upon receipt of an application for restoration to the Register.

1. Circumstances that led to cancellation of registration
2. The findings of the FTP committee and the reasons for cancellation
3. Any insight the nurse/ midwife has gained into the matters that led to cancellation
4. What the nurse/ midwife has done since cancellation
5. The steps taken to keep up to date with nursing/midwifery knowledge
6. The steps taken to rehabilitate professionally and/or socially

* Please see Appendix E for more information about the Professional Competence Scheme.

** To be established in 2017.

You can find out more about us from our website, www.NMBI.ie.

Sign up for our eZine at www.nmbi.ie/ezine-subscription.

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Message from the President and CEO

We are delighted to publish the Nursing and Midwifery Board of Ireland's (NMBI) Statement of Strategy for 2017-2019.

This follows a period of consultation with our stakeholders during which over 500 organisations and individuals provided their input and feedback. We would like to take this opportunity to thank you for telling us what you think. Our strategy is better informed and more robust as a result.

Supporting registrants and protecting the public by establishing standards and requirements to practise nursing and midwifery in Ireland remains the core of what we do. We heard and we acknowledge that we need to improve the way we do this, and we have laid out strategic priorities in this document to achieve that. Our focus is on rebuilding trust, ensuring our role is understood, which helps us to be more effective and efficient in dealing with and having an organisation that is equipped to deliver on our strategy. We will report upon and be held accountable for the delivery of this strategy.

During the period of time covered by this Statement of Strategy, we will have two significant anniversaries to mark: 100 years of regulation of midwives in Ireland in 2018, and 100 years of regulation of nurses in Ireland in 2019. Many aspects of regulation have changed during those 100 years, and we will need to continue to adapt to ensure our regulatory model is relevant, modern, effective and fit for purpose.

We look forward to working closely with our registrants, policy makers and our other stakeholders to enhance patient safety.

Essene Cassidy, President

Mary Griffin, Interim CEO



Essene Cassidy, President



Mary Griffin, Interim CEO

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The Context to our Strategy 2017-2019

Our vision is to provide leadership to registered nurses and 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

- Transparency
- Trust
- Leadership
- Respect
- Equality and fairness

In developing this statement of strategy, the Nursing and Midwifery Board of Ireland has considered the regulatory environment in which it currently operates, and examined the factors which are likely to influence its programme of work. We have also reflected on our regulatory journey to date.

The nursing and midwifery environment

NMBI acknowledges that a nurse's or midwife's practice is influenced not only by their knowledge or skills, but also by the environment in which they work. It continues to be a challenge and concern for nurses and midwives to provide safe care with reduced resources and demands for increased efficiencies. However, resourcing issues,

staffing numbers and management structures in the clinical environment are outside the statutory remit of NMBI. In this context, we are committed to promoting the maintenance of high standards of care by providing guidance to nurses and midwives, which they can rely on to support their decision-making in caring for patients and service users.

Public and government priorities

Ensuring patient safety in healthcare is a public and government priority, and effective nursing and midwifery regulation will remain a key factor to deliver on this.

Models of Patient Care

During the lifetime of this Statement of Strategy, we can expect further expansion and enhancement of nursing and midwifery roles in line with new models of patient care and reorganisation of services. These developments will have an impact on our regulatory role. We are committed to collaborating with the health service providers and other stakeholders so that we can continue to support and enable safe, professional nursing and midwifery practice in a dynamic changing healthcare system.

Cost of regulation

The financial position of NMBI has been influenced significantly by its expanded statutory obligations in areas such as registration, education, training, regulation and professional competence. In preparing this strategy, we considered the wider environment and associated opportunities and challenges. We continue to operate in an environment of limited public funds and, at the same time, the nursing and midwifery professions are under increased scrutiny to maintain the confidence of the public. It is essential that we have the necessary resources (people and information technology) and effective governance arrangements (processes and systems) to facilitate the efficient delivery of our regulatory functions that support the professions of nursing and midwifery whilst promoting public safety.

The cost of regulation will continue to be a focus – for registrants, employers, unions and the public. The Nursing and Midwifery Board of Ireland was set up to operate on a self-funded basis, and we will continue to direct our resources to enhance the protection of the public. We also have a role to play in making available evidence-based advice for the Department of Health and other decision makers on how to support nurses and midwives in maintaining professional practice and competence that will deliver safe patient care.

Governing legislation

The Nurses and Midwives Act 2011 is the legislation governing NMBI's work and it sets out our statutory role and function. European Union (EU) legislation also provides legal frameworks which we must comply with, including the freedom of movement

of healthcare professionals within member states, the European Professional Card (EPC), the IMI Alert mechanism and the provision of temporary and occasional nursing and midwifery services.

Global economy

As Ireland and the global economy continue to emerge from financial crisis, the numbers of EU and non-EU applications have been increasing and can be expected to rise further. The Nursing and Midwifery Board of Ireland will need to be responsive to this anticipated increase in applications for nursing and midwifery registration and evolve to address challenges such as assessing competences or language proficiency. Robust, efficient and effective registration processes are required if Ireland is to successfully compete in the recruitment of nurses and midwives in the context of a global shortage of these professions.²

While we can never be certain what the future holds we can expect opportunities and challenges between now and 2019. We must strive to improve our efficiency, effectiveness and productivity to meet these challenges and opportunities. Developing, training and supporting our staff is crucial to facilitate them to deliver a quality service to nurses, midwives, the public and other stakeholders.

Improved and efficient processes, technology and structures will be required. Building trust with our nursing and midwifery registrants and the public is imperative if the Board is to be viewed as an example of regulatory excellence.

² "A Universal Truth: No Health Without a Workforce", Global Health Workforce Alliance and World Health Organisation, 2013.

"The Global Shortage of Registered Nurses", The Global Nursing Review Initiative, International Council of Nurses, 2005.

"State of Maternity Services Report", Royal College of Midwives, 2015.

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Our Strategic Priorities

This section of the Statement of Strategy describes our aims for the period 2017-2019 and the strategies we will employ to achieve these aims.

The four pillars of nursing and midwifery regulation (registration, retention, review and restoration) will continue to be our primary focus over the next three years. Effective regulation remains our first priority. However, we envisage that there are ways to be more impactful, efficient and effective in how we deliver on these four pillars.

We have captured this visually in the diagram below, and the text that follows provides a more detailed explanation.



The core of what we do

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

- Maintain the Register of Nurses and Midwives.
- Evaluate applications from Irish and overseas applicants who want to practise as nurses and midwives in Ireland.
- Support nurses and midwives in their practice by setting standards and monitoring the education and training for nurses and midwives.
- Promote evidence-based nursing and midwifery practice by providing guidance to nurses and midwives on professional practice, professional conduct and ethics.
- Respond to and investigate complaints against nurses and midwives.
- Provide input to and use output of the EU IMI Alert mechanism.
- Develop and implement a Professional Competence Scheme.
- Continue to work with the Department of Health on our primary legislation to ensure we can deliver the public protection and patient safety envisaged under the 2011 Act, and, where necessary, seek legislative amendments as required.
- Continue to inform policy and legislation.

What will we be doing differently?

- We will have strengthened our reputation with registrants, the public and key stakeholders.
- Stakeholders will have an enhanced understanding of the role and functions of the NMBI and how we work. They will find us more consistent, efficient and effective to deal with.
- We will have an organisation that is equipped to meet the needs of our registrants, the public and other stakeholders and is able to deliver on our strategy.

We will now discuss these in more detail.

Strategic Priority 1

We will strengthen our communication with our registrants, the public and our key stakeholders.

- We will build trust through open and transparent communications.

By communicating better with registrants, employers, managers and the public, we will influence professional practice and the care environment.

We will create and maintain a comprehensive programme for communication and stakeholder relations, ensuring that there is a clear plan for engaging with and listening to others. By listening to and working with others, we can have a greater impact on public safety.

- We will work in partnership with other regulators and other health and social care agencies.

We don't act alone in protecting the public. Our experience day to day, as well as what we have learned from the past, shows that we need to be better at responding to concerns, sharing information and working together. Therefore, partnership and collaboration with other regulators, employers and unions, will be a strong theme for the next three years.

Strategic Priority 2

Our stakeholders will understand how we work and find us more consistent, efficient and effective to deal with.

- We will publish clear, easy to understand information about our role and what we do. We will explain clearly how people can contact us and how our processes and services work.

- We will define and publish service standards for our service users.

- We will publish clear, easy to understand, evidence-based guidance documents for our registrants.
- We will develop clear standards and requirements to inform nursing and midwifery education programmes that lead to registration.



Strategic Priority 3

We will have an organisation equipped to deliver on our strategy.

We know that continuing to improve how we work in a resource-constrained environment will make strong demands of our organisation and our people.

- For this reason, we know we need to be a more efficient and effective organisation.
- We will invest in relevant technology to ensure that applications are in place to support the core functions of the Nursing and Midwifery Board of Ireland.

It is critical that our systems and applications develop at a pace that matches our ambition in fields such as self-service, efficiency and effectiveness, eliminating paper from the system and enhancing our data and intelligence capability.
- We will support staff so they have the knowledge, skills and competencies to do their jobs effectively and with confidence.
- We will fundamentally redesign our processes and procedures to meet increased demand and user expectations and reduce cost.
- We will proactively review the structure of our organisation to allow for the effective and efficient delivery of our legislative remit.
- We will enhance the ability of our service users to self-serve through digital channels.
- We will fully comply with the Code of Practice for the Governance of State Bodies, 2016.
- We will have defined a sustainable funding model and be operating within it.

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Implementing our Strategy and Measuring Success

This Statement of Strategy will cover the three-year period 2017-2019.

Each year, we will develop an annual business plan designed to deliver on the strategy.

We will publish the minutes of Board meetings and you will be able to measure our progress too.

We will publish an annual report detailing progress we have made.

Progress will be reported against defined measures and milestones. The measures will be of a quantitative (e.g. application processing times, query handling time, number of complaints about registrants received, number of complaints resulting in an FTP hearing, etc.) and qualitative nature. The milestones which we will be tracking are detailed in appendix A.



Resourcing

The availability of human resources and funding is a prerequisite to the successful delivery of this plan and achieving our strategic objectives.

Our current human resource capacity comes from a number of sources: staff who work full or part-time for the Nursing and Midwifery Board of Ireland; external third parties who operate activities on an outsourced basis or who are engaged to bring expertise at particular points in time; and our Board and Committees members.

The Nursing and Midwifery Board of Ireland will continue to utilise and enhance these human resources as best we can to achieve maximum impact on patient safety.

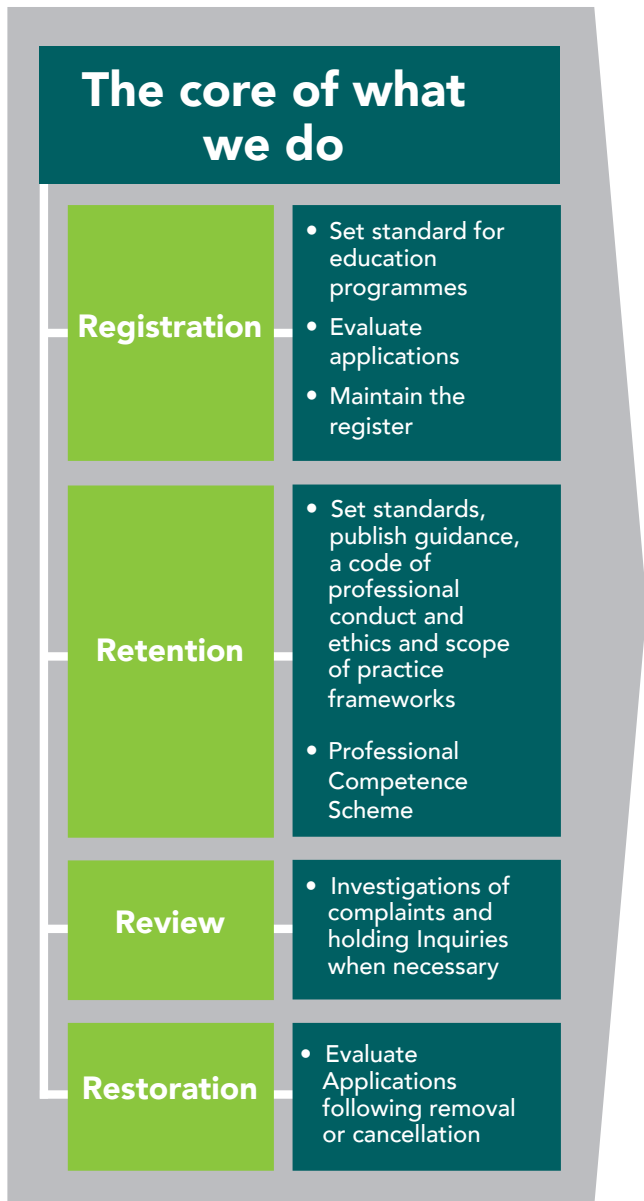
We will proactively identify gaps in capacity and skills as they arise, and bring them to the attention of the Board and/or the Department of Health as appropriate. The timely sanctioning of posts and continual access to funding will be critical.

Risk Management

A number of assumptions have been made in the development of this Statement of Strategy, such as assumptions about our resources, staffing levels and government priorities. Assumptions come with inherent risk. We plan to manage these risks through advance planning, regular monitoring of our Risk Register* and working closely with the Department of Health and other relevant parties.

* Ongoing review of risk is incorporated into our Risk Register. The Register is in place for identification, assessment, monitoring, management and reporting of risk. The Risk Register is regularly monitored at senior management and Board level, through the auditing of our internal controls.

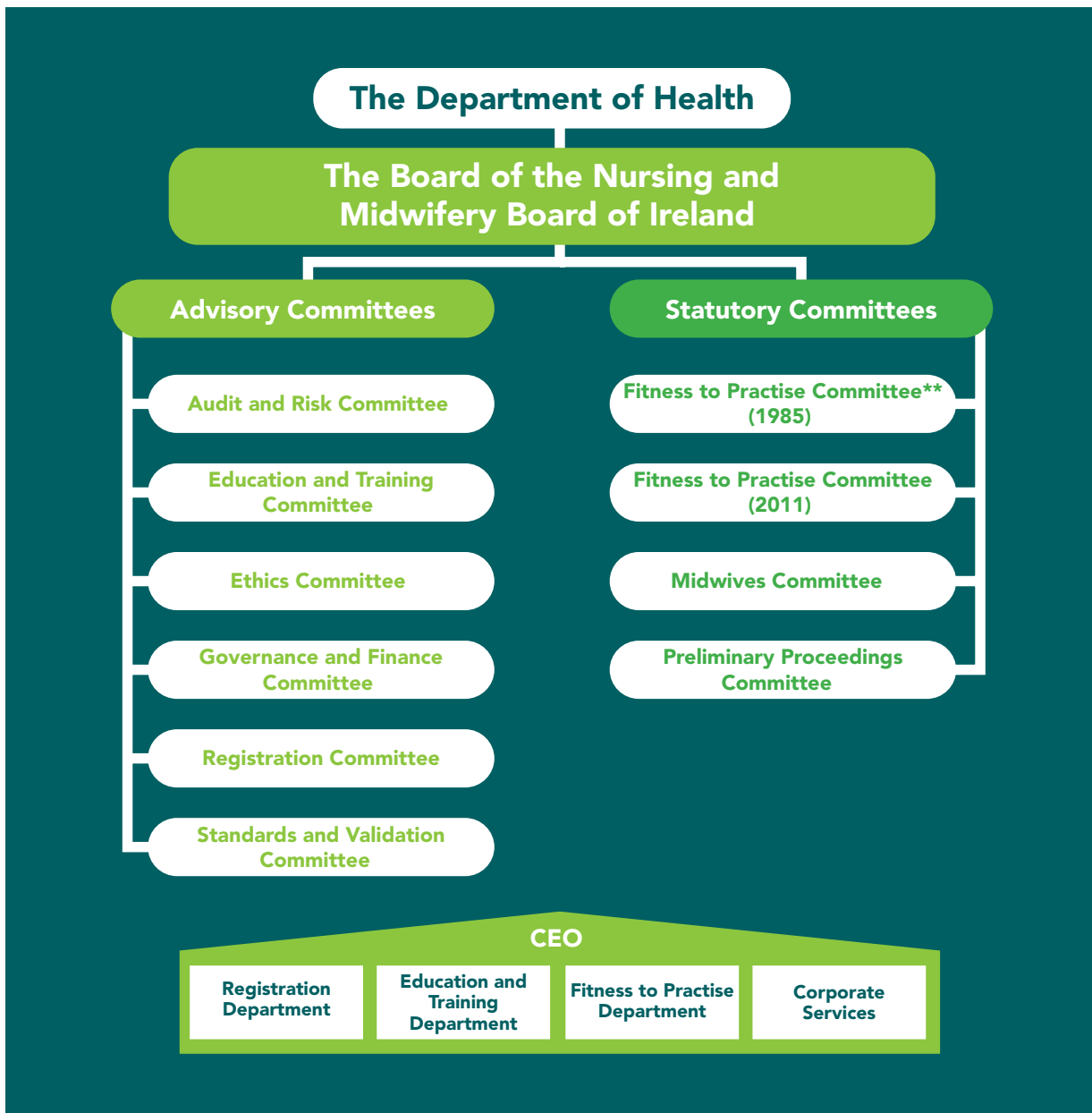
Appendix A: Key Milestones



| Improving the way we do it | How we will improve it |
|---|--|
| 2017-2019 Strategic Priorities | |
| 1. We will have strengthened our reputation with our registrants, the public and our key stakeholders | We will build trust through open and transparent communication |
| | We will work in partnership with other health and social care agencies |
| | |
| | |
| 2. Our stakeholders will understand how we work and find us more consistent, efficient and effective to deal with | We will publish clear, easy to understand information about our role and what we do |
| | We will explain clearly how people can contact us and how our processes and services work |
| | We will publish clear, easy to understand, evidence-based guidance documents for our registrants |
| | We will develop clear standards and requirements to inform nursing and midwifery education programmes that lead to registration |
| 3. We will have an organisation that is equipped to meet the needs of our registrants, the public and other stakeholders, and is able to deliver on our strategy | We will invest in relevant technology to ensure that applications are in place to support the core functions of the Nursing and Midwifery Board of Ireland |
| | We will support staff so they have the knowledge, skills and competencies to do their jobs effectively and with confidence |
| | |
| | We will fundamentally redesign our processes and procedures to meet increased demand and user expectations and reduce cost to serve |
| | We will reduce paper in our system |
| | |
| | We will proactively review the structure of our organisation to allow for the effective and efficient delivery of our legislative remit |
| | |
| | We will enhance the ability of our service users to self-serve through digital channels |
| | We will fully comply with the Code of Practice for the Governance of State Bodies, 2016 |
| | |
| We will have defined a sustainable funding model and be operating within it | |

| Key Milestones 2017 | Key Milestones 2018 | Key Milestones 2019 |
|---|---|---|
| Publish Strategy Publish Strategy Consultation Report Publish Business Plan and Annual Report Publish Board minutes Director of Midwifery in place | Publish Business Plan and Annual Report Continue to publish Board minutes | Publish Business Plan and Annual Report Continue to publish Board minutes |
| Publish and implement our Consultation Policy Conduct listening events with stakeholders Public consultation on proposed Professional Competence scheme | | |
| Continue to participate and contribute to existing cross-regulator network and events | Facilitate cross-regulator workshop on good working practices | Facilitate cross-regulator workshop on good working practices |
| Facilitate cross-regulator workshop on good working practices | Analyse internal data and external research, and publish material for registrants addressing risk factors for poor practice | Analyse internal data and external research and publish material for registrants addressing risk factors for poor practice |
| | Conduct listening events with stakeholders Implementation of Professional Competence scheme | Conduct listening events with stakeholders Ongoing management of Professional Competence scheme |
| Ongoing website content development | Ongoing website content development | Ongoing website content development |
| Customer Charter published | Commence reporting against service levels set out in the customer charter | Continue reporting against service levels set out in the customer charter |
| Guide to FTP published | Continue to publish standards in clear, easy to understand language | Continue to publish standards in clear, easy to understand language |
| Analyse internal data and external research and publish material for registrants addressing risk factors for poor practice | Analyse internal data and external research, and publish material for registrants addressing risk factors for poor practice | Analyse internal data and external research, and publish material for registrants addressing risk factors for poor practice |
| IT Steering Committee in place | | |
| Enhanced education database and file management system in place | | |
| | Enhanced Registration System in place | |
| | | Technology to support Professional Competence scheme audit process in place |
| | | FTP case management further enabled by technology |
| Data collection capability: - Data collection strategy defined - Consolidate and streamline current data collection approach | Evolve data collection strategy and system | Evolve data collection strategy and system |
| Begin implementation of 3 year workforce plan - Organisation Structure - Roles and responsibilities - Training Plan - PMDS objectives aligned to strategy - Sourcing strategy (internal, third party, other) | Implement against three-year workforce plan | Implement against three-year workforce plan |
| Define and implement induction plan for new staff, Board and Committee members | | |
| - Registration process mapped and standard operating procedure in place | - professional competence scheme process mapped, and standard operating procedure in place | - Continue to keep process maps and standard operating procedures up to date |
| Education Programme approval process mapped and standard operating procedure in place | | |
| FTP process mapped and standard operating procedure in place | | |
| Begin implementation of three-year workforce plan - Organisation Structure - Roles and responsibilities - Training Plan - PMDS objectives aligned to strategy - Sourcing strategy (internal, third party, other) | Implement against three-year workforce plan | Implement against three-year workforce plan |
| Manage election to the Board | | |
| Online copy of registration certificates available | Registrant online account in place - Login - Transact (online payments and applications) - Status updates | |
| | Deliver online application process | |
| Confirm compliance as part of annual report | Confirm compliance as part of annual report | Confirm compliance as part of annual report |
| | | Audit of Governance Structures and Practices (every two years) |
| Monitor and manage Risk register | Monitor and manage Risk register | Monitor and manage Risk register |
| Complete financial strategy review and identify three-year roadmap | Implement against financial strategy roadmap | Implement against financial strategy roadmap |

Appendix B: Structure of the Nursing and Midwifery Board of Ireland*



In December 2016, there was a total of about 64,000 registered nurses and midwives on the NMBI active Register along with about 30,000 on the inactive Register.

The Board of NMBI

The Board comprises 23 members with a lay majority of 12. There are eight elected members; three nurses/midwives are appointed by the Minister; five members are recruited through Stateboards. ie; and the remaining members are nominated by stakeholders such as voluntary bodies and public interest groups and are appointed by the Minister. All Board members act in a non-executive capacity.

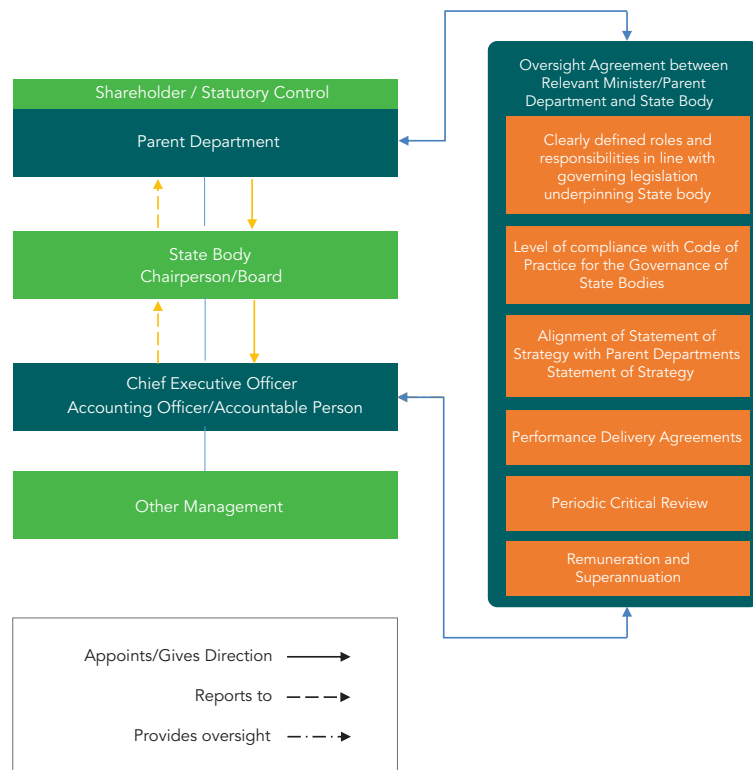
* Note: Under review.

** Work nearing completion.

Appendix C: Our Governance Framework

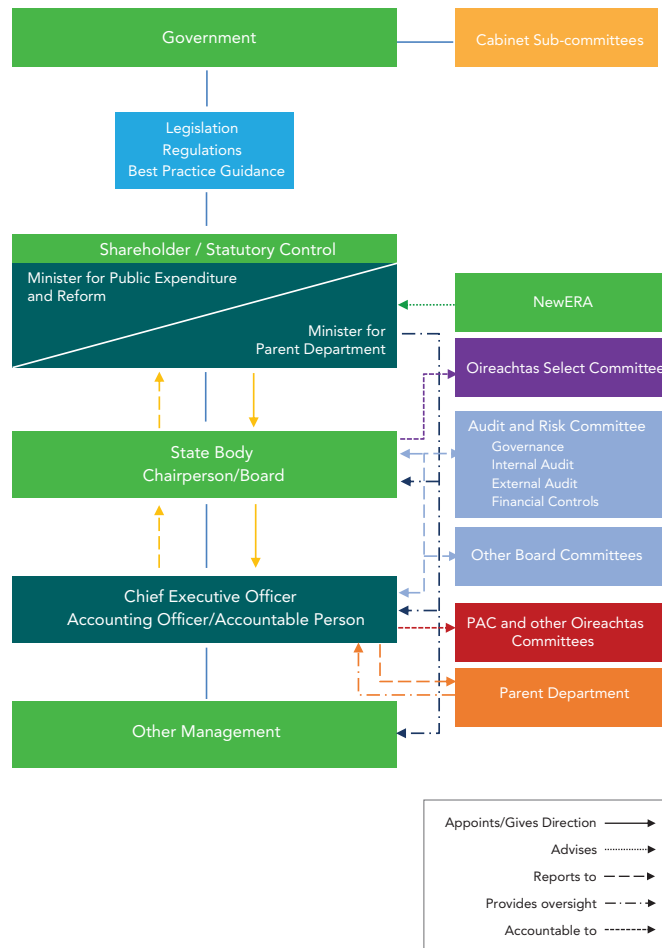
These schematics depict the main features of the governance framework relationships between Government and State bodies.

Department Oversight Role



1. Extract, Page 10, Code of Practice for the Governance of State Bodies, 2016.

Governance Framework



2. Extract, Page 38, Code of Practice for the Governance of State Bodies, 2016.

Appendix D: Developing the Statement of Strategy: Consultation Approach

On 17 October 2016, the Nursing and Midwifery Board launched a public consultation seeking feedback on its draft Statement of Strategy 2017-2019.

The draft Statement of Strategy was published on NMBI's website, and a questionnaire was made available through a Survey Monkey link. Registrants, former Board members, staff organisations, employers, patient advocate groups and other key stakeholders were also emailed directly either using Newsweaver – a communications software tool – or personal email. In all, about 34,000 emails were sent. A copy of the draft Statement of Strategy and a link to the survey were included in the emails.

People were invited to participate in the consultation process in a number of ways:

1. Submitting their views on the draft Statement of Strategy by completing the online consultation survey, or
2. Answering the following question: "What would be the one thing you would like to see in the Nursing and Midwifery Board of Ireland's statement of strategy?" and emailing their response to strategyconsultation@nmbi.ie or
3. Participating in a meeting or workshop.

Overview of responses to consultation

| Source | Number of respondents |
|---------------|-----------------------|
| Online survey | 482 |
| Email | 18 |
| Total | 500 |

The responses included submissions from more than 20 groups and organisations. For details, please refer to our Statement of Strategy 2017-2019 Public Consultation Report which is available on our website.



Appendix E: Professional Competence Scheme

Under the Act, NMBI is mandated to develop a scheme(s) for the purpose of monitoring the maintenance of professional competence of both registered nurses and midwives.

As an initial step, in 2015 we carried out consultation and analysis for the development of a scheme(s) for the purposes of this monitoring. During 2017, we plan on launching an extensive consultation process that will inform the development of this scheme(s). The Act provides that all nurses and midwives have a responsibility to maintain professional competence, and that employers shall facilitate the maintenance of professional competence of nurses and midwives.





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

Nursing and Midwifery Board of Ireland,
18-20 Carysfort Ave, Blackrock, Co. Dublin, A94 R299.
Tel: (01) 639 8500 Web: www.nmbi.ie