

# Corporate plan

2012-2015

# Corporate plan 2012-2015

## External challenge, internal change

February 2012 saw the announcement of a strategic review of the NMC, conducted by the Council for Healthcare Regulatory Excellence (CHRE). The review, which we welcomed, has focused us on the changes we need to make to ensure that we deliver our statutory duties, and to build capacity to deliver our core functions in a more efficient and effective way in the future. Much of the year ahead will be focused on implementing the outcomes of the strategic review, committing us to effective regulation and putting the needs of patients, not professionals, first.

The need for us to do this could not be more pressing. In line with other regulators, we are seeing an ever-rising number of potential fitness to practise cases, with a 52 percent increase in nurses and midwives referred to us over the past two years. We recognise however that we must deal with this central priority through a period of significant organisational change. During the coming year we will fill the roles of Chair and Chief Executive and Registrar on a permanent basis, and we will streamline our organisational structures. We will make best use of our resources, through targeted investment in our IT systems and the creation of a robust financial strategy. We will also enhance our corporate capabilities through developing a comprehensive system of management information and improvements to our governance.

In these challenging times, it would be easy to focus simply on the here and now, but we must also look to the future. Later this year, the public inquiry into the role commissioning, supervisory and regulatory bodies in relation to Mid Staffordshire NHS Foundation Trust, will publish its report. We will be ready to respond to its challenges. Further into the future, we will look to the reshaping of healthcare regulation through the work of the Law Commission, and the opportunities this will create to further streamline and deliver right touch regulation.

We feel privileged to lead the NMC through this period of external challenge and internal change, and we are grateful to our Council and staff members for their commitment and hard work during this time. We believe that by working together, we can transform the NMC into a force for public good, holding nurses and midwives to account for the standards of care they deliver for patients and the public.



Judith Ellis  
Deputy Chair



Jackie Smith  
Acting Chief Executive and Registrar

## **Our values**

### **We are accountable**

- We act in the best interests of people who use or need the services of nurses and midwives.
- We take responsibility for our actions and are open and transparent.

### **We are fair**

- We act with integrity and can be trusted to use our powers responsibly.
- We are consistent in the way we deal with people and show consideration and understanding.

### **We are professional**

- We are known for our expertise and work to high standards in all we do.
- We look for innovative solutions and learn from our mistakes.

### **We are progressive**

- We provide strategic direction and lead the way in modern healthcare regulation.
- We build and maintain networks and work in partnership with others to fulfil our aims.

### **We are inclusive**

- We respect and value everyone for their contribution, celebrate peoples' differences and provide equality of opportunity for all.
- We consult, encourage feedback, listen, and respond to our stakeholders.

## **Corporate goals and objectives**

**Goal 1: Public protection will be at the centre of all of our activities. Our work will be designed around and measured against the benefits we can bring to the public.**

### **Objective 1**

We will safeguard the public's health and wellbeing by keeping an accessible, accurate register of all nurses and midwives who are required to demonstrate that they continue to be fit to practise.

We will achieve this by:

- Maintaining the integrity of the register and making it more accessible and accurate for all stakeholders.
- Providing appropriate support to the Registrar's Advisory Group by investigating and presenting complex registrations applications, and managing and coordinating Registrar's appeals in a timely way.
- Providing effective communications to nurses and midwives about the importance of maintaining their registration, knowledge and professional skills.

### **Objective 2**

We will set appropriate standards of education and practice and assure the quality of education programmes and the supervision of midwives, so that we can be sure that all those on our register are fit to practise as nurses and midwives.

We will achieve this by:

- Maintaining a quality assurance framework to assure Council that all programmes given approval status have met and continue to meet the standards for education.
- Ensuring all education standards requiring review are explicit and objective so that their use is evidenced in practice to safeguard the public.
- Evaluating policy, standards, guidance and advice in line with our role as the regulator of nurses and midwives.
- Regulating proactively by developing and implementing a strategy for evidence based policy and effective knowledge management.

### **Objective 3**

We will take swift and fair action to deal with individuals whose integrity or ability to provide safe care is questioned, so that the public can have confidence in the quality and standards of care provided by nurses and midwives.

We will achieve this by:

- Ensuring effective public protection by demonstrating efficient and timely progression of cases through the fitness to practise process.
- Providing a consistently high level of service to our customers.
- Improving the quality and consistency of our panel decisions and determinations.
- Ensuring the Human Resources and Organisational Development teams support the Fitness to Practise directorate in meeting the milestones set in conjunction with the Council of Healthcare Regulatory Excellence and the Department of Health.

### **Objective 4**

We will improve our understanding and use of diversity data, embedding equalities good practice, so that we are inclusive and treat people fairly.

We will achieve this by:

- Using our diversity data to deliver on our commitment to be a fair regulator and inclusive employer.
- Developing a consistent approach to embedding equality and diversity including through a rolling review of our policies and processes.
- Engaging with seldom heard groups about our work.

**Goal 2: We will have open and effective relationships that will enable us to work in the public interest.**

**Objective 5**

We will maintain open and effective regulatory relationships with patients and the public, other regulators, employers and the professions that help us positively influence the behaviour of nurses and midwives to make the care of people their first concern, treat them as individuals, and respect their dignity.

We will achieve this by:

- Ensuring public protection through intra-regulatory engagement, collaboration with European and international regulators and closer involvement of the public, employers and the professions in our policy planning.

**Objective 6**

We will develop and maintain constructive and responsive communications so that people are well informed about the standards of care they should expect from nurses and midwives, and the role of the NMC when standards are not met.

We will achieve this by:

- Providing patients and the public with appropriate information about the NMC's role.

**Goal 3: Our staff will have the skills, knowledge and supporting systems needed to help us provide excellent services to the public and the people that we regulate.**

### **Objective 7**

We will develop effective policies, efficient services and governance processes that support our staff to fulfil all our functions.

We will achieve this by:

- Developing and maintaining effective governance processes and policies that enable the NMC to take robust evidence based decisions, demonstrate accountability and comply with legislative requirements.
- Implementing more robust monitoring of compliance with the governance framework.
- Implementing a new human resources and payroll system, and using this over time as the catalyst for reducing the bureaucratic burden on the business and improving management information.
- Ensuring the NMC has sufficient available resources to fulfil its statutory requirements.
- Demonstrating value for money in the NMC's external expenditure by promoting best practice in procurement, contract and facilities management.
- Supporting the NMC's work by enhancing and maintaining information and communications technology systems and providing fit for purpose management information.

### **Objective 8**

We will build a culture of excellence by attracting, retaining and developing high quality staff to deliver our services.

We will achieve this by:

- Attracting and retaining high quality staff to deliver our services.
- Developing and delivering a human resources strategy to underpin the corporate objectives and ensure human resources delivery is appropriately focused.