



The Physiotherapy Board of New Zealand

Physiotherapy Board – Strategic Document

Foreword

The Physiotherapy Board (the Board) is the regulatory authority for physiotherapists, established under the Health Practitioners Competence Assurance Act 2003 (HPCA Act).

The principal purpose of this Act is to protect the health and safety of members of the public by providing for mechanisms to ensure that health practitioners are competent and fit to practise their professions.

The Board has a number of functions prescribed by the HPCA Act (section 118) in order to achieve the principle purpose of the Act.

Key functions are

- registration of practitioners
- setting of competence to practise standards and ethical conduct
- recertification of practitioners and promotion of lifelong learning
- reviewing of practitioners when health, competence or professional conduct concerns are raised

The Physiotherapy Board's first strategic plan was developed in 2001 under the previous legislation and amended in 2003 to reflect the new HPCA Act.

The strategic document was further amended in 2006 when priorities changed as experience was gained by the Board and governing under the Act became more established. The Board has since moved into a clear governance role, further enhancing and refining its strategic thinking and subsequently developing this strategic document.

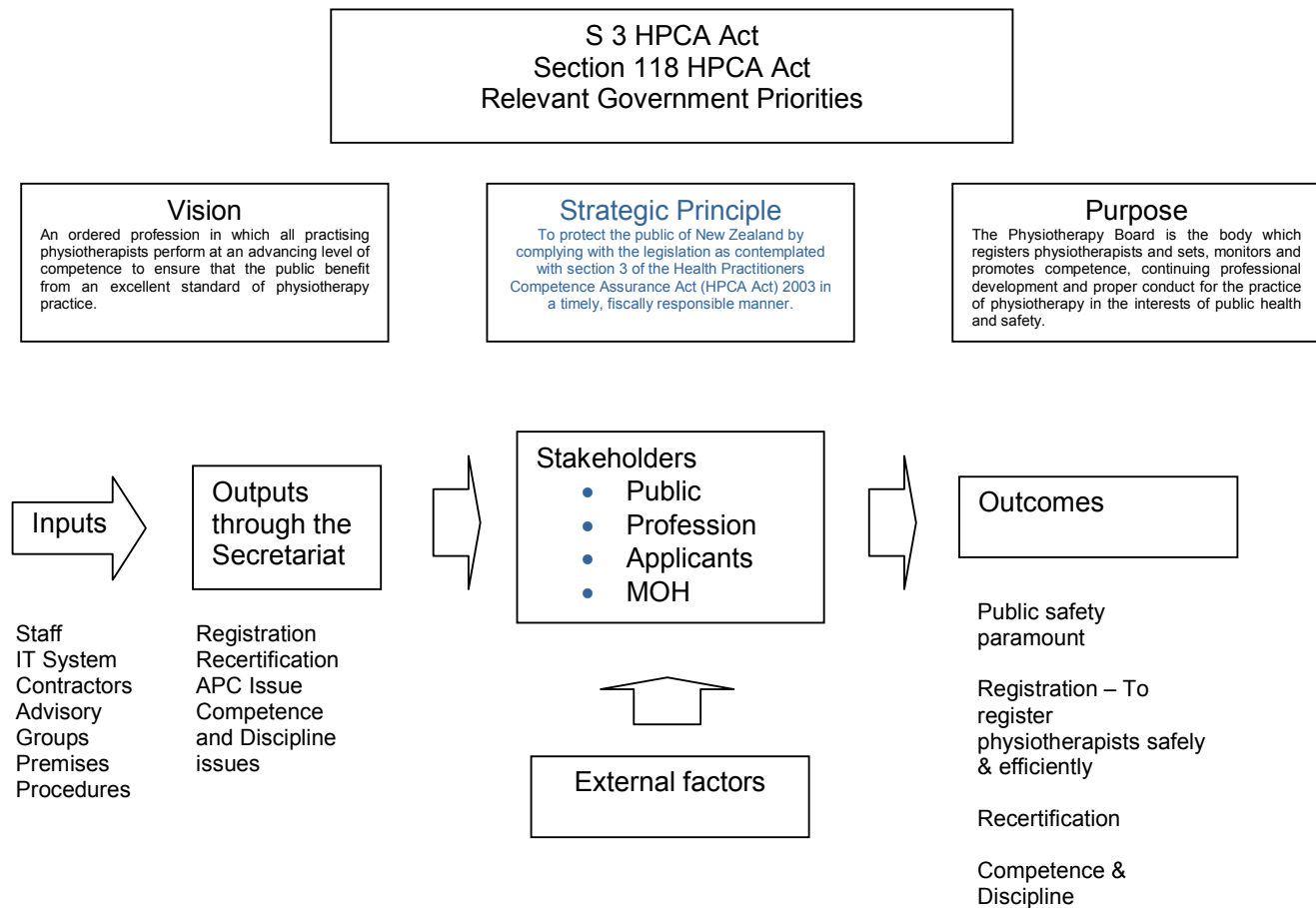
This latest document sets out the strategic direction for the Physiotherapy Board for the next five years. It states the Board's focus and objectives against which progress toward outcomes can be measured. The planned operating performance for 2010/11, including the risk management perspective, is incorporated within the document and reported on to Board at intervals throughout the year.

It is intended that the objectives be reviewed on an annual basis and the plan itself be scrutinised in full before the end of the five year period covered by this Strategic Plan of the Physiotherapy Board.

Hilary Godsall
Chair

Physiotherapy Board Outcomes Framework – Overview

The Physiotherapy Board's activities are aligned with section 3 (*Purpose of the Act*) and section 118 (*Functions of Authorities*) of the Health Practitioners Competence Assurance Act 2003. Additionally the activities align with the recommendations made in the operational review of the Act completed in 2009. To meet its statutory obligations the Board needs a clear strategic plan.



Having illustrated the Physiotherapy Board's Outcomes Framework, this document will also cover the Physiotherapy Board's:

- Strategic principles
- Organisational structure
- Operating environment
- Impacts, outcomes and objectives
- Strategic direction

Strategic principles

To protect the health and safety of the public of New Zealand by complying with the legislation as contemplated within section 3 of the Health Practitioners Competence Assurance Act (HPCA Act) 2003 in a timely, fiscally responsible manner.

Vision An ordered profession in which all practising physiotherapists perform at an advancing level of competence to ensure that the public benefit from an excellent standard of physiotherapy practice.

Purpose The Physiotherapy Board is the body which sets, monitors and promotes competence, continuing professional development and proper conduct for the practice of physiotherapy in the interests of public health and safety.

Values

- The Physiotherapy Board, in fulfilling its role of protecting the public, will at all times act ethically and within the law, with consideration of natural justice and awareness of cultural factors.
- In dealing with practitioners the Physiotherapy Board will make informed decisions fairly, equitably while maintaining confidentiality.
- It will manage its affairs efficiently, effectively, and with fiscal responsibility. It will communicate clearly.
- In standards of physiotherapy practice the public interest will always be paramount.

Organisational Structure

Legislative Mandate

The Physiotherapy Board is constituted under the Health Practitioners Competence Assurance Act 2003.

Functions of the Physiotherapy Board

The functions of the Physiotherapy Board as defined by s 118 of the Health Practitioners Competence Assurance Act 2003 are to:

- a) *to prescribe the qualifications required for scopes of practice within the profession, and, for that purpose, to accredit and monitor educational institutions and degrees, courses of studies, or programmes:*
- b) *to authorise the registration of health practitioners under this Act, and to maintain registers:*
- c) *to consider applications for annual practising certificates:*
- d) *to review and promote the competence of health practitioners:*
- e) *to recognise, accredit, and set programmes to ensure the ongoing competence of health practitioners:*
- f) *to receive and act on information from health practitioners, employers, and the Health and Disability Commissioner about the competence of health practitioners:*
- g) *to notify employers, the Accident Compensation Corporation, the Director-General of Health, and the Health and Disability Commissioner that the practice of a health practitioner may pose a risk of harm to the public:*
- h) *to consider the cases of health practitioners who may be unable to perform the functions required for the practice of the profession:*
- i) *to set standards of clinical competence, cultural competence, and ethical conduct to be observed by health practitioners of the profession:*
- j) *to liaise with other authorities appointed under this Act about matters of common interest:*
- k) *to promote education and training in the profession*
- l) *to promote public awareness of the responsibilities of the authority:*
- m) *to exercise and perform any other functions, powers, and duties that are conferred or imposed on it by or under this Act or any other enactment.*

The Physiotherapy Board

The Minister of Health appoints the Board under legislation. As at March 2009 membership was:

Chair	Hilary Godsall
Deputy Chair	Graeme Hall
	Cheryl Keals Smith
	Lynda McCutcheon
	Jill Howard
	Lesley Thornley
	Michael Timings
	Maree Grbin

Governance Responsibilities

The Physiotherapy Board is the Regulatory Authority appointed in respect of the physiotherapy profession.

Effective governance requires Board members to have a good understanding of the legislative environment in which they must operate and the Board as a whole must act consistently with its objectives. This includes the processes by which the organisation is directed, controlled and held to account.

The Board is comprised of members who have diverse skills and experience in order to bring a wide contribution to policy issues. All members are required to act in the best interests of the Board at all times, acknowledging that the Board must stand unified behind its decisions and that individual members have no separate governing role outside the Board.

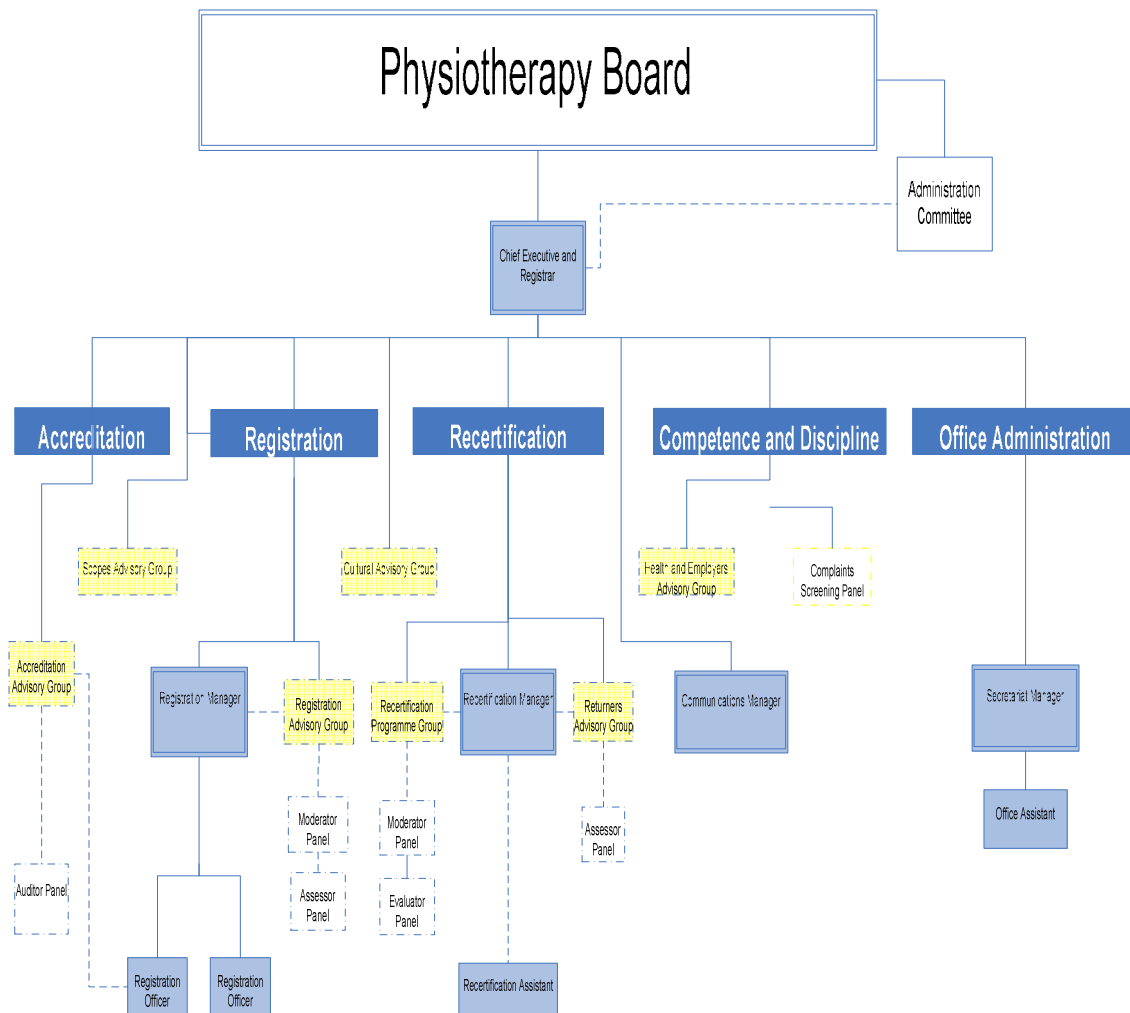
Generally, the Board operates at a governance level and there is a clear division between the roles of the Board and management. The Board concentrates on setting policy and strategy, then monitors progress towards meeting objectives. Management is concerned with implementing policy and strategy. The Board endeavours to clearly demarcate these roles by ensuring that the delegation of responsibility and authority to the Chief Executive is concise and complete, while providing mentoring and ideas-based experience for the assistance of management.

It is recognised that the Board also has a judicial role as one of its responsibilities under the HPCA Act. At times, this brings it into the detail of administration of policy in individual cases.

Staffing

The Board appoints a Chief Executive and delegates responsibility and authority for the achievements of objectives through setting policy to the Chief Executive.

A Registrar must be appointed as allowed in section 151 HPCA Act. The Board has chosen to appoint one Deputy Registrar. The Registrar must carry out the Board's decisions and comply with the directions of the Board and the Health Practitioners Disciplinary Tribunal.



Operating Environment

The operation environment in which the Physiotherapy Board works is dynamic and needs to take into account political, economic, social and technological factors when planning for the future.

Changes in government and government policies have an impact on the governance and management responsibilities through a greater emphasis on workforce issues and legislated and recommended changes from the HPCA Act review. There is an increased focus on strengthening collaboration and coordination with other Responsible Authorities to give value for money and *"deliver better, sooner, more convenient"* through enhanced quality and effective performance.

The increasing diversity in the population provides the challenge of changing health needs and the equity of access to health care. The public and the profession's expectations and attitudes are changing through globalisation, increased specialisation and use of technology.

The Physiotherapy Board needs to be both proactive and responsive to the continually changing environment but the financial implications need to be considered especially in the current economic climate.

Risk Management

The management of risk is fully implemented within the Physiotherapy Board's governance and management areas and not treated as a separate initiative.

This integration occurs through, for example:

- Formulation of strategic and business plans
- Monthly reporting by the Chief Executive to the Board
- Quarterly outcome reports to the Board in each area
- Monthly financial reporting to the Board
- Regular IT updates to ensure good infrastructure support.

Strategic Analysis

The strategic analysis has focussed the Board on four main strategic priority areas:

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| 1 | Legislation | understanding, complying and applying |
| 2 | Stakeholders and clients | providing efficient, effective and timely services with understanding, using simple procedures and clear communication |
| 3 | Resources | ensuring adequate resources and staff to achieve aims |
| 4 | Monitoring and Evaluation | establishing and applying consistent decisions grounded in regularly reviewed policies |

These priority areas are integrated throughout the strategic objectives.

Strategic Objectives

- 1. The health and safety of the New Zealand public is protected:**
 - a) The legislation is understood, applied and complied with
 - b) Physiotherapy standards and their application are monitored
 - c) The competence of practising physiotherapists is monitored
 - d) Physiotherapy trends are monitored
- 2. Registered physiotherapists are assured that prescribed qualifications are relevant and responsive to contemporary health care**
- 3. Practitioners competence is promoted:**
 - a) Continuing Professional Development programme enhances greater understanding, participation and commitment by practitioners
 - b) Practice below the required standard of competence is eliminated via identification, support or discipline of practitioners
- 4. The Physiotherapy Board acts in a timely, fiscally responsible manner:**
 - a) There is competent governance
 - b) There is competent management
- 5. Public confidence and awareness is assured:**
 - a) Stakeholders are aware of the profile of the Board and its purpose and activities
 - b) Our role and activities reaches a wide cross section of the public

The Board will achieve its strategic objectives with the following goals and key objectives:

1. The health and safety of the New Zealand public is protected:

Key objectives include working to:

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|--|--|
| a) The legislation is understood, applied and complied with | <ul style="list-style-type: none">• Refine and maintain policies• Develop standards for cultural competence and a framework for implementation, with input from the profession• Maintain an up to date register• Complete a registration review and develop new policies and procedures in line with the outcomes of the registration review• Review all scopes of practice and develop efficient procedures• Maintain an efficient complaints policy and procedure• Ensure Competencies for registration are regularly reviewed |
| b) Physiotherapy standards and their application are monitored | <ul style="list-style-type: none">• Undertake review of Standards of Ethical Conduct• Develop and maintain document standards• Monitor physiotherapist entry level standards• Monitor registration standards• Monitor overseas standards• Monitor ongoing competency standards |
| c) The competence of practising physiotherapists is monitored | <ul style="list-style-type: none">• Maintain an efficient APC Renewal process<ul style="list-style-type: none">• Renewal• Returners• APC non-payers• Maintain and refine the Recertification Programme• Develop and refine policies and procedures for Competence Reviews |
| d) Physiotherapy trends are monitored | <ul style="list-style-type: none">• Maintain national networks• Maintain international networks• Develop and enhance complementary relationships with:<ul style="list-style-type: none">• HPC• WCPT• NZSP/NZCP• Educational Institutions• Australian counterparts |

2. Registered physiotherapists are assured that prescribed qualifications are relevant and responsive to contemporary health care:

Key objectives include working to:

- | | |
|---|---|
| a) ensuring prescribed qualifications are relevant and are responsive to contemporary health care | <ul style="list-style-type: none">• Accredite NZ undergraduate programmes• Refine and maintain registration policies• Receive applications for registration and related enquiries• Monitor trends in registration• Improve procedures to ensure enhanced<ul style="list-style-type: none">• Timeliness• Compliance• Clear communication• Consistency• Fairness and reasonableness |
|---|---|

3. Practitioners competence is promoted:

- Key objectives include working to:**
- a) Continuing Professional Development programme enhances greater understanding, participation and commitment by practitioners
 - Ensure recertification programme guidelines are regularly reviewed
 - Extend the potential numbers participating in the audit
 - Develop a greater understanding, participation, and commitment by practitioners
 - Improve procedures to ensure enhanced
 - Timeliness
 - Compliance
 - Clear communication
 - Consistency
 - Fairness and reasonableness
 - b) Practice below the required standard of competence is eliminated via identification, support or discipline of practitioners
 - Proactively identify poorly performing physiotherapists via the audit and recertification process
 - Manage non-compliance
 - Be supportive and educative

4. The Physiotherapy Board acts in a timely, fiscally responsible manner:

- Key objectives include working to:**
- a) There is competent governance
 - Governance**
 - Improve performance
 - Provide guidance through Policy documents
 - Ensure personnel has an adequate skill-mix to a achieve Board's functions
 - Ensure professional development
 - Develop, maintain and review committee structure, membership and terms of reference
 - Ensure strategic plan is in place for financial year
 - Ensure adequate funding available
 - b) There is competent management
 - Management**
 - Ensure an efficient operating management
 - Maintain an adequate organisational structure
 - Ensure adequate staffing
 - Ensure professional development (knowledge constantly updated)
 - Develop, maintain and review Advisory Group Structure and membership and terms of reference

5. Public confidence and awareness is assured:

- Key objectives include working to:**
- a) Stakeholders are aware of the profile of the Board and its purpose and activities
 - Increase understanding of the Board's purpose
 - Increase accessibility to stakeholders
 - Establish confidence in Board's role
 - b) Our role and activities reaches a wide cross section of the public
 - Ensure website content and structure is informative, relevant and up-to-date
 - Establish clear messages in publications (newsletters, pamphlets)
 - Consult widely on Board initiatives