



Medical Council Business Plan 2022

As submitted to the Minister for
Health



**Comhairle na nDochtúirí Leighis
Medical Council**

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Foreword

The Medical Council's Business Plan for 2022 reflects the output of collective thinking and discussion across the organisation and is also influenced significantly by the views of key external stakeholders. The focus of the plan is to address the Council's fundamental remit of patient safety, whilst managing key risks and priorities, and incorporates a programme of transformational change to ensure long term sustainability and effectiveness in fulfilling that remit.

The plan is based on a consideration of priority and risk, and also an evaluation of the capability and capacity of the organisation, and acknowledges that external expertise will be required. The plan also reflects the high level of interdependencies across the organisation, and the need to undertake significant projects of change to improve the Council's ability to deliver on its remit in a sustainable way. Within the Council, there is a strong commitment to collective, coordinated and planned action to achieve the objectives outlined in our business plan.

We are committed to working in collaboration with our stakeholders, to play our role in ensuring that the Irish healthcare system can be responsive to the changing healthcare needs of the population. We will continue to use our regulatory powers in a focused and proportionate way to enable change and improvement. As in previous years, the plan is challenging and demonstrates the Council's ambition to deliver on its core remit of patient safety, through strong governance, leadership and enabling the medical profession to practise safely in a challenging environment, so that the public can continue to have confidence in the profession.

The plan as presented here is as the Council sees 2022 unfolding. As with any plan there will certainly be a need to modify and adapt as 2022 progresses. Such changes will be prioritised and managed through a governance infrastructure which is currently being established, and which will also enable ongoing oversight of progress against the plan at all levels within Council.

Leo Kearns

Chief Executive

About the Medical Council

The Medical Council is the regulatory body for doctors. It has a statutory role in protecting the public by promoting the highest professional standards amongst doctors practising in the Republic of Ireland.

The Council has a majority of non-medical members. The 25-member Council consists of 13 nonmedical members and 12 medical members.

The Medical Council maintains the Register of Medical Practitioners - the Register of all doctors who are legally permitted to carry out medical work in Ireland.

The Council also sets the standards for medical education, training and lifelong learning of registered medical practitioners in Ireland. It is charged with promoting good medical practice and provides professional and ethical guidance.

The Medical Council is also where the public, profession and services may make a complaint against a registered medical practitioner.



Vision, Mission & Values of the Medical Council

Our Vision



Safe, high quality patient care, public confidence in the medical profession and leadership in healthcare

Our Mission



To set, monitor and promote professional standards that support the delivery of high quality, safe patient care and best patient outcomes

Our Values

Advocating for patients and supporting medical practitioners in a changing healthcare environment

Being open and transparent

Leading and influencing healthcare

Acting with independence, fairness and integrity

Building trust and respect between medical practitioners, patients and the Medical Council

Taking accountability for our decisions and actions

Statement of Strategy

The Medical Council's third Strategic Plan covers the period 2019 – 2023. The Medical Council carried out a widespread internal and external stakeholder engagement process and conducted an international desktop analysis on best practice to inform the development of this strategy.

In developing this strategic plan, the Medical Council focused on:

- The functions of the Medical Council as set out in the Medical Practitioner's Act 2007 ('the Act')
- The changing societal and economic environment
- The changing demands of regulation
- The planned amendments to the Act and potential changes in the Medical Council's role arising from such changes
- Sláintecare, other national healthcare policy and legislation
- The evolving delivery of health services and move towards community-based services
- Transformational changes within the health services with the establishment of hospital groups and community healthcare organisations.

Strategic Objectives 2019 – 2023

To deliver to the strategy the Council has defined six key strategic objectives and several key actions.

The six key strategic objectives for this term are:



1

Ensure medical regulation protects the public and supports registered medical practitioners



2

Ensure consistency in application of quality assured standards across the continuum of education, training and lifelong learning



3

Learn from experience to enhance the delivery of an efficient and proportionate model of regulation



4

Improve the understanding of the role of the Medical Council



5

Review recommend changes to legislation regulating the medical profession



6

Develop the Medical Council as an engaged, effective and empowered organisation

Strategic Objective **1**

Ensure medical regulation protects the public and supports registered medical practitioners

We aim to achieve this objective through the following actions:

- 1.1** Maintain the application of standards that ensure the efficient and effective registration of medical practitioners
- 1.2** Maintain the application of proportionate and targeted regulatory interventions
- 1.3** Identify, harness and utilise Medical Council expertise to develop clear positions on key healthcare issues and contribute to health policy development which impacts on patient safety and the medical profession
- 1.4** Collaborate with Irish and international medical regulators to contribute to and enhance best practice regulatory models and standards

Action	Planned in 2022	Target date
Undertake a programme of work to register new applicants and retain current registrants on the Register of Medical Practitioners	Ensure year end on hand first-time applications is < 650	Quarterly Reporting
	Complete assessments and make determinations on all Section 47(1)(f) specialist applications	Quarterly Reporting
	Ensure that Post Graduate Training Board's complete >95 per cent of assessments within the specified 10-week elapsed time period	Quarterly Reporting
	Ensure Register is up-to-date and captures all relevant changes in practitioners' registration	Q3
	Ensure >98 per cent of annual retention fees are paid/received	Q3
	Complete assessments and make determinations on all intern applications	Q3
	Ensure that >99 per cent of qualifying interns are registered	Q3
	Ensure that Registration application information is updated to reflect relevant changes upon ratification/implementation of Brexit	Q1
	Complete redevelopment of PRES 2, removing need for use of other international exams	Q2
	Complete the letting of contract for the conduct of PRES 3	

Action	Planned in 2022	Target date
Ensure support for the Preliminary Proceedings Committee in the effective management and processing of complaints against registered medical practitioners in the initial stages.	Quarterly governance meetings at PPC to assess and report on case categories and progress. Feedback from PPC at quarterly governance meetings. Annual reporting on case progression, numbers, and types.	Quarterly Reporting
Ensure the timely and appropriate escalation of immediate patient safety issues via the Section 60 application process to Council/High Court as necessary	Section 60 reporting to Council at each meeting. Section 60 external reporting via annual report. Internal weekly report meetings on cases requiring escalation.	Quarterly Reporting
Enhance transparency and awareness through the publication and sharing of statistics relating to complaints received by the PPC	Publication of number of complaints received and decisions made. Publication of complaint categories and timelines.	Year End Reporting
Process development including: - liaison with Gardai and other regulators - dealing with FOI & DP requests relating to PPC matters	Completion of MOU with An Garda Siochana. Completion of FTP forum meetings. Feedback from Corporate Governance on efficiency of DP/FOI information provision in line with their KPIs.	Q4 Quarterly Reporting Quarterly Reporting
Undertake Performance Assessment activity as endorsed by Registration and Continuing Practice Committee and Council (subject to constraints due to (1) COVID-19 and (2) limited exit pathway from PA)	1. Provide status reports to RCPC each quarter on overall and individual case progression. 2. Site-based activities re-commenced subject to C-19 situation (Return to Office Group). 3. Panel of trained and approved assessors.	Quarterly Reporting Quarterly Reporting Q1

Action	Planned in 2022	Target date
Undertake Performance Assessment Programme Enhancement via defined projects	1. Updated, revised operational policies and guidelines. Interim approach to the monitoring of the implementation of post-assessment Action Plans is produced. 2. An organisationally approved pathway for the progression of the Serious Concerns Framework (initially with HSE and HIQA). Evaluation of PA completed.	Project specific timeframes in Operational Plan
Review S.I. 741/2011 the Rules for the Maintenance of Professional Competence & Performance Assessment S.I 171 (Change Programme)	1. Revised Rules issued	Q2
Implement and monitor professional competence Schemes that enable the Council to satisfy itself that doctors are maintaining their Professional Competence.	1. Compliance levels at 90% 2. Scheme reports analysed against contractual arrangements and follow up actions rolled out - CPD Scheme Provider Call for Applications initiated 3. SI Rules Changes developed and consultation completed	Q3
Enhance transparency and awareness through the publication and sharing of statistics detailing information on Fitness to Practise Inquiries	Number and nature of hearings conducted Breakdown of public vs private inquiries	Quarterly Reporting
Ensure proactive communication of related information to stakeholders through agreed channels	Annual legal stakeholder meeting to include legal indemnifiers.	Q1
Ensure the continued, efficient and regular support for registered medical practitioners with identified relevant medical disability issues through activities of the Health Committee	Facilitate meetings of Health Committee ;facilitate review meeting of review team and practitioners; provide reports to Council	Quarterly Reporting

Action	Planned in 2022	Target date
Management of inquiries before the FTPC including review case management to optimise efficiency of: (i) inquiries and (ii) call-overs.	Agree annual schedule for Inquiries with Chair of FTP Monthly update on schedule as part of Operational Executive Team Quarterly update to FTP Chair and Council on FTP Inquiry Schedule Regular meetings with external legal firms to monitor progress of cases before FTPC, including oversight of costs Updates of risk assessment of the management of FTPC	Quarterly Reporting
Complete review of best practice/lessons learned in managing litigation, appeals, judicial reviews and other legal actions .	Ongoing and dynamic management of FTP Inquiry schedule to achieve greatest efficiency	Q1
Ensure support for Monitoring Committee with oversight of doctors with conditions attached to their registration	Facilitate meetings of Monitoring Committee; provide reports to Council	Quarterly Reporting
Manage complaints made under s 105	Manage complaints and investigations and report to Council	Quarterly Reporting
Manage presentation of imposition of sanctions before Council	Present cases at monthly Council sanction meetings	Monthly
Prepare and present annual public opinions research to better inform the Council in its role	Research reports published	Quarterly Reporting
Sharing regulatory information with other representative bodies via the FTP Forum and bilaterally on an ad hoc basis and with our international counterparts via our membership of Crossing Borders or the International Association of Medical Regulatory Authorities	Completion of FTP forum meetings Issuing of IMI alerts as appropriate on S60 matters.	Quarterly Monthly

Action	Planned in 2022	Target date
Host and conduct IAMRA Symposium in 2022/23	Develop an internal working group to prepare plans for the hosting of the IAMRA Symposium (Date of Symposium TBC)	Quarterly Reporting
Through two work streams develop a governance framework for the operation of the Council, its committees and the Executive, through a comprehensive review of delegations and terms of reference	Revised ToR and any other changes required to Council for approval and implemented at executive level	Q3
Review and assess existing cross organisational policies (both internal policies and policies based in legislation) and update Register of legal obligations	Assessment of work required across legislation, policies and MOUs for determination of prioritisation	Q2
Development of rules and guidance relating to a doctor's recency of practice, as it relates to registration and ongoing professional development	Report and recommendations presented to Council	Q4
Conduct of a series of projects to enhance and improve the operation of the complaints and investigations functions of Council, including changes associated with amendments to the Medical Practitioners Act, leading to the introduction of a liaison service, changed triaging of complaints, updated policies and procedures for the conduct of PPC, and section 60 guidelines	Design of liaison service, implementation of policies and procedures, and plan for implementation of new legislation	Q4

Action	Planned in 2022	Target date
Develop and implement policies and/or frameworks for cost recovery and the associated governance	Finalise draft policy and draft SOP/template correspondence/precedents, to ensure the policy is operationalised	Q2
Conduct a review of payment requirements for retention and overall structure of the fee model	Report and recommendations brought to Council	Q3

Strategic Objective 2

Ensure consistency in application of quality assured standards across the continuum of education, training and lifelong learning

We aim to achieve this objective through the following actions:

- 2.1 Continued development of a proportionate, evidence-led, regulatory model to quality assure medical education, training and lifelong learning
- 2.2 Ensure all education, training and lifelong learning interventions are evidence-based
- 2.3 Ensure professional identity formation process, from lay person to skilled professional, is embedded in education, training and lifelong learning
- 2.4 Guide the development of outcome-based education, training and lifelong learning programmes appropriate to the student or registered medical practitioner's career stage
- 2.5 Undertake or commission targeted medical education research that addresses strategically important themes that advance medical education, training and lifelong learning quality in Ireland
- 2.6 Provide leadership to students and registered medical practitioners on their professional conduct and ethical responsibilities
- 2.7 Support and advocate for the physical and mental well-being of students and registered medical practitioners

Action	Planned in 2022	Target date
Develop CPD Accreditation Standards and monitoring processes	Processes and procedures for the new accreditation system established Education and training for providers and training for accreditation review process conducted Transition to new CPD accreditation system initiated	Q3
Undertake programme of accreditation and evaluations	Complete accreditation process for 1 undergraduate and 7 postgraduate medical education and training programmes (subject to constraints due to COVID-19) Complete confirmatory visits to 2 undergraduate medical schools (subject to constraints due to Covid-19) Complete evaluations of all undergraduate and postgraduate programmes to determine adherence to Medical Council standards since date of last accreditation (Annual returns process) Areas of non-compliance are identified, and remedial actions/requirements are relayed to the respective medical education and training bodies	Q2 Q4 Q3 Q4
Undertake programme of work required to support the Inspector of Anatomy	Complete evaluations of all Anatomy Department data, assess adherence to Medical Council policy and report associated findings/ recommendations Inspect 2 Anatomy Departments	Q2 Q4
Ensure training for activities related to the delivery of Education and Training programme work	Deliver Assessor Training	Q2
	Deliver Training on implications of EU Directive on recognition of professional qualifications on Medical Council decisions	Q3

Action	Planned in 2022	Target date
Undertake a programme of work to evaluate stage one applications for the recognition of new medical specialities.	Complete the assessment of 2 stage one specialty recognition re-applications to determine adherence to the Medical Council's criteria for specialty recognition. (Specialty recognition process).	Q4
Enhance regulatory function operations and developments internally and externally through research and the publication of reports and position papers	Your Training Counts Report (revised plan) Workforce Intelligence Report	Q4 Q4
Review of Guide to Professional Conduct & Ethics for RMPs	1. Consultation completed. 2. Guide ready for publication.	Q4 Q4
Promote the role and work of the Health committee	Develop a number of short animated videos highlighting case studies which promote the role of the Health Committee	Q3
Conduct a comprehensive review and development of the Council's activities as they relate to matters of education and training for doctors, to establish an improved regulatory framework reflecting principles of right touch regulation, including enhanced fair procedures and policy for accreditation and inspections; gap analysis of the current legislation and analysis and reconfiguration of Medical Intern Posts	Data requirements defined to support the principles of right-touch regulation and inform the new medical education and training regulatory model	Q4

Strategic Objective 3

Learn from experience to enhance the delivery of an efficient and proportionate model of regulation

We aim to achieve this objective through the following actions:

- 3.1 Proactively identify and deliver improvements in regulatory activities
- 3.2 Analyse and use relevant information (internally and externally) in a targeted way, to better inform decisions
- 3.3 Collaborate with stakeholders to encourage sharing of information, experiences and joint learning
- 3.4 Be a learning organisation committed to continually improving what we do

Action	Planned in 2022	Target date
Complete review of best practice/lessons learned in managing litigation, appeals, judicial reviews and other legal actions and implement learning into PPC processes/policies.	Implementation of new legal processes arising from litigation outcomes End of year report on new processes implemented and training completed.	Quarterly Reporting Year End Reporting
Support collaborations and partnerships with external researchers and stakeholders	Completion of study on the health and wellbeing effects of a disciplinary process on doctors in Ireland (HEWE), and progressing of RCPI's Hospital Doctor Retention & Motivation project (HDRM)	Q4
Ensure compliance with the Code of Practice for the Governance of State Bodies 2016	Implement annual self-assessment, reporting and review of outcomes for Council	Q4
Conduct of training and information sessions to all Council personnel relating to relevant external legal requirements	Conduct refresher Freedom of Information and Data Protection training for all Council personnel Identify and promote the roll-out of appropriate training to the Executive in line with the Equal Status Acts 2000-2015 and Public Sector Duty.	Q4 Q4
Develop Statement of Strategy for 2024 - 2028	Prepare plans for the development of SoS	Q4
Develop a risk framework for the better management and integration of risk across the operations of the Council	Directors to update Risk Appetite thresholds and update of Risk Policy to begin with inclusion of Risk Appetite statement	Q4
Develop a strategy for the development of the Council's capacity to better conduct business in a digital environment	Determine data structure to be current, lean and in compliance with data governance requirements	Q3

Action	Planned in 2022	Target date
Continue the work relating to the redevelopment of the Council's Maintenance of Professional Competence through the approval of a new MPC Framework and Scheme Application process, and development of a CPD Accreditation model; underpinned with an updated statutory instrument	Framework - ministerial approval	Q3

Strategic Objective 4

Improve the understanding of the role of the Medical Council

We aim to achieve this objective through the following actions:

- 4.1 Promote an open and transparent organisational ethos
- 4.2 Establish meaningful two-way communication channels and engagement opportunities with stakeholders
- 4.3 Outline and share the Medical Council's methodologies, operations and processes to key stakeholders
- 4.4 Publish and promote relevant Medical Council activities

Action	Planned in 2022	Target date
Produce and publish statistical reports relating to registration processing for the various divisions of the register on a quarterly basis	Reports issued quarterly	Quarterly Reporting
Ensure reporting requirements of relevant external legal requirements are complied with, including supporting the roll out of any associated training	1. Publish quarterly Freedom of Information Disclosure Logs. 2. Update of Publication Scheme	Quarterly Reporting
	Ensure that 100% of data breaches are reported to the Data Protection Commission within the timeframe as outlined in the General Data Protection Regulation (GDPR)	Quarterly Reporting
	Ensure that at least 90% of requests for information under Freedom of Information & Data Protection legislation are issued within the timeframes outlined in relevant legislation	Quarterly Reporting
	Publish required information under Section 22 of the Protected Disclosures Act 2014. Identify and ensure the roll-out of training to the appropriate staff in relation to Protected Disclosures. Review impact of update of FOI legislation	Q2 Q4 Q2

Action	Planned in 2022	Target date
Manage the Council's media engagements	Ensure that media queries are acknowledged in a timely manner and comprehensive responses are issued promptly Prepare and present annual media insight report to Directors and Council	Quarterly Reporting Q1
Ensure Corporate Governance support is provided to Council, Committee and relevant Working Groups as required.	Achievement reflected through internal surveys of Council, committees and working groups.	Year End Reporting
Complete statutory annual financial statements in accordance with the appropriate codes	1. Make draft financial statements available to the Office of The Comptroller & Auditor General	Q1
	2. Financial statements finalised and signed off	Q2
	3. Make financial statements available for publication in annual report	Q3
Development of strategy for the coordination of engagement with stakeholders to deliver on strategic goals	Schedule of engagements with key stakeholders	Q4
Development of separate strategies setting Council's position on research capability and scope and for the use of data to inform strategic thinking	Commence phased implementation of data strategy	Q3
Development of a framework for identifying and developing Council positions on topical and emerging issues and develop policy capability with a view to influencing health and social care	Framework developed and implemented	Q4

Strategic Objective 5

Review and recommend changes to legislation regulating the medical profession

We aim to achieve this objective through the following actions:

- 5.1 Review the current legislation regulating medical practitioners to inform and recommend changes
- 5.2 Examine international health professions regulatory practice and legislation to inform and recommend changes in the regulation of medical practitioners
- 5.3 Make recommendations on how to improve regulation of registered medical practitioners

Action	Planned in 2022	Target date
Liaise with Department of Health in relation to Human Tissues Bill	Quarterly update reports to Council, as to progress with DoH	Quarterly Reporting
Liaise with Department of Health in relation to commencement of Regulated Professions Act 2020	Quarterly update reports to Council, as to progress on commencement orders	Quarterly Reporting
Develop a legislative strategy in relation emerging legislative needs for the future	Present agreed proposals for amendments to Department of Health	Q4

Strategic Objective 6

Develop the Medical Council as an engaged, effective and empowered organisation

We aim to achieve this objective through the following actions:

- 6.1 Develop, align and support a skilled and knowledgeable team required to deliver on the Council's strategic objectives
- 6.2 Create a culture that encourages collaboration and shared learning within the Medical Council
- 6.3 Provide a working environment and infrastructure that will support the strategic direction of the Council
- 6.4 Continuously review and align the governance structures to the strategic priorities of the organisation

Action	Planned in 2022	Target date
Manage overall procurement for the Council and ensure high levels of understanding of procurement requirements exists across the Council	Review requirements necessary to ensure full compliance with procurement legislation/controls and address any resource or related gaps arising	Q3
	Complete review of Contract Management processes and policies with amendments identified for implementation.	Q2
	Develop and deliver understanding training to organisations on procurement processes.	Q2
	Deliver Contract Management training for internal contract managers	Q4
	Conduct review of public procurement procedures and templates, reducing reliance on external review and advices	Q4
Identify and propose ICT and related solutions to: (i) increase efficiency and (ii) support remote access/e-working	Online Application Availability - 95% ICT Infrastructure Availability - 95%	Quarterly Reporting
Implementation of Mobile Phones (Under New Three Contract)	Successful delivery of project, on time and on budget	Q1
Deliver ICT support to the organisation through ongoing management of current infrastructure and supporting projects under the Change Programme	Delivery of: PRISM (REG)	Q2
	Delivery of: PRISM (PC)	Q3
	Delivery of: Scope PRISM for E&T	Q4
	Delivery of ICT for KH Refurbishment	Q2
Develop capability for doctors undertaking the PRES to be able to book their place with the GMC (Reg)	Successful scope of project	Q2
	Successful funding/approval by flexed budget	Q2
	Successful delivery of project, on time and on budget	Q4
Support Organisation effectiveness	Review of recruitment processes in light of developed competency framework	Q4
	Recruitment Training	Q2

Action	Planned in 2022	Target date
	Embed performance management across the organisation	Q2
Build a Resilient supported workforce	Ensure that monthly wellbeing meetings take place and agreed actions delivered on Conduct Mental Wellbeing Programme	Quarterly Reporting Q1
Build on employee relations and engagement strategies to deliver a positive work environment	Write new terms of reference for the Employee Engagement group and relaunch	Q1
	Measure Engagement through survey and pulse survey	Quarterly Reporting
	Provision of HR advice and Coaching	Quarterly Reporting
	Management of all Employee Relations Matters	Quarterly Reporting
Ensure the effective and efficient operation of Council, including supporting the Strategy Governance Committee in its role	1. Administer on-line self-assessment survey of Council's governance and performance and report results against 2021 findings. 2. Through an external facilitator explore results and identify emerging issues/requirements/proposals with Council members during a dedicated Learning and Development session.	Q4
	Monitor Council member meeting attendance rates and report results to members, Strategy & Governance Committee and President at year end	Q3
	Through the Strategy and Governance Committee, ensure that all committee chairs review their committee's terms of reference and develop proposals for adoption for SGC review/approval	Q4
	Develop a plan/protocol for conduct of in-person Council meetings, including hybrid operation - potentially Governance meetings	Quarterly Reporting

Action	Planned in 2022	Target date
Prepare for Council elections and appointments for 2023 Council, including the requirement for extensive recruitment for Committees	Election plans and appointment process confirmed by year end	Quarterly Reporting
Provision of legal advice to the Council, Committees and executive on legal issues such as the exercise of the functions and powers of the Council, decision-making, delegation and regulatory processes and procedures		Quarterly Reporting
Provision of legal advice to the Council, Committees and executive on legal issues including contract law, administrative law, employment law, data protection and freedom of information matters		Quarterly Reporting
Management of litigation (other than relating to complaints, investigations and inquiries)		Quarterly Reporting
Management of external legal providers including by way of policies and procedures, relationship management measures		Quarterly Reporting
Complete annual Budget and Flex Budget processes	1. Complete Annual Budget and Planning by first week in December 2. Complete Flex Budget by first week in August	Q3 Q4
Ensure successful delivery of Single Public Service Pension Scheme Databank transfer project	Data requirements uploaded and receipt confirmed by DPER by November	Q4
Ensure reporting of legal expenses provides clarity as to cost, for governance purposes	Detailed quarterly reports of legal expenses, including trend reports, are provided, giving clear oversight of legal budget	Quarterly Reporting
Update salary system	Review and prepare plan for replacement of payroll systems in 2023	Q4

Action	Planned in 2022	Target date
Ensure efficient interaction of procurement, purchasing and payment systems are in place	Review and update Procurement policy	Q1
	Review and update of Procurement/Finance Workflow to be completed	Q2
Develop and deliver key tenders to support delivery of Council Strategic direction	Tenders delivered in accordance with the Procurement Plan	Quarterly Reporting
Review option for data set tools to support organisation and ensuring compliance with procurement directive	New procurement data tool set implemented	Q4
Provide Strategic HR Direction	Act as a trusted advisor to the leadership team	Quarterly Reporting
Provide Strategic Training Plan	Develop and deliver an effective Learning and Development programme to support business objectives	Q2
Ensure compliance of all HR Policies and Procedures	Review update and Implement Policies and Procedures	Q1
Leveraging HR Technology to drive efficiencies and provide analytics to support decision making	People Analytics Dashboard	Q1
Deliver a resource efficient and safe working environment for staff, council members and visitors	1. Compliance with health and safety legislation, infection control policies & protocols	Q4
	2. Ergonomic assessment completed for hybrid working model (remote and onsite)	Quarterly targets
	3. Maintenance and repair reduces downtime arising from systems failure	Q4
	4. Improved post management via scan at source e-record	Q1
	5. Space booking system implemented	Q4
	6. Customer service policies and training is implemented	Q3
	7. Insurance Policies reviewed and renewed	Q3
	8. Physical Assets tracked and counted	Q1

Action	Planned in 2022	Target date
Application of the Governments environmental and climate action strategies	Achieve emissions and energy efficiency targets in line with national benchmarking and legislation Corporate application of environment and climate actions targets	Quarterly Reporting
Develop organisational design through the roll out of role profiles across the organisation, development of a new operational model and a long-term workforce plan	Initial draft of target operating model	Q4
Establishment of working arrangements to facilitate the Kingram House refurbishment, through establishment of temporary accommodation and a framework for working from home and return to office	Building works completed	Q3
Design and implement a Governance Infrastructure for the Change Programme and for all elements of the Council's operations	All elements of Change and BAU governance implemented	Q1
Conduct a culture review incorporating the development of a strong leadership capability across the organisation	Commence implementation	Q3
Undertake the development of a new IT system to support the activities of Council relating to registration, maintenance of professional competence, education and training, and complaints, investigations and hearings	Completion of the Professional Competence "minimum viable product"	Q2

Conclusion

As 2020 began to unfold, uncertainty grew, as the potential impact of COVID-19 on our health service became apparent. The Medical Council responded quickly in order to address these challenges and to fulfil our role in ensuring patients were protected and doctors were supported in an ever developing and worsening situation.

The Medical Council enters 2022 in a strong financial position. While another year of navigating the COVID – 19 pandemic, including working remotely might mean some aspects of the plan have to be amended, we are confident business as usual will continue uninterrupted. We have already demonstrated an ability to adapt rapidly to evolving situations, including moving our Fitness to Practise Inquiries online, and will be able to pivot if required in the coming months.

We will carefully monitor and manage this business plan throughout the year. 2022 will be a significant year for the Medical Council, with the implementation of several key changes to our operations.

We will continue to highlight changes that may be required at a legislative and policy level; advocating for a right-touch regulatory approach that is proportionate, consistent, targeted, transparent and accountable; and which seeks to promote good medical practice while also protecting the public.

With the continued support of our key stakeholders, we are confident we will deliver this Business Plan for 2022.

Appendices

Finances

Appendix 1 – Financial Resources Summary 2022

<u>Revenue</u>	€'000
Annual and Registration fees	13,350
Application & Restoral fees	1,847
Other income	<u>429</u>
	<u>15,626</u>
<u>Expenditure</u>	
Pay related Expenditure	7,231
Chief Executive's Office (excluding legal)	8
Regulation (including all legal advices)	3,150
Professional Competence & Performance Assessment (excluding legal)	57
Education and Training Standards (excluding legal)	104
Communications and Stakeholder Engagement	113
Information Technology	643
Shared Costs and Corporate Services	<u>2,426</u>
	<u>13,733</u>

Staffing

There are currently 100 staff members employed by the Medical Council, and within the overall demands of this Business Plan there would be requirements emerging for increases in resources. This will be reflected in outcomes sought from a number of initiatives set out in the plan relating to organisational design.



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Medical Council

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