



Comhairle na nDochtúirí Leighis
Medical Council

Business Plan 2023

Foreword

The Medical Council's Business Plan for 2023 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 in certain areas. 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 2023 unfolding. As with any plan there will certainly be a need to modify and adapt as 2023 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 non-medical 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.



Statement of Strategy

2019-2023

The Business Plan 2023 supports the Medical Council's third Strategic Plan 2019 – 2023 and is aligned to its six strategic objectives.

By Autumn 2023, the Medical Council will have developed its next five-year Strategic Plan covering the period 2023 – 2027 and will focus on:

- Ensuring the effective and efficient delivery of functions as set out in the Medical Practitioner's Act 2007 ('the Act')
- The changing societal and economic environment
- The changing demands and perspectives of regulation
- Planned new legislation and changes in the Medical Council's role and processes arising from this legislation
- Sláintecare, the Open Disclosure Framework and other national healthcare policy and legislation
- The evolving delivery of health services and the move towards community-based services
- Supporting medical practitioners in a challenging and changing environment

Strategic Objectives

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

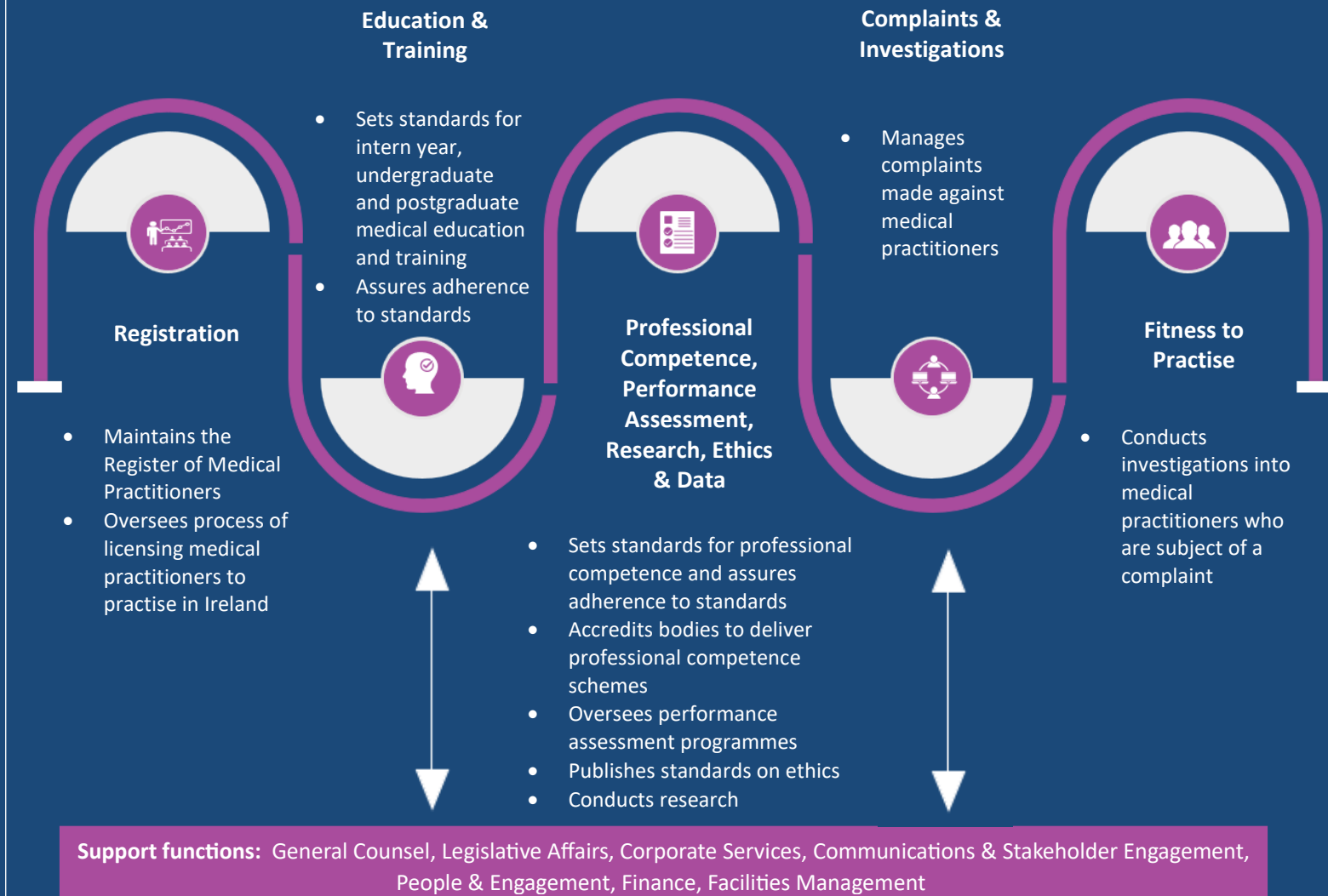
Regulatory & Support Functions of the Medical Council

Business Plan 2023 Deliverables

The following plan outlines the deliverables that the Medical Council will focus on in 2023 across the areas of registration, education and training, fitness to practise, complaints and investigations, professional competence, professional assessment and research.

The plan also includes deliverables that the Council's support functions are committed to achieving in 2023.

All deliverables are aligned to the Council's strategic objectives and overall strategy.



Registration



Core Function



Deliverables



Timelines



Key KPIs

1

Ensure all eligible medical practitioners are registered with a licence to practise in Ireland

Manage, monitor and report on First Time Applicants to agreed targets	Q1-Q4 2023
Manage, monitor and report on Restoral Applicants to agreed targets	Q1-Q4 2023
Manage, monitor and report on Retention Applicants to agreed targets	Q1-Q4 2023
Oversee the quality, integrity and delivery of nominations	Q1-Q4 2023
Facilitate the HSE in new recruitment campaign for doctors	Q2-Q4 2023

Q1-Q4 2023
Q1-Q4 2023
Q1-Q4 2023
Q1-Q4 2023
Q2-Q4 2023

- Manage the annual retention of 25,000 eligible doctors on the Register
- Process 4,000 new applications to the Register

2

Provide an efficient, effective and user-friendly service to medical practitioners by continually improving systems and processes

Develop a customer charter to improve turnaround times for services and customer service experience provided to medical practitioners	Q2 2023
Implement policies: Section 105, professional indemnity	Q2 2023
Improve the Council's online doctors portal	Q2-Q4 2023

Q2 2023
Q2 2023
Q2-Q4 2023

- Enhance user experience of first point of contact with Council and with Council systems and applications

3

Ensure the integrity and quality of the Register

Maintain the quality and integrity of the Register	Q1-Q4 2023
Effectively manage all changes to the Register	Q1-Q4 2023

Q1-Q4 2023
Q1-Q4 2023

4

Implement amendments to registration rules and policy as a result of commencement of legislation (2020 Act/2022 Bill)

Implement amendments to registration rules and policy as a result of commencement of legislative changes to the Medical Practitioners Act, and ensure patient engagement in changes	2023
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2023

- Engagement of patients/members of the public in legislative changes via public consultation

Education & Training



Core Function



Deliverables



Timelines



Key KPIs

1

Set the standards and outcomes for medical education and training

Develop new standards and outcomes for medical education & training (to launch in 2023)	Q1-Q4 2023
Develop national graduate outcomes for implementation in 2024	Q2-Q4 2023
Implement amendments to rules and policy as a result of legislative changes	Q1-Q4 2023
Administer the Education & Training Committee of Council	Q1-Q4 2023

- New guidelines for medical education & training in place

2

Assure the quality of medical education & training

Develop a new quality assurance model for education & training	Q1-Q4 2023
Carry out monitoring activities across medical education & training to assure adherence to standards	Q1-Q4 2023
Carry out regulatory interventions across medical education & training to assure adherence to standard	Q1-Q4 2023

- Complete 16 programme reviews
- Complete 4 accreditations
- Complete 1 site visit
- Complete 3 Anatomy Department inspections
- Complete 2 clinical training site reviews

3

Advise on medical education and training matters

Develop standards and accredit a single governing body for intern training in Ireland	Q1 2024
Conduct a qualitative review of the quality and configuration of intern posts in Ireland	Q1 2024
Governance of medical education & training: identify roles and responsibilities for speciality recognition	Q1-Q4 2023

- Preferred governing body for intern training in Ireland identified
- Qualitative review of intern training posts in Ireland concluded

Complaints & Investigations



Core Function

Deliverables

Timelines

Key KPIs

1

Effectively manage, monitor and report on complaints

Manage and triage potential complaints to agreed targets

Q1-Q4 2023

Investigate and progress complaints and action outcomes to agreed targets

Q1-Q4 2023

Develop proposal on expert panels to support the management of cases

Q4 2023

Administer the Preliminary Proceedings Committee

Q1-Q4 2023

- Improved efficiency and transparency around the complaints and investigations process for complainants, doctors, advocates and representatives

2

Effectively manage, monitor and report on Section 60 matters

Manage, monitor and report on Section 60 matters to agreed targets

Q1-Q4 2023

3

Continually improve the management, monitoring and reporting of complaints as a result of legislative changes

Implement amendments to the complaints process as a result of legislative changes to the Medical Practitioners Act 2007, and ensure stakeholder engagement in changes

Q1-Q4 2023

- Engagement of patients/doctors/stakeholders and members of the public in legislative changes via public consultation

Fitness to Practise



Core Function

Deliverables

Timelines

Key KPIs

1

Effectively manage, monitor and report on all cases referred from Preliminary Proceedings Committee

Implement a new case management model to ensure cases are prioritised, triaged and managed effectively

Progress cases and action outcomes to agreed outcomes

Lead procurement of new solicitor and barrister panels

Implement new model for managing Section 60 cases

Administer the Fitness to Practise Committee

Q2 2023

Q1-Q4 2023

Q2-Q3 2023

Q3 2023

Q1-Q4 2023

- Conduct 60 hearings annually

2

Effectively manage, monitor and report on all cases of medical practitioners with medical disability issues

Implement approach for cases involving misconduct / poor professional performance

Progress cases and action outcomes to agreed outcomes

Administer the Health Committee

Q4 2023

Q1-Q4 2023

Q1-Q4 2023

3

Effectively manage, monitor and report on compliance of medical practitioners with conditions to their registration

Manage and monitor compliance and action outcomes to agreed targets

Administer the Enforcement and Monitoring Committee

Q1-Q4 2023

Q1-Q4 2023

4

Establish and enforcement and monitoring unit

Establish enforcement and monitoring unit

Q2 2023

Professional Competence, Performance Assessment, Research, Ethics & Data



Core Function

Deliverables

Timelines

Key KPIs

1

Set standards and outcomes for the maintenance of professional competence for medical practitioners and provide guidance on standards

Develop and implement a new professional competence framework:

- Obtain Government approval on rules and guidelines
- Assess scheme operator readiness for implementation of new arrangements
- Develop governance model for CPD accreditation system

Carry out monitoring activities across scheme operators to assure adherence to standards

Provide guidance and support on standards

Administer the Registration & Continuing Practice Committee

Q2 2023
Q4 2023
Q4 2023

Q1-Q4 2023

Q1-Q4 2023

Q1-Q4 2023

- Engagement of patients / members of the public in professional competence rules via public consultation

2

Publish guidelines on matters related to professional conduct and ethics for medical practitioners

Deliver the 9th edition of the Professional Conduct and Ethical Guidance for Medical Practitioners

Administer the Ethics Committee

Q3 2023

Q1-Q4 2023

- Professional Conduct and Ethical Guidance for Medical Practitioners published

3

Manage, monitor and report on those medical practitioner's subject to a performance assessment

Progress cases and action outcomes to agreed targets

Implement initiatives to continually improve the performance assessment process

Q1-Q4 2023

Q1-Q4 2023

4

Commission research and analyses to improve medical education, patient care and workforce planning

Establish a regulatory policy unit

Produce and publish regulatory policy, research reports and position statements

Establish and implement data management solutions, policies

Q2 2023

Q2-Q4 2023

Q1-Q4 2023

- Establish regulatory policy unit
- Establish Medical Council as a thought leader in regulatory and healthcare policy

General Counsel



Core Function



Deliverables



Timelines



Key KPIs

1

Provision of legal services to the organisation

Optimise provision of legal services to the Council and Executive

Q1-Q4 2023

Manage and inform stakeholders of litigation matters

Q1-Q4 2023

2

Effectively identify, monitor and track compliance to ensure adherence to legislation

Conduct reviews to ensure compliance with the Register of Legal Obligations

Q2-Q4 2023

Embed strong compliance practices across the organisation

Q1-Q4 2023

Provide compliance advice and direction to the organisation

Q1-Q4 2023

3

Effectively identify, measure, monitor and ensure management of risk across the organisation

Risk management framework and provision of risk management advice to the organisation

Q1-Q4 2023

Promote and embed a strong risk culture across the organisation

Q1-Q4 2023

4

Ensure the appropriate decision-making processes and controls are in place at Board, Committee and Executive level to manage the organisation

Ensure good corporate governance across the organisation and compliance with Codes of Practice for State Bodies

Q1-Q4 2023

5

Drive high standards in information governance practices across the organisation

Embed information governance practices across the organisation

Q1-Q4 2023

Provision of data protection and GDPR training and awareness across the organisation

Q1-Q4 2023

Legislative Affairs



Core Function



Deliverables



Timelines



Key KPIs

1

Effectively manage, monitor and report on Section 105 cases

Progress cases and manage outcomes to agreed targets

Q1-Q4 2023

Update Section 105 policy to manage unregistered doctors

Q2 2023

Develop proposal on expert panels to support the management of cases

Q4 2023

2

Effectively manage, monitor and report on legislative changes

Define the impact of legislative changes on regulatory policies, rules across the organisation

Q1-Q4 2023

Actively pursue legislative changes with Government

Q2-Q4 2023

- Engagement with Government on legislative changes required by the Council

Corporate Services



Core Function

Deliverables

Timelines

Key KPIs

1

Provide the best tools, systems, infrastructure and technical support to all stakeholders

Enhance and improve business systems and solutions

Q1-Q4 2023

Optimise ICT service delivery, security and safety across the organisation

Q1-Q4 2023

Develop a digital strategy to transform how the organisation provides online and digital services to patients and medical practitioners

Q4 2023

2

Provide best in class procurement services in line with public procurement policy

Optimise procurement service delivery in line with public procurement policy and EU Directives

Q1-Q4 2023

3

Provide strategic, business and programmatic planning capabilities across the organisation

Agree the new 5-year strategy for the organisation – Statement of Strategy 2023 – 2027

Q1-Q4 2023

Design and implement a new organisation design for the organisation

Q1-Q4 2023

Design and implement business planning performance metrics, programmatic and planning methodologies and strategic planning initiatives across the organisation

Q1-Q4 2023

- Develop Business Plan 2023
- Develop Statement of Strategy 2023 – 2027
- New organization design and phased implementation of design in 2023

4

Establish the liaison function

Establish a new liaison function to provide support to complainants, advocates and representatives

Q2 2023

- Establish new liaison function

Communications & Stakeholder Engagement



Core Function

Deliverables

Timelines

Key KPIs

1

Strengthen the organisation's external communications activities

Actively manage all media relations

Q1-Q4 2023

Publish the Annual Report of the Medical Council

Q3 2023

Promote greater use of the Irish language across communication activities

Q1-Q4 2023

- Annual Report 2022 published

2

Support communication and stakeholder engagement activities across the organisation

Support staff in communication and stakeholder engagement initiatives

Q1-Q4 2023

Develop and maintain the Medical Council brand and associated collateral

Q1-Q4 2023

3

Promote and highlight the role and remit of the Medical Council

Manage public affairs activities and queries, support awareness campaigns

Q1-Q4 2023

Manage the organisation-level stakeholder engagement plan

Q1-Q4 2023

4

Deliver enhanced digital communications platforms

Continually enhance the website and social media platforms and promote as the primary channels of communication

Q1-Q4 2023

People & Culture



Core Function



Deliverables



Timelines



Key KPIs

1

Define and drive a people and culture strategy to support the Statement of Strategy

Implement the following strategies to improve engagement and motivation:

- Leadership development strategy
- Culture and engagement strategy
- Talent and succession planning
- Implement organisation design and manage change

Q1-Q4 2023

- Leadership development series established
- Improved staff satisfaction and engagement rates
- New performance management programme implemented
- Talent management programme in place

2

Drive effective and efficient customer centric HR model across the organisation

Review all core HR policies and employment policies to ensure they are inline with best practice

Q1-Q4 2023

Implement a model of business partnering across the organisation to support leaders and teams in delivering on their goals and objectives

Q1-Q4 2023

Build a performance culture based on a revised performance management process

Q1-Q4 2023

Support recruitment and retention activities

Q1-Q4 2023

Finance



Core Function



Deliverables



Timelines



Key KPIs

1

Provide financial management and budget management capability across the organisation

Develop, monitor and report on the 2023 budget

Deliver financial strategies to sustain operations and control costs in line with the Statement of Strategy

Provide financial management accounting services across the organisation

Q1-Q4 2023

Q4 2023

Q1-Q4 2023

- New financial strategy in line with Statement of Strategy 2023 – 2027

2

Provide financial services across the organisation

Provide class payroll services

Provide Accounts Payable, Accounts Receivable and travel and reimbursement services

Develop and implement best in class financial systems to support business operations

Q-Q4 2023

Q1-Q4 2023

Q4 2023

3

Manage Fixed Assets Register

Manage the fixed assets register process

Q1-Q4 2023

4

Manage internal and external audit processes across the organisation

Agree schedule of internal and external audits, monitor and manage actions arising from findings and reports

Q1-Q4 2023

5

Deliver governance framework re controls

Implement governance framework and policies

Q1-Q4 2023

Facilities Management



Core Function



Deliverables



Timelines



Key KPIs

1

Re-open Medical Council headquarters in Kingram House

Re-open Kingram House

Q2 2023

2

Provide an efficient facilities management service to the organisation

Provision of facilities management, building management, workplace operations, property management, front of house support and reception services

Q1-Q4 2023

Deliver a consolidated and outsourced facilities management contract

Q3 2023

Oversee health and safety compliance to standards

Q1-Q4 2023

Manage insurance renewals process

Q3 2023

3

Build national and EU climate action legislation into operational practice

Agree and action approach for corporate environmental strategy and ensure compliance with regulations

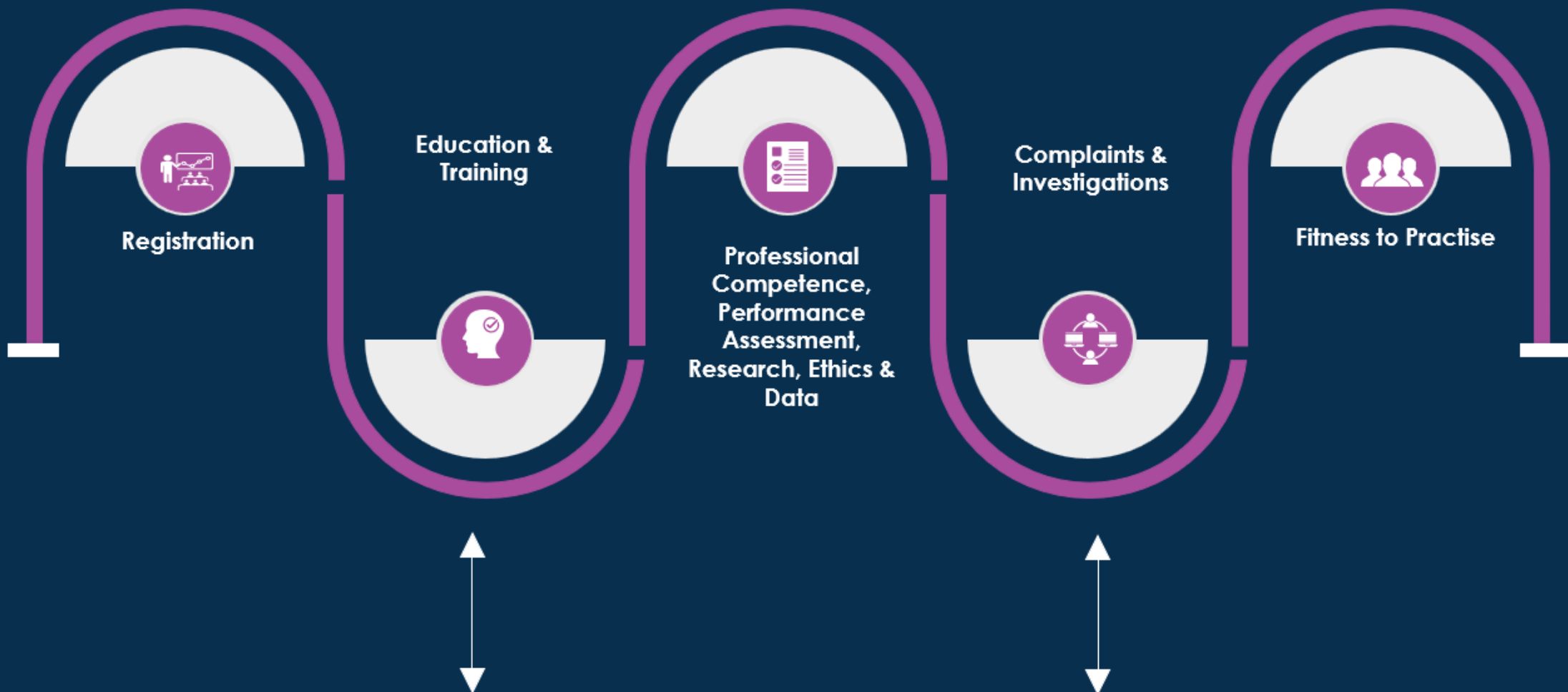
Q1-Q4 2023

Resource Plan 2023

The Department of Health approved phase I of the Medical Council's Workforce Plan 2022 (dated May 2022) in August 2022.

The approval of this plan will see headcount increase from 104 in January 2022 to 140 in January 2023 to ensure the successful delivery of the Business Plan 2023.

Directorate/Function	FTE Resource Plan 2023
CEO/Corporate Affairs	2
Communications	6
Professional Competence	15
Human Resources	4
Education & Training	13
Finance	7
Corporate Services*	5
Legal Affairs**	2
FTP***	7
Complaints & Investigations	31
Registration	25
ICT	6
Facilities & Procurement	6
General Counsel	4
Corporate Governance	7
Total	140



2023 Operational Budget v 2022 Actual

The Medical Council budget 2023 is approved and is provided to the Department of Health for information.

	2023 Budget	2022 Actual
Income		
Annual Retention Fees	14,319,148	13,718,564
Application Fees	2,166,720	1,921,575
Registration Fees	1,262,385	1,246,740
Internship Application and Reg	261,640	270,385
Restoration Fees	107,000	80,350
Accreditation & Examinations	135,000	0
Interest/Investment Income	90,000	53,941
Other Income	364,160	326,951
Total Income	18,706,053	17,618,506
Pay		
Salaries	(7,980,120)	(5,404,057)
Pensions	(791,292)	(750,000)
Allowances	(237,972)	(191,030)
Temporary Staff	(907,292)	(691,351)
Total Pay	(9,916,676)	(7,036,437)
Non Pay		
Staff	(41,392)	(20,811)
Travel & Subsistence	(43,089)	(23,963)
Legal Fees	(4,337,262)	(4,000,000)

Staff Training	(106,400)	(63,526)
Books & Periodicals	(500)	0
Professional/Finance Costs	(167,166)	(218,309)
Insurance	(127,744)	(99,415)
Postage	(26,936)	(24,296)
Telephone	(59,753)	(67,849)
Print & Stationary	(28,810)	(8,610)
File Administration & Storage	(25,140)	(33,971)
Business Consultancy	(715,881)	(574,118)
Research	(25,000)	(7,194)
Sundries/Conferences	(50,427)	(46,293)
Light and Heat	(93,600)	(68,053)
Building Repair & Maintenance	(8,250)	(12,505)
Cleaning	(38,210)	(36,503)
Rent & Rates	(1,151,932)	(1,576,073)
Maintenance Contracts	(91,198)	(32,277)
Security	(18,965)	(12,006)
IT Software/Consumables	(800)	(7,841)
IT Maintenance	(596,365)	(533,458)
Examinations & Accreditation	(104,000)	(30,359)
Translation	(15,328)	(5,144)
Catering	(26,371)	(15,584)
Advertising	(44,571)	(15,761)
Recruitment	(150,000)	(92,362)
Professional Subscriptions	(87,218)	(38,353)
Council & Comms Expenses	(46,300)	(40,281)
Total Non Pay	(8,228,609)	(7,704,915)
Surplus/(Deficit):	560,768	2,877,154
Depreciation	(759,395)	(396,865)
FRS17 Pension	(900,000)	(900,000)
Surplus/(Deficit):	(1,098,627)	1,580,289

Medical Council

Kingram House
Kingram Place
Dublin 2
D02 XY88

info@mcirl.ie
www.medicalcouncil.ie



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