



Ag Rialáil Gairmithe Sláinte
agus Cúraim Shóisialaigh

Regulating Health +
Social Care Professionals

Health and Social Care Professionals Council Statement of Strategy 2017-2021

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1. Introduction

CORU is Ireland's multi-profession health and social care regulator. The name CORU originates from an Irish word, 'cóir' meaning fair, just and proper. These are values that resonate deeply within our organisation, and perfectly reflect our role which is to protect the public by promoting high standards of professional conduct, education, training and competence through statutory registration of health and social care professionals.

The Council was appointed under the Health and Social Care Professionals Act 2005 (as amended) in 2007. The Chief Executive was appointed twelve months later.

CORU is made up of the Health and Social Care Professionals Council and the Registration Boards, one for each profession named in our Act.

Through joint working between CORU, the Minister for Health, the Department of Health in particular the Professional Regulatory Unit and the Public Appointment Service - the Registration Boards have been established and registers opened for the following professions to date:

- Dietitians
- Occupational Therapists
- Optometrists
- Dispensing Opticians
- Physiotherapists
- Radiographers
- Radiation Therapists
- Social Workers
- Speech and Language Therapists

A Registration Board has also been appointed for Social Care Workers and Medical Scientists which will open when the required detailed preparation has been completed.

The other professions to be regulated and for which there is neither a Registration Board nor a Register in place yet are:

- Psychologists
- Podiatrists
- Clinical Biochemists
- Orthoptists

The regulation of these professions will be completed during the term of this Statement of Strategy.

This document builds on CORU's previous statements of strategy; CORU's Statement of Strategy 2010-2012 and CORU's Statement of Strategy 2013 – 2016.

This document will be kept under review and may be revised if there are significant changes to the external and/ or internal environment. A mid-term review will be carried out to ensure the continued appropriateness of the strategy statement.

2. Our Mission, Vision and Values

Our mission, vision and values have served us well on our journey to date and will continue to underpin our Statement of Strategy and the day to day activities of our business.

MISSION

To protect the public by promoting high standards of professional education, conduct, training and competence amongst registrants of the designated professions.

VISION

CORU has the confidence and recognition of both the Public and the Health and Social Care Professionals in its processes and standards of regulation.

VALUES

CORU seeks to reflect a set of values that underpin and support the way it works and interacts with all its stakeholders. The following values are central to the fulfilment of our mission and vision:

Accountability for our processes, decisions and our professional conduct;

Respect and Fairness in our interactions with the public, professionals and other stakeholders;

Openness and Transparency in our communications and dealings with the public and the professionals;

High Performance Levels as an organisation in terms of overall effectiveness, value for money, efficiency of operations and governance;

Pride and Commitment in delivering relevant outcomes relating to safety and standards for the public and professionals concerned;

Enrichment of our sector by demonstrating leadership, positivity and a quality and evidence - based orientation to our work and engagement with stakeholders.

CORU Values



3. Council Chairperson Foreword



Form our blueprint...
to regulate successfully...

Protection of the public is at the core of CORU's role. As the newly appointed Chairperson of Council, I am delighted to present our statement of strategy, which aims to continue to protect the public over the next five years. This is the third statement of strategy by CORU.

Continue to protect the public over the next 5 years

The first statement covered the period 2010 – 2012 and was focused on scoping and defining our aspirations, while establishing CORU. As an entirely new entity, this time was marked by a number of 'firsts' for CORU. Our first registration board was appointed in 2010, our first register was opened in 2011, education programmes were approved, and recognition was given to qualifications from outside the Republic of Ireland for

the first time. Corporate governance and management structures were put in place, key business processes were defined, and resource requirements were identified. We began engagement with key stakeholders in developing our regulatory model and also launched CORU's website.

The second statement of strategy, 2013-2016, built on the foundations we had put in place. We continued to roll-out the regulation of the professions under our remit building on Council frameworks and developing a unique model of regulation in Ireland's health and social care sector. Our approach to Continuing Professional Development (CPD) was defined and registrants are now undertaking learning activities and maintaining portfolios to meet the standard and requirements set by the Registration Boards. Fitness to Practise was launched on the 31 December 2014 and we have heard our first cases. To date, Registration Boards have been established for nine professions.

We owe an enormous debt of gratitude to the public and to the voluntary members of Council, Registration Boards & Committees, the Executive and staff for their commitment

5 key strategic objectives in 5 years

to CORU. We also wish to thank the Minister for Health and his Department, for their support and we appreciate their ongoing commitment and engagement in joining with CORU on its regulatory journey.

This five-year strategy aims to build on the achievements of our earlier strategy statements. We have mapped out five key strategic objectives for the next five years. If there is a theme to this statement of strategy it is to 'finish what we have started', delivering on our current legislative requirements and continuing to build a sustainable model of regulation to deliver on our remit. The period 2017-2021 will continue to deliver 'firsts'. But it will primarily be characterised by a new scale of activity where our remaining registration boards will be put in place and registers opened for the remaining professions.

We must ensure that we complete the important work we have started and protecting the public remains at the core of all we do.

I am committed to this statement of strategy being the guide for Council and will keep it front and centre at each of our meetings so we can be reminded of why we are here, why we are taking the journey and what we want to achieve. It will form the blueprint to our corporate plans to ensure we put in place the steps to regulate successfully the professions under our remit with a "right touch" approach to regulation.

I also express my thanks to my colleagues on Council, the Registration Boards and to the staff of CORU, for their contribution to the development of this statement of strategy. I am particularly pleased to acknowledge the contribution of registrants, employers, professional bodies, patient advocacy groups, education providers and unions in formulating this strategy. I would also like to thank them for their continued support in advancing our regulatory agenda.

Professor Bernard McCartan
Chairperson
Health and Social Care Professionals Council

4. CEO Foreword

enhancing public protection



As the Health and Social Care Regulator in Ireland, CORU must remain focused on building and maintaining the confidence of the public, of the professions we regulate, employers, education providers and other stakeholders in the health and social care system, through the manner in which we operate.

Our primary objective continues to be the protection of the health, safety and wellbeing of service users and the public. We seek to achieve this by:

- ▶ Maintaining fair and accessible systems of registration and qualification recognition for professionals under the remit of CORU
- ▶ Promoting & monitoring career long learning amongst health and social care professionals
- ▶ Operating robust systems of compliance, education programme approval and fitness to practise, in order to help maximise the quality of service offered to service users and the public
- ▶ Working closely with others in the Irish health and social care systems to achieve our objectives
- ▶ Communicating with our stakeholders in an open, honest and clear manner.

This Statement of Strategy is our framework for the next five years as we continue to develop and strengthen CORU as a regulator. We will work within a culture of continuous improvement for staff, Council and Registration Board members. We will continually review our business processes, systems and our governance structures so that we operate efficiently and effectively. Our executive team will continue to provide support to Council, Committees and

protection of the health, safety and wellbeing of service users and the public

Registration Boards, within an effective system of corporate governance, to ensure that we meet our corporate and regulatory objectives.

Our mission is to protect the public by promoting high standards of professional education, conduct, training and competence among CORU registrants. We will achieve this with a sustainable model of regulation, setting the correct standards for our professionals and dealing fairly with the small numbers who do not meet the standards. We also want a model of regulation that can respond to the move towards risk based regulation for wide groups of professionals.

Maintaining the stability of existing registers, processes and systems will be key as we scale our activities from nine to fifteen professions during the period covered by this statement of strategy. Registers are open for nine professions, preparation to open registers is under way for two professions and registers will be established for the four remaining professions by 2021.

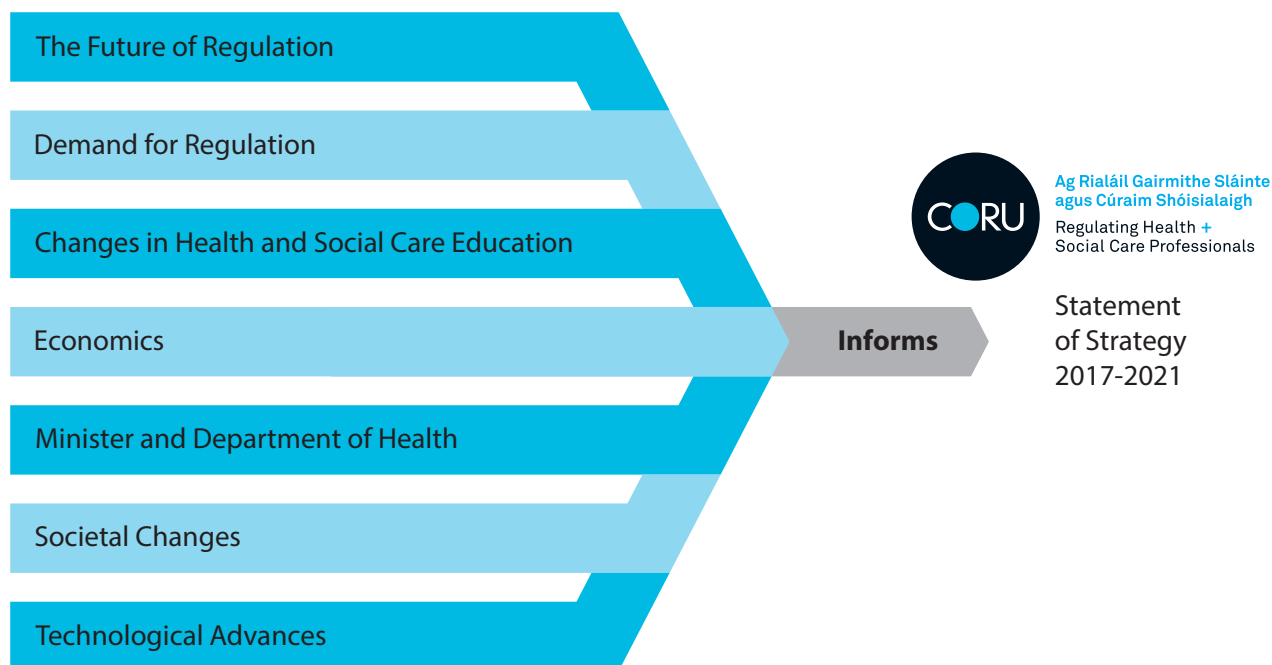
I join with our Chairperson in expressing our gratitude to all of the members of Council, Registration Boards and Committees; who are predominantly voluntary members. I also want to thank the assessors and reviewers of education programmes and qualifications, as well as our Preliminary Proceedings, Appeals and Fitness to Practise Committees and Executive staff. I particularly wish to acknowledge the work of the Professional Regulatory Unit in the Department of Health who have worked with CORU in partnership to progress our work.

We look forward to implementing the strategy developed by Council as we meet the challenges and opportunities that lie ahead.

Ginny Hanrahan
Chief Executive Officer and Registrar
CORU

5. Strategic Context: Our Operating Environment

In developing this statement of strategy, CORU has considered the environment, in which it works, factors likely to influence its programme of work, and what has been learned on our journey to date as the regulator of Health and Social Care professionals in Ireland.



The Future of Regulation

Regulation is here to stay – public and professionals alike see the benefits to service user safety, standards and enhancing the professional status of professionals. We need to continually ask ourselves what regulation can and can't do to control the risk of harm to the service user. Evidence and research should inform where regulation is effective or not and should provide focus to our activities. We also need to be aware that there is a cost to regulated professions.

There is also a cost to not regulating these professions, in relation to lack of statutory standards for the profession, lack of accountability when a person is not meeting the standards required, also regulation provides greater clarity for the public. Regulation lessens the confusion about the titles of our professions, for example dietitian, social worker, speech and language therapist,

radiographer, radiation therapist, optometrist and dispensing optician - titles that are now protected. We can reassure the public that anyone using the protected title has met the standards required and CORU will deal with anyone using the protected title that is not registered. Without regulation, registrants may not be engaging with professional development, whereas they must now keep a record of their individual CPD. Finally, for the first time, for the very small number who do not meet the high standards required, we have a mechanism to stop them working with the public, if required, through our Fitness to Practise process.

We will need to continue to engage with employers, procurement departments and human resource departments to articulate the case for regulation and the value it ultimately delivers.

There are 'dots to be joined' with other bodies concerned with regulatory standards and quality such as:

▶ Those who regulate health and social care services

▶ Those who regulate health products

▶ Those who accredit to ISO standards

For example; Dental Council, Health Information and Quality Authority (HIQA), Health Products Regulatory Authority (HPRA), Irish National Accreditation Board, Nursing and Midwifery Board of Ireland, Medical Council, Mental Health Commission, Pre-Hospital Emergency Care Council and the Pharmaceutical Society of Ireland.

We will need to continue to engage in dialogue and to explore how our own registration system can feed into audits, inspections and licensing by other bodies. Registered and properly qualified professional staff should form part of any quality assurance mechanism – we need to be

work closely with the other regulators to avail of opportunities to be part of the solution to these issues

able to provide a 'joined up' service to the public in respect of both the services and the professionals that work in them in the longer term. The active participation of the CEO in the Health and Social Care Regulators Forum and the Association of Chief Executives of State Agencies is one way for Council to work closely with other regulators and to be part of the solution to these issues. An international focus also needs to be considered to ensure we keep up to date with and contribute to best regulatory practice for professions. This is achieved, for example, through our membership of the Council for Licensure, Enforcement and Regulation (CLEAR), and the Healthcare Professionals Crossing Borders (HPCB), an EU body.

Demand for Regulation

The professions listed in the Health and Social Care Professionals Act 2005 (as amended); sought statutory regulation for many years. Regulation is critical to protect the public and as a consequence should enhance the professional status and standing of the professionals. CORU has a significant body of work to complete including to open the remaining registers, and the activities associated with this, as specified under the Act. We will drive this agenda with unwavering focus.

We have already experienced and predict further interest from other professions interested in being regulated by CORU.

Changes at EU level will require us to validate registrants as they leave the country seeking employment elsewhere within the EU. An EPC (European Professionals Card) has been introduced for Physiotherapists and it is likely that this will roll out to other professions in due course. The challenge that “Brexit” may bring for Irish professionals wishing to work in the UK and for those who have trained in the UK and want to work in Ireland will also have to be dealt with successfully.

Changes in Health and Social care Education and Training

Health and social care professions education is evolving, one of the most important changes has been the move away from apprenticeship-style and time-based models of education and training to a focus on outcome-based and competency

technology has also
opened new doors for
education providers

based programmes. Developments have also occurred in programme delivery and assessment models, along with debate on how the common core skills of health and social care professions such as professionalism and communication are best developed and assessed. There is also considerable debate on what are the threshold standards for safe practice in the context of greater specialisation, changing expectations and more complex health and social care needs of service users.

Technology has also opened new doors for education providers with on-line programmes and remote learning becoming more common. This will pose challenges for the traditional model of approving and monitoring education and training programmes.

We need to ensure our regulatory mechanisms evolve to reflect the changes in education delivery whilst ensuring programme outcomes are aligned to the threshold standards required for public protection and regulation.

Economics

The Health and Social Care Professionals Council (CORU) was established to be self-funding and it was originally envisaged that the charging of fees would meet all operating costs in the long term. This includes the legal costs of putting the designated professions registration on a statutory basis and dealing with complaints, inquiries and discipline for each. Current fee levels mean that CORU's goal of being self-funding will remain an unachievable one at this point. In the meantime funding from the Department of Health is the only other source of 'income' for CORU. Our budget allocation is likely to come under increasing pressure in the coming years with the introduction of the Treaty on Stability, Coordination and Governance (TSCG).

shared services, shared ICT, or the concept of a shared Fitness to Practise

The Department of Health and CORU have a good working relationship and are delivering on developments in regulation in a partnership approach. This has worked well to date and we look forward to continuing with this joint work.

The Department of Public Expenditure and Reform's 'One person, One salary' rule means we are experiencing challenges in recruiting & incentivising professionals working in the public sector to execute some of CORU's responsibilities under the 2005 Act. We rely on a pool of assessors and reviewers to help us with a range of activities.

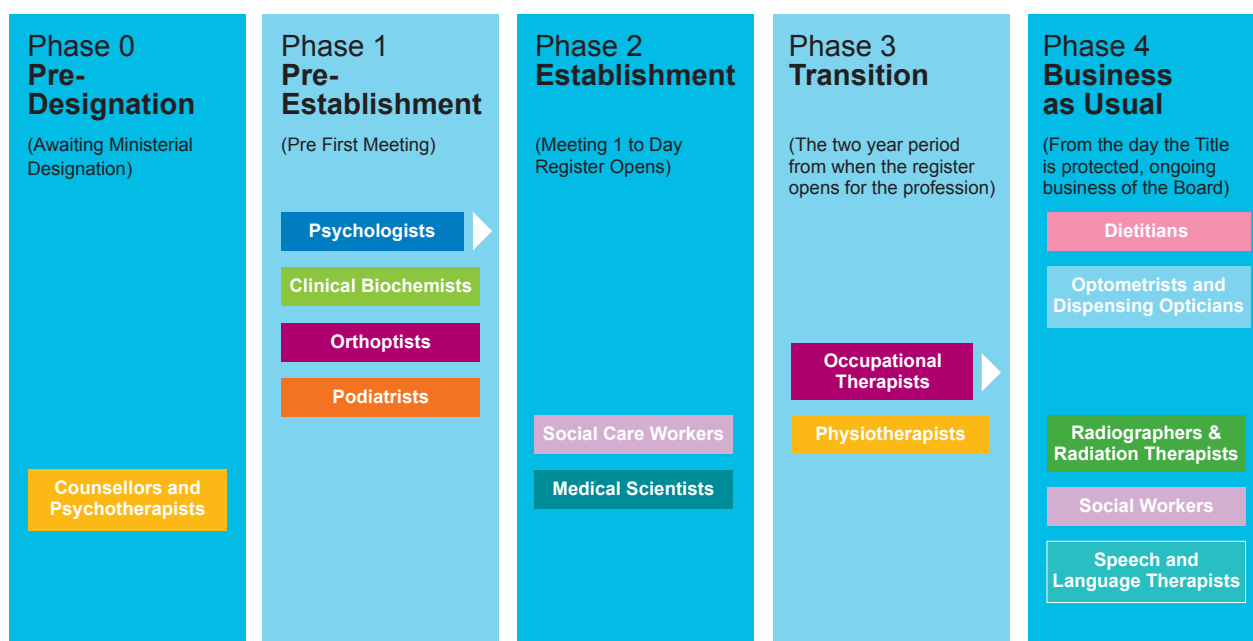
These activities include:

- Programme Approvals: ensuring the graduates are eligible, qualified and competent to apply for statutory registration;
- Assessment of qualifications gained outside the state to determine registration eligibility for those seeking to become registrants;
- Review of Continuing Professional Development, and
- Assessment of Professional Competence, during the grandparenting period for each profession.

In this economic context we anticipate that our budget will remain tight and that the 'cost' of regulation will remain a topic under scrutiny and debate.

We remain open to listening to and indeed creating dialogue around how regulation could evolve to represent greater value for money, e.g. shared services, shared ICT, or the concept of a shared Fitness to Practise forum across professional regulators in the Health and Social Care arena. The model of regulation we adopt and activities we undertake need to be sustainable in this economic environment.

Registration Boards by phase, as at December 2016



Responding to the Minister and Department of Health

It is at the discretion of the Minister to establish the order in which the Registration Board for a profession is appointed. This must occur before a register can be opened. This has significant planning and resourcing implications for CORU and we need to be able to respond accordingly.

While currently the Council has within its remit the responsibility for the registration of fifteen designated professions, the Minister may add other professions to the Council's remit.

Initially, it was envisaged that CORU would subsume three existing bodies: the National Social Work Qualifications Board (NSWQB);

the Opticians Board, and the Pre-Hospital Emergency Care Council (PHECC) to form part of the new organisation. The NSWQB and the Opticians Board have been successfully incorporated. The future of the PHECC in relation to CORU will be subject to government policy.

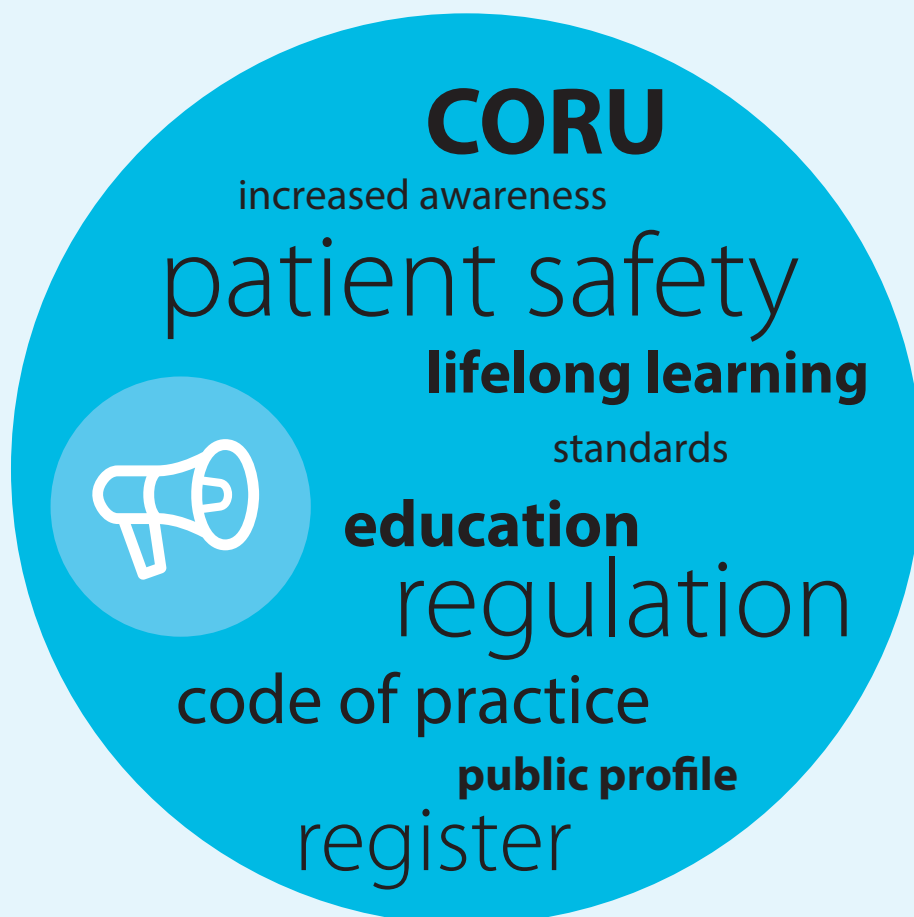
We note that the Minister for Health and his Department carried out a public consultation exercise on the regulation of counsellors and psychotherapists at the end of 2016. We will respond to any changes to be implemented in relation to these professions as required.

Societal Changes

Over the last 25 years, Ireland has experienced a cultural change in how it trusts and views those in authority. People are now more inclined to demand accountability from those who have been given power by society to carry out critical tasks for the benefit of all. In this light, it can be expected that health and social care professionals will increasingly be challenged in regard to their integrity and actions. We expect an increasing trend in the number of complaints made.

With the commencement of Fitness to Practise, CORU's profile in the public will be heightened through media coverage of any public hearings held. Increased public awareness will increase the level of scrutiny of the Council's operations.

We also anticipate that register activity, and the complexity of it, will increase for registers already open. With increased labour mobility, maintaining the registers with up to date and accurate information on registrants will be a challenge. Trend figures indicate that immigration in the longer term will align closely with economic performance. Whilst the numbers of EU and non-EU applications have been relatively small in the last number of years this can be expected to rise as the economy recovers. The experience of the existing Competent Authorities shows that processing applications of this nature is a complicated and time consuming process. We will examine ways to overcome this anticipated challenge including through the use of technology.





government

Technological Advances

E-Government remains a priority for the Irish government as an enabler for the delivery of efficient and effective services to the public.

The increased use of technology, smart phones and social media in particular presents an opportunity for CORU as online transaction processing, payments and the sharing of data and documentation becomes the norm. The ability of our registrants and applicants to access our services on-line is critical to our business model and financial viability going forward.

Technology is also creating new crossovers in professions and changing the way in which services are delivered to the public. CORU's standards must reflect these real life practices and trends.

The planned introduction of Unique Health Identifiers for practitioners will rely on CORU's registrant number. This has been planned with HIQA, who have led this project, since the formation of CORU. We can anticipate further engagement with the Department of Health on how to make this happen, although the precise timeline for its introduction is not yet known.

The prolific use of social media presents us with both an opportunity and a risk. We have a chance to interact with our registrants, applicants and service users in new ways but it also creates an expectation for an almost instantaneous response to requests and communications. We will need the capabilities, processes and policies to respond appropriately. There are also implications for professional practice and how our registrants engage in social media to deliver services. As a regulator we will need to keep abreast of these changes in order to ensure that standards are maintained.

Having looked at trends in both the global and domestic environments, we now turn our attention to our planned strategic response (internal and external) over the next five years.

6. Key Challenges & Our Response



Objective 1 Deliver on our current legislative requirements



The Health and Social Care Professionals Act 2005 (as amended) (the Act) set out to establish a multi-profession regulator in Ireland. The Act places very clear responsibility on CORU in respect of its independent regulatory role and its involvement in the development of Health and Social Care professions in the interests of public safety.

CORU has undertaken extensive work to establish a system of regulation, with features such as standards of proficiency, professional registers, approval and monitoring of education programmes, fitness to practise and continuing professional development.

The overall challenge for CORU during 2017-2021 is quite simply to deliver on our current legislative requirements with unwavering focus and drive in an efficient and effective manner.

We must continue to build on and evolve the work we have done so far, so that our activities can scale from nine to fifteen registers to cover all of the professions currently under our remit. We also need to appreciate the maturity of the various professions and ensure our model of regulation is cognisant of that.

1.1 Our top priority is to complete delivery of our current legislative requirements. We will continue to establish Registration Boards and open professional registers in line with the Health and Social Care Professionals Act 2005 and the Minister for Health's timelines. The registers to be opened during the period 2017-2021 are as follows:

- Social Care Workers
- Medical Scientists
- Psychologists
- Podiatrists
- Orthoptists
- Clinical Biochemists

In addition to the establishment and opening of registers for these and any additional professions for inclusion under the Act we will also:

1.2 Develop and implement standards for entry to the register

1.3 Commence the approval and monitoring of education and training programmes

1.4 Provide a recognition route to these registers for graduates with qualifications awarded outside the state

1.5 Implement mandatory Continuing Professional Development

1.6 Field and manage complaints (including Fitness to Practise activities)

1.7 We will also continue to provide our services to professions with an existing register:

- Dietitians
- Dispensing Opticians
- Occupational Therapists
- Optometrists
- Physiotherapists
- Radiographers
- Radiation Therapists
- Social Workers
- Speech and Language Therapists

**Objective 2
Deliver on
our targeted
regulatory
outcomes through
a sustainable
Regulatory Model**



As we scale our activities we must do so by building a sustainable regulatory model.

Sustainability has two distinct aspects for us.

Firstly there is an economic aspect. Where funding and staff numbers are limited we need to strive continually for efficient and effective means of addressing risks to service user safety. This will include for example, leveraging technology to automate our activities and enhance the ability of registrants to access our services on-line.

In addition, the Department of Health, in 2012 stated its intention to review the Act, to allow CORU to work towards a model of regulation that will “rationalise the individual registration boards into three inter-disciplinary Registration Boards in due course, broadly encompassing Diagnosis, Therapy and Social Care (to be known as Psychosocial) to provide a more efficient and less bureaucratic operating mode”. During this statement of strategy period, CORU intends to have planned and worked towards delivering this model of regulation, jointly with the Department of Health subject to legislative amendments.

The second aspect of sustainability is responsiveness – how do we ensure that our activities, systems and processes respond to new developments to serve the purpose for which CORU was established – to protect the public. International research and analysis of our own data brings new insights each day on where risk to the public may lie and how we might mitigate against it. We need to respond to these insights to continually align our efforts and resources to where they are best positioned to protect the public.

We will:

- 2.1 Automate where possible in the interest of efficiency and effectiveness
- 2.2 Continue to look at all sourcing options (internal, shared, external) to meet service and delivery demands
- 2.3 Review our governance and decision making structures
- 2.4 Continue to promote a culture of continuous improvement within CORU
- 2.5 Work closely with the Department of Health to prepare for the next phase of development for the regulation of health and social care professionals in Ireland
- 2.6 Respond to research, data and risk analysis and feedback (internal and external to CORU) to continually align our efforts and resources to the protection of the public

Objective 3

Deliver greater clarity in our communications



CORU has many stakeholders including service users, the public, current and future registrants, education providers, patient advocacy groups, professional bodies, unions and employers.

They are impacted by CORU in different ways and we need to partner with them in different ways.

Proactive engagement with our stakeholders and continually working to improve communication with them will have a direct impact on service user safety and delivering on our remit.

We will:

- 3.1 Conduct engagement and listening events with stakeholders
- 3.2 Proactively communicate so that patients and service users are aware of the importance of regulation and how to address problems appropriately
- 3.3 Ensure effective internal & external communications (including digital & social media)
- 3.4 Further engage with registrants, education providers, unions and employers to increase the understanding of the benefits of regulation, the work and role of CORU and what is required of them
- 3.5 Direct complainants effectively to the appropriate authority whether that is CORU, a service provider, or other agency, as appropriate
- 3.6 Continue to engage and share with other regulators

Objective 4
Maintain our
focus on good
governance
practices



Good corporate governance practices remain a priority for CORU.

“Corporate governance comprises the systems and procedures by which enterprises are directed and managed. State bodies must serve the interests of the taxpayer, pursue value for money in their endeavours (including managing risk appropriately), and act transparently as public entities. The Board and management should accept accountability for the proper management of the organisation”. Code of Practice for the Governance of State Bodies, 2016.

We will:

- 4.1 Publish Council minutes
- 4.2 Analyse, review and make legislative recommendations on our future governance model
- 4.3 Ensure continued risk management
- 4.4 Ensure continued financial probity and sustainability
- 4.5 Continue to invest in the training of Council, Registration Boards and Committee members to develop skills
- 4.6 Continue to implement the annual self assessment and evaluation for Council and act on the recommendations
- 4.7 Continue to implement the annual self assessment and evaluation for Registration Boards and act on the recommendations
- 4.8 Optimise the number, frequency and agendas of governance meetings including exploring further options for delegation
- 4.9 Develop proactively a point of view on, respond to, and prepare for, any planned reforms to the regulatory environment in Ireland

Objective 5
Attract, retain
and grow our
talent pool and
knowledge



CORU has a diverse resourcing model. It ranges from full and part time CORU employees (47.5), to Council, Registration Boards, Committee and Fitness to Practise enquiry members, through to reviewers, assessors and other partners (>200).

Our people remain a priority. Attracting, retaining and growing the skills of our resources is critical to delivering on our strategy, as is the timing of availability of resources.

Specific challenges which we will need to address include:

- Regulatory work is technical and requires specific knowledge and skills
- Developing flexible pools of assessors and reviewers is critical to the pace at which we can deliver services and make decisions for registrants and applicants
- The appointment of Registration Boards and Committee members, their induction, training and knowledge transfer is also a critical lynchpin to the timing of the opening of registers and the speed of decision making capability
- Like all organisations we are competing for talent and the overall job market is improving with more movement between employers anticipated.

We will:

- 5.1 Provide staff with a safe and respectful place to work where they are empowered to deliver their objectives and contribute to the development of the organisation
- 5.2 Review, and revise as necessary, the competency and skill mix of staff, business partners and members to ensure we are fully focused on the present and emerging challenges facing the regulation of Health and Social Care Professions in Ireland
- 5.3 Continue to provide our staff with the clarity of objectives they require to do their jobs effectively
- 5.4 Enhance the training available to staff, Council, Committee and Registration Board members, assessors and reviewers
- 5.5 Ensure we have a clear CORU employee/resource value proposition to attract and retain staff (full time and other) emphasising flexible working arrangements, training and development opportunities and a strong employer brand

-
- 5.6 Formalise and build on our existing knowledge management practices
 - 5.7 Continue to seek creative and innovative ways to source the skills, knowledge and capacity we require in the context of our sustainable model for regulation
 - 5.8 Continue to promote a healthy and green work environment
 - 5.9 Review our organisational structure to ensure that it is capable of delivering a professional service to those with whom we engage

7. Measuring Success

An implementation plan has been developed to deliver the strategic objectives outlined in this document. The implementation plan is forming part of our annual business plan over the next five years which will be approved, and subsequently monitored regularly by Council.



Appendix A

CORU's strategy development process was informed by an extensive analysis of the current operating environment and the internal and external factors which may affect Council's role and remit over the term of the strategy (2017-2021).

A consultation process was undertaken during June and July of 2016 to ensure that the views of the public, registrants and our partner organisations were central to informing the development of our strategy.

The consultation process had two key components:

1. An online survey which was accessible to everyone via our website www.CORU.ie. We also emailed directly more than 20,000 people and organisations making them aware that we were developing our strategy and inviting them to respond to our on-line survey.
2. We also conducted a series of internal and external workshops and focus groups.

The views of more than 125 people and organisations were collated via the online survey and more than 100 people were involved in follow up workshops and focus groups.

Individuals and organisations invited to participate either through the online survey or a focus group included:

- The public
- All registrants (as at 01 June, 2016)
- Patient Advocacy Groups
- The Department of Health
- Other Government Departments
- Professional Bodies
- Unions
- Employers
- Education Providers
- Other Regulators
- Citizen and Consumer Agencies
- All staff
- Council and Registration Board members
- CORU Assessors and Reviewers



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