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An Bord Altranais is pleased to present a Strategic Plan for 2004 – 2007.

The previous three-year plan served the Board well and the results of its achievements are evident and were included in ‘Review of Activities of An Bord Altranais 1997 – 2002. This is particularly so in the Education and Training area where the Board achieved the implementation of the particular challenges following on from the publication of the Report of the Commission on Nursing, 1998. The recommendation to transfer the selection and recruitment of student nurses to the Central Applications Office, and to begin the Nursing Degree Programme in 2002 were special challenges facing the Board. These, together with other recommendations arising from the Report of the Commission and reports arising from the Nurse Education Forum and the Implementation Committee created a substantial agenda of activity that has been successfully achieved.

The Nurses Act, 1985, was reviewed by the Commission on Nursing, who identified many provisions in the Act to be revised and proposed a number of new provisions. The commitment to enact the new legislation was made in the Reports underpinning the Health Services Reform Programme, published in 2003, and the Board looks forward to the Nurses Act, 1985, being amended during the term of this Strategic Plan.

This Plan will be the agenda for the period in office of the current Board who are committed to seeing the objectives fully achieved.

Anne Carrigy
President
INTRODUCTION

A strategic plan seeks to provide for a documented, coherent and visionary account of functions and activities for an organisation as they will be implemented during the course of a future defined period of time.

The plan takes account of the political and social environment in which the organisation operates as well as addressing its legal obligations as prescribed by legislation and Government guidelines and by the particular publics in whose interest the organisation serves.

An Bord Altranais celebrated its 50th Birthday in 2000 and as an organisation it has grown and developed over the years in response to regulatory demands and the needs of the professions of nursing and midwifery. The new plan further consolidates much of what we do but also takes account of the many recommendations included in the Health Services Reform Programme, and the outstanding recommendations from the Commission on Nursing. An Bord Altranais welcomes the proposed reforms as they impact on the future development of nursing and midwifery. We look forward to implementing and developing the proposals in co-operation with the National Steering Committee.

The Health Services Reform Programme presents particular challenges to An Bord Altranais, to address new and fundamental issues facing regulation. The Prospectus Report, 2003, recommends that An Bord Altranais take on functions previously intended to be the remit of the National Council for the Professional Development of Nursing and Midwifery. Discussions will take place in relation to achieving agreement in relation to these proposals. An Bord Altranais is committed to incorporating and establishing structures to ensure that all proposals are realised. These functions relate to the professional development of nurses and midwives, through the approval of courses and through proactive development of the professions.

In the wider environment arising from some high profile fitness to practise cases involving medical practitioners in Ireland and the United Kingdom, and publicity surrounding ‘medical errors’, the media has raised questions in relation to the principle of ‘self regulation’, and the capacity of regulatory bodies to control professions. These discussions have also focused on issues of ‘continued competence’, of professionals.

It is expected that new legislation will address these concerns by ensuring that regulatory bodies in the future have a higher representation from the public, and that systems exist to ensure competency of practitioners. An Bord Altranais would welcome the enactment of such legislation.

In formulating a strategy for the next four years, An Bord Altranais commits itself to ensuring that it operates in an open and transparent environment, and that members of the Board and staff accept the highest principles of good public sector governance. In this regard, Board members undertake to annually declare that they are free from any affiliation that could be construed to show an interest conflicting with the independent regulatory function of the Board.

The Board will introduce systems to allow nurses and midwives to demonstrate that they continue to have theoretical and clinical competence in their area of professional practice. The Board is conscious of the public need to be assured that a professional is fit for practice.

The Strategic Plan details all the planned activities of An Bord Altranais over the lifetime of this Board. It includes prefaces referring to Governance, Environmental Analysis, and Missions and Values. The Plan specifies activities in Registration, Education and Training, Nursing Careers Centre, Library, Fitness to Practise, Information Technology, Human Resources, Financial Control and Reporting, Support Services and Communications.
The plan gives a direction to the work of An Bord Altranais over the next four years and it will serve to inform annual budgets and other major decisions of the Board.

The plan sets out our objectives that will positively impact on the service we provide, whilst addressing issues which will have a long-term strategic effect. The strategic plan provides a map for the continuous improvement of our services, while continuing to foster a partnership approach of working together to ensure the successful completion of the plan.

The strategic plan was developed by the Board in consultation with management and staff, who together will have important roles in ensuring the implementation of the plan.

Eugene Donoghue
Chief Executive Officer
### Elected Members

**Ms Anne Carrigy**  
Administration – General Nursing  
President

**Ms Gonne Barry**  
Clinical Practice – Public Health

**Ms Mary Durkin**  
Clinical Practice – General Nursing

**Ms Maureen Kington**  
Clinical Practice – Midwifery

**Ms Catherine Mc Tiernan**  
Administration – Psychiatric Nursing

**Ms Pauline Treanor**  
Administration – Midwifery

**Ms Aine Enright**  
Clinical Practice -Mental Handicap  
Vice President

**Mr Kenneth Brennan**  
Training – Psychiatric Nursing

**Mr Seamus Hoye**  
Clinical Practice – Psychiatric Nursing

**Ms Veronica Kow**  
Training – Paediatric Nursing

**Ms Orla O’Reilly**  
Training – Mental Handicap Nursing

**Ms Eileen Weir**  
Administration – Public Health Nursing

**Ms Anna Plunkett**  
Administration – Mental Handicap  
Chair – Fitness to Practise Committee

**Mr John Byrne**  
Clinical Practice – Psychiatric Nursing

**Ms Eileen Kelly**  
Training – General Nursing

**Ms Cathryn Lee**  
Clinical Practice – General Nursing

**Ms. Sheila Sugrue**  
Training - Midwifery

### Appointed Members

**Dr William Blunnie**  
Registered Medical Practitioner – General Nurse  
Training Hospital

**Cllr Deirdre Forde**  
General Public Interest Representative

**Mr Con Mc Carthy**  
Appointed Nurse

**Ms Sheila O’Malley**  
Health Board Representative

**Ms Aine Enright**  
Clinical Practice -Mental Handicap  
Vice President

**Mr Kenneth Brennan**  
Training – Psychiatric Nursing

**Mr Seamus Hoye**  
Clinical Practice – Psychiatric Nursing

**Ms Veronica Kow**  
Training – Paediatric Nursing

**Ms Orla O’Reilly**  
Training – Mental Handicap Nursing

**Ms Eileen Weir**  
Administration – Public Health Nursing

**Ms Anna Plunkett**  
Administration – Mental Handicap  
Chair – Fitness to Practise Committee

**Mr John Byrne**  
Clinical Practice – Psychiatric Nursing

**Ms Eileen Kelly**  
Training – General Nursing

**Ms Cathryn Lee**  
Clinical Practice – General Nursing

**Ms. Sheila Sugrue**  
Training - Midwifery

**Dr Robert Burns**  
Registered Medical Practitioner – Psychiatric Nurse Training Hospital

**Mr Tim Kennelly**  
Non-Health Board Hospital Representative

**Ms Mary Mc Carthy**  
Department of Health & Children Representative

**Ms Simonetta Ryan**  
Department of Health & Children Representative

**Dr Cathy Casey**  
Registered Medical Practitioner – Midwifery  
Training Hospital

**Ms Bernadette Macken**  
General Public Interest Representative

**Ms Kathy Murphy**  
Representative of Third Level Education Establishments involved in the education and training of nurses

**Ms Mary Ita Walsh**  
Representative from Field of Education
An Bord Altranais was established under the Nurses Act, 1950 and currently operates under the Nurses Act, 1985.

The Nurses Act, 1985 provides for functions to be carried out by the Minister for Health and Children, the Board, the statutory Fitness to Practise Committee, other Committees appointed by the Board, The President and the Chief Executive Officer. The Board is accountable to the Oireachtas through the Minister for Health and Children.

An Bord Altranais undertake to carry out functions as provided for in the Nurses Act, 1985, and to adhere to relevant provisions in all other statutory instruments relevant to the performance of its responsibilities as a Statutory Body established by the Oireachtas and undertake to adhere to all relevant Government guidelines and regulations pertinent to good governance.

An Bord Altranais particularly note Sections 21 and 50 of the Nurses Act, 1985, requiring the Board to report to the Minister and the Oireachtas in relation to its Accounts and the publication of a report of its activities.

The strategic plan for 2004 – 2007 follows on from strategic plans developed since the establishment of An Bord Altranais pursuant to the Nurses Act, 1985. The plan incorporates the spirit and appropriate recommendations as published by the Government in its document entitled Regulating Better (Department of the Taoiseach, 2004), and by the Department of Health and Children, in particular in their Health Services Reform Programme, 2003:

The plan primarily takes into account several of the provisions of the Nurses Act, 1985, which details the functions to be carried out by An Bord Altranais. Recommendations arising from the Report of the Commission on Nursing (1998) are also included, together with the recommendations of the subsequent national committees, which were established to implement the Report. Cognisance is given to the role of the Health Services Partnership Forum, the Government Guidelines on Governance, and the role and responsibilities of the National Council for the Professional Development of Nursing and Midwifery:

GOVERNANCE OF AN BORD ALTRANAIS

An Bord Altranais undertake to carry out functions as provided for in the Nurses Act, 1985, and to adhere to relevant provisions in all other statutory instruments relevant to the performance of its responsibilities as a Statutory Body established by the Oireachtas and undertake to adhere to all relevant Government guidelines and regulations pertinent to good governance.

A governance policy for An Bord Altranais was adopted in compliance with the Ethics in Government legislation and the Guidelines for Good Governance, published by the Department of Finance in 2002.

The Board

The Board consists of 29 members, 17 of whom are elected by the professions of nursing and midwifery. The elected members represent General, Psychiatric, Mental Handicap, Public Health and Sick Children's nurses, and midwives, are drawn from clinical practice, management, and education. The Minister for Health and Children appoints the full Board, including 12 other members, representative of the public interest, the Department of Health and Children, nurse/midwife educators and management, and the medical profession. The Board is chaired by the President who is elected by Board members. The Board also elects a Vice-President, a Chairman and Vice Chairman of the Fitness to Practise Committee.
President of An Bord Altranais

The President is elected at the commencement of the term of office of the Board. An Bord Altranais delegate to the President of An Bord Altranais the following powers:

- To authenticate the Seal of An Bord Altranais;
- To convene meetings of the Board;
- To approve with the Chief Executive Officer urgent unexpected decisions subject to the Board being informed at subsequent meeting of the Board;
- To advise the Chief Executive Officer;
- To represent the Board in public engagements and at relevant meetings and conferences;
- To represent the Board in discussions with the Minister for Health and Children and Officials of the Department of Health and Children on matters relevant to the Board;
- To sign affidavits on matters related to decisions of the Board following consideration of reports from the Fitness to Practise Committee;
- To sanction remuneration adjustments to the Chief Executive Officer.

Chief Executive Officer

The Chief Executive Officer is responsible for the management of the affairs of An Bord Altranais in accordance with the Nurses Act, 1985, other statutory requirements, and with Board policy. In particular, the Board delegates to the Chief Executive Officer, the power to act as the responsible authority, accountable to the Board, for the conduct of the affairs of the Board.

Deputy Chief Executive Officer (Reporting to the Chief Executive Officer)

The Deputy Chief Executive Officer is responsible for the management of the functions of the Registration Section, the Fitness to Practise Section, Communications, and Freedom of Information, and deputises for the Chief Executive Officer as required.

Chief Education Officer (Reporting to the Chief Executive Officer)

The Chief Education Officer is responsible for ensuring the implementation and monitoring of standards set by the Board relating to the education and training of student nurses and midwives, for developing and issuing guidance approved by the Board, for the management and administration of professional and research projects, organising conferences, the Library, and the Nursing Careers Centre.
**Director of Operations** (Reporting to the Chief Executive Officer)

The Director of Operations is responsible for the management of the administration and functions of the Finance Section, the Information Technology Section, General Services, and Human Resources.

**Committees of the Board**

**The Education and Training Committee** establishes the professional standards and requirements of education for nurse and midwifery education. It provides an approval process to determine that third level institutions meet the standards and requirements for the provision of programmes leading to registration. It monitors and evaluates standards in practice for the education and training of nurses and midwives.

The Committee must satisfy itself as to;

- the suitability of an institution to provide nursing and midwifery education approved by the Board
- the standards of theoretical and practical knowledge required for registration with the Board
- the requirements relating to education and training of nurses and midwives for registration satisfy the minimum standards in any Directive or Regulation adopted or made by the Council of European Communities which relates qualifications required by nurses and midwives to secure registration
- the adequacy and suitability of post-registration courses for nurses and midwives provided by bodies recognised by the Board for that purpose

The Committee also:

- commissions research into the education and training of nurses and midwives, including the formulation of experimental curricula and the evaluation of existing programmes.
- monitors statistical records related to attrition from programmes and collates and presents such records for the purposes of manpower planning to the Department of Health and Children
- ensures, through education and training, that protection of the public is set in standards that ensure public confidence in nurses and midwives
- monitors on-going changes in service delivery and assesses the impact of such change on pre-registration education syllabi and on the assessment of competencies to enter the Register of Nurses
- provides guidance to the profession related to educational issues and supports continuing professional development of nursing and midwifery through publications, seminars and conferences
- provides a quality assurance approach in partnership with service providers
- is responsible for functions in respect of the Nursing Careers Centre
The Finance and General Purposes Committee has the following functions:

- monitors income and expenditure and furnishes a progress report to each meeting of the Board
- authorises variations in the Annual Budget where overall budget provision is exceeded
- makes recommendations to the Board in relation to borrowings or overdraft requirements
- makes recommendations to the Board in relation to the scale of fees to be charges under Section 25 of the Nurses Act, 1985
- submits draft Annual Reports and Accounts for consideration by the Board with a view to publication.
- makes decisions in respect of other financial matters which the Chief Executive Officer presents to it
- approves major capital expenditure
- recommends to the Board the remuneration and conditions for the post of Chief Executive Officer

The Audit Committee ensures that effective systems, financial controls and procedures are in place and operating, to enable An Bord Altranais operate in an orderly, efficient and value-for-money manner. The Committee has:

- the authority and the resources to investigate any matters within its terms of reference;
- full access to information; and
- authority to obtain external professional advice and to invite relevant experts to attend meetings if necessary

The Fitness to Practise Committee, a statutory Committee, has distinct functions, pursuant to Part V of the Nurses Act, 1985. It investigates any application for Inquiry made into a nurse or midwife on the grounds of alleged professional misconduct and/or alleged inability to engage in practice by reason of physical or mental disability. It is responsible for making prima facie decisions to hold Inquiries, and it holds Inquiries before reporting to the Board. The Committee elects a Vice-Chair.

The Ethics Committee is charged with identifying needs and developing evidence based guidelines for ethical conduct and behaviour for professional practice. The monitoring and review of guidelines previously issued occurs within specified timeframes identified by this Committee. It is charged with giving explanations especially where guidance related to ethical conduct and behaviour is required.

The Registration Appeals Committee considers appeals from applicants to the Register of Nurses, who have been informed that they are not eligible to be registered as they do not meet with the requirements of Board for registration under the Nurses Rules, 1988. It determines the outcomes of appeals in accordance with Board policy.

The Midwives Committee provides expert advice, and makes recommendations to the Board with regard to the education, registration and professional practice of midwives in Ireland.
Project Committees

The Steering Group for the Five Points of Entry Project will examine the rationale for, and the impact of, maintaining five points of access to pre-registration nurse education programmes in General Nursing, Psychiatric Nursing, Sick Children’s Nursing, Mental Handicap Nursing and Midwifery.

The Steering Group for the Review of the Nurses and Midwives in the Prescribing of Medical Preparations Project will oversee the examination of the role of the nurse and midwife in the practice of prescribing. The project is a joint collaboration between An Bord Altranais and the National Council for the Professional Development of Nurses and Midwives.

The Minister for Health & Children

The Minister for Health and Children has a formal role as defined in the Nurses Act, 1985, including the appointment of the Board, and approval of Rules made by the Board. The Board reports to the Minister in respect of various functions in a timely manner.

The Oireachtas

The Board is accountable to the Oireachtas through the Minister for Health and Children. An Bord Altranais undertake to carry out functions as provided for in the Nurses Act, 1985, and to adhere to relevant provisions in all other statutory instruments relevant to the performance of its responsibilities as a Statutory Body established by the Oireachtas and undertake to adhere to all relevant Government guidelines and regulations pertinent to good governance. An Bord Altranais particularly note Sections 21 and 50 requiring the Board to report to the Minister and the Oireachtas in relation to its Accounts and the publication of a report of its activities.
1. **The general concern of An Bord Altranais is to promote high standards of professional education and training and professional conduct among nurses and midwives.**
   - The Board informs and advises the Minister for Health and Children on issues pertaining to nursing and midwifery, within the context of the Board’s remit. The Board also implements functions assigned by the Minister for Health and Children from time to time.
   - The Board maintains and fosters relations with relevant international organisations.
   - The Board is accountable to the Oireachtas, to the Minister for Health and Children, to the Public, and to the Profession.
   - The Board is funded through fees paid by the profession.
   - The Board produces an Annual Report.

2. **The Board is responsible for setting high standards of education and training for nurses and midwives, through approving curricula programmes of Higher Education Institutes and of Health Services providers.**
   - The Board engages in research into the education and training of nurses and midwives.

3. **The Board is responsible for the maintenance of the Register of nurses and midwives in the Republic of Ireland. It is also responsible for maintaining a Candidate Register of students undertaking nurse and midwife education programmes leading to registration with An Bord Altranais.**
   - The Board ensures the application of relevant EU Directives in the regulation and control of nursing and midwifery practice.

4. **The Board is responsible for setting high standards of practice for nurses and midwives, through the provision of the Code of Professional Conduct for each Nurse and Midwife, 2000, and through publication of Guidelines to the profession on various issues.**
   - The Board ensures the application of relevant EU Directives in the regulation and control of nursing and midwifery practice.

5. **The Board is responsible for investigating complaints made against nurses and midwives on the grounds of alleged professional misconduct and alleged unfitness to practise by reason of physical or mental disability.**

6. **The Board provides professional guidance and information to the profession.**

7. **The Board provides both library and information services to the profession.**

8. **The Board manages the Nursing Careers Centre and provides career guidance to nurses and midwives.**

9. **The Board issues guidance on ethical, clinical and other professional matters which affect the profession.**

10. **The Board undertakes projects to support the development of the professions.**

The functions of the Board are resourced through Annual Retention Fees paid by each nurse and midwife registered with the Board. Administrative fees are charged for other services provided. The activities of the Nursing Careers Centre are funded by the Department of Health and Children.
MISSION AND VALUES

Mission Statement

An Bord Altranais will protect the Public, by promoting high standards of professional education and training and professional conduct among nurses and midwives, and it will implement the functions assigned to the Board.

The functions of An Bord Altranais are detailed in the Nurses Act, 1985, from which the Mission Statement was developed.

An Bord Altranais will assure the public, that as recipients of nursing and midwifery care, they can expect nurses and midwives to have met a standard of education and training, and of professional practice, that is associated with the professional title.

Guiding principles for the profession have been developed through the Code of Professional Conduct for each Nurse and Midwife. An Bord Altranais will continue to provide guidance to the profession, both on a one to one basis, and in the development of written guidelines for the profession.

An Bord Altranais will continue to provide a high quality and professional service to the public and to the profession, with a commitment to excellence and with a strong person-centred focus. An Bord Altranais is committed to meeting the needs of a changing external environment.

Values

An Bord Altranais believes that quality underpins the services provided to the public and to the profession.

An Bord Altranais is committed to the partnership process and to the development of staff within the organisation. A high quality and professional service is provided by ensuring that we continue to value our staff as our greatest resource.

An Bord Altranais

• will ensure that the principles of equity, fairness and transparency continue to underpin the work of the Board
• seeks to demonstrate accountability and integrity in the performance of its functions
• places a high value on confidentiality in all its dealings with nurses, midwives and the public
• attributes dignity and respect to all persons who have contact with the Board and to those employed in its service
External Environment

There have been enormous changes within the profession over recent years. An Bord Altranais interacts with many organisations and individuals in the provision of a broad range of services to the profession and to the public, and identifies the following important stakeholders:

- the General Public, as in those who are in contact with the Health Services, as its main stakeholder. The Board must protect the public through its work and all other stakeholders interact with the Board to ensure that the Public interest is met.
- the Nursing and Midwifery profession contributes to and benefit from the functions and services of the Board.
- the Government and the Minister for Health and Children set national healthcare policy and strategy, and the Nursing Policy Division plays an important role in leading change processes within the profession.
- the Higher Education Institutions and associated Training Hospitals are responsible for the implementation of many of the standards laid down by the Board.
- the roles and functions of the other Health Care Regulatory organisations, as set out by the Minister for Health and Children, impact on the external and internal activities of the Board.
- Voluntary Groups and Public Representatives make important contributions to the work of the Board, through individual contributions, and through consultation.
- the nursing unions and staff representative organisations influence the Health Services and the various agencies on the Health Sector, and impact directly on the activities of the Board.
- The National Council for the Professional Development of Nursing and Midwifery contribute to the development of the profession through the approval of specialist nursing and midwifery posts in providing support for nurses and midwives who undertake courses.
- Professional representative organisations, and their focus on the development of the profession, also contribute to the work of the Board.

Internal Environment

New and changing professional requirements have been met through internal flexibility and adaptation. Staff response has been excellent in supporting the work of the Board. The Internal Environment will continue to reflect change over the period of this plan and An Bord Altranais is committed to the partnership process within the organisation and is supported by the Health Services National Partnership Forum. Though partnership, a continuing focus on the organisation will ensure the involvement and personal development of all staff. Management and staff will work together to lead and implement infrastructural changes that will support the work of the staff.
The Department of Health and Children, agencies, professional representative organisations, and individuals, who contribute to the work of the Board, have been extremely supportive in working through various change processes. An Bord Altranais recognises that the ongoing support of such agencies and individuals will be required to enable the Board to fulfil its functions and meet the targets of this plan.

**Internal Capability to Meet Challenge**

Our Internal Environment has demonstrated over the years that it can meet the challenges of change within the profession. Continued commitment, flexibility and partnership within the organisation will ensure that challenges are met appropriately. Such challenges to be met will include:

- Continued provision of quality services to our stakeholders
- Building on changes that have already been implemented
- Building on and sustaining a strong professional identity

The challenges will be met through continuous audit of our internal systems, our policies and procedures, by changing information technology capabilities, and through the development, implementation, monitoring and evaluation of internal structures so that they continue to meet the organisational requirements. Input from staff, and the internal partnership process, will be key to meeting the challenges ahead.

**The Plan**

The strategic plan 2004 – 2007 is a road map for the activities of the Board over the next four years. It includes short and mid term strategies, and some strategies that will be carried forward to the long term.

The plan will be implemented through management plans, to take into account resource requirements for each year of the plan. Annual reviews also allows for enhancement to the plan, to take into account any such changes, particularly to our external environment, which may have a direct effect upon strategy.

The plan is drawn up to take into account all of our statutory responsibilities, to the public, to the professions of nursing and midwifery, and to our staff. There is a strategy for implementation associated with each objective, and performance indicators associated with each strategy.
The functions of An Bord Altranais are prescribed in the Nurses Act, 1985, and structured through the Nurses Rules, 1988 (and amendments).

Case law, primarily through High Court and Supreme Court Judgements give direction in respect of functions. Efficient management of the functions of the Board is the key to the effective implementation of the strategic plan. By correctly managing the workloads of each Section and of all staff, we ensure that we continue to provide an excellent service to all stakeholders. The management of our functions is not possible without the full co-operation of all staff.

Our capability to manage our functions demands adherence to regulatory frameworks and to high standards, best use of our resources, ability to change and flexibility in our approach to changing user requirements.

Developments 2000 – 2003

Over recent years we have seen many developments internal and external to the organisation that directly affect the functions of the Board and how we carry out our functions, (see An Bord Altranais publication, Review of Activities 1997 – 2002).

In the external environment we have been involved in the implementation of the recommendations of the Report of the Commission on Nursing, 1998, and the projects arising from the Report. Together with the other health professional regulatory bodies, we have made submissions at national and EU level in respect of a new proposed Directive that will directly influence nursing and midwifery registration in this country. We have seen the establishment of the National Council for the Development of Nursing and Midwifery and the approval of clinical career pathways including the Nurse/Midwife Specialist and Advanced Nurse/Midwife Specialist posts. The Degree/Registration programme in Nursing has been introduced, which commenced in 2002. Nursing is now fully integrated into the Higher Education sector and is part of the Central Applications Office (CAO) applications system.

In our internal environment, we have welcomed a new Board, which commenced a new term of office in 2002, and we thank the members of the outgoing Board for their commitment and participation over their term of office. We have welcomed new staff including our Deputy Chief Executive Officer, our Chief Education Officer, and our Director of Operations. We have a thriving Partnership structure in house, comprising management and staff. The Partnership Committee, chaired by a Partnership Facilitator from the Health Service National Partnership Forum, has been involved in the development of a staff mission statement, a staff induction training programme, a staff Training Needs Analysis framework, a staff newsletter, and in the revision of the staff handbook and safety statement. Through staff focus group sessions, an action plan for the organisation was developed and this has influenced the strategic plan. We have put in place new computer systems, including a computerised registration system, to assist staff in the efficient processing of registration data, and to further enable the timely production of statistical data. Other systems to assist in the transparency of operations include the development of guidance for overseas-trained nurses and midwives, an Enquiries Database and an e-learning package to support the assessment of competence of students.
Key Objectives 2004 – 2007

- Review Organisational Action Plan
- Continued evaluation and research internal and external to the organisation
- Ensure all staff continue to be represented in the Partnership process and development of the Partnership process
- Ensure continued excellence in service to our customers
- Provide leadership and direction in all regulatory aspects of the professions of nursing and midwifery
- Cooperate with other regulatory professional bodies in sharing information and in jointly representing issues affecting the health regulatory sector
- Provide and enhance regulation through the application of new Rules and procedures
- Implement any new legislative changes as they arise
- Advise the Public, the Profession, employers, and the Minister for Health and Children in relation to regulatory and other issues
- Promote clinical governance of, and in, the professions of nursing and midwifery
- Provide guidance and support to the professions on education and practice
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<td>Maintain an efficient and effective Regulatory system through adherence to the Nurses Act, 1985 and so protect the public and promote high standards of professional education and training, practice, and professional conduct among nurses and midwives</td>
<td>To initiate and develop Rules, policies and procedures to address the provisions of the legislation in relation to education and training, registration and fitness to practise, and other miscellaneous areas aimed at the promotion of high standards in professional education, practice, and professional conduct among nurse and midwives</td>
<td>Implementation of the provisions of the Nurses Act, 1985 and to implement the provisions of any other relevant legislation</td>
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<td>Maintain currency in regulating the nursing and midwifery professions in an ever changing health environment</td>
<td>The conduct of evaluation and research in relation to the functions of An Bord Altranais on an ongoing basis</td>
<td>Timely production and implementation of new rules and policies of An Bord Altranais as they may arise</td>
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<td>The involvement of An Bord Altranais in policy development and planning with others within state, voluntary and professional agencies to effect change within our sphere of influence</td>
<td>Implementation of any relevant EU Directive</td>
</tr>
<tr>
<td></td>
<td>To engage in consultation in development of Board policy</td>
<td>Engagement in consultation on legislative revisions</td>
</tr>
<tr>
<td></td>
<td>Maintenance of a working relationship with the Department of Health and Children, the Health Services, the Higher Education Institutes, Professional Bodies and other pertinent agencies</td>
<td>Publication/presentation of consultative reviews</td>
</tr>
<tr>
<td></td>
<td>Publication of An Bord Altranais requirements and standards, guidelines and policies, and newsletters</td>
<td>Publication of An Bord Altranais requirements and standards, guidelines and policies, and newsletters</td>
</tr>
<tr>
<td></td>
<td>Publication of policies and procedures which enable the public to avail of our services if required</td>
<td>Publication of policies and procedures which enable the public to avail of our services if required</td>
</tr>
<tr>
<td></td>
<td>Implementation of change initiatives</td>
<td>Implementation of change initiatives</td>
</tr>
</tbody>
</table>

**STRATEGIC PLAN 2004-2007**
## MANAGEMENT OF AN BORD ALTRANAIS FUNCTIONS

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategy for implementation</th>
<th>Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance An Bord Altranais as an organisation of influence within the health sector and relevant to the provision of quality care in the health service</td>
<td>The adoption by the Minister for Health and Children, and other relevant agencies, of recommendations and guidance from An Bord Altranais</td>
<td>Publication and promotion of rules, policies and procedures, aimed at achieving high standards of professional practice and conduct among nurses and midwives</td>
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<td></td>
<td></td>
<td>The activities of An Bord Altranais promoted</td>
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<td></td>
<td>The Minister for Health and Children advised on matters related to the Profession</td>
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<td>Membership of external committees accepted</td>
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<td></td>
<td>The Health and Education Sectors advised on Professional Standards</td>
</tr>
<tr>
<td>Maintain financial viability for An Bord Altranais</td>
<td>To maintain financial viability, or progress towards achieving balance between income and expenditure on an annual basis</td>
<td>Establishment of internal audit systems</td>
</tr>
<tr>
<td></td>
<td>To implement cost control capabilities</td>
<td>Application of financial control procedures related to expenditure</td>
</tr>
<tr>
<td></td>
<td>To produce an annual budget and monitor income collection and expenditure</td>
<td>Production of monthly management accounts.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Production and publication of annual year end Accounts, and Financial Report</td>
</tr>
<tr>
<td>Support the Partnership process in An Bord Altranais</td>
<td>To ensure all staff continue to be represented in the Partnership process</td>
<td>Active Partnership Committee representative of management and staff</td>
</tr>
<tr>
<td></td>
<td>To develop the Partnership process to best serve the needs of the organisation</td>
<td></td>
</tr>
<tr>
<td>Objectives</td>
<td>Strategy for implementation</td>
<td>Performance Indicators</td>
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</tr>
<tr>
<td>Provision of a quality service to our stakeholders, that is efficient and effective</td>
<td>Provide systems to enable the efficient use of services</td>
<td>Availability of policies and systems to support the means by which services are appropriately promoted and made available to users</td>
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<td></td>
<td>Support the personal development of staff and provide appropriate training</td>
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<td></td>
<td>Conduct a staff training needs analysis</td>
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<td></td>
<td>To promote our activities to the professions and to the Public</td>
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</tr>
<tr>
<td></td>
<td>Develop Service User feedback systems</td>
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</tbody>
</table>
The most important function of the Registration Section of An Bord Altranais is to maintain the Register of Nurses in accordance with both Part IV of the Nurses Act, 1985, and in accordance with the Nurses Rules, as appropriate.

Nurses and midwives holding European Union qualifications or non-European Union qualifications may make application for registration with An Bord Altranais. Applications for registration are assessed in accordance with European Union Directives where appropriate, or may be subject to an alternative full and robust assessment process where qualifications do not meet European Union requirements.

Our capability to maintain the Register of Nurses is influenced by our abilities to put appropriate resources in place in order that appropriate supporting structures to the registration process may be implemented, including the increasing use of technology in the work place, and to ensure well-trained and motivated staff.

**Developments 2000 - 2003**

There have been many developments in this area over the period of the last strategic plan. Service needs in respect of nursing and midwifery have been such that we have seen a sizeable increase in the number of applications from nurses and midwives trained outside of the European Union. The framework for the registration process has been further developed in consultation with the Directors of Nursing and Midwifery of the approved training hospitals. The framework now includes a Registration Appeals process.

A new application form was developed for applicants who hold qualifications that do not meet European Union requirements and this is now issued together with advice for applicants which was developed in conjunction with the Education and Training Section. In so far as is practicable, all applicants for registration, whether holding European Union or non-European Union qualifications, are assessed in a streamlined and equitable manner.

Pursuant to Section 39 of the Act, nurses and midwives were erased from the Register of Nurses in 2002 and 2003, for non-payment of the Annual Retention Fee. Statistical information on the Register of Nurses continues to be provided to the Department of Health and Children and to both individuals and organisations requesting such information.

Our registration system software has continued to be enhanced to meet with our evolving requirements. Filing systems have also been enhanced, and with Board approval for the holding of registration files in secure premises off site, the Registration Section has been arranged to make best use of office premises, and to allow for secure and efficient retrieval of files when needed.

Student nurses and midwives enter their names in the Candidate Register. Students now receive a Candidate Register Student Card, valid for their period of training.

A Registration Appeals Committee was established by the Board. The Committee considers all appeals in respect of decisions made on applications to the Register of Nurses.

**Key Objectives 2003 – 2007**

- To maintain the Register in accordance with Rules.
- To provide a quality and efficient service to all clients.
- To conduct business in an open and transparent manner.
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategy for implementation</th>
<th>Performance Indicators</th>
</tr>
</thead>
</table>
| To maintain the Register of Nurses | Maintain the Register of Nurses in accordance with the provisions of the Nurses Act, 1985, the Nurses Rules, and EU Directives  
Review and evaluate the current computerised systems in place for Registration  
Support and assist staff in their use of computerised systems  
Production of relevant and timely statistical information  
Develop an effective Management Information System, to serve both internal and external requirements | Register of Nurses is current, accurate and meaningful  
Computer systems are efficient and effective. Progress reviews are carried out  
Staff involvement in training  
Regular review |
| To correct the Register of Nurses | Correct the Register of Nurses in accordance with the Nurses Act, 1985 and the erasure of nurses and midwives from the Register for non-payment of the Annual Retention Fee | Periodic erasures implemented |
| To maintain the Candidate Register | Maintenance of the Candidate Register in accordance with Nurses Rules and Board policies | Availability of statistical information |
| To develop and maintain website information and communication systems | Develop and provide quality information to the public and to the profession | Active and user friendly website |
| Implement Freedom of Information legislation | Implement Freedom of Information Act with due regard to the provisions of the Nurses Act, 1985 | All information available subject to legal provisions |
| Publication of the Register of Nurses | To develop computer systems for the publication of the Register of Nurses in accordance with the Nurses Act, 1985 | Register published |
The functions of An Bord Altranais in relation to Education and Training are prescribed in Part IV of the Nurses Act 1985, and are carried out in accordance with Rules where appropriate:

- To provide or make provision for courses of training and examinations to be taken by candidates for registration;
- To provide or make provision for courses of training and examinations for nurses;
- To hold examinations provided for by rules;
- To approve hospitals or institutions for the education and training of nurses and midwives or of candidates for registration;
- To specify conditions of suitability for hospitals or institutions;
- To withdraw an approval of a hospital or an institution (with the consent of the Minister);
- To determine the minimum educational requirements for entry for training as a nurse;
- To satisfy itself, at least once every five years, as to the suitability of the education and training for nurses provided by any hospital or institution approved of by the Board, the standards of theoretical and practical knowledge required for examinations, the clinical training and experience provided in any training programme organised by a hospital or institution approved by the Board, and the adequacy and suitability of post-registration training courses for nurses provided by bodies recognised by the Board for that purpose;
- To engage in research into the education and training of nurses and midwives;
- To maintain statistical records;
- To ensure that the requirements relating to education and training of nurses and midwives or of candidates for registration will satisfy the minimum standards specified in any directive or regulation adopted by the Council of the European Communities which relates to qualifications required by nurses to secure registration.

**Developments 2000 – 2003**

This period was particularly concerned with initiating, developing and implementing roles and procedures for the transfer of the education and training of nurses from health service institutions to Higher Education Institutes (H.E.I.’s). This included transferring the application and recruitment system for school leavers from health agencies to the Central Applications Office (CAO). This was achieved by the Nursing Careers Centre, (NCC), in collaboration with interested parties. Standards and Requirements Guidelines were published by An Bord Altranais to inform curricula and to ensure that the H.E.I.’s were aware of the standards required to satisfy An Bord Altranais requirements. New colleges were established, and sanction was given for a major increase in the number of placements. Successful negotiations then prepared the way for the introduction of a Degree programme for nurses in fourteen H.E.I.’s in 2002. Meetings and consultations were held and visits were made to all Schools of Nursing, to ensure that standards were in place before the move to the Degree programmes. A schedule of visits was agreed for visits to the H.E.I.’s from 2002 onwards.
The Report of the Commission on Nursing (1998), recommended the involvement of An Bord Altranais in monitoring and evaluating transfer arrangements, in compiling statistics and in keeping the Department of Health and Children informed. An Bord Altranais successfully responded to each of these tasks.

This period was also concerned with assessing applications from nurses from non-European countries wishing to register nursing and midwifery qualifications with An Bord Altranais. Over 4,000 applications from non-European applicants were assessed during this period.

The Board was also involved in the provision of professional guidance, and promoting the new Scope of Practice framework. Guidelines on the administration of medication were reviewed, and other new guidelines were issued.

The Education Section provides guidance to the Chief Executive Officer on a range of professional practice issues.

The Board was very active in approving courses for nurses, in developing courses, and in organising seminars and conferences for nurses.

**Key Objectives 2004 – 2007**

- Continue to provide leadership to the professions in terms of education and practice;
- Identify the education and practice concerns of the nursing and midwifery professions;
- Monitor and respond to the education and practice concerns of the nursing and midwifery professions;
- Implement an approval and monitoring database for educational and clinical sites, pre-registration and post registration programmes;
- Revision of Requirement and Standards for Nursing and Midwifery Registration Education Programmes;
- Development of requirement and standards for Public Health Nurse Registration Education Programmes;
- Within the context of new legislation, continue to provide advice and guidelines effective for and relevant to regulation structures;
- Revise the schedule of approval for post-registration education within the National Qualifications of Ireland Framework;
- Develop regulatory requirements for advanced practice in line with legislation;
- Develop and implement a strategy for continued competence for nurses and midwives within the context of legislation;
- Project development and management including Phase 2 of the 5 Points of Entry Project. Evaluation of the scope of practice, Nurse prescribing etc.;
- Development of review guidelines for validation of registration degree courses submitted for approval;
- Development of site visit audit tool based on requirements and standards and the Nurse Education Forum report;
- Provide an annual report of Nurse and Midwifery Education Programmes from the colleges and health care institutions to inform policy and strategy of Nursing and Midwifery education;
- Continue the research remit of An Bord Altranais in respect of discreet projects associated with the practice and education of nurses and midwives.
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategy for implementation</th>
<th>Performance Indicators</th>
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<tbody>
<tr>
<td>To maintain and develop high standards in the provision of education and training of nurses and midwives</td>
<td>To implement approval and monitoring systems in relation to Sections 34 and 36 of the Nurses Act, 1985 based on quality assurance principles</td>
<td>All Higher Education Institutes and clinical placement sites visited</td>
</tr>
<tr>
<td></td>
<td>To approve third level institutions and health care institutions in accordance with the standards and requirements for the provision of programmes leading to Registration</td>
<td>All curricula and programmes reviewed</td>
</tr>
<tr>
<td></td>
<td>To evaluate the registration Degree programmes</td>
<td>Annual and periodic reports on H.E.I.’s produced</td>
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<tr>
<td></td>
<td>To review assessment methods for clinical practice in Pre-Registration Nursing Programmes</td>
<td>A database of decisions, conditions, and recommendations established and maintained</td>
</tr>
<tr>
<td></td>
<td>To review nurses competence requirements for entry to the Register</td>
<td>An Bord Altranais revised publications, ‘Requirements and Standards for Nurses Registration Education Programmes’, 2000, and, ‘Requirements and Standards for the Midwife Registration Education Programme’, 2001, published</td>
</tr>
<tr>
<td></td>
<td>To develop educational policy through research projects which support and enable third level institutions and health care institutions in the delivery of high standards in the programmes leading to registration</td>
<td>Nursing Degree Evaluation research study published</td>
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<tr>
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<td>Guidance on assessment methods published</td>
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<td>E-learning programme for the assessment of clinical practice evaluated</td>
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<td>Nursing and Midwifery Framework of qualifications developed and available</td>
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<td>Reviewed syllabi published in courses leading to registration</td>
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<tr>
<td>Objectives</td>
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<tr>
<td>To develop guidance to students of pre-registration programmes related to professional role and behaviour</td>
<td>Guidance for students in relation to role and behaviour developed and published</td>
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<tr>
<td>To examine the 5 points of entry to the register of nursing</td>
<td>Project completed and report published</td>
<td></td>
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<tr>
<td>To align standards for nursing and midwifery education with the National Qualifications Authority of Ireland (NQAI) framework.</td>
<td>Framework produced and operated nationally</td>
<td></td>
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<tr>
<td>To study the issues affecting progression and transferability of nursing courses within the third level institutions</td>
<td>Included in the framework</td>
<td></td>
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<tr>
<td>To review the syllabi of education and training for relevance to changing professional roles, for all courses leading to Registration</td>
<td>All reviewed syllabi published</td>
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<tr>
<td>To monitor attrition from the 4 year pre-registration nursing degree programme</td>
<td>Annual reports on the Candidate Register produced</td>
<td></td>
</tr>
<tr>
<td>To review the content, duration and academic award of the sick children’s nursing course</td>
<td>Publish Requirements and Standards for the reviewed course by the end of 2004</td>
<td></td>
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<tr>
<td>To review titles attributed to each division of the Register.</td>
<td>Proposed amendments adopted by An Bord Altranais and incorporated in Rules</td>
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<tr>
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<tr>
<td>To develop policy that supports and enables the continuing development of high standards of midwifery education and practice, which are responsive to developments in Irish society and the provision of quality maternity care</td>
<td>To review the requirements and standards for direct entry and post-registration midwife registration education programmes</td>
<td>Revised Requirements and Standards for Midwife Registration Education Programmes, published by end of 2004</td>
</tr>
<tr>
<td></td>
<td>To review midwifery competence requirements for entry to the Register</td>
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<td></td>
<td>To update professional guidance to midwives</td>
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<tr>
<td>To ensure that the requirements relating to the education and training of nurses and midwives for Registration will satisfy the minimum standards specified in any Directive or Regulation adopted or made by the Council of European Communities</td>
<td>Assess applications from EU countries to ensure that each satisfy the minimum standards specified in any Directive or Regulation adopted or made by the Council of European Communities</td>
<td>Examine any proposed Directive and prepare impact reports for the Department of Health and Children and for the Board in relation to policy provision</td>
</tr>
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<td></td>
<td>To develop procedures for the European Union Directives</td>
<td>Statistics on numbers registered/refused published</td>
</tr>
<tr>
<td></td>
<td>To develop the existing strategy in respect of applications for registration from nurses and midwives trained outside the European Union</td>
<td>Policies and procedures implemented</td>
</tr>
<tr>
<td></td>
<td>To develop an assessment framework for nurses from non-EU countries that will facilitate determination of eligibility for registration</td>
<td>Policies and procedures implemented</td>
</tr>
<tr>
<td></td>
<td>To evaluate the structures and process of nursing and midwifery education, training and regulation within the accession countries</td>
<td>Assessment procedures implemented</td>
</tr>
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<td></td>
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<td>Report produced</td>
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<tr>
<td>Objectives</td>
<td>Strategy for implementation</td>
<td>Performance Indicators</td>
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<tr>
<td>To support continuing professional development of nursing and midwifery</td>
<td>To approve, monitor and support the development of post-registration courses including courses through distance education</td>
<td>A database of approved post-registration courses published</td>
</tr>
<tr>
<td></td>
<td>Identify adequacy of courses, and initiate, develop and approve courses</td>
<td>Requirements and Standards for post-registration education courses published</td>
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<tr>
<td></td>
<td>To develop An Bord Altranais website to provide support to nurses and midwives in their practice</td>
<td>New courses provided</td>
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<td></td>
<td>To host conferences and seminars that support continuous development</td>
<td>E-learning information and training support available</td>
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<td></td>
<td>To support developments and committees at national level</td>
<td>Conferences and seminars organised annually</td>
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<tr>
<td></td>
<td>To develop a nursing archive of material within An Bord Altranais for research purposes</td>
<td>Approval and support provided for conferences and seminars organised by others</td>
</tr>
<tr>
<td></td>
<td>To examine the current function and potential of the library and its services</td>
<td>Membership of committees documented</td>
</tr>
<tr>
<td></td>
<td></td>
<td>National Nursing and Midwifery Archive established in An Bord Altranais</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Appropriate library services provided to Board members, to staff and to the profession</td>
</tr>
<tr>
<td>To promote research and to enhance the contribution of nursing and midwifery to healthcare excellence</td>
<td>To promote evidence based decision making</td>
<td>An explicit evidence base underpins An Bord Altranais activities and publications</td>
</tr>
<tr>
<td></td>
<td>To ensure that research based learning activities are included in nurse and midwife education programmes</td>
<td>Research based learning activities are included in curricula</td>
</tr>
</tbody>
</table>

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### Objectives

To provide professional support and guidance to nurses and midwives in relation to professional practice, ethical conduct and behaviour.

### Strategy for implementation

To develop guidance documents for nurses and midwives in the ethical conduct of research.

To disseminate to each nurse and midwife An Bord Altranais publication ‘Code of Professional Conduct for Each Nurse and Midwife’.

To review the ‘Code of Professional Conduct for each Nurse and Midwife’.

To provide professional support and guidance on scope of practice, ethical conduct, educational development, career development etc.

Evaluate An Bord Altranais publication on Scope of Practice.

Develop an e-learning package for Scope of Practice.

To initiate and evaluate the involvement of the nurse/midwife in prescribing medications.

### Performance Indicators

Interpretative statements issued by the Board on the ‘Code of Professional Conduct for each Nurse and Midwife’, from time to time.

Guidance to nurses and midwives published.

Each nurse and midwife possesses a copy of this publication.

The ‘Code of Professional Conduct for Each Nurse and Midwife’ is reviewed in the course of the term of office of each Board.

Response given to all queries.

Individual groups of nurses satisfied with responses.

A database and report of enquiries and responses given on Scope of Practice and other guidance published.

The project carried out in collaboration with the National Council for Nursing and Midwifery is published.
The Nursing Careers Centre (NCC) was set up under the management of An Bord Altranais in November 1998, to:

- **FACILITATE A CENTRALISED SYSTEM OF PROCESSING AND SELECTION OF APPLICANTS WISHING TO ENTER NURSING**
- **PROMOTE AND MARKET NURSING AS A CAREER**
- **PROVIDE INFORMATION TO REGISTERED NURSES AND MIDWIVES**

In carrying out its functions, the NCC continues to work closely with a number of key stakeholders, including: Department of Health and Children; the Healthcare Sector; the Office of the Civil Service and Local Appointments Commissioners (OCSLAC); the Central Applications Office (CAO); the Higher Education Institutions (HEI’s); the Institute of Guidance Counsellors (IGC); and others from time to time.

The NCC carries out its work in an open and transparent manner, with efficient and clear communication as its keynotes, with due cognisance to the principle of cost effectiveness.

The NCC communicates with the key stakeholders in reviewing its processes.

**Developments 2000-2003**

In conjunction with key stakeholders, the NCC:

- In 2000, assessed all applicants to Psychiatric Nursing and General Nursing
- In 2001, 2002 and 2003, carried out the assessment of mature code applicants
- Facilitated the transfer of application to nursing to the Central Applications Office (CAO)
- Monitored and reviewed the issue of separate CAO lists for nursing
- Facilitated discussion and produced a report on the issue of separate CAO lists for nursing, thereby effecting change
- Contributed to the development of a Framework for the Healthcare Workers Sponsorship Scheme
- Provided and co-ordinated strategic direction to the marketing and promotion of nursing
- Developed systems to provide career information to school-leavers, mature code applicants and to Registered Nurses and Midwives
- Explored ways by which the gender mix applying might be balanced
Key Objectives 2004-2007

In conjunction with key stakeholders, the NCC plans to:

• Assess mature code applicants to nursing
• Facilitate research into the effectiveness of the assessment process of mature code applicants
• Explore and implement effective methods of assessing mature code applicants
• Research, and provide to relevant authorities, a report on the impact of the withdrawal of the non-means tested grant on mature code applicants
• Monitor the impact of the amalgamation of nursing into the CAO degree list on the numbers applying, and the preferences expressed, relating to mental handicap nursing, psychiatric nursing, general nursing, and nursing overall
• Explore ways to maintain and increase the interest in Mental Handicap Nursing and Psychiatric Nursing
• Explore ways by which the gender mix applying might be balanced
• Provide accurate and clear information to school-leavers and mature persons considering a career in nursing
• Provide accurate and relevant information on education opportunities to registered nurses and midwives
• Provide and co-ordinate strategic direction to the marketing and promotion of nursing
## Objectives

<table>
<thead>
<tr>
<th>Assessment of mature code applicants to nursing</th>
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</thead>
<tbody>
<tr>
<td>To research the effectiveness of the assessment process for mature code applicants</td>
</tr>
<tr>
<td>To research, and provide to relevant authorities, a report on the impact of the withdrawal of the non-means tested grant on mature code applicants</td>
</tr>
<tr>
<td>To monitor the impact of the amalgamation of nursing into the CAO degree list on the numbers applying, and the preferences expressed, relating to mental handicap nursing, psychiatric nursing, general nursing, and nursing overall</td>
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</table>

## Strategy for implementation

- Ensure the organisation of written assessments and interviews annually
- Publish all relevant material in ‘Nursing A Career for You’, and communicate all relevant information to applicants and other interested parties
- Annual report published on NCC activities
- Develop a research proposal and commission the research
- Provide the relevant authorities with the report
- Examine the number of mature code applicants applying pre and post entry 2002
- Examine the attrition rate among mature code applicants pre and post 2002
- Prepare and analyse statistics in relation to each year

## Performance Indicators

- Applicants assessed and interviewed annually
- ‘Nursing a Career for You’, is published annually
- Communication systems in place for each applicant
- Annual report published
- Research study undertaken and published
- Recommendations implemented
- Report published
- Report published
- Report published
<table>
<thead>
<tr>
<th><strong>Objectives</strong></th>
<th><strong>Strategy for implementation</strong></th>
<th><strong>Performance Indicators</strong></th>
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</thead>
</table>
| To explore ways to maintain and increase the interest in mental handicap nursing and psychiatric nursing | Produce a historical and thereafter an annual report  
Promote both disciplines discreetly in promotional materials and in other promotional media | Report published  
Discreet discipline promotional materials available  
Activities carried out in promoting both disciplines |
| To explore ways by which the gender mix applying might be balanced            | To review current statistics and trends in other countries  
Initiate, develop and implement promotional activities | Report published  
Annual statistics collected |
| To provide accurate and clear information to school-leavers and mature persons considering a career in nursing | Provide publication/materials  
Establish communication systems with schools, H.E.I.’s, Health Services, Parents and appropriate others  
Establish Help-line  
Explore other methods of giving information | ‘Nursing a Career for You’, is published annually  
NCC website maintained, updated regularly and actively promoted  
Help-line available |
| To provide accurate and relevant information on education opportunities for registered nurses and midwives | Provide information/advice  
Establish Help-line | Information is current.  
Website evaluated, monitored and promoted  
Help-Line available. Activities promoting courses and development are recorded |
<table>
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<tr>
<th>Objectives</th>
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<th>Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>To provide and co-ordinate strategic direction to the marketing and promotion of nursing</td>
<td>Commission a Marketing Company to provide the NCC with the optimum methods of marketing nursing</td>
<td>Report presented/published</td>
</tr>
<tr>
<td>To explore methods of promoting nursing at local level</td>
<td>Facilitate meetings and discussion with the Promotion and Marketing Liaison Groups to decide on activities</td>
<td>Activities documented</td>
</tr>
<tr>
<td>Provide and co-ordinate strategic direction to the marketing and promotion of nursing</td>
<td>Develop an annual plan for the promotion and marketing of nursing</td>
<td>Annual plan implemented</td>
</tr>
</tbody>
</table>
The library is an important resource available to staff and to the profession.

A comprehensive library that accommodates all nursing specialities and midwifery, it meets the requirements of both the undergraduate student and the postgraduate nurse or midwife. Professional users can request information by email and phone if they cannot come in to the office. The library also provides full Internet search facilities to users, on all relevant nursing and medical databases.

**Developments 2000 – 2003**

The library facilities were expanded to provide additional reading room facilities for users and the library facilities were reorganised to make facilities more user friendly. A current awareness service was also introduced for staff.

**Key Objectives 2003 – 2007**

- Development of a nursing archive of material within An Bord Altranais
- Establish a database of An Bord Altranais research awards
- Establish a current awareness service for staff and train staff in database and Internet searching
- Implement Focus Plan for the library service
- Development of a Collection Development Policy
- Use of An Bord Altranais website to promote the use of electronic media
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategy for implementation</th>
<th>Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>To promote research and to enhance the contribution of nursing / midwifery to healthcare excellence</td>
<td>Develop a nursing archive of material within An Bord Altranais that will contribute to knowledge development and understandings</td>
<td>Archive system implemented and maintained</td>
</tr>
<tr>
<td></td>
<td>Survey the current function and potential of the library and its services</td>
<td>Publish findings and implement recommendations</td>
</tr>
<tr>
<td></td>
<td>Use An Bord Altranais website to promote the use of electronic media, and to provide links to other relevant organisations and all free full-text electronic journals</td>
<td>Annual review of services provided and regular website update when appropriate</td>
</tr>
<tr>
<td></td>
<td>To promote the use of electronic media in research and study</td>
<td>Electronic media used by nurses in research</td>
</tr>
<tr>
<td></td>
<td>Develop current awareness services for nurses</td>
<td>Services published</td>
</tr>
<tr>
<td></td>
<td>Provide for an on-line library and information service</td>
<td>Online service provided</td>
</tr>
<tr>
<td></td>
<td>Establish a database of An Bord Altranais research awards</td>
<td>Database published</td>
</tr>
<tr>
<td></td>
<td>All library procedures supported by appropriate documentation</td>
<td></td>
</tr>
<tr>
<td>To support the information needs of An Bord Altranais staff</td>
<td>Establish a current awareness service that provides the latest changes/information on topics of interest to staff members</td>
<td>Service provided via email</td>
</tr>
<tr>
<td>Objectives</td>
<td>Strategy for implementation</td>
<td>Performance Indicators</td>
</tr>
<tr>
<td>---------------------------------------------------------------</td>
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</tr>
<tr>
<td>To support the information needs of An Bord Altranais staff</td>
<td>Support staff undertaking educational programmes contributing to the core functions of An Bord Altranais</td>
<td>Service provided</td>
</tr>
<tr>
<td></td>
<td>Train staff in database and Internet searching</td>
<td>Training provided</td>
</tr>
<tr>
<td></td>
<td>In consultation with staff, to develop a Collection Development Policy</td>
<td>Collection Development Policy provided</td>
</tr>
</tbody>
</table>
The functions of the Fitness to Practise Committee are detailed in Part V of the Nurses Act, 1985.

This section of the Act gives explicit instruction as to the functions and roles of the Committee and of the Board in the processing of complaints received about registered nurses and midwives. Together with relevant case law that expands on our understanding of the Act, the Fitness to Practise Committee works within a very detailed and legal environment that demands the time of Committee members. Committee meetings are held at least every six weeks and Inquiries are held regularly.

Sections 42 and 44 of the Act provide for the urgent management of serious complaints and for the erasure from the Register of a nurse or midwife who has been found guilty of an indictable offence. Usually these matters are dealt with by way of a Special Board meeting.

Part V of the Act also details the procedure to be followed for the erasure from the Register of a nurse or midwife who has not paid the Annual Retention Fee.

The Committee and the Chief Executive Officer require Legal Advisors in the management of this function of An Bord Altranais. Matters pertaining to this function may also require access to the National Court system, and in the case of Fitness to Practise matters, it is returnable to the High Court.

Developments 2000 – 2003

In 2003, the Board decided to publish, where appropriate, information following Inquiries. The Board will now decide, on an individual basis, whether to publish such information, and it can only do so where there has been a finding of professional misconduct and / or a finding of unfitness to practise by reason of a physical or mental disability.

The section dealt with exceptional cases in the High Court and in the Supreme Court, which gave rise to legal precedents. This lead to the revision of Committee procedures.

Legal fees and other costs associated with the section were reviewed. Presentations on the function and work of the Fitness to Practise Committee were made to students and to the profession. The section provided individual advice to employers, to the public and to the profession on the fitness to practise procedure. Information on the work of the section was disseminated through annual reports.

Key Objectives 2003 – 2007

- To review the use of IT within the Fitness to Practise Section
- To review and revise the Fitness to Practise Committee procedures
- To ensure value for money in Section expenditure
- To prepare guidelines for the public that explain the procedures of the Fitness to Practise function
<table>
<thead>
<tr>
<th>Strategies</th>
<th>Strategy for implementation</th>
<th>Performance Indicators</th>
</tr>
</thead>
</table>
| To carry out functions provided for in Part V of the Nurses Act, 1985 | To provide support for the Fitness to Practise Committee  
To ensure the efficient and cost effective implementation of Part V of the Nurses Act, 1985  
To enhance Information Technology support systems in the administration of systems including the appropriate use of the website | Decisions of the Committee will be implemented promptly  
Inquiries will be held on a ‘as soon as possible’ basis  
Legislative provisions will be implemented dutifully  
Administrative costs including legal fees will be monitored on a monthly basis  
Procedures that support IT will be identified and implemented |
| To conduct business in an open and transparent manner within the constraints of legislation | To ensure publication of information where appropriate  
To prepare guidelines for Fitness to Practise Committee members as to the role and function of the Committee and its members  
To prepare guidance for the public and the profession explaining the fitness to practise process and procedures | Publish Annual Report for the Fitness to Practise Section  
Present, publish, review and revise existing Fitness to Practise procedures  
Publish booklet |
The functions of the information technology section within the organisation are driven by changing requirements and by ongoing improvements to current systems. Information technology assists in improving efficiencies and in providing assistance to staff.

Information technology allows the Board to automate standard procedures thus increasing productivity and improving the delivery of a quality service to our customers.

Development 2000 – 2003

Over the recent years a new computerised system was introduced to maintain the Register of Nurses and to automate related fee payments made by nurses and midwives. The system has been under review and the IT Co-ordination Group will now identify and implement changes and improvements to the systems.

Computer hardware and software was upgraded throughout the organisation and new equipment and software purchased to meet requirements. Our systems continue to be protected and secured, and all up to date technology is used to support the implementation of such security measures.

An Bord Altranais website has been reviewed and further development of the site will take place over the period of this strategic plan.

A new website for the Nursing Careers Centre was designed and implemented.

The IT Section also supports the e-learning initiative sponsored by An Bord Altranais.

Key Objectives 2003 – 2007

• Support of an IT Co-ordination Group representing all users of the computerised systems
• Develop training plan to ensure adequate cover for IT skills base
• Ongoing development of IT Users policies and procedures
• Development of a Business Continuity Plan for An Bord Altranais
• Maintain appropriate infrastructure in An Bord Altranais
• Manage and co-ordinate changes to An Bord Altranais website
<table>
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<tr>
<th>Strategies</th>
<th>Strategy for implementation</th>
<th>Performance Indicators</th>
</tr>
</thead>
</table>
| Maximisation of investment in IT | To establish a user group representing all users of the computerised systems, to identify and implement changes and improvements to the systems  
To develop a strategy to plan for systematic replacing and/or upgrading of components of network and storage | Monthly meetings held by the group and proposed enhancements documented and introduced  
Up-grading systematically implemented |
| Providing support to IT operations in An Bord Altranais | To develop a training plan to ensure adequate cover for IT skills base | Each member of staff is supported by training in Information Technology at a level appropriate to their needs |
| Maintaining and securing An Bord Altranais network | To implement Firewall solutions  
To develop IT Users Policies and Procedures (including e-mail and web usage)  
To review Information Technology security | Solutions procured and implemented  
Policies and procedures approved through partnership process, presented/published and implemented  
Recommendations of the review implemented |
| Planning for Business Continuity | To develop a Business Continuity Plan for An Bord Altranais | Plan published/presented |
| To provide a website for the organisation which is current, relevant, comprehensive, attractive, and supported by the most modern and reliable technical platform | To establish a Project Team to review co-ordinate and implement change processes  
To commission expertise to implement enhancements | Revised An Bord Altranais website launched |
Human resources have an important function within the organisation, ensuring that the staffing within the organisation will meet the demands of the work of the Board.

This Section is responsible for the recruitment of staff to the organisation and for the training of staff within the organisation.

An Bord Altranais utilises the services of the Health Service Employers Agency and the Office for Health Management in supporting staff development.

**Development 2000 – 2003**

The Partnership process within the organisation has responsibility for leading projects in some of the general human resource areas. Over recent years the Partnership Committee has developed staff induction programmes, reviewed the staff handbook, and has developed a Training Needs Analysis programmes for staff. The interview and selection procedures for the recruitment of staff was developed and reviewed to ensure that best practice in the use of competency based selection procedures was followed.

**Key Objectives 2003 – 2006**

- Continue to support and enhance the Partnership process
- Implementation of computerised systems for the superannuation scheme
- Introduction of a Personnel Management Information system
- Delivery of obligations under Benchmarking/Sustaining Progress agreements
- Implementation of Human Resources policies agreed centrally in the Health Sector
- Continue to support the personal and professional development of staff, to create a work environment conducive to good industrial relations
<table>
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<tr>
<th>Objectives</th>
<th>Strategy for implementation</th>
<th>Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support and enhance Partnership process</td>
<td>To process Human Resource Projects through the Partnership Committee</td>
<td>Partnership Committee active in undertaking projects</td>
</tr>
<tr>
<td></td>
<td>To bring general Human Resource issues to the Partnership Committee for consideration and consultation</td>
<td>Partnership process active in the organisation</td>
</tr>
<tr>
<td>Support staff in achieving goals in Staff Training and Development plans</td>
<td>To source appropriate training courses as identified by staff through the staff Training Needs Analysis programme</td>
<td>Training days provided for each member of staff appropriate to their needs. Staff undertaking courses of longer duration supported in accordance with public service policy</td>
</tr>
<tr>
<td>Improve Human Resources management information systems</td>
<td>To enhance and improve the personnel management system</td>
<td>System to meet An Bord Altranais legislative requirements purchased and implemented Personnel Management System introduced</td>
</tr>
<tr>
<td>Delivery of obligations under Benchmarking and Sustaining Progress agreements</td>
<td>To report regularly to the Health Services Performance Verification Group</td>
<td>Awareness Workshops for staff organised</td>
</tr>
<tr>
<td></td>
<td>To implement obligations and to support staff development</td>
<td>Approval by the Health Services Performance Verification Group for pay increases to staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Industrial peace. Improved customer service/value for money for the professions</td>
</tr>
</tbody>
</table>
The effective administration of the Finance Section underpins the services provided by the Board.

Prompt and efficient processing of fees through the Finance Section ensures that services are delivered in a timely manner. The proper management of the finances of the Board is of critical importance and must be carried out in an open and transparent fashion.

The management of the finances of the Board must also meet national requirements in terms of publication of Annual Accounts and other national requirements such as the annual audit.

Monthly and quarterly accounting ensures that budgets are adhered to properly and that issues arising in the course of the year are addressed in a timely manner.

Development 2000 – 2003

We have seen the introduction of the Euro and amended fee payments accordingly, rounding down all fees to the nearest Euro. In consultation with staff, we have developed best practice procedures in implementing new payment methods for Annual Retention Fees.

Payment of Annual Retention Fees by Credit or Laser cards was introduced in 2003 with a successful uptake of the service. The service was extended so that other fees, including registration application fees, may now be paid by Credit or Laser card.


An Bord Altranais has a secure financial position, and in 2003 made final payments on the mortgage of the Board's premises at 31/32 Fitzwilliam Square, Dublin 2

An open market evaluation of An Bord Altranais premises was carried out, and planning permission was granted for the construction of an Education Centre to the rear of the premises. This matter remains under consideration by the Board.

Through erasure processes finalised through the High Court in 2002 and in 2003, the Register of Nurses has been updated. This ensures that the Register remains up to date and current in the information held therein.

A Code of Governance for Board members and for staff was approved.

Key Objectives 2003 – 2007

- Ensure timely delivery of management and annual accounts
- Ensure timely issue of Retention Fee Notices, Annual Certificates, and Reminder Notices to the professions
- Ensure timely delivery of Annual Budget
- Implementation of the Code of Practice for Governance of State Bodies within An Bord Altranais
<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategy for implementation</th>
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</tr>
</thead>
</table>
| To keep proper books of account in An Bord Altranais and to report to Board on such accounts | To submit management accounts to the Chief Executive Officer on a monthly basis  
To submit Management accounts to the Finance and General Purposes Committee on a quarterly basis  
Timely annual audit and completion of Annual Accounts  
To establish an Internal Audit Plan | Presented within one week of month end  
Submitted to the Finance and General Purposes Committee meeting each Quarter end  
Completed by the end of first Quarter  
Report on internal procedures and internal audit presented and published |
| Collection of An Bord Altranais Income | To issue Retention Fee Notices and reminder notices to the profession in a timely fashion  
To issue Annual Certificates in a timely fashion  
To carry out the annual erasure process in conjunction with the Registration Section | 80% of fees paid by end of first quarter  
Annual Certificates for nurses sent for printing within five working days  
Erasure of names confirmed by the High Court on an annual basis if required |
| Ensure value for money achieved for capital and revenue expenditure | To Prepare the Annual Budget  
Monthly cost -v- budget review of budget by responsible manager  
To develop delegated authority levels within the organisation  
To implement procurement process for recurring expenditure | Budget submitted to the Finance and General Purposes Committee by last quarter of each year  
Review submitted to the Chief Executive Officer within one week of month end  
Approved by the Finance and General Purposes Committee and implemented by responsible manager  
25% of recurring contracts are re-tendered annually |
### Objectives

| Ensure appropriate internal financial control procedures are in place |
| To develop procedures for the documentation of Purchase Orders |
| To continually assess the financial controls and business risks |
| In consultation with Board members to develop processes for the implementation of the Code of Practice for Governance of State Bodies |

### Strategy for implementation

| Lodge of income in a timely fashion |
| Regular direct debit runs |
| Input to systems of laser and credit card information in a timely fashion |
| Follow up in relation to failed payments, including invalid cheques, failed direct debits, and card payments, in a timely fashion |

### Performance Indicators

| Procedures reviewed annually by the Chief Executive Officer |
| Annual assessment submitted to the Finance and General Purposes Committee together with the Annual Accounts |
| Processes implemented |

| All income lodged within one week of receipt |
| Regular month end direct debit runs between December and March |
| All inputs within one day of receipt |
| Accounts systems updated and letter issued within one week of receipt |
The Services Section provides a safe and clean environment for staff and for visitors to the office.

The Section also co-ordinates all tendering processes, and all work on the premises. The Section arranges and co-ordinates all printing work for the organisation.

Developments 2000 – 2003

Many issues have been raised with the Partnership Committee, through which staff has been encouraged to report issues through staff representatives. While services are provided centrally, it is recognised that all members of staff have a responsibility to participate and to inform the relevant persons when issues arise.

It is recognised that the office premises, two adjacent Georgian houses, requires high levels of maintenance.

Key Objectives 2003 – 2007

• Maintain standards of the building and of services within the building
• Development of a Spatial Strategy Plan
• Develop a ten year maintenance plan for the premises
• Encourage staff participation in maintaining services
• Comply with Safety, Health and Welfare at Work requirements
• Ensure compliance with public sector procurement policies
<table>
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<tr>
<th>Objectives</th>
<th>Strategy for implementation</th>
<th>Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain standards of the building and of services within the building</td>
<td>To ensure staff participation through the Partnership Committee</td>
<td>Staff report on issues that arise and which compromise standards, such as cleanliness, or Safety, Health and Welfare at Work risks</td>
</tr>
<tr>
<td></td>
<td>To develop a ten year maintenance plan for the office premises and introduce an individual maintenance budget for the premises</td>
<td>Maintenance plan implemented</td>
</tr>
<tr>
<td>Maintain adequate space for needs of An Bord Altranais service provision</td>
<td>To implement a Spatial Strategy Plan</td>
<td>In consultation with the Board and with staff, Spatial Strategy Plan presented</td>
</tr>
</tbody>
</table>
An Bord Altranais is committed to effective communication both internal and external to the organisation.

Effective communication services ensure that required information is reaching the public, the profession, and relevant organisations, in a timely manner.

The Board maintains a dynamic information flow between those whom it serves.

**Developments 2000 – 2003**

**External**

An Bord Altranais continues to participate in consultation and communication external to the organisation. External communication systems are varied and may be particular to sections or to personnel of the organisation, or may be organisational in nature. Events, including conferences, seminars, publication and project launches and public meetings have been organised. Public relations activities are ongoing and Press Releases are issued as occasions arise. The Executive and the Professional Officers of the Board have participated in interviews for television, radio and for the national newspapers.

**Internal**

The Partnership Committee reviewed and amended the Internal Communications policy to reflect ongoing change in the organisation. The Internal Communication Policy structures communication up, down, and across the organisation. It details strategy for the many forms of communication now in use throughout the organisation. It includes strategy for staff information and section meetings, department and inter-department meetings, use of email and voicemail, and induction training for new staff.

The following details some of the areas of internal and external communication of importance over recent years.

**Meetings and Conferences**

- Regular Board and Committee meetings including two public Board meetings held each year
- An Bord Altranais Guest Lecture held in 2000 and in 2003
- Annual National Conference
- Meetings with representatives of the Nursing and Midwifery Council in the UK and the Northern Ireland Practice and Education Council (NIPEC), also joint working agenda for education and training issues
- Meetings held with representatives of with the Higher Education Institutions on the introduction of the degree programme in nursing
- Meetings with the Allocation Officers of the Higher Education Institutions to ensure timely processing of applications for the Candidate Register
- Members of the Board, Professional Officers of the Board and the Executive participate on external Committees
• Meetings with the Directors of Nursing and Midwifery of approved training sites
• Meetings with representatives of the Nursing Practice Development Units
• Meetings with representatives of the National Council for the Professional Development of Nursing and Midwifery
• Staff Meetings and Section meetings on regular scheduled basis
• Monthly Partnership Committee meetings
• Professional Officers of the Board and members of the Executive lecturing to various groups on the functions of the Board
• Regular meetings with the Department of Health and Children and the other Health Care regulatory bodies in the lead in to inclusion under the provisions of the Freedom of Information Act, 1987
• Use of external Public Relations and Marketing companies from time to time

Publications
• Requirements and Standards for Nurse Registration Education Programmes, 2000
• Requirements and Standards for the Midwife Registration Education Programmes, 2000
• Review of Scope of Practice for Nursing and Midwifery (Final Report), 2000
• Scope of Nursing and Midwifery Practice Framework, 2000
• Code of Professional Conduct for each Nurse and Midwife, 2000
• Guidance to Nurses and Midwives on the Development of Policies, Guidelines and Protocols, 2000
• Guidelines for Midwives, 2001
• E-Learning Package – Introducing Competence Assessment, 2002
• Recording Clinical Practice Guidance to Nurses and Midwives, 2002
• Guidelines on the Key Points that may be considered when developing a Quality Clinical Learning Environment, 2003
• Guidelines on Medication Management, 2003
COMMUNICATIONS STRATEGY

- Guidance to Students, 2003
- Information for Nurses and Midwives educated and Trained Overseas in non-EU Countries and applicant within EU Member States who do not qualify under EU Directives, 2003
- Annual Reports produced for 2000 and 2001
- An Bord Altranais NEWS published quarterly
- Information on the Board Election process published in 2002
- Joint submissions with the other Health Care regulatory bodies on the proposed EU Directives on the Recognition of Professional Qualifications

Nursing Careers Centre
- Nursing Careers website launched in 2003
- Nursing Careers Centre promoting nursing through various advertising media, newspaper advertisement and radio advertisements
- ‘Nursing a Career for You’, booklet produced annually

Key Objectives 2004 – 2007
- To maintain dynamic communication with the public and with the professions
- To implement the Internal Communications Plan
- To implement the External Communications Plan
<table>
<thead>
<tr>
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<th>Strategy for implementation</th>
<th>Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>To maintain dynamic communication with the public and the profession</td>
<td>To publish documentation</td>
<td>Production of the Financial Report within two months of the Annual Audit, Annual Report on activities of the Board published within first quarter of following year, and publication of the quarterly production, ‘An Bord Altranais NEWS’</td>
</tr>
<tr>
<td></td>
<td>Greater public access to Board meetings and a report on Board activities published after each meeting</td>
<td>At least two regional sessions of Board meetings held in public and Board reports published on the Board website following each meeting</td>
</tr>
<tr>
<td></td>
<td>To continue to improve access to the Board and its services. Develop strategy for communication through electronic media</td>
<td>Access facilities to An Bord Altranais reviewed and made available through IT correspondence, telephone and written communications</td>
</tr>
<tr>
<td></td>
<td>To inform the profession and representative bodies for nurses and midwives on Board activities.</td>
<td>Implementation of strategy for communication through electronic media</td>
</tr>
<tr>
<td></td>
<td>To develop a database for streamlining mailing lists</td>
<td>Scheduled Regional seminars, Annual Conference and Guest lectures.</td>
</tr>
<tr>
<td>To maintain good communications internal to the organisation</td>
<td>Ongoing support by management and staff of the partnership process</td>
<td>Board represented at nursing conferences, seminars and meetings</td>
</tr>
<tr>
<td></td>
<td>Ongoing support of the Internal Communication Strategy</td>
<td>Database developed</td>
</tr>
<tr>
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<td></td>
<td>Monthly Partnership meetings.</td>
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<tr>
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<td></td>
<td>Activities of the Committee reviewed annually</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Regular Staff and Section meetings</td>
</tr>
<tr>
<td>Objectives</td>
<td>Strategy for implementation</td>
<td>Performance Indicators</td>
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</tr>
<tr>
<td>To maintain excellent working relationships with external organisations</td>
<td>To cultivate and maintain working relations with other professional regulatory bodies in Ireland</td>
<td>Meetings attended and appropriate joint actions undertaken with other statutory Regulation Bodies in the Health Sector</td>
</tr>
<tr>
<td></td>
<td>To cultivate and maintain working relations with the Higher Education Institutions, and with the Health Service Sector, including patients and other public groups, Health Boards, Centres for Nurse Education, Nursing and Midwifery Professional Development Units and professional nursing and midwifery associations</td>
<td>Scheduled meetings with the Heads of Irish Universities/Institutes of Technology, the Departments of Nursing in Higher Educational Institutions, with the Registrars and relevant Professors/Heads of Higher Education Institutions, Directors of the Centres of Nurse Education, and the Directors of the Nursing and Midwifery Professional Development Units</td>
</tr>
<tr>
<td></td>
<td>To prepare for inclusion under Freedom of Information legislation</td>
<td>Liaise with Department of Health and Children and with other relevant bodies in preparation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Scheduled meetings with nursing representative bodies held on a periodic basis</td>
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</tbody>
</table>