



**HEALTH
PROFESSIONALS
COUNCIL
Seychelles**

**Strategic Plan
2015 - 2020**



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1.0 Message from the Chairperson

As Chairperson of the Health Professionals Council of Seychelles, it is with great joy that I present to you the Strategic Plan for the Health Professionals Council for the next 5 years - 2015 to 2020.

The Council is governed by the Health Professionals Act 2006 and it sets the path for regulating the Categories of Health Professionals as set out in the Amendment of Schedule 1, Regulations 2014 of the Health Professionals Act 2006. [**S.I.52 OF 2014.**]

The Health Professionals Council has only been active for the past two and a half year and is still forging its way ahead. This strategic plan has been developed by a group of Health Professionals listed in the acknowledgement part of this document under the guidance and expertise of the Dean of the Guy Morel's Institute; Mrs. Shella Mohideen. The initial process started with a SWOT analysis of the Health Professionals Council and from there participants drafted its vision, mission and core values. The willingness and commitment of the participants facilitated the identification and drafting of the way forward for the Health Professionals Council. The Strategic plan will set the direction and contribute to the further enhancement of the Health Professionals Council.

The goals, objectives, strategies and targets that have been set for the Council have as ultimate aim to achieve positive outcomes. It is the first strategic plan of the Health Professionals Council and should not be a static document but rather a living one with regular monitoring and evaluation so as to identify ways of improving to achieve better outcomes.

It is my sincere wish as Chairperson that the five year Strategic plan be implemented with success. This important endeavor will depend on the valuable commitment and contribution of all registrants of the Health Professionals Council. The plan enables professionals to create more visibility for their respective professions as well as for their own professional development.

Let us all commit ourselves. Unity and devotion to our respective professions will guide our way forward.



Patricia Rene
Chairperson Health Professionals Council
May 2015



Developing and drafting the Strategic Plan – a consultative process

2.0 Glossary of terms and acronyms used in this document

Health professional- A person belonging to any categories specified in Schedule I of the Health Professionals Act 2006 (*Refer to Annex 1*)

HP – Health professional

HPC – Health Professionals Council

HPC Members – Persons elected by the general assembly

HPC Registrants – Health professionals (*other than doctors, dentists, nurses and midwives*) registered with the Health Professionals Council and competent to practice in their relevant health field.

NIHSS – National Institute of Health and Social Studies

SNMC – Seychelles Nurses and Midwives Council

SMDC – Seychelles Medical and Dental Council

SQA – Seychelles Qualification Authority

Stakeholder(s)–Organization(s), institution(s) or individual(s) who contribute to the implementation and attainment of the activities of the Council

The Council- The body corporate whose functions are to register, monitor competence and regulate the performance of Health Professionals.

3.0 Introduction to the Council

3.1 Functions of the Council:

The Functions of the Council are –

- (a) To register and to monitor the competence and regulate the performance of Health Professionals in Seychelles for the purpose of promoting and upholding the highest possible standard of their practice;
- (b) To inquire into allegation of professional misconduct and malpractice by Health Professionals and to take appropriate actions in respect thereof.

3.2 Mission:

To ensure that all Health Professionals are competent to practice and to protect the public by promoting the highest professional standards.

3.3 Vision:

To be the recognized, independent and supreme authority regulating and monitoring the practices of all Health Professionals for ensuring public protection

3.4 Values:

❖ Professionalism

We shall withstand ethical scrutiny by being committed to high standards of excellence in day-to-day activities, and we shall be honest and loyal.

❖ Quality

We shall embrace continuous improvement and innovation to ensure a dynamic and responsive Council and we shall strive for quality daily with a profound sense of self-respect, pride in accomplishment, and attentiveness.

❖ Teamwork and Partnership

We shall promote team spirit and tolerance within the Council, where the members, registrants and stakeholders work together for a common vision.

❖ **Ethics**

We shall uphold the ethical standards for the entire Council, and be the example that we want others to follow.

❖ **Accountability & Transparency**

We shall be transparent and be willing to take responsibility for our actions as well as inactions, and we shall promote open communication.

❖ **Confidentiality**

We shall abide by the strictest level of confidentiality in all of our interactions with members, registrants, stakeholders and the general public.

Adherence to these values will encourage the Council to aspire to new dreams and to achieve new goals. Institutional actions have proven to be more authentic and purposeful when institutional values are evident and tangibly manifested in Council's actions and relationships. By living its values, the Council will enjoy a clearer vision, fostering a stronger sense of unity and cohesiveness, and creating a unique and thriving environment for the Council and the stakeholders.

4.0 Planning a Strategy

4.1 Purpose of the Plan

This Strategic Plan is a key building block for the Council. The strategic document will assist the Council in establishing priorities to better serve the needs of the public and stakeholders. It sets the course for the next five years, providing an overarching framework of goals and objectives that establish priorities and inform decision making.

As part of the strategic planning process, Council's members took stock of the past and reflected on lessons learned along the way. The Strategic Plan is the guiding document for the Council and it will be reviewed and reflected upon annually. This process of reviewing and reflecting will provide the Council with the opportunity to add objectives or to modify the plan based on changes in its functional environment.

4.2 Methodology

This Strategic Plan has been developed by members and registrants of the Council. In the early stage of planning, the Council conducted a self-assessment to identify its strengths and areas for improvement. This was followed by various workshops to:

- Develop a mission statement that convey the unique nature of the Council and its fundamental purpose;
- Formulate a vision which is essentially an articulation of a shared desirable future situation which the Council envisages to attain in five years;
- Agree on the core values, which are standards or principles that the Council considers meaningful;
- Develop the Goals and Strategic Intents which are statements of what the Council hopes to achieve in the next 5 years; and
- Assess the risks which can prevent the implementation of the Strategic Plan and development of relevant mitigation strategies

5.0 The Council's Strategy

The Council's work programme across the next five years to 2020 is extensive and will result in significant change.

Primarily, the Council is determined to strengthen the frameworks that underpin its core regulatory business of setting standards for the Health professionals. These standards relate to thresholds for entry to the Register and the standards that registrants must comply with, to ensure safe and competent practice.

5.1 Priority Area 1: Health Professionals Council

Current Situation: The Council's business is regulated by the Act which is enacted by the President and the National assembly. The Council, which was enacted in 2006, is an independent body with strong leadership. It has a good database of registered members but there are still a number of Health professionals to be registered. A number of Council's elected/nominated members lack knowledge of the Act and some find the title "**Health Professionals Council**" confusing.

Strategic Goal:

To strengthen the framework & capacity of the Council to ensure it delivers against its mission.

Strategic Intent

- Review the HPC Act to ensure that it is still suited for its new mission and vision.
- Ensure all elected/nominated Council members fully understand the core regulatory functions as per the HPC Act.
- Establish the training needs of the elected/nominated Council members, and develop & implement a training plan.
- Ensure HPC registrants can be identified by their clients and the general public.
- Articulate the new strategic direction of the Council to all its members, registrants, and stakeholders.
- Establish effective mechanisms to ensure the Council become known and respected.
- Ensure the Council website is up-to-date, interactive and is an effective communication & information tool.
- Implement a new database across the HPC to manage complaint/notification processes, monitor health professionals' compliance with conditions, and for regular reporting to Council members, registrants and other stakeholders.

- Promote professional development as a new mandatory practice for allHPCregistrants.
- Set up sub-committee for the purpose of enforcing professional and ethical standards and of strengthening the Council to better perform its functions.

5.2 Priority Area 2: Standards

Current Situation: The Council has established standards on the minimum qualifications a health professional needs to be registered, but the standards of competencies for each cadre is not clearly defined. The Council is also without formalized standards of practice and ethics.

Strategic Goal:

To develop Standards of Competencies which every Health Professional must meet in order to become registered.

Strategic Intent

- Determine the standards of knowledge and skill to be attained by professionals of each profession seeking registration.
- Set and formalize the standards of competencies and ethical conducts for each profession.
- Review and continually strive to improve the Standards and Ethical Framework.

5.3 Priority Area 3: Enforcement

Current Situation: The Council has standards for registration but lack the monitoring mechanisms to ensure ongoing compliance to the standards. The Council further lacks the capacity to deal with complaints and cases of non-registration.

Strategic Goal:

To ensure all Health Professionals continue to meet the Standards of Competencies in order to maintain their registration.

Strategic Intent

- Set mechanisms to ensure registrants maintain their professional competencies on an ongoing basis pursuant to the requirements set by the HPC

- Set requirements (such as portfolio) and a Point System for Continuous Professional Development
- Develop systems and processes to monitor professionals' ongoing compliance with standards.
- Set mechanisms for the Council to deal with cases where Health Professionals registrants failed or ceased to cooperate with requirements to comply with standards of competencies and ethical conducts.
- Ensure the Council enforce its disciplinary powers as stated in the HPC Act
- Set conditions for re-registration
- Develop guidelines and standard programmes for complaints management.
- Educate the public about the roles of the Council and about their roles in ensuring ongoing compliance to standards.
- Set up committees to investigate complaints and non-compliance to the requirements of the Act.

5.4 Priority Area 4: Partnership

Current Situation: The Council has established good partnership with its registrants and other local professional bodies such as NIHSS, Nurses and Midwives Council. The Council lacks partnership with external professional bodies.

Strategic Goal:

To foster existing relationships with partners and explore relevant new partnerships

Strategic Intent

- Establish good working relationships with professional bodies such SQA, NIHSS Board, Nurses and Midwives Council, SMDC, educational bodies, etc...
- Seek affiliation with relevant international professional organizations
- Establish new and strengthen existing partnership;
- Work with NIHSS and SQA to establish competencies for all the cadres.

5.5 Priority Area 5: Finance

Current Situation: The Council is guaranteed an annual budget from the Government of Seychelles and obtains some additional fund from registration fees. The council does not generate additional fund and does source out alternative funding. This heavy financial dependence on Government may compromise its autonomy.

Strategic Goal:

To strengthen, increase and diversify resource mobilisation to ensure independence of the Council

Strategic Intent

- Strengthen budget planning, financial management and reporting processes to guide internal financial decisions, resource allocation across the Council and to assist the HPC in future funding negotiations.
- Strengthen end of financial year reconciliation and reporting processes to meet Audit Office and annual reporting requirements
- Provide annual financial reports to Council Registrants to ensure they are appropriately informed about budget decisions.
- Review, set and implement clear procedures for membership and related fees.
- Seek alternative funding for the Council



Selecting the best approach for Development of the Strategic Plan

6.0 Risk Assessment

There are several risks to the implementation of this strategic plan, amongst them being the timely availability of resources. All risks must be considered and measures put in place to mitigate them. Some of the risks/risk factors to be considered are:

1. Availability of fund
2. Resistance to compliance
3. Lack of Human Resource
4. Bureaucracy
5. Commitment
6. Political interference

Risks	Rating	Mitigation strategies
1. Availability of fund	High	<ul style="list-style-type: none"> • Strengthen budget management and seek alternative funding.
2. Resistance to compliance	Medium	<ul style="list-style-type: none"> • Education of registrants, the public and stakeholders. • Ensure rigorous enforcement.
3. Lack of Human Resource (both number and capacity)	High	<ul style="list-style-type: none"> • Recruit to strengthen the Council Secretariat. • Explore use of consultants and outsourcing.
4. Bureaucracy - Delays at Attorney general office	Medium	<ul style="list-style-type: none"> • Ensure proper planning to accommodate the delays.
5. Commitment (both internal and external)	Medium	<ul style="list-style-type: none"> • Organise Teambuilding exercise for the members. • Implement educational programmes for the stakeholders. • Strengthen partnership with SQA.
6. Political interference	Medium	<ul style="list-style-type: none"> • Ensure strict compliance to the Act.

7.0 From Strategy to Implementation

The Health professional Council Strategic Plan 2015 – 2020 will be implemented according to the action plan developed by the Council. The activities in the implementation plan will be monitored and evaluated periodically so as to ensure that the strategic intents are attained.

The Council cannot by themselves fulfill their vision and mission. Acknowledging this, Council recognizes that successful implementation required collaboration from all its strategic partners.

The Council is committed to fulfilling this work programme and channel resources into the achieving the strategic goals. Should it be necessary to adjust parts of the programme in the light of environmental change or resource variations, this will be done while, as far as possible, maintaining the overall direction being taken. The Council has set a clear vision which they all share. The strategic intents are smart and achievable. The Health professional Council will work to become *the recognized independent and supreme authority regulating and monitoring the practices of all Allied Health Professionals for ensuring public protection.*

8.0 Monitoring and Evaluation

The implementation of this Strategic Plan will be closely monitored to ensure that the strategic objectives are being realized as planned. The monitoring process will help determine whether the implementation is on course and establish the need for any adjustments.

Monitoring, follow-up and control systems will be emphasized at all levels. These will include quarterly review meetings, progress report, budgeting and budgeting control system amongst others. The Council will conduct surveys to determine the impact of various initiatives.

Quarterly review meeting will be held and during these meetings, the Chair will receive and review progress reports from members indicating overall progress made on strategic objectives. This evaluation will be guided by the following key questions:

Monitoring the Status of Implementation of the Plan:

1. Are performance objectives being achieved or not? If they are, then acknowledge and communicate the progress made. If not, then consider the following questions.
2. Will the performance objectives be achieved according to the timelines specified in the plan? If not, then why not?
3. Should the deadlines for completion be changed and why?
4. Do personnel have adequate resources (money, equipment, facilities, training, etc.) to achieve the performance objectives?
5. Are the performance objectives still realistic?
6. Should priorities be changed to put more focus on achieving the performance objectives?
7. Should the performance objectives be changed and why?
8. What can be learned from our monitoring in order to improve future monitoring and evaluation activities?

9.0 Acknowledgement

The following contributed actively to the development of the Strategic Plan and their valuable contributions are acknowledged here:

Name	Cadre
Patricia Rene	Chairperson of HPC
Daniel Belmont	Vice-Chairperson of HPC
Doreen Hotive	HPC member
Cynthia Noshir	HPC member
Naddy Morel	HPC member
Joanne Fred	HPC member
Wahida Payet	HPC member
Anna-Lisa Labiche	HPC member
Fiona Paulin	HPC member
Bernard Adonis	HPC member
Danny Poiret	HPC Member
Petra Almaze	Registrar
Hermann Holst	Optometry
Salim Ebrahim	Biomedical Science
Abdul Ebrahim	Biomedical Science
Lucie Prudence	Oral Health
Wendy Felicie	Pharmacy
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Caelia Naiken	Speech Pathology

James Hoareau

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Pharmacy

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William Labrosse

Biomedical Engineering

Allen Julie

Orthotic/ Prosthetic

Kenny King

Oral Health



Drafting and Development of the Strategic Plan – reaching a consensus

Annex 1: Cadres covered by the Health Professionals' Act of 2006

(as per revised Health Professionals Regulations, 2014 [S.I 52 of 2014]).

Acupuncturist	Optometrist
Audiologist	Oral Health Promotion Officer
Audiology Technician	Orthodontic Therapist
Biomedical Engineer	Orthopaedic Technician
Biomedical Laboratory Technician	Osteopath
Biomedical Laboratory Technologist	Assistant Orthopaedic Technician
Biomedical Scientist	Orthopaedic Technologist
Chemist	Orthotist/ Prosthetist
CT Technologist	Pharmacist
Counsellor	Pharmaceutical Technician
Dental Hygienist	Physiotherapist
Dental Surgery Assistant	Physiotherapy Assistant
Dental Technician	Physiotherapy Technician
Dental Technologist	Provisional Psychologist
Dental Therapist	Psychologist
Dietician	Public Health Officer
Dispensing Optician	Radiographer (Diagnostic Radiographer)
Ear Mould Technician	Sonographer
Emergency Medical Technician/ Paramedics	Speech Pathologist
Epidemiologist	Speech Pathology Assistant
Health Education/ Health Promotion Officer	
Health Statistician	
Nutritionist	
Medical Imaging Technologist (Radiology Technologist)	
MRI Technologist	
Occupational Therapist	
Occupational Therapy Technician	