



# HEALTH PROFESSIONALS COUNCIL

**Strategic Plan**  
2020 - 2025

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## Message from the Chairperson

In 2015, the Health Professionals Council (HPC) produced its first ever strategic plan 2015 – 2020. It was a joint exercise involving the Council members and Registrants. The 5 years' plan came to an end this year and had to be reviewed and a new plan developed.

Members of the HPC used the plan as a guiding document on how to move the HPC forward. It proved a useful tool with many of the planned initiatives implemented. However, not all activities forecasted in the 2015 – 2020 plan were achieved or completed. This explains why as one will go through the new strategic plan 2020-2025, one will notice certain rejuvenation of activities mentioned in 2015-2020 strategic plan.

The development of the strategic plan 2020-2025, followed the same methodology as the previous. Under the supervision and guidance of consultants from The Guy Morel Institute, members of the Council met on several occasions to review and do a SWOT analysis of the Council's performance in meeting the objectives and goals set. Based on the evaluation exercise, members traced a new dynamic path for the Council's Strategic Plan 2020-2025.

As the current Chairperson of the HPC, I can proudly express thanks and appreciation to the Council Members of 2015- 2020 for their commitment and hard work towards meeting the targets set in the previous strategic plan and to the 2018-2020 members for the dynamism demonstrated whilst doing the review and in the drafting of the new strategic plan 2020-2025.

2020 is also the election year for HPC. New members will be elected to serve on the Council. It is the hope of all that the new plan will be a valuable asset in paving the way forward and taking the HPC to new heights.

**Patricia Rene**  
**Chairperson Health Professionals Council**  
**July 2020**

## Introduction to the Council

The Health Professionals Council (Seychelles), herewith referred to as HPC, was established in 2012 and is mandated to regulate all health professions in Seychelles (excluding doctors, nurses, midwives and dentists) and to monitor the compliance by health professionals to established laws & regulations. The Council is made up of thirteen members, of which ten (10) are elected by the general assembly of registered allied health professionals and three (3) are nominated by the Minister for Health. The professionals regulated by the HPC are derived from twenty (20) health fields that are covered under the scope of the Health Professionals Act 2006. These are:

<b>Acupuncture</b>	<b>Occupational Therapy</b>
<b>Audiology</b>	<b>Optometry</b>
<b>Biomedical Engineering</b>	<b>Orthotic</b>
<b>Biomedical Laboratory</b>	<b>Pharmacy</b>
<b>Dentistry</b>	<b>Physiotherapy</b>
<b>Dialysis</b>	<b>Psychology</b>
<b>Emergency Care</b>	<b>Prosthetic</b>
<b>Health Promotion</b>	<b>Public Health</b>
<b>Health Statistics</b>	<b>Radiography</b>
<b>Nutrition</b>	<b>Speech Pathology</b>

## Glossary –

**HC/ HPC** - Health Council/ Health Professionals Council also referred to as the Council

**AHP** - Allied Health Professionals

**HP Act** - Health Professionals Act 2006

**BGM** - Biennial General Meeting

**KPIs** - Key Performing Indicators

### 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 allegations of serious professional misconduct and malpractice by Health Professionals and to take appropriate action in respect thereof.

### Mission:

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

### Vision:

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

### 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, respectful and devoted.

- **Quality**

We shall embrace continuous improvement and innovation to ensure a dynamic and responsive Council, and we shall strive for quality.

- **Teamwork & Partnership**

We shall promote team spirit, mutual respect and collaboration within the Council, where the members, registrants and stakeholders work together towards a common vision.

- **Ethics**

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

- **Transparency**

We shall be open about our actions, requirements and procedures, disclosing relevant information, and acting in the interest of the public.

- **Accountability**

We shall be responsible for our actions as well as inactions, and we shall promote open communication.

Adherence to these values will encourage the Council to live up to its mandate, with a clearer sense of vision, stronger sense of unity and cohesiveness, and a striving environment of itself and its stakeholders.

## Planning a Strategy

### 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 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 review and reflection, will provide the Council with the opportunity to add objectives or to modify the plan based on changes in its functional environment.

### 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 conveys 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 the coming five years;
- Agree on the core values, which are standards or principles that the Council considers meaningful;
- Develop the Goals and Strategic Intentions which are statements of what the Council hopes to achieve in the coming five years; and
- Assess the risks which can prevent the implementation of the Strategic Plan and development of relevant mitigation strategies

## The Council's Strategy

The Council's work programme across the next five years to 2025 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 Allied Health Professionals. These standards relate to thresholds for entry to the Register and the standards that registered Allied Health Professionals must comply with, to ensure safe and competent practice.

### Priority Area 1: Health Professionals Council

**Current Situation:** The Council's business is regulated by the *Health Professionals Council Act 2006 (HPC Act)* which is approved by the National Assembly and enacted by the President. The Council, which was enacted in 2006, is an HPC independent body with strong leadership.

The Council has a good database of registered members but there are still a few Allied Health Professionals who are yet to see the benefit of professionalization of their occupations. The Council has done a lot of work to strengthen its framework and capacity which need to be strengthened further during the next Strategic Cycle.

**Strategic Goal:** To strengthen the framework and capacity of the Council to ensure it delivers against its mission.

#### Strategic Intent

- Amend the legal framework to ensure it is in line with the current context.
- Use different media to facilitate understanding by all elected/nominated Council members of their core regulatory functions as per the HPC Act.
- Establish a comprehensive approach towards the capacity development of the elected/nominated Council members.
- Ensure all AHP registrants can be identified by their clients and the general public.
- Use KPIs to measure the articulation of the new strategic direction of the Council to all its members, registrants, and stakeholders.
- Strengthen and develop new mechanisms to ensure the Council becomes known and respected.
- Maintain and strengthen the Council's website as an up-to-date, interactive and effective communication tool.
- Implement procedures to effectively manage complaints/notifications, and monitor Allied Health Professionals' compliance to the legal framework.
- Develop and implement an Information Management System.
- Maintain professional development as mandatory practice for all HCP registrants.
- Re-structure the Council to make it suited for purpose in line with the current context.

### Priority Area 2: Standards

**Current Situation:** The Council has established standards on the minimum qualifications an Allied Health Professional needs to be registered and will strongly advocate for these to be integrated in the HPC Act. The Council has started work to develop the Scope of Practice as a means of ensuring that all qualified Allied Health Professionals know the services are deemed competent to perform and permitted to undertake while keeping within the terms of their professional registration

**Strategic Goal:** To develop Standards of Competencies which every Allied Health Professional must meet in order to become registered.

#### Strategic Intent

- Integrate and implement Standards of Competencies, to be attained by professionals seeking registration, into the HPC Act.
- Strengthen the standards of competencies and ethical conducts for each profession.
- Maintain the “Certificate of Character” as a mandatory registration requirement in order to safeguard the public.
- Review and continually strive to improve the Standards and Ethical Framework.

### Priority Area 3: Enforcement

**Current Situation:** The Council has standards for registration, but must strengthen the monitoring mechanisms to ensure ongoing compliance to these standards. The Council must also strengthen their capacity to deal with complaints and cases of non-registration.

**Strategic Goal:** To ensure all Allied Health Professionals continue to meet the Standards of Competencies in order to maintain their registration.

#### Strategic Intent

- Strengthen mechanisms to ensure registrants maintain their professional competencies on an ongoing basis pursuant to the requirements set by the HP Council.
- Maintain the Point System for Continuous Professional Development (CPD) as a renewal of registration
- Strengthen systems and processes to monitor professionals’ ongoing compliance with standards.
- Strengthen mechanisms for the Council to deal with cases where HPC registrants fail to comply with requirements, standards of competencies and ethical conducts.
- Strengthen the Council so that it can enforce its disciplinary powers as stated in the HPC Act
- Adhere to guidelines and standard programmes for complaints management.
- Strengthen sensitisation and education programmes to the public on the roles of the Council to ensure ongoing compliance to standards.

#### Priority Area 4: Partnership

**Current Situation:** The Council has established good partnership with its registrants and other local professional bodies and these will be strengthened further during this strategic cycle. The Council would also endeavour to build partnership with external professional organisation.

**Strategic Goal:** To strengthen existing relationships with partners and explore relevant new partnerships.

##### Strategic Intent

- Strengthen working relationships with the public and partners.
- Seek new affiliations with relevant international professional organisations.
- Establish new and strengthen existing partnership.
- Maintain the working relationships with NIHSS , SQA and other relevant organisations to establish competencies for all the cadres.

#### Priority Area 5: Resources

**Current Situation:** The Council is guaranteed an annual budget from the Government of Seychelles and it obtains some additional funds from registration fees. The Council is currently staffed with an Administrative Officer and lacks a registrar even though it is mandated by the HP Act. The Council is well aware of the need for additional resources if it is to implement new strategies and appoint a Registrar as a requirement of its Act.

**Strategic Goal:** To strengthen, increase and diversify resource mobilisation to ensure the efficient and effective functioning 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.
- Maintain the end of financial year reconciliation and reporting processes to meet Audit Office and annual reporting requirements.
- Strengthen the annual financial reporting to Council Registrants to ensure they are appropriately informed about budget decisions.  
Review and implement clear procedures for membership and related fees to keep it relevant to the current context.
- Seek alternative funding for the Council.
- Review the current structure of the HPC, to cater for possible hiring of consultancies to meet specific needs of the Council.
- Lobby with the Ministry of Finance for additional staffing for the Council.
- Annual review of the Strategic plan and relevant plan of action to assess progress.
- Induction sessions bi- annually for all new Councillors.

## 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 funds
2. Change in Leadership
3. Lack of Human Resources
4. Commitment of Council members

Risk Matrix				
Risks	Description of Risk	Impact on HPC (Identification of consequences)	Rating	Mitigation strategies
1	Change of Leadership.	<ul style="list-style-type: none"> <li>Continuity in relation to policies and plans as new members join the <b>Council</b>.</li> <li>Lack of a full time <b>Registrar</b> - to consistently review the regulations.</li> <li>Integration of membership requirement into the HPC Act.</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Inclusion of the <b>Registrar</b> cost in Annual financial plan.</li> <li>Re-enforcement of the need to have a Registrar, <i>without whom</i> functionality of the <b>Council</b> will be hindered.</li> <li>Effective handover.</li> <li>Councillors' induction to ensure new members fully understand the strategic direction of the Council.</li> <li>Review of the HPC Act in line with new governance good practice.</li> </ul>
2	Time commitment to HPC roles & Responsibilities	<ul style="list-style-type: none"> <li>Length of Tenure and transfer of responsibility</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Effective scheduling of meetings to ensure maximum participation.</li> <li>Focusing on core functions in line with the mandate to ensure core responsibilities of the legal framework are taken care of.</li> <li>All members are made to understand the commitment expected at the election.</li> <li>Educate the members of the roles and responsibilities of the Council from the onset.</li> </ul>
3	Use and Availability of Funds	<ul style="list-style-type: none"> <li>Lack of a full-time Registrar.</li> </ul>	Medium	<ul style="list-style-type: none"> <li>To advocate for an increase in the budget from the Government..</li> <li>Effective use of limited funds on priority areas.</li> </ul>

4	Consistency in reporting Modalities in the current HPC Act.	<ul style="list-style-type: none"> <li>Recommendation on review on use of reporting terminology</li> </ul>	Low	<ul style="list-style-type: none"> <li>To organise BGM - Biennial General Meeting</li> </ul>
5	Conflicting originality in Scope of work	<ul style="list-style-type: none"> <li>Inconsistencies in relation to programme planning and development vis-a-vis training institution and other Authorities</li> </ul>	Low	<ul style="list-style-type: none"> <li>To consolidate the partnership for win-win outcomes.</li> <li>Council to assume the leading role.</li> </ul>
6	Resistance to compliance	<ul style="list-style-type: none"> <li><i>Limited knowledge level of Council Functions amongst some members.</i></li> </ul>	Medium	<ul style="list-style-type: none"> <li>Education of registrants, the public and stakeholders.</li> <li>Ensure rigorous enforcement.</li> </ul>
7	Lack of a Registrar	<ul style="list-style-type: none"> <li>The Council is not in compliance with its legal framework</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Explore use of consultants and outsourcing.</li> <li>Explore alternative funding for the appointment of a Registrar (even part time)</li> </ul>

## From Strategy to Implementation

The Health professional Council Strategic Plan 2020 – 2025 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 fulfil their vision and mission. Acknowledging this, Council recognises that successful implementation requires 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 have set a clear vision. The strategic intents are smart and achievable. The Health Professional Council will work to *become the recognised independent and supreme authority regulating and monitoring the practices of all Allied Health Professionals for ensuring public protection.*

## Monitoring and Evaluation

The implementation of this Strategic Plan will be closely monitored to ensure that the strategic objectives are being realised 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 reports, 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?

## 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
Catriona Monthy	Vice-Chairperson of HPC
Alain Julie	HPC Member
Kenny King	HPC Member
Lindy Poris	HPC Member
Lisa Chetty	HPC Member
Melina Amedee	HPC Member
Michelle Marguerite	HPC Member
Nadia Valentin	HPC Member
Salim Ebrahim	HPC Member
Stephanie Desnousse	HPC Member

## Notes

## Notes



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