



NEW ZEALAND
CHIROPRACTIC BOARD
TE POARI KAIKOROHITI O AOTEAROA

Strategic Plan

2021-2026

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Introduction

This document sets out the Chiropractic Board's (the Board) strategic directions from April 2021 - March 2026, building from the Board's previous strategic plan. It is intended to:

- Identify key areas of focus;
- Provide a framework for strategic activities;
- Inform our stakeholders of our priorities.

This document sets out the Board's core strategic outcomes, from which a business plan is developed and sets out the activities to be undertaken by the Board within each relevant 12-month period.

About the Chiropractic Board

The Board is a "responsible authority" under the Health Practitioners Competence Assurance Act 2003 (the Act). One of 17 independent regulators tasked with protecting the health and safety of the New Zealand public by ensuring chiropractors are competent and fit to practice.

What we do

Our functions are set out in section 118 of the Act which include:

- *Prescribing qualifications and accrediting education programmes* to ensure graduates have the competencies and attributes required of registered chiropractors.
- *Setting the standards for clinical and cultural competence, and ethical conduct*, that must be met by all registered chiropractors.
- *Registration and recertification* of chiropractic practitioners ensuring that only those with the relevant skills, competencies and fitness to practise can practise in New Zealand.
- *Ensuring ongoing competence and fitness to practise* by investigating their fitness to practice, conduct or health where there may be concerns related to performance, and taking appropriate action to protect the safety of the public.

How we work

The HPCA Act provides legal powers to set and enforce the standards the public have the right to expect of chiropractors in New Zealand. Our overriding concern is the health and safety of the public, not to protect the interests of practitioner; however, we do have a responsibility to ensure we undertake our legislative functions consistently, fairly and proportionately.

The Board works with a range of stakeholders including practitioners, employers, educators, professional bodies, other regulators, and the public to achieve our overarching objective of ensuring chiropractic practitioners practise competently and safely.

The Board's Strategic Framework

Our Purpose

To protect the health and safety of the public through the regulation of chiropractors in NZ.

Our Vision

To be a leader in the regulation of Chiropractic, enabling workforce excellence through ensuring safe, competent, fit to practice and effective chiropractors in New Zealand.

Our Principles:

The NZCB plays a pivotal role in assuring public safety through effective regulation ensuring chiropractors are competent and fit to practice by:

- the primary consideration is protection of the public
- ensuring only those who are suitably qualified, with relevant skills and are fit to practise in a competent and ethical manner are registered
- identifying risks and respond with minimum regulatory action to manage the risk to the public without undue burden to the practitioner
- commitment to effective, efficient and consistent regulation of the Chiropractic profession
- collaborating with other professions, professional bodies and consumers, national and internationally in the interests of public protection
- fostering and supporting equitable health care for Māori, the Government's direction for Māori health advancement , and the acquisition of Māori health goals.

Our Values

Engagement, Support and Cultural Responsiveness:

- We connect to and value our stakeholders by having strong relationships and productive partnerships.
- We are committed to partnering with Māori to develop strategies for ensuring public health and safety in regulating Chiropractic health services.
- We value others and ourselves and celebrate our commonalities and differences. We promote open communication and ongoing collaboration.
- We support diversity, inclusion and equal opportunity for everyone.

Best Practice, Excellence and Integrity

- We lead by consistently demonstrating excellence in all our core activities.
- We understand our legislative responsibilities and use our resources to achieve best outcomes of public safety

Fairness and Transparency

- We are open and accountable.
- We promote transparency in our processes, procedures and decision making emphasizing consistency, fairness and natural justice.

Accountability

- We are accountable for our decisions to the public and the Minister of Health.

Strategic Goals

1. Optimise mechanisms to ensure chiropractors are competent, fit to practise and focus on cultural safety, with the aim of achieving health equity and improved health outcomes.
2. Provide standards of clinical competence, cultural safety and ethical conduct, and ensure that the standards reflect the expectations of the public, the profession and stakeholders.
3. Improve the Board's relationship and partnership with the public, the profession, and stakeholders to further the Board's primary purpose – to protect the health and safety of the public

Strategic Directions

Governance

Key outcomes:

- Maintain an efficient, cost effective, framework to support the NZCB's core business, strategic priorities and work plan.
- Anticipate and inform national and international trends and developments.
- Identify and mitigate risks to the effectiveness and sustainability of the NZCB.
- Ensure our reputation as a leader in Chiropractic regulation and quality standard

Organisation

Key outcomes:

- Efficient, effective and responsive resource management
- Sustainable business processes
- Encourage innovation and ethical business
- Good corporate citizenship

Standards

Key outcomes:

- Develop and maintain Chiropractic competence standards that are based on 'best practice'
- Ensure processes are independent, rigorous and based on best available evidence
- Ensure standards are internationally compatible

Regulation

Key outcomes:

- Develop and maintain 'best practice' in the regulation of Chiropractic.
- Ensure informed, un-biased, transparent and risk based decision making
- Focus on the expectations of learning as part of continue professional development
- Utilise regulatory tools and policies to address the health inequity for Māori

Stakeholder engagement

Key outcomes:

- Optimise communication channels/partnerships and collaborations relating to our core business and strategic objectives with internal/external stakeholders
- Provide opportunity and encourage stakeholder engagement in consultations
- Foster the Board's partnership with Māori.
- Increased public awareness of the profession.
- Effective interactions with key stakeholders which result in effective interactions

Strategic Plan 2021-2026

Strategic Priority	To achieve this we will...
<p>1: Governance</p> <p>What does this look like:</p> <p><i>Our way of working is collaborative, constructive, supportive and solution-based</i></p>	<p>1.1 Maintain cost effective framework to support NZCB's core business</p> <ul style="list-style-type: none"> a. Regularly review all Board strategic goals, statements and activities as part of usual business improvement processes. b. Liaise with other regulatory authorities about matters of common interest. c. Consider investment opportunities for any levy surplus d. Responsibly monitor cost of services and consider annual fees accordingly e. Annually review practitioner fees to ensure they align with the Board's fiscal responsibilities <p>1.2 Skills and succession plan for the Board</p> <ul style="list-style-type: none"> a. Develop skills matrix and consider stakeholder communication to ensure viable succession planning b. Review committee structure and update TOR for committees c. Invest in regular professional development for Board members. <p>1.3 Internal policy review</p> <ul style="list-style-type: none"> a. Develop a plan to ensure all internal policies undergo a review b. Regularly review relevant board policies
<p>2: Organization</p> <p>What does this look like:</p> <p><i>Strong governance and organisational structures and practices in place to ensure the Board succeeds in achieving our legislative functions and responsibilities</i></p>	<p>2.1 Professional development of key personnel</p> <ul style="list-style-type: none"> c. Undertake a review of the Board's human resource needs d. Review workload assessment of key personnel and identify opportunities for delegation. e. Develop strategy for developing core skills. <p>2.2 Collaborate and communicate with key personnel of other regulatory authorities, organizations and countries who regulate Chiropractors</p> <p>2.3 Review internal channels of communication</p> <ul style="list-style-type: none"> a. Electronic meeting i.e. Zoom b. Investigate communication options for group conversations <p>2.4 Monitor changes to the Risk Management Plan regularly and review the plan annually</p>
<p>3: Standards</p> <p>What does this look like:</p> <p><i>Strong standards that are supported and achieved by all practitioners and relevant stakeholders</i></p>	<p>3.1 Develop and maintain Chiropractic competence Standards based on best practice</p> <ul style="list-style-type: none"> a. Review of competence and ethical conduct standards to ensure they continue to be current and relevant b. Ensure Chiropractors are familiar with the content and purpose of the Boards competence and ethical conduct Standards c. Ensure stakeholders (employers, educators, professional bodies) are familiar with the Board's Competence and Ethical Conduct Standards <p>3.2 Evaluate the Fitness to Practice Functions</p> <ul style="list-style-type: none"> a. Review and update as appropriate the Board's fitness to practice policies <p>3.3 Maintain alignment with other agencies (local and international)</p> <ul style="list-style-type: none"> a. CBA b. CCEI/CCEA c. ACC d. Other health regulatory authorities
<p>4: Regulation</p> <p>What does this look like:</p> <p><i>Delivery of best practice in the regulation of the chiropractic profession</i></p>	<p>4.1 HPCA Act</p> <ul style="list-style-type: none"> a. Ensure changes to the Act are implemented in a timely manner b. Review of regulatory authority in line with any changes made to the HPCA Act <p>4.2 Review our continuing professional development and competence Standards to ensure practitioners life-long learning</p> <ul style="list-style-type: none"> a. Modify CPD policy where applicable b. Provide learning opportunities for practitioners as it relates to the development of their CPD content and online recording <p>4.3 Registration</p> <ul style="list-style-type: none"> a. Implement policy on New-Registered, Over-seas trained Chiropractor Recertification programme b. Consider student registration
	<p>5.1 Continuously improve our engagement with the public and our stakeholders</p> <p>5.2 We are committed to partnering with Māori to develop strategies for ensuring public health and safety in regulating Chiropractic health</p> <ul style="list-style-type: none"> a. Undertake a review of of He Korowai Oranga and the Māori Health Action Plan 2020-2025 to understand the Government's direction for Māori health advancement.

<p>5: Stakeholder Engagement</p> <p>What does this look like:</p> <p><i>Engagement with the public and stakeholders to raise awareness of the Board's role and functions, resulting in an enhanced relationship with the public and other stakeholders</i></p>	<ul style="list-style-type: none"> b. Develop and implement a strategy for engaging with Māori (whānau, Māori health providers etc). a. Develop and implement strategies for ensuring health and safety for Māori in regulating Chiropractic health services.
	<p>5.3 Stakeholder Engagement</p> <ul style="list-style-type: none"> b. Develop and review stakeholder engagement and communication plan including specific topics of interest ie record keeping. c. Ensure transparency of decision making at a governance level, to maintain public confidence in the Board d. Facilitate public and patient feedback to be gathered through engagement, consultation and collaboration, to inform policy development. e. Utilise effective and modern communication methods and tools to continue to raise awareness and promote standards of good practice, the Board's role and responsibilities, and its approach to chiropractic regulation.