

2017-2019



STRATEGY & ACTION PLAN

**Supporting performance improvement to
treat patients faster**



an ciste náisiúnta um cheannach cóireála
the national treatment purchase fund

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Statement of Chairman and Chief Executive

As we enter into 2017 it is our pleasure to present this Strategy and Action Plan 2017 – 2019 for the National Treatment Purchase Fund. By developing and implementing this strategy we aim to achieve our strategic intent of supporting performance improvement to treat patients faster. As well as delivering on our current mandate, the NTPF has an ambition to leverage our significant expertise and experience to provide a wider offering of services which go beyond a focus on acute hospital treatment to one which also involves community services and encompass other areas including: diagnostics, demand and capacity management as well as a return to the area of commissioning individual patient treatment for those waiting longest.

This Strategy was developed against a backdrop of unprecedented numbers of patients waiting long periods for consultations and treatment and, in preparing it, the NTPF is conscious that solving this issue will require a multi-faceted approach undertaken in partnership with the HSE, Hospital Groups, individual hospitals, Community Health Care Organisations as well as with the Acute Hospital Division and the Department of Health. It also requires the active participation of the private sector, particularly private hospitals and private nursing homes which provide vital capacity in the wider health system. In developing the strategy we were also conscious of the requirement to research and adopt international best practice particularly in the area of waiting list management.

The Board brought its range of skillsets, including experiences in the health sector, accountancy, law, HR and management consulting to support the Executive in the development of this strategy. We were all cognisant of the ever increasing demands placed on public health services which can contribute to long waiting times for outpatient consultations and inpatient and day case procedures in the Acute Hospital System as well as services in the Community. There is also greater demand for diagnostic services and for services to care for our ageing population. Keeping pace with these demands and supporting the system to provide a universal, equitable, quality-based and timely service continues to prove challenging.

The NTPF was established in 2004 as an independent agency under the aegis of the Department of Health in order to help address unacceptably long waiting times for patient treatment in our hospitals. The role and function of the NTPF has evolved over the years but the original intention remains the same - faster treatment of patients. We now have the opportunity to assist with the necessary shift away from an acute-centric focus to one where a significant amount of patient interaction is carried out locally in appropriate community settings.

We believe that the NTPF is in a unique position now to make a positive and valuable contribution again towards shorter waiting times based on its proven track record of doing so in the past. In this regard, the NTPF Board and Executive welcome the decision of the Minister for Health in 2016 to re-establish the individual patient level commissioning role of the NTPF with associated enabling funding. We also acknowledge the support of the Department of Health in encouraging and facilitating the expansion of our current annual programmes of work.

We believe that this Strategy and Action Plan we are now presenting can significantly improve patient experience across the health system. We will focus our efforts over the next three years on; price negotiation and treatment purchase; ensuring a sustainable and fair market for long-term residential care; publishing information; developing performance improvement tools and providing advisory expertise while ensuring that we have the appropriate governance in place through a strong, cohesive and committed Board and Executive Team.

We know that achieving our strategic intent will not be possible without the on-going support of our key partners in the health service with whom we work on a daily basis. It is evident that there has never been a greater need for all organisations and individual professionals to work collaboratively to improve the patient experience for all those who interact with the health service.

In conclusion, we would like to sincerely thank Minister Harris and his Department for his endorsement and support in the development and delivery of this Strategy and Action Plan. It is also important to acknowledge the contribution of our colleagues on the Board of Directors of the NTPF, whose experience and dedication are vital ingredients for success, along with the staff of the organisation who work diligently to help us to achieve our objectives.



A blue ink signature of John Horan.

John Horan, Chairman



A blue ink signature of Jim O'Sullivan.

Jim O'Sullivan, Chief Executive

Purpose

The purpose of this document is to articulate the future ambition of the NTPF, to outline its key strategic priorities for the years 2017-2019 and to present these in the form of a Strategic Plan. This is accompanied by an Action Plan focused on key deliverables over the three year life-span of the strategy.

The current Board of Directors was appointed in March 2014 with a scheduled term of three years. During its tenure the Board wishes to oversee the development of a comprehensive Strategic Plan for the organisation that will enable the NTPF to optimally contribute to the public health services in as far as its remit allows. This strategy is aligned to the commitments contained in *A Programme for a Partnership Government, 2016* in relation to specific funding allocated to the NTPF to reduce waiting lists for 2017 and 2018.

Background

The NTPF was established by Statutory Instrument S.I. No. 179 of 2004 – The National Treatment Purchase Fund Board (Establishment) Order, 2004.

The key functions are:

- To make arrangements with persons, whether resident in the State or elsewhere, for the provision of hospital treatment to such classes of persons as may be determined by the Minister, from time to time;
- To collect, collate and validate information in relation to persons waiting for hospital treatment and to put in place information systems and procedures for that purpose;
- To furnish whenever it is so required by the Minister or on its own initiative, advice to the Minister on issues relating to its functions under this Article;
- To perform any other function in relation to the purchase of hospital treatment that the Minister may from time to time assign to it.

In addition, the Nursing Home Support Scheme Act, 2009 amended the Establishment Order to include the following additional purpose:

- To make arrangements with a person it considers to be appropriate, being a proprietor of a nursing home, relating to the price at which long-term residential care services will be provided by such person to persons requiring such services, and who are in receipt of financial support under the Nursing Homes Support Scheme Act 2009;

In July 2012, the Minister for Health advised the NTPF that under provisions of the Statutory Instrument he was assigning additional responsibilities to the Board. These were:

- To develop a national outpatient waiting list register;
- To develop and implement schemes to support and facilitate the gradual reduction in maximum outpatient first appointment waiting times;
- To support measures to facilitate improved patient experience time and performance in hospital emergency departments through targeted programmes of support.

The decision made in July 2012 reflecting Government Policy, effectively signalled the end of the direct commissioning of patient-level treatment by the NTPF. It also reflected a major change in the operational framework of the NTPF as this work represented a significant cohort of the activity of the NTPF since its inception. As a result, the organisation re-focused its efforts to concentrate on three key areas; Data and Analytics; Pricing and Audit & Quality Assurance.

Notwithstanding the change of focus, the NTPF remained a statutory independent corporate body appointed by and accountable to the Minister for Health and it continued to play a valuable role in relation to the patient treatment process. In an effort to fulfill its potential, discussions were held with the Department of Health in relation to the future role of the organisation and how best it could support the health service. In particular, the Board and Executive of the NTPF were eager to enhance its existing services and leverage its expertise to provide additional support services.

Early in 2016, the Department provided clarity to the NTPF in terms of areas considered appropriate for the NTPF to pursue in the short and medium term. This enabled the organisation to commence the formal process of preparing a strategy to cover the next three years.

During the course of preparing this strategy *A Programme for a Partnership Government* was published which committed to tackling the most pressing challenges Ireland faces, including health. In particular, the programme has specific actions to address patient waiting times across the health service and has committed to continued significant investment.

This clarified role along with specific funding committed to the NTPF, is strongly welcomed by the Board of Directors and its Executive and this strategy takes into account such a role in setting out how we plan to achieve our strategic ambition over the next three years.

Achieving our Strategic Intent

In preparing a three-year Strategy & Action Plan it is important to ensure that the organisation has the necessary skills, expertise and resources to implement the strategy to ensure that the strategic intent can ultimately be achieved.

The NTPF has long been recognised as a statutory independent body in the area of patient treatment data and is cognisant of its supporting role within the context of the overall health service both in terms of assisting in the development and shaping of policy in relation to patient treatment and also in terms of providing practical support, guidance and data analytics to the health delivery system to help ensure that patients are treated as quickly as possible in our public facilities.

To complement the range of services that we currently provide, our ambition for the next three years is to focus our effort on:

- Supporting the delivery of improved waiting times for scheduled care;
- Developing local demand and capacity planning tools and mechanisms;
- Developing waiting lists for hospital diagnostics;
- Delivering technical guidance materials for hospitals to ensure the highest standards of data quality and practices;
- Conducting a review of the pricing system for Long-term Residential Care;
- Playing a role in the treatment of patients waiting long periods, including the commissioning of certain treatments;
- Exploring the collection of waiting lists for services in community and primary care;
- Considering a potential role in the pricing of other health services.

The specific measures required to deliver on this programme of work are contained in the Action Plan for 2017-2019 set out in this document.

These actions will be managed through the NTPF's main functional areas of: Corporate Services, Finance & Pricing, Audit & Quality Assurance, Information Technology and Project Development Office, with responsibility for delivery of actions being assigned to relevant members of the Executive.

Developing the Strategy

The Board has worked closely with the Executive to set out a strategic direction to enhance the current role and to expand its remit into areas where it has the capacity and expertise to add value, and where it is appropriate to do so. The Board established a Strategy Committee soon after its appointment to work with the Executive on behalf of the Board to develop a strategic vision for the NTPF, which will ensure matching the strengths of the NTPF with the opportunities in a reforming health service.

A number of exercises and facilitated workshops were undertaken to build the strategy content and to take into account the evolving requirements of the health service overall. In particular the Executive carried out a SWOT analysis and an options appraisal process was conducted. This informed the development of thinking about what is required to sustain the NTPF in its established role but also the creation of a coherent set of new potential service options for the NTPF which were, in turn, evaluated against set criteria. All the core strategic building blocks (Mission/Values/Strategic Objectives) were reviewed by the Executive team in workshop format and approved by the Strategy Committee prior to formal review, input and agreement by the Board of Directors.

Stakeholder Engagement

In developing its Strategy and Action Plan, the NTPF was conscious of its support role of the health service. In this regard, the success of the strategy will be to ensure that key objectives are aligned with those of the health service.

In order to validate our strategic intent, a detailed consultation process was therefore conducted based on the Board approved draft and prior to finalisation for publication. This process entailed conducting a series of one on one briefing sessions with an agreed list of key stakeholders and influencers across the system. This included senior personnel from; Department of Health; HSE; private hospital/nursing home representative bodies as well as patient/service user and advocacy groups. We also consulted with our staff to obtain their views and aspirations pertaining to our strategic intent.

Based on the valuable feedback provided from these sessions through responses to series of questions, the draft strategy was amended and completed.

Mission of the National Treatment Purchase Fund

The Mission of the NTPF is to empower public health service providers and funders, and add value by delivering;

- Independent assurance and verification of waiting list information and processes concerning patient treatment, and;
- Specialist price negotiation and purchase initiative support when sourcing health services

Values

The work of the NTPF will be underpinned by the following values:

Excellence:

We are committed to delivering services of the highest quality which are innovative and integrated in nature while taking real pride in the services we deliver. We will ensure that the solutions are sustainable in an evolving health service.

Partnership, Integrity & Respect:

We will at all times endeavor to work in partnership with our key stakeholders, including patients, staff, Government and health care providers in a spirit of consultation, collaboration and integrity within a culture of mutual respect to add value to the public health system.

Independence, Accountability & Responsibility:

Through consistent strong leadership we will ensure that we maintain our independence as a statutory agency and that we are appropriately accountable and responsible for the decisions that we make.

Strategic Objectives

The **Strategic Objectives** are those which must be achieved to ensure we deliver successfully on our overall strategic intent. They are listed below and, while not in any priority order, are strongly interdependent.

We have been explicit about the **Outcomes** we wish to achieve and have identified within each Strategic Objective the **Critical Success Factors** which will enable us to achieve that objective.

Each of our **Strategic Objectives** is set out below along with a brief statement relating to the context behind each. This document also sets out in tabular form the related **Actions, Outcomes and Critical Success Factors**. We have also developed an **Implementation Timeline and Key Performance Indicators**. In addition we have identified a senior **Executive Owner** with primary responsibility for achieving the objective.

1 STRATEGIC OBJECTIVE

Negotiate pricing agreements and the purchase of quality care from providers on behalf of the State

The context for this objective originated in a key reason for the establishment of the NTPF back in 2004. At that time, there were long delays for patients waiting for treatment in the public health system and there were capacity delays in the system for which there were no immediate solutions. The NTPF was allocated a significant annual budget to directly commission treatments largely in the private hospital sector in order to alleviate excessively long waiting periods and was quite successful in achieving this objective. Since 2012, there has been a focus on alternative ways of dealing with long waiting lists. However, the provisions of *A Programme for a Partnership Government* in 2016 provide significant funding for the NTPF to address long waiting lists. The NTPF is now working to re-establish its operational capacity to deliver on this mandate.

In addition, the establishment of the Nursing Home Support Scheme (*Fair Deal*) in 2009 led to the NTPF playing a key role in relation to the pricing of long-term residential care.

2 STRATEGIC OBJECTIVE

Ensure a sustainable and fair market for Long-term Residential Care with sufficient capacity to meet the requirements of those who require such care

The context of this objective relates to the Department of Health publishing its review of the Nursing Home Support Scheme (*Fair Deal*) in 2015. In acknowledging that the NTPF has done an effective job in introducing and managing a pricing system, it recommended that the NTPF should review the present system with a view to:

- Ensuring that there is adequate residential capacity for those residents who require higher level or more complex care;
- Ensuring value and economy, with the lowest possible administrative cost for the State and administrative burden for providers;
- Increasing the transparency of the pricing mechanism so that existing and potential investors can make as informed decisions as possible.

In 2016, the Department of Health requested that the Chief Executive of the NTPF chair a review which was carried out in the second-half of the year. Establishing the process for agreeing the outcome of the review and overseeing the implementation programme is a key objective for the NTPF. We will work with all relevant stakeholders to achieve this objective.

3 STRATEGIC OBJECTIVE

Publish and share quality assured waiting list information in relation to public health services

The context for this objective originated in the establishment of the NTPF. We have, since 2004, a mandate to collect, collate and validate information in relation to persons waiting for hospital treatment and this was extended to outpatient waiting lists in 2012.

Over the years we have improved our capacity and expertise in relation to this Data Analytics role for Inpatient, Day Case and Outpatient waiting lists. We are constantly engaging with our key partners and stakeholders to ensure that they are equipped, in a timely manner, with the necessary data and tools to make decisions that will ultimately lead to patients being treated faster. We also wish to extend our role to providing quality-assured waiting list data relating to non-hospital and community based health services so that all areas of the public health service can access data to support them to make evidence-based decisions.

4 STRATEGIC OBJECTIVE

Develop performance improvement tools for the operational management of patient treatment pathways in the public health system

The context for this objective arises from our on-going interaction with the health service and, in particular with the acute hospitals across the country. As an independent body, the NTPF is uniquely positioned to spearhead the development of a suite of performance improvement tools and techniques that will ensure that operational managers in the delivery system are equipped to manage resources in the most efficient and effective manner to ensure that patients are treated faster and in the most equitable manner possible. We are committed to working with health service managers to explore other non-hospital based areas to focus on. Our Audit & Quality Assurance service will ensure that the highest standards of data quality and operational management are being maintained.

5 STRATEGIC OBJECTIVE

Provide advisory expertise to the public health service in relation to patient treatment pathways

The context of this objective again has its origins in our establishment with the NTPF being given a specific function relating to the provision of advice. Since our inception we have embraced this role and continue to play an important part in advising on best practice, developing resource material and providing benchmarks against international best practice in the area of scheduling of patient treatment. We work with our partners and key stakeholders in health and academic fields in relation to advice and guidance on scheduled care in hospital settings and we have an ambition to develop this capacity for non-acute community based services.

6 STRATEGIC OBJECTIVE

Ensure that the NTPF governance and operational infrastructure are fit for purpose in delivering and communicating our strategic objectives

As a state body, the NTPF is conscious of the requirement to operate to the highest standards of corporate governance and to ensure that we appropriately manage the risks which we face in carrying out our role. This obligation is particularly relevant as we embark on the implementation of this strategy which seeks to enhance our role in the health service with the aim of treating patients faster. It is vitally important that we have the necessary structures, processes and resources in place to effectively deliver on our existing mandate as well as enhancing our role and effectively managing the additional resources committed in *A Programme for a Partnership Government* for treating long-waiting patients.

Management of Risk

The NTPF is committed to the management of risk as an integral part of its operations, implementing strategies to minimise threats to the achievement of the organisation's goals and objectives particularly in respect of its Strategic Plan.

There is a clear governance and reporting framework in place to ensure that the Audit and Risk Committee and subsequently the Board of Directors are adequately informed of the status of risks facing the NTPF. The current risk matrix ensures that risks are managed, monitored and reported on a monthly basis.

As part of this strategy and in line with *Risk Management Guidance for Government Departments and Offices*, (Department of Public Expenditure & Reform, February 2016), a complete new Risk Matrix Framework will be delivered in 2017. This will include a risk register in 5 x 5 matrix as set out in the guidance which is consistent with *International Standards Organisation (ISO) 31000:2009 Risk Management – Principles and guidelines*.

Resourcing

Delivery of this three year strategy, aligned with the additional funding committed in *A Programme for a Partnership Government*, will require us to review existing resourcing arrangements and priorities in line with our overall mandate and ambition. The strategy sets out a number of significant new areas which may, in some cases, require expanded manpower levels or, more likely, expanded skillsets to complement existing capability.

Our approach will be to look firstly to internal resources to assess our options. We will then develop the business cases to the Department of Health to support investment in additional resourcing.

The relevant system and control infrastructure needed to complement and support the implementation of this strategy will also need detailed review and consideration particularly in light of any expansion in the scale of our operations.

Communications

A strong communications process is at the heart of all healthy and successful organisations. As part of this process, we will develop a **Communications Plan** to advise our staff and key stakeholders of the ambition and content of the strategy. It will stress the importance for the organisation and the wider health service of its successful implementation.

The communications plan will also provide the mechanisms by which progress in implementing the strategy will be communicated to our broadest stakeholders.

Implementation Planning & Reporting

It is important that control mechanisms are in place to ensure the success of implementing the strategy in a timely manner and also to ensure that the measures being implemented are having the desired effect. These mechanisms also provide an opportunity for management to reflect on what may not be working as well as anticipated and to put remedial measures in place to address issues identified.

Relevant and appropriate Key Performance Indicators (KPIs) are embedded in the Action Plan contained in this document. Through monitoring of these we will ensure that targets are being achieved to facilitate successful implementation of the plan. In addition, we have developed an indicative three year implementation timeline to ensure that the Actions are undertaken in a manageable and prioritised manner. The indicative timeline will be subject to review on a regular basis.

We will adopt a rigorous approach to reporting on these KPIs to ensure that we stay on track to implement our mission. The Chief Executive will give a quarterly progress report on the implementation of all aspects of the strategic plan to the NTPF Board. An appropriate number of goal-related measures will be used to track progress.

ACTION PLAN

OBJECTIVE 1 <i>Negotiate pricing agreements and the purchase of quality care from providers on behalf of the State</i>					
Actions	Timeline	Outcomes	KPIs	Critical Success Factors	
A. Establish and agree with the Department of Health the scope and extent of future commissioning support that will be required from NTPF and the resourcing implications in line with <i>A Programme for a Partnership Government</i> (May 2016)	Q1 2017	<ul style="list-style-type: none"> Value for money Faster treatment times for patients and improved patient experience Equity in relation to access to treatment 	<ul style="list-style-type: none"> Agree plan between NTPF & DoH TBA dependent on the scope of the agreed plan 	<ul style="list-style-type: none"> Formal commitment to a clear long-term role for NTPF in healthcare commissioning Appropriate, timely, ring fenced budget Appropriate infrastructure Skilled experience staff Stakeholder and patient engagement 	
B. Explore extending the NTPF pricing and commissioning approach to other areas of the health service	Q2 2018				

OBJECTIVE 2 <i>Ensure a sustainable and fair market for Long-Term Residential Care with sufficient capacity to meet the requirements of those who require such care</i>				
Actions	Timeline	Outcomes	KPIs	Critical Success Factors
A. Conclude the Review of pricing for long-term residential care	Q 1 2017	<ul style="list-style-type: none"> An equitable sustainable market for long term residential care An agreed set of recommendations that match the requirements and meet the Terms of Reference of the Review 	<ul style="list-style-type: none"> Report and Implementation Plan approved by NTPF Board Volume, price, length and variation of price agreements Long term residential bed numbers 	<ul style="list-style-type: none"> Stakeholder agreement Detailed Implementation Plan Skilled, experienced staff
B. Agree and Implement Action Plan	TBC			
C. Negotiate Pricing Agreements for Long-term Residential Care with Proprietors of Private and Voluntary Nursing Homes	On-going as agreement due for renewal			

OBJECTIVE 3

Publish and share quality assured waiting list information in relation to public health services

Actions	Timeline	Outcomes	KPIs	Critical Success Factors
A. Collect, collate, validate and publish national inpatient, day case and outpatient waiting lists	On-going			
B. Develop and deliver a suite of web-based data analysis reports to stakeholders, including: Doh, HSE Acute Hospitals Division, Hospital Groups and individual Hospitals	Q4 2017	<ul style="list-style-type: none"> Increased responsiveness from healthcare service providers to treat patients faster Evidence based decision making by stakeholders 	<ul style="list-style-type: none"> Publication on our website by 6th working day after month-end 3b and 3c to be decided from agreed project plan 	<ul style="list-style-type: none"> Retention of independence in respect of publication and reporting of waiting lists
C. Continue with Data Completeness Data Quality (DCDQ) programme to monitor and report on the content of waiting list files submitted by hospitals	On going	<ul style="list-style-type: none"> Better informed patients and general public Complete and reliable quality data held by NTPF 	<ul style="list-style-type: none"> Inaugural Data Excellence Award ceremony (Jan 2017) Biennial award retention/achievement ceremony Data Awareness workshop with each hospital once a year 	<ul style="list-style-type: none"> A clear long term role for NTPF in waiting list reporting Skilled experience staff Appropriate technological resources
D. Assess the feasibility of collecting additional waiting lists, specifically: <ul style="list-style-type: none"> An extended Outpatient Waiting List Diagnostics Waiting Lists Community Based Services Waiting Lists 	Q4 2018			

OBJECTIVE 4 <i>Develop performance improvement tools for the operational management of patient treatment pathways in the public health system</i>				
Actions	Timeline	Outcomes	KPIs	Critical Success Factors
A. Progress the Inpatient, Day Case & Planned Procedure Project (PDPP), specifically through the; <ul style="list-style-type: none"> • Provision of a suite of Lean documents to support best practice • Development and delivery of tool kits to guide hospital staff with demand and capacity planning • Design and delivery of training workshops 	Q1 2017	<ul style="list-style-type: none"> • Equitable access to scheduled care through a standardised approach to waiting list management across all hospitals • Optimally skilled and equipped staff in hospitals • Faster treatment times and improved patient experience • Delivered audit programme • Improved Process Management • Improved Data Quality Assurance 	<ul style="list-style-type: none"> • Delivery of a suite of Lean documents to support best practice waiting list management • Development and delivery of tool kits to guide hospital staff with demand and capacity planning • Design and delivery of training workshops • Design and delivery of a new quality assurance model 	<ul style="list-style-type: none"> • Stakeholder engagement • Escalation Protocols • Hospital and Group operational infrastructure to support the tools • Skilled experienced staff
B. Develop and deliver an Audit & Quality Assurance Programme for scheduled care aligned with: <ul style="list-style-type: none"> • New Inpatient, Day Case & Planned Procedure Protocol and Toolkit • OSPIP Outpatient Protocol and toolkit 	Q2 2017			
C. Assess the feasibility to roll out the Audit and Quality Assurance Programme to Diagnostics and Community Waiting Lists	Q1 2018			

OBJECTIVE 5 <i>Provide advisory expertise to the public health service in relation to patient treatment pathways</i>				
Actions	Timeline	Outcomes	KPIs	Critical Success Factors
A. Participate in national policy forums relating to patient treatment	On-going	<ul style="list-style-type: none"> Better informed decision making Improved patient and service user experience Improved service delivery Irish performance is aligned with international best practice 	<ul style="list-style-type: none"> Monthly update to the Board Of Directors and wider health system with agreed suite of robust targeted reports 	<ul style="list-style-type: none"> Stakeholder Engagement Implementation of recommendations
B. Conduct diagnostic reviews to inform national policy	On-going			
C. Collaborate with partner Universities and research partners, to advance the scheduled care improvement agenda	Q1 2018			
D. Continue to develop alliances with hospitals, Hospital Groups and National stakeholders	Q2 2017			

OBJECTIVE 6 <i>Ensure that the NTPF governance and operational infrastructure are fit for purpose in delivering and communicating our strategic objectives</i>				
Actions	Timeline	Outcomes	KPIs	Critical Success Factors
A. Ensure compliance with Corporate Governance national standards, with a specific focus on risk management and internal financial control	Q2 2017	<ul style="list-style-type: none"> Strong internal corporate governance including: Statutory compliance Value for money 	<ul style="list-style-type: none"> Corporate Governance Manual completed Completion of new Risk Framework & Register 	<ul style="list-style-type: none"> Appropriate skilled staff and supporting controls & systems
B. Review organisational structure, culture, internal resources, IT systems and operational processes	Q1 2017	<ul style="list-style-type: none"> NTPF delivers on its objectives An engaged and committed workforce 	<ul style="list-style-type: none"> New organisational framework delivered 	<ul style="list-style-type: none"> A clear long term role for NTPF Appointment of HR function
C. Implement the recommendations of commissioned HR analysis	Q1 2017	<ul style="list-style-type: none"> Increased recognition for NTPF brand and profile 	<ul style="list-style-type: none"> Delivery of the HR plan 	<ul style="list-style-type: none"> A clear long term role for NTPF in waiting list reporting
D. Develop a communication plan	Q1 2017	<ul style="list-style-type: none"> Informed stakeholders and enhanced organisational profile 	<ul style="list-style-type: none"> Communications Plan delivered 	

