Lesotho Nursing Council

Strategic Plan: October 2012–September 2017

ACKNOWLEDGMENTS

The Lesotho Nursing Council (LNC, the Council) would like to extend its gratitude to all the stakeholders who contributed to the development of the Strategic Plan 2012–2017. The development of this document was made possible through the efforts of the stakeholders (Task Team) from LNC, Ministry of Health (MOH), Christian Health Association of Lesotho (CHAL), Lesotho Nurses Association (LNA) and Independent Midwives Association Lesotho (IMAL) who worked tirelessly to complete the task. They are highly commended for their contributions.

The Council would like to express its sincere thanks to the LNC members and the nursing and midwifery stakeholders for their comments in the review process.

Task Team members were as follows:

- Ms Doreen Chaoana-Mapetja — LNC Member
- Ms Teboho Lesei – LNA Member
- Ms Mpoeetsi Makau – Head, Clinical Nursing Services
- Ms Anna Malethola 'Makhakhe – National Health Training College / IMAL
- Mrs Flavia Moetsana-Poka – LNC Registrar
- Mrs. Lydia Keketsi Mokotso – LNC Member
- Ms Nthekeleng Mots'oane – Quality Assurance Officer
- Mrs Nkaiseng Ngwane – LNC Member
- Ms Baholo Rakoro – Maluti Hospital
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LNC members at the time of strategic planning review were as follows:

- Principal Secretary, Health – Ex Officio
- Director, Nursing Services – Ex Officio
- Mrs Doreen Chaoana-Mapetja – Professional Conduct Committee Member
- Mrs Lydia Keketsi-Mokotso – Credentials Committee Member
- Prof. Thekiso Khati – National University of Lesotho Representative
- Adv. V.V. Kotelo – Law Society Representative
- Mrs Masebueng Majara – Public Member
- Mr Monaphathi Maraka – LNA Representative
- Mrs Masenate Matsolo – Public Member
- Mrs Flavia Moetsana-Poka – Registrar
- Mrs Maleshoane Monethi-Seeiso – Professional Conduct Committee Member
- Mrs Nkaiseng Ngwane – Professional Conduct Committee Member
- Mrs Elizabeth Nkholongo – Deputy Chairperson
- Mrs Ntsoaki Ralejoana – Chairperson
- Mrs Jane Ramokhitli-Mofoka – CHAL Representative
- Dr Amelia Ranotsi – Credentials Committee Member

The LNC would also like to acknowledge the guidance of Fadwa Affara, Maternal and Child Health Integrated Program (MCHIP) Regulatory Consultant, Maleshoane Monethi-Seeiso and Alice Christensen, MCHIP staff who are supported by Jhpiego under MCHIP in the development of this Strategic Plan.

MCHIP is the U.S. Agency for International Development (USAID) Bureau for Global Health's flagship maternal, neonatal and child health program. MCHIP supports programming in maternal, newborn, and child health; immunization; family planning; malaria; nutrition; and HIV/AIDS, and strongly encourages opportunities for integration. Cross-cutting technical areas include water, sanitation, hygiene, urban health and health systems strengthening. Visit www.mchip.net to learn more.

This program and document were made possible by the generous support of the American people through USAID, under the terms of the Leader with Associates Cooperative Agreement GHS-A-00-08-00002-00. The contents are the responsibility of MCHIP and do not necessarily reflect the views of USAID or the United States Government.

VISION

Contributing to public protection by assuring competence of nurses, midwives and nursing assistants throughout their work life.

MISSION

The mission of the LNC is to fulfil its mandate as a statutory body for regulating nurses, midwives and nursing assistants. It contributes to the improvement of health care standards by regulating nurses', nursing assistants' and midwives' education and practice, and through information giving, guidance and advocacy. It assumes responsibility for professional regulation through the implementation of sustainable and robust regulatory policies and practices.

STRATEGIC DIRECTIONS 2012–2017

1. The LNC will be the recognised statutory body with the authority and powers to implement the provisions of the revised Lesotho Nursing and Midwifery Council Act.
2. The LNC will have a robust organisational structure and sufficient and sustainable resources (human, material and financial) to fulfil its statutory mandate.
3. The LNC will be a fully functioning regulatory authority registering, licensing and relicensing; accrediting institutions and education programmes either as the sole accreditor or in collaboration with other accrediting authorities; and taking action in case of violations of the provisions of the Act.
4. The LNC will establish its identity in society and be recognised as the competent authority responsible for regulating nurses, midwives and nursing assistants as well as their practice and education.
5. The LNC will actively participate in relevant policy discussion and formulation with the MOH and other major stakeholders in areas that affect the regulation of practice, education and professional development of nurses, midwives and nursing assistants.

PRIORITIES

1. Enact the revised Lesotho Nursing and Midwifery Council Act.
2. Approve supporting Rules and Regulations (R & R).
3. Strengthen the governance and the organisational and planning capacity of the LNC.
4. Establish scopes of practice and standards of practice, ethical behaviour and code of conduct for the categories regulated by the Act.
5. Establish and implement nursing and midwifery education standards.

RISKS AND ASSUMPTIONS

Risks

- Insufficient resources (material, financial, human)
- Uncertain and poorly sustained Council leadership and inefficient management of Council affairs
- Loss of support from partners/development agencies as a result of change of focus or priorities
- Loss of independence of the LNC

Assumptions

- Enactment of the revised Lesotho Nursing and Midwifery Council Act
- Strengthened linkages and collaboration with the Nursing Directorate at the MOH, nursing and midwifery associations, nursing and midwifery education institutions, and the faith-based and private sectors
- Political commitment to delegated professional self-regulation
- Resources (human, material and financial) are sufficient to support the work of the LNC

STRATEGIC DIRECTION 1 The LNC will be the recognised statutory body with the authority and powers to implement the provisions of the revised Lesotho Nursing and Midwifery Council Act.								
STRENGTHENING LNC GOVERNANCE, ORGANISATION, PLANNING AND ADVOCACY ROLES								
Activity	Responsible	Resources	Timeline: Years					Key outcomes
			1	2	3	4	5	
1. Finalise draft of the Lesotho Nursing and Midwifery Council Act. 2. Monitor and advocate for passage of proposed revised Act.	Chair and Registrar LNC members	Time Lawyers' fees Printing of final law proposal	✓ ✓	✓ ✓				▪ Lesotho Nursing and Midwifery Council Act is passed by the Parliament.
3. Approve R & R to expand on the law: – Review final draft Act to identify areas requiring further expansion through the formulation of R & R. – Formulate draft R & R. – Obtain Council approval of R & R. – Acquire any other approval required in Lesotho so that R & R have the force of law.	Chair and Registrar Designated R & R Taskforce Registration and Licensure (R & L) Committee (when established)	Time Resources for meetings Lawyers' fees Printing of R & R	✓	✓	✓			▪ Priority areas for R &R development identified. ▪ A set of R & R for the LNC approved and gazetted after passage of the law.
4. Council orientation programme developed and implemented. Orientation includes: – Key elements and concepts of professional regulation role and responsibilities – Council work methods (eg policy development, decision-making, committees, finances, staff-Council relations) – Responsibilities for advocacy and promotion of LNC – Pilot testing on new Council and revising as needed	Chair and Registrar	Technical assistance through partners	✓	✓				▪ Orientation programme with teaching tools is in place. ▪ At least two people are trained to carry out orientation. ▪ Council members understand roles and responsibilities. ▪ Results of Council performance are satisfactory (eg conduct of meeting, timely decisions, effective committee work).

Activity	Responsible	Resources	Timeline: Years					Key outcomes
			1	2	3	4	5	
5. Prepare a Lesotho Nursing Council Handbook including: – Council powers, functions and responsibilities – Meetings, decision-making processes and responsibilities of each committee – Staff-Council relations – Communication – Ethical behaviour expected of each Council member (eg maintaining confidentiality, declaring conflicts of interest, supporting the integrity of Council) – Best practices for Councils to follow	Chair and Registrar	Technical assistance through partners	✓	✓				▪ Lesotho Nursing Council Handbook printed and distributed and used in Council orientation. ▪ Plan for regular review/updating.
6. Engage Council in policy formulation, decision-making and advocacy activities to promote the Council (policy training and developing Lesotho Nursing Council Handbook; advocacy training/materials).	Chair and Registrar	Time Technical assistance through partners	✓	✓				▪ Procedure for establishing/reviewing Council policies available. ▪ Lesotho Nursing Council Handbook (includes related policies) created. ▪ Advocacy areas specific to Council identified. ▪ Advocacy materials (eg speech and PowerPoint defining the LNC, its R & R and its importance to the profession; materials for educators to explain the importance of the LNC and why R & L is important) developed. ▪ Evidence of members engaged in advocacy activities available. ▪ Minutes available and easily accessed. ▪ System of update (eg communication by email with regular updates) for Council members between meetings functions. ▪ Response to Council members' feedback/information requests is adequate.

Activity	Responsible	Resources	Timeline: Years					Key outcomes
			1	2	3			
7. Approve first five-year Strategic Plan and detailed two-year Operational Plan. 8. Evaluate progress at 18 months and two years after implementation of Operational Plan; make adjustments and develop Operational Plan for the next three years. 9. Strategic planning for next five years started at the beginning of the fifth year of current Strategic Plan. New Strategic Plan based on establishing needs and priorities, evaluation of previous strategic outcomes, environmental scanning, and a realistic likelihood for success.	Board Board and Registrar Board	Existing LNC resources	✓	✓			✓	▪ First five-year Strategic Plan ▪ First, two-year Operational Plan with outcomes clearly indicated ▪ Second, three-year Operational Plan with outcomes clearly indicated ▪ Second five-year Strategic Plan
10. Prepare and approve Council structure (organogram). 11. Approve yearly budget for daily operations of Council.	Chair, Registrar, Board	Existing LNC resources		✓ ✓	 ✓	 ✓	 ✓	▪ New approved organogram ▪ Budget covers operational costs
12. Create new professional positions according to organogram and related job descriptions as Council work expands. 13. Develop proposal for funding of new professional positions.	Registrar will prepare job descriptions and funding proposal Board will approve	Existing LNC resources	✓ ✓	 ✓				▪ Staff positions match Council functions ▪ Job descriptions approved and positions funded

STRATEGIC DIRECTION 2 The LNC will have a robust organisational structure and sufficient and sustainable resources (human, material and financial) to fulfil its statutory mandate.								
STRENGTHENING LNC GOVERNANCE, ORGANISATION, PLANNING AND ADVOCACY ROLES								
Activity	Responsible	Resources	Timeline: Years					Key outcomes
			1	2	3	4	5	
14. Prepare administrative staff to fulfil position responsibilities: – Orient staff to regulatory processes, Council work and their role in supporting Council members. – Provide staff development to match job requirements. – Assess staff performance at least yearly.	Registrar	Existing LNC resources	Ongoing as staff are appointed					▪ New staff orientation programme developed and implemented as necessary. ▪ Office policies and administrative handbook available and staff are knowledgeable about relevant areas. ▪ Training needs identified. ▪ Staff given training according to the LNC new staff orientation programme and available resources. ▪ Staff performance assessment carried out according to policy.
15. Set up internal LNC office administrative policies and procedures.	Registrar	Support from partners	✓	✓				▪ LNC has clear office policies and procedures that provide guidance and control and set accountability.
STRATEGIC DIRECTION 3 The LNC will be a fully functioning regulatory authority registering, licensing and relicensing; accrediting institutions and education programmes either as the sole accreditor or in collaboration with other accrediting authorities; and taking action in case of violations of the provisions of the Act.								
REGISTRATION AND LICENSURE								
16. Hire a professional staff member (Registration/Licensure Officer) to be responsible for R & L.	Registrar	Funding needed to recruit and pay			✓			▪ Person selected. ▪ Person oriented to LNC and role responsibilities.
17. Train R & L Officer in role requirements (should be clearly set out in job description), including a period in a well-established regulatory body and a period of mentoring by a regulator experienced in R & L matters.	Registrar	Funding needed for study visits			✓			▪ Visit report indicating what was useful, how it was applicable to this context, and suggestions for follow-up. ▪ An established working relationship with an experienced regulatory body or mentor.

Activity	Responsible	Resources	Timeline: Years					Key outcomes
			1	2	3	4	5	
18. Develop terms of reference (TORs), R & R (eg development, reporting relations, records) and policies for the R & L Committee.	Registrar Taskforce	Existing LNC resources	✓	✓				▪ TORs, R &R, composition and working guidelines available and in use.
19. Appoint and train the R & L Committee.	Board and Registrar	Existing LNC resources	After enactment of Lesotho Nursing and Midwifery Council Act					▪ Committee meets regularly enough to fulfil functions. ▪ Effective working methods and communication are established. ▪ Outputs match those stipulated in TORs.
20. Seek Council approval for R & L eligibility requirements.	Board	Existing LNC resources	✓					▪ R & L eligibility requirements for all categories approved. ▪ Plan for regular review and updating of R & L eligibility requirements evident.
21. Establish the processes and procedures for R & L and develop the necessary information sheets, forms and any other required documents.	Registrar R & L Committee Taskforce	Existing LNC resources	✓	✓				R & L: ▪ Procedures for all categories agreed upon and implemented. ▪ Forms/information materials printed and disseminated.
22. Develop and implement a communication plan about the purpose and processes for R & L targeting potential licensees, employers, and educators.	Registrar	Existing LNC resources	✓	✓				▪ Communication plan implemented.
23. Work with interested parties (employers, educators, MOH, professional associations) to develop an implementation plan to secure full R & L coverage of nurses, nursing assistants and midwives.	Registrar	Existing LNC resources	✓	✓	✓	✓	✓	▪ R & L coverage above 95% by 18 months after plan implementation.
24. Finalise software and operationalise the R & L computerised database. 25. Hire and train permanent Records- and Data-Management Clerk. 26. Negotiate access to other relevant databases and make Council data available for human resources for health needs.	Registrar	Funding needed to expand hardware and software Funding needed to hire a permanent Records- and Data-Management Clerk	✓ ✓ ✓	✓ ✓	 ✓			▪ Data operator trained to enter and extract needed data and reports. ▪ System running smoothly and able to provide data and reports required by Council and relevant others. ▪ Access is provided to the database under certain conditions (eg payment of a fee)

SCOPES OF PRACTICE AND PRACTICE STANDARDS								
Activity	Responsible	Resources	Timeline: Years					Key outcomes
			1	2	3	4	5	
27. Establish a taskforce to define scopes of practice for the registered nurse, midwife and nursing assistant, to be derived from the task analysis for nurses and midwives and inputs from service staff, educators and the Nursing Directorate. 28. Disseminate scopes of practice as part of professional development activities.	Registrar and Chair Registrar	Time Meeting support Printing of scopes	✓ ✓	 ✓	 ✓	 ✓	 ✓	▪ Approved scopes of practice. ▪ Evidence that curriculum, practice standards, and job descriptions of practising nurses, midwives and nursing assistants derived from scopes of practice.
29. Prepare guidelines explaining to registrants, nursing/midwifery service managers, educators and policy-makers the importance and use of scopes of practice (eg to guide curriculum development, in developing standards and job descriptions, in setting the limits of legal practice)	Registrar	Existing LNC resources	✓	✓				▪ Guidelines for use of scopes of practice available and disseminated to stakeholders.
30. Hire a professional staff member (Professional Practice Officer) to be responsible for professional practice and professional conduct.	Registrar	Funding needed to recruit and pay		✓				▪ Person selected and oriented to LNC and role responsibilities.
31. Train Professional Practice Officer in role requirements (should be clearly set out in job description), including period in a well-set-up regulatory body being mentored by a regulator practised in role requirements.	Registrar	Funding needed for study visits		✓				▪ Visit report indicating what was useful, how it was applicable to this context, and suggestions for follow-up. ▪ An established working relationship with an experienced regulatory body (eg mentor-mentee relationship).
32. Develop TORs, R & R (eg development, reporting relations, records), and policies for the Professional Practice Committee.	Registrar Taskforce			✓				▪ TORs, R & R, development, and working guidelines available and in use.

Activity	Responsible	Resources	Timeline: Years					Key outcomes
			1	2	3	4	5	
33. Appoint the Professional Practice Committee and train the members in standards: their uses, development, evaluation and updating.	Board	Existing LNC resources	After enactment of Lesotho Nursing and Midwifery Council Act					▪ Committee meets regularly enough to fulfil functions. ▪ Committee and communication guidelines available and in use by the committee.
34. Establish practice standards for nursing and midwifery and an implementation (dissemination/monitoring/evaluation) plan. 35. Seek Council approval. 36. Implement plan for dissemination, monitoring and periodic updating of practice standards.	Taskforce, Board, Registrar Board Professional Practice Committee and Registrar	Time Meeting support Existing LNC resources Funding needed for printing of standards	✓ ✓ ✓	 ✓	 ✓	 ✓ 	 ✓	▪ Process for establishing, disseminating, periodically reviewing and updating standards is in place. ▪ Current nursing and midwifery practice standards approved by Council are in use. ▪ Process to monitor implementation and gather feedback for use at next review and update is in place. ▪ Decision-making tree for determining new and updating current scopes of practice has been created.
37. Launch, implement and evaluate a system for continuing professional development.	Registrar	Funding needed for implementation	✓	✓	✓	✓	✓	▪ Quality and nursing care indicators improved.
EDUCATION STANDARDS AND ACCREDITATION								
38. Hire a professional staff member (Education Officer) to be responsible for education and accreditation matters.	Registrar	Funding needed to recruit and pay	✓					▪ Job description approved. ▪ Person selected. ▪ Person oriented to LNC and role responsibilities.
39. Train Education Officer in role requirements (should be clearly set out in job description), including period in a well-set-up regulatory body being mentored by an experienced regulator.	Registrar	Funding needed for study visits	✓	✓				▪ TORs, development, working guidelines prepared and approved.

Activity	Responsible	Resources	Timeline: Years					Key outcomes
			1	2	3	4	5	
40. Appoint and train the Education Committee on standards—uses, development, evaluation and updating—and accreditation.	Board	Existing LNC resources	After enactment of Lesotho Nursing and Midwifery Council Act					▪ Committee meets regularly enough to fulfil functions. ▪ Committee and communication guidelines available and in use by the committee.
41. Establish education standards and implementation plan for nursing and midwifery.	Taskforce and Registrar	Time Meeting support	✓					▪ Process for establishing, disseminating, periodically reviewing and updating standards is in place. ▪ Current nursing and midwifery education standards approved by Council are in use. ▪ Process to monitor implementation and gather feedback for use at next review and update is in place.
42. Seek Council approval for nursing education standards.	Board	Existing LNC resources	✓					
43. Implement plan for dissemination, monitoring and periodic updating of education standards.	Education Committee and Registrar	Existing LNC resources	✓	✓	✓	✓	✓	
44. Establish a Memorandum of Understanding with the Council for Higher Education to: – Establish accreditation-specific standards for nursing and midwifery education – Collaborate in carrying out accreditation activities – Develop processes and tools for accreditation 45. Prepare information to familiarise owners and principals of nursing and midwifery institutions and programmes with the accreditation requirements and processes.	Board	Lawyer to review Existing LNC resources	✓	✓	✓	✓	✓	▪ Accreditation process agreed upon. ▪ Accreditation tools ready. ▪ Information packs distributed to schools/programmes. ▪ Nurses and midwives accreditors involved in accreditation.
46. Review LNC registration examination policies and procedures to determine if they support the development of reliable, valid examinations. 47. Examine other approaches to competencies validation and, if necessary, recommend changes to be made.	Board and Education Committee	Existing LNC resources		✓		✓	✓	▪ System for validating competency achievements is congruent with best practices for competence assessment.

CODE OF ETHICS								
Activity	Responsible	Resources	Timeline: Years					Key outcomes
			1	2	3	4	5	
48. Collaborate with the LNA, the IMAL and the Nursing Directorate to establish the codes of ethics for nursing and midwifery.	Registrar	Existing LNC resources IMAL	✓	✓				▪ The code of nursing and midwifery ethics and professional conduct established. ▪ Each health/education facility has a copy of the national standards for practice and the Code of Professional Conduct and has integrated them into staff development programmes. ▪ Workshops and other forms of communication are ongoing to introduce standards and Code of Professional Conduct.
49. Develop LNC Code of Professional Conduct.	Registrar	Existing LNC resources	✓					
50. Gain Council approval for code of ethics (if jointly established with LNA) and the LNC Code of Professional Conduct.	Board	Existing LNC resources		✓				
51. Publish and disseminate a pocket-sized version of the LNC Code of Professional Conduct.	Associations	Funding needed for printing of Code of Professional Conduct and dissemination activities		✓	✓	✓	✓	
PROFESSIONAL DISCIPLINE								
52. Review existing R & R of the Professional Conduct Committee. 53. Establish: – A professional conduct system (how to make a complaint, investigation, hearing, decision, range of penalties, appeals) – A process to deal with substance abuse and health issues and health issues	Taskforce and Registrar	Time 酣¶ 礦鞆弓(ᔑ·傑悅g h Existing LNC resources		✓	✓			▪ Professional Conduct and Health Committees are established and all members are trained. ▪ LNC Code of Professional Conduct approved and disseminated. ▪ Professional Practice Officer is confident in managing the professional conduct processes.
54. Reorient current Professional Conduct Committee. 55. Train Professional Practice Officer to manage disciplinary processes.	Registrar and Professional Practice Officer	Existing LNC resources	After enactment of Lesotho Nursing and Midwifery Council Act					
56. Prepare and disseminate supporting documents, guidelines (eg how to make a complaint, steps in the disciplinary process).	Registrar and Professional Practice Officer	Existing LNC resources			✓			

STRATEGIC DIRECTION 4 The LNC will establish its identity in society and be recognised as the competent authority responsible for regulating nurses, midwives and nursing assistants as well as their practice and education.								
IDENTITY AND ADVOCACY								
Activity	Responsible	Resources	Timeline: Years					Key outcomes
			1	2	3	4	5	
57. Develop a communication and public relation strategy to raise awareness and inform about purpose, function, programme of work and benefits of having an active Council, targeting: – Health professionals – Educators of health professionals – The public – Policy- and decision-makers – Potential funders 58. Set policies on who is authorised to communicate with registrants, policy-makers, public and media. 59. Use multiple communication methods, including a dedicated website, to report on Council activities and achievements. Tailor communications to the needs of: – New applicants – Registrants/licensees – Council and committee members – Public – Policy-makers – Media	Board and Registrar	Time Meeting support Funding needed for communication/media expert input		✓	✓			▪ Communication strategies developed with a two-year work plan. ▪ Communication policies established. ▪ Media contacts established: articles on LNC appear in the press at least twice a year; President's viewpoint on LNC sought by media. ▪ Press clippings book maintained. ▪ Website updated with LNC contact information, information about board members, R & L information (requirements, procedures), standards, and guidelines. ▪ Press releases used to mark important events. ▪ Periodic briefings, fact sheets, information brochures, etc., disseminated to the profession, key decision-makers and other stakeholders.
	Board	Existing LNC resources	✓					
	Registrar	Funding needed for communication/media expert input		✓	✓	✓	✓	
60. Train Council members and Registrar in the use of media and to improve communication skills.	Registrar	Time Meeting support Funding needed for communication/media expert input		✓	✓			▪ Communication skills training given as needed to Council members and key Council staff. ▪ Volume of requests for information is significantly increased.

Activity	Responsible	Resources	Timeline: Years					Key outcomes
			1	2	3	4	5	
61. Involve the nursing and midwifery professional associations in information and advocacy work on behalf of the Council.	Registrar	Existing LNC resources	✓	✓	✓	✓	✓	▪ Associations maintained in the communication loop. ▪ Council members invited to speak at meetings/conferences. ▪ Council information available on association websites and other materials.
62. Develop Council identity through careful branding, protecting and controlling the use of Council logo: – Council approves R & R for use of Council name and logo. – Process is in place for monitoring and taking action in the event of misuse of name and logo.	Chair and Registrar	Funding needed for expert input about branding and protection of brand			✓			▪ Rules for branding Council products/ activities and use of the logo exist. ▪ Logo is protected from nonauthorised use. ▪ Evidence exists that logo use is monitored and action taken when use is nonauthorised. ▪ Evidence exists that the LNC is recognised within and outside health.
STRATEGIC DIRECTION 5 The LNC will actively participate in relevant policy discussion and formulation with the MOH and other major stakeholders in areas that affect the regulation of practice, education and professional development of nurses, midwives and nursing assistants.								
CONTRIBUTION TO HEALTH POLICY PLANNING AND WORKFORCE PLANNING								
63. Issue and disseminate annual reports of Council work to key policy-makers.	Board and Registrar	Existing LNC resources	✓	✓	✓	✓	✓	▪ Annual reports available and disseminated. ▪ Position statements used to define Council's viewpoint on key issues. ▪ Council is represented on policy committee and bodies that impact regulation. ▪ Evidence that Council is being consulted (eg advice is sought by MOH and others).
64. Establish a working relationship with the Nursing Directorate. 65. Respond in a timely manner to requests from the MOH and other authorities for information and/or advice.	Board and Registrar	Existing LNC resources	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	
66. Prepare timely position papers on issues related to nursing and midwifery regulation—such as standards, regulation and creation of new cadres—as they emerge.	Board and Registrar	Existing LNC resources	✓	✓	✓	✓	✓	
67. Seek Council membership on committees and other platforms related to policy formulation. 68. Ensure Council representatives engaged in policy work are prepared and well grounded in Council's role, programmes and legislative basis.	Board and Registrar	Existing LNC resources	✓	✓	✓	✓	✓	