Strategic Plan

of the

College of Community Physicians of Sri Lanka

2018 – 2022

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Executive Summary

College of Community Physicians of Sri Lanka being the foremost professional body of the Public Health Practitioners in Sri Lanka, is mandated to play an important role in shaping the public health landscape of the country. For this purpose, it requires not only to get itself evolved into an organization having a formidable strength, but also requires to be an organization which does not depend, for its survival, on other organizations with different interests, goals and agendas.

The second Strategic Plan of the CCPSL is developed with this vision in its background. It has identified its long-term goals as well as its short and medium-term goals. Strategic objectives of the current plan have been developed to initiate the activities that lay the foundation for its long-term goals.

Current Strategic Plan consists of six strategic objectives to promote evidence base public health practices and system development through appropriate interventions, developing capacity of public health professionals and mobilizing all stakeholders for a common agenda through the leadership of the College as a strong independent professional body.

Mechanisms to make the College a self-sustained organization and mechanism to monitor the progress of the implementation too, embedded in the current plan.
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Foreword

It is with great pleasure that I present the second Strategic plan of the College of Community physicians of Sri Lanka. The College, which is the leading public health professional organization in Sri Lanka has been in existence in different forms for the past nine decades shaping the public health landscape in the country. Leadership given by its members has paved the way to the unique and extraordinary health achievements so far achieved by Sri Lanka.

After bringing many of the health indicators to levels comparable to those of the developed countries, Sri Lanka now facing the challenge of improving them further which is becoming increasingly resource intensive. With the introduction of the Millennium Development Goals followed by the Sustainable Development Goals, all countries are now engaged in somewhat common agenda. This in turn has increased the demand for international assistance which is already in a depleted status. In this context, countries like Sri Lanka need to adopt innovative approaches to achieve our health targets and the College having recognized the need for adapting to this changing environment introduced its first Strategic Plan in 2012 to cover a period of five years.

Current Strategic Plan has been aimed at initiating a number of activities that would transform the college to the desired long-term goals. It also has identified new strategies and has incorporated the required mechanisms to implement, monitor and evaluate the proposed strategies/activities.

I would also like to take this opportunity to express my sincere gratitude to all who contributed to this important endeavor.

Dr. H.D. B. Herath
President
College of Community Physicians of Sri Lanka
2017/2018
1. **Introduction**

The College of Community Physicians of Sri Lanka (CCPSL) is the foremost professional body of the Public Health Practitioners in Sri Lanka. The membership consists of specialists in Community Medicine. In addition to these professionals, there are members from other specialties as well.

2. **History of Establishment and the Legal Basis**

The College originated as the “Society of Medical Officers of Health” on 26th of November 1927 and was the second professional body in the medical sciences in Sri Lanka following the establishment of the Ceylon Medical Association (CMA) branch of the British Medical Association (BMA) in 1887. It was also the first Public Health Association to be established in the South – East - Asian Region. The name of the Association was changed to the Ceylon Public Health Association in 1960 and to the Sri Lanka Association of Community Medicine in 1972. The Association was subsequently established as a College with the incorporation by an Act of Parliament in 1995 with the primary objective of fostering public health in Sri Lanka.

The Act of Parliament in 1995 stipulates the following objectives for the College.

1. To organize programmes on community medicine including post graduate education and research, in order to promote knowledge and experience in the subject among medical practitioners;

2. To organize programmes on community medicine for the welfare of the people, and to promote awareness of the subject among the people;

3. To promote fellowship with, and assist, persons and institutions engaged in the practice of community medicine;

4. To do other acts and things as are conducive or incidental to the attainment of the above objects.

3. **Membership**

The CCPSL presently has 358 members. Need to update and to describe the nature of the membership (types of membership, qualifications for membership etc.)
4. **Professional Scope**
The members of the College hold responsible positions in the government sector, academia, and also in the non-government sector, United Nations and other international agencies, and are making a substantial contribution to public health in Sri Lanka through service delivery, research, teaching & training and public education. Some members are contributing to the same while residing and serving in various positions overseas.

5. **Mandate of the CCPSL and the need for a Strategic Plan**
The health status in Sri Lanka, though satisfactory in comparison to other countries in the region, faces significant challenges given the changing demographic, epidemiological and social & economic conditions.

The discipline of public health has become even more important in this context and the CCPSL plays a leading and pivotal role in contributing towards health and wellbeing of the people of Sri Lanka.

The continued commitment of the CCPSL in being an active advocate for public health and promoting evidence based approaches requires the involvement of the wider membership and in doing so a cohesive plan is required to bring the diversity within the membership together.

Considering the above, the CCPSL decided, for the first time in 2012, to develop and implement a strategic plan going beyond the annual terms of the College Councils. The time period covered by the first Strategic Plan was from 2012 to 2017.

As the strategic plan encompasses a longer period than the annual terms of College Councils, need for the longer term agendas is well recognized. The Strategic plan therefore has accommodated innovativeness in bringing desired change that can go beyond the capacity of the Council members and include wider participation.

A review was done at the end of the period covering the first strategic plan and the success and the areas for further improvement were identified.

6. **Strategic Planning Process**
As the term of the first Strategic Plan ended in 2017, the Council elected for the year 2017/2018 entrusted the task of preparing the second strategic plan covering the next five years to the Subcommittee on Strategic Dimensions to Improve Public Health of the Council. Following few sessions of brainstorming, the first draft of the broad activities was presented to the Council in May 2018 and the first draft of the Strategic Plan was presented in June 2018.

Following a thorough review, same process used to prepare the 1st Strategic Plan was used to prepare the current Strategic Plan as well.

7. **Situation analysis**
The field of Public Health in the world is changing rapidly. Political, economic, technological, regulatory and socio-cultural factors play equally decisive roles in its evolution. The College of Community Physicians and its forerunners recognized this fact and adaptive measures were taken over the past to bring the College in to the current status. To look towards the future, a review of the current status was done and briefly described below.

There is a long-standing debate on the role of the Community Physicians in managing health services in Sri Lanka. Despite the fact that public health professionals played a key role in achieving the current landmark achievements in the field of health, the role of the Community Physicians in deciding public health policies and strategies appear to be taken over by other professions over the years. The College is currently fighting to safeguard its role in shaping the public health landscape in Sri Lanka. This issue has been further complicated by high level political involvement by some groups with vested interests. College requires working close collaboration with relevant authorities who are supposed to make impartial decisions in this regard.

College of Community Physicians of Sri Lanka is maintaining a strict policy of not opting for the support of partners having conflict of interest. As a result, the College is facing a major challenge in securing funds, even for its core events. Considering the general economic status of public health practitioners of whom the majority is living on their salary alone, harnessing financial contribution from the membership is also not a viable option. Therefore, it is essential to explore innovative approaches to ensure financial stability of the College.

As seen in many other fields of study, Public Health is also constantly adopting new technology, not only to improve its accuracy, efficiency, and effectiveness but also to improve its accessibility and affordability. Application of Information Technology and in collecting, analyzing and dissemination of health related data are ever expanding. Geographic Information Systems, Mobile telecommunication, programmes for statistical analysis are increasingly used to collect and analyze the data and information technology has made the dissemination of data and information via audio, video and print media easier and faster.

Public Health, being a vast field consisting of a large number of sub fields and specialties which are operating as separate specialties in health systems in some other countries. Unplanned branching of such specialties could lead to further complications at all levels of the health system. College requires initiating the development of such sub specialties in a planned manner to ensure maximum benefit is reached to the people.

Protecting public health from health hazards, especially, from emerging and re-emerging environment pollutants is also a challenge. Guiding research and environmental assessments to generate scientifically sound data and to provide unbiased and sustainable solutions requires competent professionals capable of working together with experts in other fields.

The legal framework under which the functions of the Public Health are operating is extremely diverse. Some public health ordinances are more than hundred years old and the context of some ordinances have not been updated to suit the changing social and economic environment.
Implementation of certain public health interventions are becoming increasingly difficult due to changing public expectations and rights oriented legal reforms taking place from time to time.

Updating existing legal instruments and developing new ones to facilitate public health interventions are also becoming difficult and time consuming due to the prevailing conditions in the institutions involved in this process.

Therefore, strengthening of the public health legislation arm which includes the capacity building of the public health specialists in this regard is a need of the hour and should be considered a priority.

The College requires to envisage on long term goals to ensure that it would fulfil the aspirations of the membership and public in general. In this regard, it should aim at becoming an independent, self-sufficient and influential professional organization within the next decade. Current Strategic Plan would set the direction of the College towards that goal.
8. **Strategic Plan – Vision, Mission and Goal**

The period- The Strategic plan is intended to guide the activities of the CCPSL for the period 2018 - 2022. The plan will be reviewed midterm and relevant revisions will be made.

**Vision:**
An excelling and universally acclaimed profession dedicated to achieve the fullest potential for health, wellbeing and quality of life of the people in Sri Lanka

**Mission:**
Working together to promote public health through professional approaches

**Goal:**
To become an informed, collaborative and strong advocate of public health

9. **Core values and guiding principles:**

- To adopt evidence based approaches
- To be responsive to the current and emerging challenges of public health
- To build and harness partnerships and networking with key stakeholders, professionals and public agencies
- To uphold principles of equity that give opportunities to improve the health of the nation
- To embrace a practice of integrity, ethics, accountability, transparency good governance and human rights
- To be committed to the cause of upholding public health commitment,
• To respect the dignity and rights of fellow professionals and the general public.
10. **Strategic Objectives, Strategies and Activities**

**Strategic Objectives:**

1. To play an essential role in promotion of evidence based public health policy and public health systems development in Sri Lanka

2. To be the leading advocate for better health

3. To enable public health professionals to practice evidence based decision making

4. To mediate intra sectoral & inter sectoral, public & private partnerships for cohesive and representative decision making

5. To establish and maintain a solid operational model for College activities that fulfill the principals of accountability, sustainability and financial stability

6. To establish a monitoring mechanism to implement the activities of the Strategic Plan in a time bound manner
Strategies and Activities

1. To play an essential role in promotion of evidence based public health policy and public health systems development in Sri Lanka

<table>
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<tr>
<th>Strategy 1.1</th>
<th>Facilitate Public health research on priority public health issues through strategic partnerships/collaborations</th>
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<tr>
<td>Activity 1.1.1</td>
<td>Provide support and guidance for postgraduate students including coordination of research grants</td>
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Research conducted as part of the postgraduate training is an important contributor for the broadening of public health evidence base. Value of such research depend on the soundness of the methodology, degree of supervision, availability of funds and other resources to name a few. The College would support and provide necessary guidance to the trainees to ensure quality unbiased evidence is generated.

<table>
<thead>
<tr>
<th>Activity 1.1.2</th>
<th>Conduct scientific sessions and special research symposia</th>
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<td>This is mainly to provide a wider forum for the dissemination of research findings of the members.</td>
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<tr>
<th>Activity 1.1.3</th>
<th>Collaborate with other colleges and professional bodies in order to broaden the platform to disseminate research findings</th>
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<tr>
<td></td>
<td>As mentioned in the Activity 1.1.2, this is also to provide a wider forum for the dissemination of research findings of the members. It will also strengthen the links and collaborations with other professional bodies as well.</td>
</tr>
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<tr>
<th>Activity 1.1.4</th>
<th>Support the development of cost effective methods to improve public health outcomes relevant to current and emerging public health issues</th>
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<tr>
<td></td>
<td>Membership of the College is a rich resource pool that can be used for the above purpose. They also can guide other professions and technical categories research and development in this regard.</td>
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</table>
**Strategy 1.2**

Encourage relevant research and to translate research into a usable format to inform public debate.

**Activity 1.2.1**
Publication of the Journal, Newsletter and other technical and educational documents

This activity will be carried out as per the previous years. However, terms of the committees and groups of persons responsible for such activities would be extended for at least three years, beyond the regular term of the Council.

**Activity 1.2.2**
Conduct public workshops

Improving public awareness on priority public health issues and guiding public opinion to facilitate speedy resolution of such issues could be done through conducting public workshops on such issues. The CCPSL could play an important role in this regard.

**Activity 1.2.3**
Re-vitalize the Public Health Forum to have a dialogue with all stakeholders

Public health fraternity requires to interact heavily with a multitude of stakeholders of various disciplines and with varying interests. Nature of such interactions varies depending on the circumstances under which they happen. Public Health Forum was established few years ago to strengthen the relationship and networking with stakeholders going beyond the conventional levels. It is intended to revitalize this arrangement to continue its activities in a sustainable manner.
2. **To be the leading advocate for better health**

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<tr>
<th>Strategy 2.1</th>
<th>Expand the level of representation of CCPSL in technical and policy making bodies</th>
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<tr>
<td>Activity 2.1.1</td>
<td>Strengthen the activities of the Sub Committee on Strategic Dimension to Improve Public Health Profession</td>
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<tr>
<td>Activity 2.1.2</td>
<td>Streamline the participation of CCPSL in technical and advisory bodies</td>
</tr>
<tr>
<td>Activity 2.1.3</td>
<td>Initiate action to ensure the involvement of CCPSL in technical and policy making bodies where the CCPSL is not represented so far</td>
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**Strategy 2.2**

Increase the presence of CCPSL in public policy dialogues and forums

Activity 2.2.1

Strengthen the functions of the Subcommittee on Media Advocacy

Scope of this committee will be revisited and expanded to ensure greater participation of media on priority public health issues. This should include the appointment of a spokesperson to make media
statements when a public health important event occurs in the country/in the world.

Activity 2.2.2  Establish a mechanism to evaluate and respond to key policy documents, dialogues related to public health

Response to key policy documents and related activities by the college is being done in an ad hoc manner with minimal feedback and reporting to the council. This need to be streamlined and requires to be delegated to a standing committee.

Activity 2.2.3  Initiate policy dialogues with stakeholders through Public Health Forum

Public Health Forum will be used for the above purpose.

Activity 2.2.4  Strengthen the links with media to disseminate the outcomes of policy dialogues and to raise public awareness

This will be a specific activity delegated to the Sub-committee on Media Advocacy to disseminate the outcomes of policy dialogues and to raise public awareness.
3. To enable public health professionals to practice evidence-based decision making

<table>
<thead>
<tr>
<th>Strategy 3.1</th>
<th>Provide professional learning &amp; skill building opportunities for public health professionals</th>
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<tr>
<td>Activity 3.1.1</td>
<td>Build library facilities and an electronic communication system</td>
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<td>College requires to intervene to improve the library facilities already existing for public health professionals. In addition, it may be required to build additional facilities, including access to online resources, as and when need arises. Establishment of an electronic learning platform would be a part of this activity.</td>
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<tr>
<td>Activity 3.1.2</td>
<td>Review training curricula of Public Health training programs</td>
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<td>As the main professional body in the field of public health in Sri Lanka, the College has its obligation to ensure proper training is provided in all training programmes relevant to public health. In this regard, the College would play a pivotal role in reviewing and revising public health training curricula, in collaboration with relevant training institutions including the Universities, training institutions of the Ministry of Health and other government agencies and Non-Governmental Organizations.</td>
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<tr>
<td>Activity 3.1.3</td>
<td>Support membership to attend professional development programmes overseas</td>
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<td>The College will support, through a specific fund, the membership to attend professional development programmes held overseas as well as locally, in a selected manner on priority areas. The College would support such training even within Sri Lanka on a highly selective manner.</td>
</tr>
<tr>
<td>Strategy 3.2</td>
<td>Be a source of public health information and educational resources to enhance professional knowledge of health workers</td>
</tr>
<tr>
<td>Activity 3.2.1</td>
<td>Support publications relevant to professionals and the general public</td>
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<td>The membership of the College has a wide range of expertise matters related to public health. Facilitation of publishing their knowledge in the form of manuals, guidelines, text books and other publications would not only benefit the other public health professionals but also the general public.</td>
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### Strategy 3.3  
**Actively promote an evidence-based culture within the College that encourages learning, development and critical thinking**

**Activity 3.3.1**  
Conduct journal clubs, CPD programmes and the Young Community Physicians Forum

These activities would be continued as a routine activity at regular intervals. All the CPD programs need to be planned in advance preferably at the beginning of the year and need to be accredited. Participants should be presented with a standard certificate with the CPD points.

**Activity 3.3.2**  
Strengthen the system of recognizing emerging talented public health professionals

Attracting and retaining talented public health professionals is vital for further development of public health in the country. The College will work out on a scheme to recognize emerging talented public health professionals so that they would be further encouraged and retained to serve to the country.

**Activity 3.3.3**  
Establish a system to recognize public health innovators/innovations that improve public health outcomes

The College would work out a scheme to recognize public health innovators/inventions as a routine activity of the College.

### Strategy 3.4  
**Explore new avenues of public health**

**Activity 3.4.1**  
Setting up of two working groups for Health Economics and Public Health Legislation

Public Health profession should explore the horizons of the field of Public Health to find new avenues for expansion. In this regard, it is proposed to have two working groups on health economics and public health legislation to strengthen these two areas which are essential for further expansion of the field of public health.
4. To mediate intra sectoral & inter sectoral, public & private partnerships for cohesive and representative decision making

<table>
<thead>
<tr>
<th>Strategy 4.1</th>
<th>Networking and strategic alliances with Centers of Excellence overseas for training and research</th>
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<tbody>
<tr>
<td>Activity 4.1.1</td>
<td>Strengthening of links with Centers of Excellence for PG and other training</td>
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<td>The College, through one of its Standing Committee, would take steps to strengthen the links with Centers of Excellence worldwide for PG and other training.</td>
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| Activity 4.1.2 | Establish a directory of training centers |
| | A directory of national and international training centers for the reference of PG trainees will be prepared and regularly updated under the guidance of a Standing Committee. |

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<thead>
<tr>
<th>Strategy 4.2</th>
<th>Establishment of provincial Public health alliances</th>
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<tr>
<td>Activity 4.2.1</td>
<td>Formation of provincial chapters of the CCPSSL</td>
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<td>Provincial Chapters of the CCPSSL require to be functional in all nine provinces. The College would provide the necessary facilitation to keep all nine Chapters functional.</td>
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| Activity 4.2.2 | Formation of Provincial Public Health Fora |
| | Objectives of establishing the Public Health Forum would be better achieved if the voice of the stakeholders at the periphery too is heard. Establishing Provincial Public Health Fora will be done in a phased manner with in the period of this Strategic Plan. |

<table>
<thead>
<tr>
<th>Strategy 4.3</th>
<th>Networking amongst all stakeholders through print, electronic and social media</th>
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<tr>
<td>Activity 4.3.1</td>
<td>Maintaining an updated and attractive Website</td>
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<td>This is an important activity that requires the highest level of priority. Website will be maintained under the guidance of a Standing Committee.</td>
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Activity 4.4.1  Annual Orations and other events with wide stakeholder participation

Messages of the College could be passed to a wider group of stakeholders if stakeholders representing wider interests and having greater influence in public health issues are invited to the annual orations and other events organized by the College.

Strategy 4.5  Create opportunities for wider participation of public health professionals and other stakeholders through public health oriented events

Activity 4.5.1  The Healthfest

This event need to be continued as a regular event to ensure greater stakeholder and public participation, and to ensure increased collaboration and awareness on priority public health issues.

Activity 4.5.2  Participating at events organized by other stakeholders

There is a large number of opportunities to engage public to discuss, learn and react to priority public health issues if the college could participate at events such as exhibitions, seminars, academic sessions and other fora organized by various organizations.
5. To establish and maintain a solid operational model for the College activities that fulfill the principals of accountability, sustainability and financial stability

**Strategy 5.1**

**Engage in Fundraising activities that also promote public health using the expertise in public health**

**Activity 5.1.1**

Establish the Research and Development Arm of the CCPSL

As there is a significant vacuum in provision of consultancy services in the field of public health, it is proposed to establish a Research and Development arm of the College to fill this gap. With a skeletal administrative staff and with the technical contribution of the membership, this would not only strengthen the capacity of the College but also would help to ease the much needed demand for public health consultancy services.

**Activity 5.1.2**

Securing royalty through the development and endorsement of public health related products

The College will explore the possibilities and implement above activity under strict ethical guidance.

**Activity 5.1.3**

Provision of services to private sector programs for a fee

As there is a growing demand for health services in the private sector. These services include regular treatment services, screening for diseases, fitness assessment, ergonomic assessment, and provision of health education and awareness. In many occasions, this demand is catered by individual medical practitioners on an ad hoc manner. The College could fill this gap by providing tailor-made programmes based on the requirements.

**Strategy 5.2**

**Engagement with the corporate sector for health development**

**Activity 5.2.1**

Screening and lifestyle modification programs

In the light of the new HR strategies, most companies are adopting health screening and lifestyle modification programmes to strengthen their human resource capacity. As the private sector is expanding rapidly, increasing opportunities are created which could be exploited by the college ensuring quality and professional inputs for such programmes.
Strategy 5.3  Broadening the support base of the College

Activity 5.3.1  Strengthening the links with UN agencies and other international agencies to increase collaboration for health development and advocacy on priority public health issues

Opportunities for activities/interventions for health development as well as to address public health issues surface from time to time. Most of these opportunities are created by UN agencies and other international agencies depending on their agenda. The College requires to exploit such opportunities to build partnerships to address such issues effectively and professionally.

Activity 5.3.2  Strengthening the collaboration with other grant sources for priority public health issues

The College is capable of providing its professional inputs to various activities carried out by government agencies and both national and international non-governmental organizations. Therefore, it is important to strengthen ties with such organizations to ensure mutually rewarding collaboration.

Activity 5.3.3  Strengthening the links with the regular granters

The College, at present, rely heavily on institutions/organizations that regularly provides grants to the College. Given the fact that the College is strictly adhering to ethical fund raising, it is very important to have cordial relationships with such granters to ensure the financial stability of the College. Further, it is also important to increase the number of such regular granters by actively introducing the College to new granters.

6. To establish a monitoring mechanism to implement the activities of the Strategic Plan in a time bound manner

Strategy 6.1  Close and in detail monitoring the implementation of the Strategic Plan

Activity 6.1.1  Establishment of a Standing committee to monitor the implementation of the Strategic Plan

Activity 6.1.2  Carrying out a mid-term review on the 3rd year of implementation
Strategy 6.2  Getting the maximum participation of the membership in the implementation of the plan

Activity 6.2.1  Delegation of the responsibility of implementing the activities to a multitude of working groups comprising of highly motivated members.

Strategy 6.3  Ensuring the continuity of activities beyond the annual term of the Council of the College

Activity 6.3.1  Extending the terms of working groups, subcommittee and standing committees beyond the term of the Council
11. Implementation of the Strategic Plan

As the time bound implementation of the Strategic Plan has been identified as one of the strategic objectives of the plan, implementation of the plan will be done accordingly. For this purpose, the following activities are proposed:

1. Establishment of Standing committees

Existing Sub-Committees of the Council will be reviewed they will be transformed into Standing Committees with additional committees for effective implementation of the Strategic Plan as well as other routine activities of the College. Following Standing Committees (SC) will be established:

i. SC on Strategic Dimensions to Improve Public Health (Activity 1.2.2, 1.2.3, Strategic Objective 2, Strategic Objective 6)
   There will be following sub-committees under this SC
   1. Subcommittee on Monitoring and Evaluation (Strategic Objective 6)
   2. Sub-committee on Advocacy (Activity 2.1.2, 2.1.3, 2.2.2, 2.2.3, 4.1.1, 5.2.1)
   3. Sub-committee on Health Economics (Strategy 3.4)
   4. Sub-committee on Public Health Legislation (Strategy 3.4)

ii. SC on system/legal issues related to professional career (Legal matters and constitutional affairs)

iii. SC on Technical and Academic Affairs (Activity 1.1.1, 1.1.2, 1.1.3, 1.2.1, Strategy 3.2, Activity 3.3.1, 3.3.2, 4.1.1, 4.1.2, 4.3.1, 4.4.1, Strategic Objective 5)
   There will be following sub-committees under this SC
   1. Sub-committee for MSc Screening and ERPM preparatory courses
   2. Sub-committee on Publications (College News Letter, Web Site and other publications)
   3. Editorial Sub-committee of the Journal of the CCPSL
   4. Sub-committee on Orations
   5. Sub-committee on Professional Development

iv. SC on Media Advocacy (Activity 2.2.1, 2.2.4, 4.3.1, 4.5.2, continuation of the Sub Committee on Media Advocacy)

v. SC on Coordination of National and Provincial Level Public Health Programmes and Facilities (Strategy 4.2, continuation of the former sub-committee)

vi. SC on Annual Transfers/End Posts/Temporary Attachments (continuation of the former sub-committee)

vii. SC on Research and Development (Strategy 1.1, 3.1, 3.2, Activity 3.3.3, 4.5.2, 5.1.1, 5.1.3, 5.2.1)

To implement certain activities, two or more SCs may have to work together.
2. Carrying out a mid-term review on the 3rd year of implementation
3. Delegation of the responsibility of implementing the activities to a multitude of Sub-committees comprising of highly motivated members.
4. Extending the terms of working groups, sub-committees and standing committees to 3 years where at the end of 3 years, one third of the committee would be replaced with new members annually.
5. In consultation with newly elected Council, each Standing Committee to submit an annual action plan for the year starting 1st January to 31st December to be approved by the Council meeting in December previous year.
6. Standing Committees to develop their own terms of reference going in line with the Constitution and the Strategic Plan, in consultation with the Council. ToR may be amended from time to time following the same procedure as and when required.
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