COMMISSION OF INQUIRY NO. 1 OF 2005
MEDICAL BOARD OF QUEENSLAND

This is the annexure marked "**JPO-24**" mentioned and referred to in the Statement of **JAMES PATRICK O'DEMPSEY** dated this 17th day of May 2005.

OPERATIONAL PLAN 2004-2005

OFFICE OF HEALTH PRACTITIONER REGISTRATION BOARDS

CONTENTS

INTRODUCTION

The *Operational Plan 2004-2005* documents those objectives we will implement to achieve the corporate strategies detailed in the *Strategic Plan 2004-2008*.

The central themes of our Operational Plan for 2004-2005 are:

- To progress implementation of the strategic plans of the Office and the Boards.

- To continue our focus on quality improvement with a particular focus on registration services and a continued focus on professional standards services.

I wish to thank all staff for their contributions to our Plan and I look forward to working with you in delivering the outcomes of the Plan during the coming year.

Jim O'Dempsey
Executive Officer

REGISTRATION SERVICES

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
1. To implement the approved Plan from the Business Process Review of registration services.	Implementation Plan completed by May 2004 for consideration of Executive Officer and Boards as appropriate. Implement Plan approved by Executive Officer and/or Boards from July 2004. Implementation to be undertaken as per the schedule approved by Executive Officer from September 2004.	Within existing resources of proposed budget. Any structural change to be developed consistent with the job design policy.
2. To develop and implement a strategy for monitoring compliance with conditions imposed under the registration Acts. (NB. Does not include probationary conditions)	Deputy Registrars to convene a workshop of internal stakeholders in October 2004. Submission proposing the monitoring strategy and an implementation plan to be completed by November 2004 for consideration of Executive Officer. Implementation to be undertaken as per the schedule approved by the Executive Officer from December 2004.	Within existing resources of proposed budget.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
3. To jointly develop and implement standard processes for dealing with breaches of the registration Acts.	Deputy Registrars and Manager, Professional Standards Unit, to convene a workshop of internal stakeholders in July 2004. Submission proposing the standard processes and an implementation plan to be completed by September 2004 for consideration of Executive Officer. Implementation to be undertaken as per the schedule approved by the Executive Officer from October 2004.	Within existing resources of proposed budget.
4. To develop and implement an information kit for new medical registrants.	Deputy and Assistant Registrar (Medical Team) to convene a workshop of Medical Team in June 2004. Submission proposing the costed content of the information kit and implementation plan to be completed by August 2004 for consideration of the Medical Board. Implementation to be undertaken as per the schedule approved by the Medical Board from October 2004.	Implementation plan to include the provision of pre-registration education to medical students. Consideration to be given to development of submission in 2005 to the twelve non-medical Boards with regard to implementation of an information kit for all professions. Within existing resources of proposed budget (printing costs are included in direct Medical Board expenditure).

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
5. To progress the AHMAC Working Party initiative for enhancements in mutual recognition.	Executive Officer to convene a workshop of internal stakeholders in June 2004 to develop implementation strategy for those recommendations approved by the Australian Health Ministers. Implementation to be undertaken as per the schedule approved by the Executive Officer from July 2004.	Within existing resources of proposed budget. Consideration to be given to development of submission in 2005 to the twelve non-Medical Boards with regard to implementation of enhancements in mutual recognition.

PROFESSIONAL STANDARDS SERVICES

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
1. To finalise implementation of the approved recommendations from the Complaints and HAM Review Project as follows: (a) final drafting, design and printing of policy information sheets and complaints brochure; (b) develop expert witness register; and (c) complete all required templates.	Manager, Professional Standards Unit to convene meeting of Unit staff in July 2004 for development of work plan. Submission proposing work plan to be completed by August 2004 for consideration of Executive Officer. Implementation to be undertaken as per the work plan schedule approved by the Executive Officer from September 2004.	Within existing resources of proposed budget.
2. To implement Version 1 of the Professional Standards Module.	Information Technology Services Unit in consultation with Manager, Professional Standards Unit to conduct an education series in use of the Module in June 2004. Manager, Professional Standards Unit to convene a workshop of Unit staff to define a process for review of the Module over its initial six months of use. Information Technology Services Unit in consultation with Manager, Professional Standards Unit to develop Module updates in response to the Unit review process.	Within existing resources of proposed budget.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
3. To finalise the review of administrative procedures and protocols.	Manager, Professional Standards Unit to convene meeting of Unit staff in July 2004 for development of work plan. Submission proposing work plan to be completed by August 2004 for consideration of Executive Officer. Implementation to be undertaken as per the work plan schedule approved by the Executive Officer from September 2004.	Within existing resources of proposed budget.
4. To improve our processes and co-operation through effective communication with related organisations.	Manager, Professional Standards Unit to convene meeting of Unit staff in July 2004 for development of a networking plan. Submission proposing networking plan to be completed by August 2004 for consideration of Executive Officer. Implementation to be undertaken as per the networking plan schedule approved by the Executive Officer from September 2004.	Within existing resources of proposed budget.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
5. To review the role and responsibilities of investigators.	Executive Officer to convene meeting of investigators in August 2004 to develop review proposal. Review proposal to be completed by September 2004 for consideration of Executive Officer. Review to be undertaken as per schedule approved by Executive Officer. Report and recommendations of the Review to be completed for consideration of the Executive Officer by November 2004. Implement the recommendations approved by the Executive Officer from January 2005.	Within existing resources of proposed budget. Any structural change to be developed consistent with the job design policy.
6. To develop and implement processes and protocols (including an information package) for Board level disciplinary hearings.	Manager, Professional Standards Unit to convene meeting of Unit staff and Assistant Registrars in August 2004 for development of work plan. Submission proposing work plan to be completed by September 2004 for consideration of Executive Officer. Implementation to be undertaken as per the work plan schedule approved by the Executive Officer from October 2004.	Within existing resources of proposed budget.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
7. To develop and implement a strategy for monitoring compliance with undertakings, conditions, and suspensions initiated under the *Health Practitioners (Professional Standards) Act 1999.*	Manager, Professional Standards Unit to convene a workshop of internal stakeholders in September 2004. Submission proposing the monitoring strategy and an Implementation plan to be completed by December 2004 for consideration by Executive Officer. Implementation to be undertaken as per the schedule approved by Executive Officer from January 2005.	Within existing resources of proposed budget. ?? Project Officer to progress this objective and the related objective in Registration Services.
8. To develop and progressively implement a stakeholder education strategy.	Manager, Professional Standards Unit to convene a workshop of internal stakeholders in February 2005. Submission proposing the education strategy and an implementation plan to be completed by January 2005 for consideration by Executive Officer. Implementation to be undertaken as per the schedule approved by Executive Officer from February 2005.	Within existing resources of proposed budget.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
9. To finalise the reduction of the investigation backlog and to establish an ongoing strategy for management of future caseloads.	Manager, Professional Standards Unit and Executive Officer to review use of the panel of external investigators in June 2004 and propose a continuing strategy. Submission proposing the continuing strategy and implementation plan to be completed by August 2004 for consideration of all Boards. Implementation to be undertaken as per approval received from all Boards from October 2004.	Within existing resources of proposed Board budget.

HEALTH ASSESSMENT AND MONITORING SERVICES

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
1. To finalise implementation of the approved recommendations from the Complaints and HAM Review Project as follows: (a) final drafting, design and printing of policy information sheets and HAM brochures; (b) negotiating and implementing legislative amendments.	Co-ordinator, Health Assessment and Monitoring Unit, to convene meeting of Unit staff in July 2004 for development of work plan. Submission proposing work plan to be completed by August 2004 for consideration of Executive Officer. Implementation to be undertaken as per the work plan schedule approved by the Executive Officer from September 2004.	Within existing resources of proposed budget.
2. To implement Version 1 of the Professional Standards Module.	Information Technology Services Unit in consultation with Co-ordinator, Health Assessment and Monitoring Unit to conduct an education series in use of the Module in June 2004. Co-ordinator, Health Assessment and Monitoring Unit to convene a workshop of Unit staff to define a process for review of the Module over its initial six months of use. Information Technology Services Unit in consultation with Co-ordinator, Health Assessment and Monitoring Unit to develop Module updates in response to the Unit review process.	Within existing resources of proposed budget.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
3. To develop and progressively implement a stakeholder education strategy.	Co-ordinator, Health Assessment and Monitoring Unit to convene a workshop of internal stakeholders in July 2004. Submission proposing the education strategy and an implementation plan to be completed by August 2004 for consideration by Executive Officer and Health Assessment and Monitoring Committee (Medical Board). Implementation to be undertaken as per the schedule approved by Executive Officer and Health Assessment and Monitoring Committee (Medical Board) from September 2004.	Within existing resources of proposed budget. Medical Board budget to include expected costs of second workshop for psychiatrists and neuropsychologists.
4. To enhance administrative procedures and protocols.	Co-ordinator, Health Assessment and Monitoring Unit to convene meeting of Unit staff in July 2004 for development of work plan. Submission proposing work plan to be completed by August 2004 for consideration of Executive Officer. Implementation to be undertaken as per the work plan schedule approved by the Executive Officer from September 2004.	Within existing resources of proposed budget.

POLICY DEVELOPMENT AND STATUTORY COMPLIANCE

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
1. To finalise development of a policy position on 'Recency of Practice' and prepare an implementation strategy.	Report on consultation, draft policy position on Recency of Practice and implementation strategy prepared by October 2004. Implement Recency of Practice policy as per strategy approved by all Boards.	Project Officer @ AO6 X 6 months.
2. To finalise development of an integrated communication strategy for all Boards specifically addressing newsletters and the release of standards/guidelines developed or adopted by the Boards.	Executive Officer to convene meeting of Deputy and Assistant Registrars in August 2004 to develop the strategy. Strategy proposal to be completed by October 2004 for consideration of all Boards. Implement the recommendations approved by all Boards from January 2005.	Within existing resources of proposed budget.
3. To assist the Boards in implementing any requirements identified from the Board governance self-assessment.	Report and recommendations on governance self-assessment to be completed by June 2004 for consideration of each Board. Implement the recommendations approved by each Board from August 2004.	Within existing resources of proposed budget.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
4. To inform, negotiate and implement amendments to the *Health Practitioners (Professional Standards) Act 1999* and the registration Acts.	Report and recommendations on proposed amendments to be completed by May 2004 for consideration of each Board. Negotiate with the Legislative Projects Unit, Queensland Health, support for the amendments approved by each Board from July 2004. Executive Officer to, on confirmation that amendments will be progressed, convene meeting of internal stakeholders to develop the implementation strategy. Strategy proposal to be prepared for consideration of all Boards. Implement the strategies approved by all Boards.	Within existing resources of proposed budget.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
5. To inform, negotiate and implement a realistic policy for fees established under the Regulations of each registration Act.	Executive Officer to convene a workshop for Senior Managers in June 2004 to identify fee policy options. Report and recommendations on options available to be completed by June 2004 for consideration of each Board. Negotiate with the Legislative Projects Unit, Queensland Health, support for the preferred option approved by all Boards from August 2004. Executive Officer, on receipt of Legislative Projects Unit support, to prepare a Ministerial/Cabinet submission seeking approval of the preferred option. Implement the option approved by Cabinet.	Within existing resources of proposed budget.
6. To schedule and undertake reviews of service standard measures.	Executive Officer to convene a workshop for Senior Managers in June 2004 to establish the schedule. Implement reviews as per the schedule approved by the Executive Officer from July 2004.	Within existing resources of proposed budget.
7. To commence a review of services to ensure they are accessible to all ethnic communities.	Executive Officer to convene a workshop for Senior Managers in June 2004 to establish the schedule. Implement reviews as per the schedule approved by the Executive Officer from July 2004.	Within existing resources of proposed budget.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
8. To continue to develop and implement strategies to improve the work environment and enhance intra Office communication.	Executive Officer to convene a workshop for Senior Managers in June 2004 to identify continuing issues and to develop strategies in response. Implement strategies as agreed by the workshop from July 2004.	Within existing resources of proposed budget.

CORPORATE SUPPORT SERVICES - HUMAN RESOURCE MANAGEMENT

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
1. To develop a procedure manual for each position in the Corporate Services Unit.	Manager, Corporate Services Unit to convene meeting of Unit staff in June 2004 for development of work plan. Submission proposing work plan to be completed by July 2004 for consideration of Executive Officer. Implementation to be undertaken as per the work plan schedule approved by the Executive Officer from August 2004.	Within existing resources of proposed budget.
2. To review and enhance the induction policy and procedures (with a specific focus on induction in each Unit).	Manager, Corporate Services Unit to convene meeting of internal stakeholders in July 2004 for review of the policy and procedures. Submission proposing changes to the current policy/ procedures and an implementation strategy to be completed by September 2004 for consideration of Executive Officer. Implementation to be undertaken as per the strategy approved by the Executive Officer from October 2004.	Within existing resources of proposed budget.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
3. To refine and focus staff development and training.	Manager, Corporate Services Unit to convene meeting of internal stakeholders in July 2004 for review of staff development and training. Submission proposing enhancement and refinement of staff development and training to be completed by August 2004 for consideration of Executive Officer. Implement the recommendations approved by the Executive Officer from September 2004.	Within existing resources of proposed budget. To include focus on developing skills in performance management and learning and development. To include devolution of part of training budget to Senior Managers.

CORPORATE SUPPORT SERVICES - FINANCIAL MANAGEMENT

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
1. To evaluate the internal audit function including the need to establish an internal audit committee.	Manager, Corporate Services Unit to convene meeting of internal stakeholders in July 2004 to conduct the evaluation. Report and recommendations of the evaluation to be completed by September 2004 for consideration of Executive Officer. Implement the recommendation approved by the Executive Officer from October 2004.	Within existing resources of proposed budget.
2. To develop and implement financial systems appraisals.	Manager, Corporate Services Unit to convene meeting of Unit staff in June 2004 for development of work plan. Submission proposing work plan to be completed by July 2004 for consideration of Executive Officer. Implementation to be undertaken as per the work plan schedule approved by the Executive Officer from August 2004.	Within existing resources of proposed budget.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
3. To implement all requirements of the International Financial Reporting Standards.	Financial Co-ordinator to convene meeting of internal stakeholders, internal auditor and external auditor to inform the planning (including staff training) requirements in May 2004. Submission proposing work plan to be completed by June 2004 for consideration of Executive Officer. Implementation to be undertaken as per the work plan schedule approved by the Executive Officer from July 2004.	Within existing resources of proposed budget.
4. To evaluate the five year financial modelling and its integration with the budget.	Manager, Corporate Services Unit to convene meeting of internal stakeholders in February 2005 to conduct the evaluation. Report and recommendations of the evaluation to be completed by March 2005 for consideration of Executive Officer. Implement the recommendation approved by the Executive Officer from April 2005.	Within existing resources of proposed budget.

CORPORATE SUPPORT SERVICES - RECORDS MANAGEMENT

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
1. To finalise implementation of the approved recommendations from the records management evaluation project.	Manager, Corporate Services Unit to convene meeting of Unit staff in June 2004 for development of work plan. Submission proposing work plan to be completed by July 2004 for consideration of Executive Officer. Implementation to be undertaken as per the work plan schedule approved by the Executive Officer from August 2004.	Within existing resources of proposed budget.
2. To finalise the review of the role, responsibilities and organisation of information management.	Manager, Corporate Services Unit to convene meeting of Unit staff in June 2004 for completing the work plan previously developed. Report and recommendations of the review to be completed by July 2004 for consideration of Executive Officer. Implement the recommendations approved by the Executive Officer from August 2004.	Within existing resources of proposed budget.

CORPORATE SUPPORT SERVICES - INFORMATION TECHNOLOGY

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
1. To implement the approved recommendations relating to REGIS from the Business Process Review of registration services.	Implementation Plan completed by May 2004 for consideration of Executive Officer. Implement Plan approved by Executive Officer from July 2004. Implementation to be undertaken as per the schedule approved by Executive Officer from August 2004.	Within existing resources of proposed budget.
2. To establish a portal server to enable delivery of on-line corporate services.	Manager, Corporate Services Unit to convene meeting of Unit staff in June 2004 for development of work plan. Submission proposing work plan to be completed by July 2004 for consideration of Executive Officer. Implementation to be undertaken as per the work plan schedule approved by the Executive Officer from August 2004.	Within existing resources of proposed budget.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
3. To develop and implement policy and procedures for archiving of electronic documents.	Manager, Corporate Services Unit to convene meeting of Unit staff in June 2004 for development of work plan. Submission proposing work plan to be completed by July 2004 for consideration of Executive Officer. Implementation to be undertaken as per the work plan schedule approved by the Executive Officer from August 2004.	Within existing resources of proposed budget.
4. To evaluate the telephone system and propose costed options for enhancement of client service.	Manager, Corporate Services Unit to convene meeting of internal stakeholders in September 2004 to conduct the evaluation. Manager, Corporate Services Unit to seek expert assistance in identifying options available to address the evaluation outcome and the costs of each option. Report and recommendations of evaluation and costed options to be completed by April 2005 for consideration of the Executive Officer. Option approved by the Executive Officer to be included in Budget 2005-2006.	Within existing resources of proposed budget.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
5. To continue implementation of the Project for an integrated website for the Boards and the Office.	Manager, Information Technology Services to demonstrate interim website to all Boards in May/June 2004. Manager, Information Technology Services to assess outcomes and recommendations from the Business Process Review of Registration Services to inform final implementation planning for websites. Manager, Information Technology Services to develop and implement all Board and Office websites from July to September 2004.	Interim solution within existing resources of proposed budget. Full solution dependent on the outcomes of the Business Process Review of Registration Services and will require a further budget bid at that time.

Strategic Plan 2003-2007

The Strategic Directions of the Medical Board of Queensland

Strategic Plan 2003-2007

Introduction

As Chairperson, it is my pleasure to introduce the *Strategic Plan 2003-2007* ('the Plan') of the Medical Board of Queensland.

This Plan represents a milestone as the Board articulates its vision for the regulation of the profession in Queensland. The hallmark of the planning process is the expert input we received through consultation with the community, the profession, health policy makers and professional associations. We have sought the views from these groups through written submissions and are appreciative of the time and effort taken by stakeholders in contributing to the Plan. Input of this significance and value ensures that the Board's strategic direction is both informed and influenced by our stakeholders.

This Strategic Plan articulates the direction, priorities and strategies that the Board will pursue during 2003-2007. The Plan reflects a focus on:

- Enhancing the Board's profile and involvement with the community.
- Fostering strategic alliances to enhance regulatory outcomes.
- Addressing the changing role and scope of medical practice in a dynamic health care environment.
- Increasing quality in professional standards, competence and education.
- Enhancing customer service through better access and a broader range of services.
- Enhancing business continuity through robust and transparent corporate governance.
- Enhancing the quality of complaints handling and registration processes.

The central themes of the Plan are the professional leadership of the Board through its strategic alliances, enhancement of communication and the development of quality services in complaints handling, registration processes and other Board services. These objectives will be achieved through the operational plans developed by the Office of Health Practitioner Registration Boards and monitored by the Board through strategic performance indicators.

It is through effective, proactive and inclusive regulation that the Board will achieve the objects of the *Medical Practitioners Registration Act 2001*. These objectives are to:

- protect the public by ensuring health care is delivered by registrants in a professional, safe and competent way;
- uphold the standards of practice within the profession; and
- maintain public confidence in the profession.

To these ends, the Board looks forward to reporting its progress in implementing the Plan.

Scope and Framework

The Board is an independent statutory body responsible for the regulation of the profession in Queensland and accountable directly to Parliament through the Minister for Health to achieve the objectives of the *Medical Practitioners Registration Act 2001*.

In protecting the public through the statutory regulation of the profession, the Board has a number of functions under both the *Medical Practitioners Registration Act 2001* and the *Health Practitioners (Professional Standards) Act 1999*. These are as follows:

<u>Functions under the *Medical Practitioners Registration Act 2001*</u>

To assess applications for registration.

To register persons who satisfy the requirements for registration.

To monitor, and assess, whether registrants comply with any conditions of registration.

To keep a register of, and records relating to, registrants.

To promote high standards of practice of the profession by registrants.

To develop or adopt programs for the continuing professional education of registrants, and encourage their participation in the programs.

To develop or adopt training programs in the practice of the profession that are relevant to a person's eligibility for registration:

To confer and co-operate with interstate regulatory authorities.

To confer and co-operate with entities engaged in the development of national policies about the regulation of the profession.

To confer and co-operate with the following entities about the education of persons in the practice of the profession: (a) educational institutions; and (b) entitles responsible for accrediting courses, or accrediting institutions to educate persons, for the profession.

To inform registrants and the public about the operation of the legislative scheme in its application to the profession.

To examine, and advise the Minister about, the operation of the legislative scheme in its application to the profession.

To monitor, and enforce, compliance with this Act.

To undertake research, relevant to the legislative scheme, into the regulation of the profession.

To collect, and give to persons, information about the practice of the profession by registrants:

To perform other functions given to the board under this or another act.

Functions under the *Health Practitioner (Professional Standards) Act 1999*

To receive complaints about its registrants and, if appropriate, refer the complaints to the commissioner.

To consult and co-operate with the commissioner in investigating and disciplining its registrants and in relation to complaints about impaired registrants.

To immediately suspend, or impose conditions on, the registration of its registrants if the registrants pose an imminent threat to the wellbeing of vulnerable persons.

To conduct investigations, whether because of complaints or on its own initiative, about the conduct and practice of its registrants.

To deal with disciplinary matters relating to its registrants that can be satisfactorily addressed through advising, cautioning and reprimanding.

To bring disciplinary proceedings relating to its registrants before panels or the tribunal.

To implement orders of panels or the tribunal relating to the board's registrants.

To establish health assessment committees to assess the health of registrants who may be impaired and make decisions about impaired registrants.

To monitor its registrants' compliance with conditions imposed or other disciplinary action taken, or undertakings entered into, under this Act.

To cancel or suspend, or impose conditions on, its registrants' registration as a result of action taken under a foreign law.

To consult and co-operate with other boards, foreign regulatory authorities and other relevant entities about the investigation and disciplining of its registrants and the management of its registrants who are impaired.

To exercise other functions given to the board under this Act.

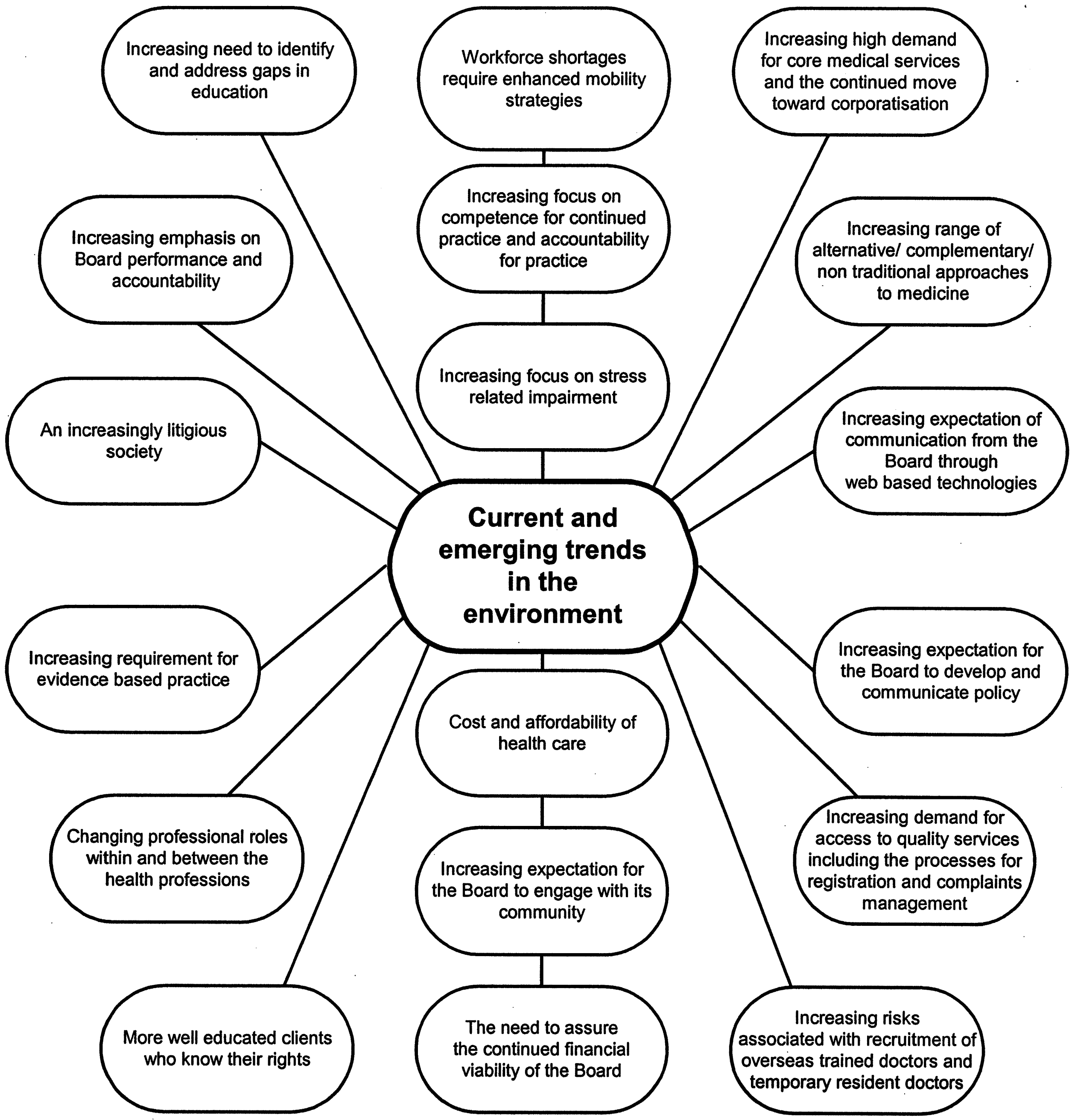
The Purpose of Our Plan

The *Strategic Plan 2003-2007* sets out the Board's goals, strategic direction, priorities and performance indicators for the four year period and communicates this information to the community, the profession and other interested people to foster understanding and provide for accountability.

The Plan identifies the key issues which influence future directions and is outcome-oriented detailing the measures which the Board will take to achieve these outcomes.

Key Trends Identified by Stakeholders

In developing the Board's *Strategic Plan 2003-2007*, stakeholders were invited to offer their views and suggestions on the emerging key issues and/or trends. The diagram below illustrates the significant trends but does not attempt to represent the multiple inter-relationships between them.



Our Mission

To proactively regulate in the public interest.

Our Priorities

In promoting and protecting the public interest, upholding the standards of practice within the profession and maintaining public confidence in the profession, the Board will further its achievement of the following strategic priorities:

Standards Development and Implementation

The Board will lead the collaborative development and implementation of regulatory standards to achieve its mission.

Integration

The Board will initiate and facilitate change through collaborative partnerships and by promoting awareness of health and professional issues in response to community needs.

Agency Viability

The Board will be a viable, self funding, independent organization influential in policy debate on contemporary professional and health issues.

Our Values

In achieving these strategic priorities, the Board will demonstrate its commitment to:

Excellence in consultation and participation through:

- Effective and open communication using available technologies.
- Working in partnership with the community, practitioners and other health professions.
- Seeking and valuing the contribution of stakeholders.

Excellence in accountable performance through:

- Openness and fairness in decision making.
- High professional standards and ethics.
- Accountability for action and outcomes.

Excellence in the regulation of practitioners through:

- Open, accountable and equitable processes of regulation.
- Responsiveness to changing health care needs and contemporary practice.
- Provision of dynamic standards which facilitate innovation, growth and change.

Our Strategic Focus 2003-2007	Our Strategies 2003-2007
Profile of the Board	Strengthen the Board's profile and its relationship with the community and the profession so that they: (a) are increasingly consulted and informed; (b) understand and value the Board's role and function; and (c) value the profession as one which provides safe and competent health services.
Governance for Effective Outcomes and Business Continuity	Analyse the Board's governance structure and implement change as necessary. Implement annual risk analysis to inform business continuity planning. Develop and implement effective five year financial model.
Quality in Customer Service and Communication	Improve access to, and delivery of, Board services with systems that deploy appropriate, effective and innovative information technologies with a particular focus on: (a) registration services; (b) complaint handling processes; and (c) communication with the community and the profession. Develop and implement an integrated approach to communication.
Quality in Professional Standards, Competence for Practice and Education Programs	Develop and implement standards for the regulation of the profession with a specific focus on: (a) code of practice; (b) recency of practice; (c) continuing education; and (d) medico legal reporting practices.
Role and Scope of Practice	Clarify the changing role of practitioners and the scope of their practice in the context of the changing health care environment with a specific focus on: (a) corporatisation of the health industry; and (b) increasing range of non traditional approaches to medicine.
Strategic Alliances	Identify industry alliances required to progress the achievement of this plan, particularly in relation to the collaborative development of regulatory standards.
Quality in Complaints Handling	Implement the agreed outcomes of the project established to review the policy and procedures of the Complaints Unit and the Health Assessment and Monitoring Unit.
Quality in Registration Processes	Implement the agreed outcomes of the project established to review the policy and procedures for registration. Continue to progress the AHMAC Working Party initiative for enhancements in mutual recognition. Establish a project to review the registration processes for special purpose registrants.

Our Strategic Performance Indicators and Measures

Key Performance Indicators
(What we monitor)

Mission	The extent to which the Board proactively regulates in the public interest.
Standards	The extent to which regulatory standards are developed and implemented.
Integration	The extent to which the Board initiates and facilitates change through collaborative partnerships.
Agency Viability	The extent to which the Board is a viable, self funding, independent organization influential in policy debate on contemporary professional and health issues
Excellence in Consultation	The extent to which the Board: ▪ Is effective and open in its communication. ▪ Uses available technologies in its communication. ▪ Works in partnership with the community, the profession and other stakeholders. ▪ Seeks and values the contribution of stakeholders.
Excellence in Accountable Performance	The extent to which the Board: ▪ Is open and fair in decision making. ▪ Has high professional standards and ethics. ▪ Is accountable for actions and outcomes.
Excellence in Regulation	The extent to which the Board: ▪ Provides open, accountable and equitable processes of regulation. ▪ Is responsive to changing health care needs and contemporary practice. ▪ Provides dynamic standards which facilitate innovation, growth and change.

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Measurement Dimensions
(What we measure)

Perceived contribution to promoting and protecting the public interest, upholding the standards of practice within the profession and maintaining public confidence in the profession.

Perceived leadership in setting and maintaining standards which extend beyond compliance.

Demonstrated understanding of what the Board does (that is, its role and contributions).

Degree of confidence expressed by the community and the profession in the Board's performance and influence on standards.

Stakeholder ownership and commitment to the Board's work.

Perceived value by stakeholders of being in a long term relationship with the Board.

Scope, nature and effectiveness of partnerships which have been established.

Trends in revenue and expenditure.

Perceived effectiveness and openness of the Board's communication.

Perceived transparency of the Board's decision making processes.

Perceived effectiveness of the Board's accountability in the use of funds.

Perceived quality and accessibility of Board services.

Perceived effectiveness of the Board's response to changing health care needs and contemporary practice.

Perceived effectiveness of Board standards.

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Measurement Methods*
(How we measure)

Stakeholder survey

Analysis of anecdotal feedback trends

Self assessment

Independent audit and/or review
Staff ratings

Analysis of trends in system performance data

Feedback through consultation

* Tools for measurement to be developed over the initial two years