

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

This is the annexure marked "**JPO-6**" mentioned and referred to in the Statement of **JAMES PATRICK O'DEMPSEY** dated this 17th day of May 2005.

OFFICE OF HEALTH PRACTITIONER

REGISTRATION BOARDS

Submission To: All Boards

**Prepared and
Submitted by:** Mr O'Dempsey

Subject: Registration Review Project: Change Proposal

Recommendation

- A. That the Board endorse the future direction detailed in this submission.**
- B. That the Board approve, subject to confirmation of the interest free repayable grant from Queensland Health, the development and implementation of a new registrant and registration management system.**

Purpose

- 1. To advise the Board of the outcomes of the Registration Review Project and to seek Board endorsement for future direction in this regard.

Background

- 2. During the period from September to October 2003, negotiations were undertaken with the Integrated Service Delivery Unit ('ISDU') of the Department of Innovation and Information Economy, Sport and Recreation. From these negotiations a jointly funded project to undertake a full review of the registration processes utilizing the Access Queensland Business Review Methodology was agreed to.
- 3. The project formally commenced in February 2004 and was completed in February 2005. During this period, ISDU provided approximately 3 FTE project positions to assist the Office undertake the project and utilize the methodology.
- 4. This submission details each stage of that methodology, the outcomes delivered for the stage, and presents a high level implementation strategy.

Project Initiation Stage

- 5. The project initiation stage: (a) confirmed objectives; (b) confirmed the project scope; (c) planned the project approach; (d) obtained the Office's commitment; (e) established the project team; (f) identified stakeholders; (g) identified project risk and critical success factors; (h) considered communication and change management requirements; (i) considered project quality issues; (j) established project governance; and (k) identified budget requirements.

6. The deliverable from this stage was a Project Mandate and Project Management Plan. The objectives of the project, as detailed in the documentation, were to:
- Develop a registration policy and procedure manual which supports consistent application of the provisions in each Board's registration Act.
 - Develop a registration delegation manual consistent with the requirements of the relevant provision in each Board's registration Act.
 - Establish customer-focused registration processes that are efficient and effective.
 - Establish the ability for registrants to apply and to maintain their registration through multiple channels, including on-line.
 - Inform the further development of the Registration Information System.
 - Inform whether registration process redevelopment requires organizational structural change.

Discovery Stage

7. The discovery stage: (a) assessed the current situation to identify key issues that needed addressing and the significant opportunities for business process redesign; (b) established a baseline for comparison; (c) captured information for planning implementation; and (d) established a common understanding of the project across the organization.
8. The key deliverables of this stage were: (a) current process maps for all 13 Boards' registration processes; (b) the Current State Baseline document; and (c) improvement opportunities termed 'quick wins'.
9. The quick wins identified and implemented are as detailed in attachment (A).
10. The Current State Baseline documentation was extensive as can be seen by the photograph placed at attachment (B).
11. The Current State Baseline identified a number of significant factors, being that:
- there were 130 plus Office registration related processes, the majority of which could be reduced to up to 20 standard processes;
 - the high costs associated with the 130 plus processes was influenced by their complexity and the number of steps involved, many of which are time consuming and which do not add value to the registration process itself;
 - the process mapping confirmed that many of the 130 plus processes were inconsistent across the five registration teams and that many were inefficient and required multiple handling;

- the inefficiencies in registration processing was central in causing frustration amongst staff and delays in finalizing registration applications and requests;
- the project team found that the current organizational structure imposed roles and responsibilities on registration staff which did not promote the efficient processing of registrations;
- there was a significant opportunity in future stages of the project to standardize and streamline registration processes by integrating the way in which teams processed health practitioner registrations;
- the registration information system: (a) did not meet all legislative requirements; (b) lacked standard business rules governing data entry; (c) contained irrelevant and unnecessary fields of information while at the same time not holding fields of information that were necessary; (d) did not provide management information reporting; and (e) functioned as a repository of information rather than as a management information system; and
- the current processes and information system ensured that applicants and registrants could only use limited channels (letter, email, facsimile and counter) to interact with the Office.

Envision Stage

12. The envision stage utilized the findings from the Current State Baseline and stakeholder consultation to establish a service vision concept which is placed at attachment (C).
13. That concept includes: (a) the introduction of additional interaction channels being internet and interactive voice response addressed; (b) the provision of some low level services on a contract basis by Smart Service Queensland; (c) redesign of the registration processes to integrate and streamline elements of the current 130 plus processes into a generic set of processes (less than 20); (d) implementation of a number of technologies and information requirements through redesign of the registration and registrant management software; and (e) modifying the current team based provision of registration services.

Detailed Design and Service Business Case

14. In this stage the findings from the Current State Baseline and the position established through the service vision concept were converted to a detailed design for the provision of future registration services and included a full costing of the proposed services as compared to the Current State Baseline.
15. The executive summary of the Service Business Case is placed at attachment (D). In considering this case, the steering committee endorsed three key outcomes, being that: (a) the registration processes as documented in the detailed design required introduction; (b) the organization required restructuring to introduce a single registration team responsible for processing all registration related business (but not to have any delegation in registration decision-making; and (c) the current registration information management system would need to be replaced.

16. The steering committee agreed that no negotiations would be progressed with Smart Service Queensland for contracting of services until such time as the single registration team was established and the new information system was available. This was particularly in response to the significant costs associated with such sub-contracting as compared with the cost for continuing to provide those services through the Office.
17. The Board should note that if these three matters are progressed, the minimum net savings to be generated over 10 years would be \$582,348 if Smart Service Queensland is sub-contracted. If Smart Service Queensland was not sub-contracted the net savings to be generated would be \$2,382,348. This is a significant saving, particularly in the context of a growth in the number of registrations which would, without the introduction of these changes, increase the cost of registration service provision.

High Level Implementation Strategy

18. Should the Boards endorse this future direction there are three key sub components for implementation, being: (a) restructure of the organization; (b) redevelopment of the registration information system; and (c) final design and implementation of generic registration processes.
19. A description of how each of these matters will be progressed is detailed below:

- 19.1 Restructure of the Organisation and Final Design and Implementation of Generic Registration Processes: This restructure would be consistent with the relevant Public Service Directives/Enterprise Bargaining Agreements and will focus on establishing a single registration team and two Board support teams (Medical and the 12 other Boards). The registration team will be led by a Senior Manager and will include support staff at various administrative levels. The stages of restructuring the organization will be as follows: (a) development of the structure and its relationship with the rest of the organizational structure; (b) development of position descriptions for the registration team and redevelopment of the position descriptions for the Board support positions (currently Deputy and Assistant Registrars); (c) development of a transition plan from the current to the future structure; (d) consultation and negotiation with staff and the Queensland Public Sector Union; (e) implementation as per the agreed transition plan; and (f) monitoring and evaluation of outcomes.

It is expected that the transition will commence from April 2006 with appointment of the senior positions in the registration team. This will enable those positions to implement the remainder of the transition plan, plan implementation of the new business processes and directly contribute to the testing and implementation of the new information management system.

- 19.2 Redevelopment of the Registration Information System: Concurrent with the development of the Service Business Case, the process for development of a new registration and registrant management information system was initiated. The ISDU provided, at no cost to the Office, a full time business analyst to undertake this activity which included

development of a purchase plan, documenting the user business requirements and developing the software specification. Companies were invited to express interest, through an open tendering process, in undertaking the development. The Expression of Interest closed on 14 January 2005 and the selection panel has short listed five companies to receive the Request for Offer.

It should be noted that commencement of the tendering process did not commit the Office or the Boards to a commercial contract but enabled the Office and the Boards to make an informed decision about funding the development and implementation of a new system. This matter will continue to be progressed to a Request for Offer and it is at the conclusion of the selection process that a decision will need to be made about progressing this critical development activity.

The Expression of Interest has identified that the cost for development of the system will be between \$1 million and \$1.25 million. In recognition that the current income arrangement for the Boards and the reserves available limit the possibility of Boards investing this amount in any one financial year, negotiations were initiated with Queensland Health as to the funding available. The Director General has indicated support in this regard through the provision of an interest free grant repayable over a period of 5-7 years, commencing in 2005-2006. A formal request has been made to the Director General and the Office is current awaiting a reply to this request.

An analysis of each Board's costs, should the formal response from the Director General be positive, has been completed and is placed at attachment (E). It should be noted that the analysis is based on a cost sharing basis which is anchored in registrant numbers. This approach has been taken as the new system is primarily a registration and registrant management tool. The annual cost per Board for development is, subject to final confirmation through inclusion of this expenditure item in the five year financial model, is within the capacity of all Boards. It should also be noted that the net cost will not be \$1.25 million as the grant sought is interest free. This means each Board will not lose interest that it otherwise would if the system development costs were met in one financial year. In this regard, the total interest to be generated is \$206,250 as detailed in attachment (F).

Jim O'Dempsey
EXECUTIVE OFFICER

14 March 2005

Immediate Improvement Opportunities			
No	Issue	Impact	Status
1	Pharmacists Board Pre-Registration Kits to go on Board website	Pharmacists Board	endorsed
2	Introduction of a 1300 and/or 1800 and/or 13 contact number	All Boards	under review
3	Qld Health switchboard/GIRS alerted to specific contact telephone details	All Boards	endorsed
4	Corporate Services to liaise with Smart Licence to ensure OHPRB information is correct	All Boards	endorsed
5	OHPRB websites to be made compliant with trademarks e.g Adobe	All Boards	endorsed
6	Corporate Services liaise with renewals team re: retention of renewals notices	All Boards	endorsed
7	Establish formal channels with educational institutions	All Boards	under review
8	REGIS to automatically print correct team telephone numbers on correspondence	All Boards	endorsed
9	Counter issues re: processes	All Boards	under review
10	Accept change of details advice over telephone	All Boards	endorsed
11	Redirection of mail to Assistant Registrars	All Boards	endorsed
12	Update Board websites	All Boards	under review
13	Define REGIS minimum data entry requirements	All Boards	under review
14	Re-design the current refund process	All Boards	under review
15	Design new application form checklists	All Boards	under review
16	Electronic copies of application forms	All Boards	endorsed
17	Deemed Registration letters	All Boards	endorsed

