



Registration Review Project

Service Vision Concept

The Vision for OHPRB Registration Services

Service Delivery of:

Registration Services

Participating Organisations:

Office of Health Practitioners Registration Boards

Final 1.0

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AUTHORSHIP

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This document is subject to change control. The Project Manager must record all modifications to the *Service Vision Concept* below.

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Sign off on this document by the Project Steering Committee means that in principle endorsement and approval is granted for the Project Team to proceed to the BPR Detailed Design Stage of the Access Queensland BPR Method.

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Definitions and Acronyms

Terms, Abbreviations and Acronyms	Definitions
AHMAC	Australian Health Ministers' Advisory Committee
AQ	Access Queensland
BPR	Business Process Review – A process that provides an organisation with an opportunity to fundamentally redesign its operations to achieve dramatic performance improvements.
Channels	Lines of communication / client interface
DTDP	Dental Technician and Dental Prosthetists
Generic	Generic Services are services provided by agencies to customers that are made up of "generic" components such as simple informational and transactional services that are repeatable and codifiable, for example information provision, payments, licence renewals, registrations or permits.
HAM	Health Assessment and Monitoring Unit
ISD	Integrated Service Delivery means that a customer will experience a smooth and seamless service experience irrespective of the various processes or agency information sets required to provide that generic service.
ISDAU	Integrated Service Delivery and Architecture Unit
IT	Information Technology
IVR	Interactive Voice Recognition - Telephone
MRT	Medical Radiation Technologist
OHPRB	Office of Health Practitioner Registration Boards
OSTEO	Osteopath
OT	Occupational Therapist
POD	Podiatrist
QAO	Queensland Audit Office
REGIS	Registration Information System
SOP	Standard Operating Procedure
SSQ	<i>Smart Service Queensland</i>

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1. PURPOSE

The purpose of this document is to outline the *Service Vision Concept* for the provision of integrated Office of Health Practitioner Registration Boards (OHPRB) health practitioner registration services, and to seek approval from the Project Steering Committee to proceed to the Detailed Design Phase of the Project.

2. PROJECT BACKGROUND

The OHPRB administers the registration and compliance activities associated with a range of practicing health practitioners in Queensland. In doing so, the OHPRB supports 13 Boards of Registration, each with differing Policies and Procedures leading to varied levels of efficiency and customer responsiveness.

In October 2003, discussions commenced with the Integrated Service Delivery Unit, Department of Public Works to reengineer the current process of registering health practitioners (using the AQ BPR methodology) to provide a better service to clients, through a greater level of integration and consistency of processes between the respective Boards.

The objectives of the Project are to:

1. Present a solution that will improve client accessibility to health practitioner registration services by integrating services within the AQ strategy and service delivery frameworks (e.g. through *Smart Service Queensland*).
2. Provide enhanced registration service delivery, which is seamless (end to end delivery), responsive, efficient and timely for health practitioners.
3. Consider generic business processes and service components that can be applied to other Government services migrating to the Integrated Service Delivery model.
4. Support the Whole-of-Government priority for integrated service delivery.
5. Develop registration policies and procedures which support consistent application of the provisions in each Board's Registration Act.
6. Develop registration delegations consistent with the requirements of the relevant provision in each Board's Registration Act.
7. Establish the ability for registrants applying for and maintaining their registration through multiple channels, including on-line.
8. To inform the further development or replacement of the Registration Information System (REGIS).
9. To inform whether registration process re-development requires organisational structural change.
10. Develop the skills of Project Team members in Project Management and the AQ BPR Methodology – and its practical implementation on a live project.

It is important to note that it is not the objective of the Registration Review Project to reduce the number of permanent staff employed at the OHPRB; rather it is to improve efficiencies in the registration service.

The Project is being conducted as part of the Queensland Government *Access Queensland (AQ) Initiative*. The vision of the AQ initiative is that:

The public can expect access to government products and services anywhere and anytime through a variety of channels.

Further, the aim of the AQ initiative is to provide the Queensland public with a single point of access for government transactions, information, or referrals by facilitating the planning and implementation of new service delivery arrangements through collaboration between government agencies. In the future customers will no longer experience confusion or frustration in determining where to find the information or services they require.

Smart Service Queensland is the delivery arm of the *Access Queensland Initiative* and its' role is to manage, and where applicable, co-ordinate such activities to ensure the delivery of generic and partially generic services from participating agencies, through a variety of channels.

It should be noted that since Project commencement, the OHPRB Registration Review Project has been giving consideration to potentially integrating aspects of the 'generic' registration service processes with *Smart Service Queensland*.

3. VISION

3.1 Introduction

It was determined during the Discovery Phase of the Project that many of the current registration services provided at the OHPRB are inconsistent and inefficient, and client accessibility to them is limited. For example, there are currently 30⁺ different registration application forms, 130⁺ registration related processes across the various registration teams and a number of tasks associated with those processes add no real value to the overall service provided.

Further, the services are based on OHPRB determined registration service requirements rather than being informed about the requirements of clients. In addition, processes are inefficient and silo based as a result of the registration 'team based' organisational structure and staff roles and responsibilities are extremely rigid. Further, the supporting technology systems are entirely inadequate to support the services being provided.

There are therefore significant opportunities for improvement in the registration services provided by the OHPRB that should result in considerable business benefits. These span across all aspects of the business including human resources (organisational structure and staff roles and responsibilities), registration processes, legislation Policies and Procedures, information, information technology and service channels.

Benefits realisation through the implementation of this vision for the OHPRB registration service would include a more cost effective registration service, improved staff morale and speedier transaction times. It would also place the OHPRB in a strong position to meet future service demand as a result of expected population increases in Queensland over the next 10 years and the associated increase in the number of health practitioners wanting to be registered, as well as additional health professions requiring registration for the first time.

There are also many benefits to be realised by OHPRB clients. These include improved service delivery (including improved access to services and an increase in the choice of service channels) and reduced turnaround times in receiving information and achieving registration.

The vision outlined in this document is the strategic blueprint for OHPRB registration services over the next 10 years. It has been designed to facilitate the path forward for the OHPRB to offer best practice health practitioner registration services not only in Queensland, but Australia. It is fundamentally consistent with current research that suggests people now expect to interact with government in a way that makes agency boundaries transparent and integrated.

3.2 Vision Statement

The Service Vision Concept for registration services has been developed from general discussions held with OHPRB management and staff and outcomes derived from an *Envisioning Workshop* held with the Project Team, OHPRB management and staff and representatives from the Integrated Service Delivery Unit, Department of Public Works and *Smart Service Queensland*.

OHPRB

"Excellence in health practitioner registration services"

Simple, accessible, cost effective and integrated systems, procedures and processes that enable us to serve the Queensland community and ensure those registered are qualified to practise.

Underlying this vision are requirements for:

- Multi-channel access to registration services. This includes *Smart Service Queensland (SSQ)* channels including the Government Gateway (Internet) and Integrated Contact Centre (IVR, phone, email, mail and fax). It is also envisaged that future SSQ channels will include WOG service centres (counter);
- A set of consistent, cost effective, integrated, simplified and timely generic processes that can be applied to all health practitioner registrations whilst meeting all fundamental registration requirements (from information through to payment and service fulfillment) and eliminating duplication of tasks for customers and staff;
- A system that can authenticate and authorise a customer to gain access to end to end registration products and services;
- Processes that are considered by clients to be an easy and efficient way to access registration services;
- The service vision to be supported by clients, staff, management and Registration Boards.

The design of the *Service Vision Concept* has been based on a number of design principles for providing customers (customers include stakeholders, clients and staff) with:

- A generic government registration model that can be used by similar integrated registration services;
- One source of timely and accurate information that supports the registration service requirements through multiple channels and across multiple locations;
- Payment methods, not restricted to, but including: credit card, cash, EFTPOS, BPAY, cheque and money order;
- Where possible, utilisation of the Whole-of-Government infrastructure for sharing information across government, including utilising the Whole of Government Receipting system (IRS);
- The solution will operate within the Access Queensland Governance Model for Integrated Service Delivery.

Additionally, the design will:

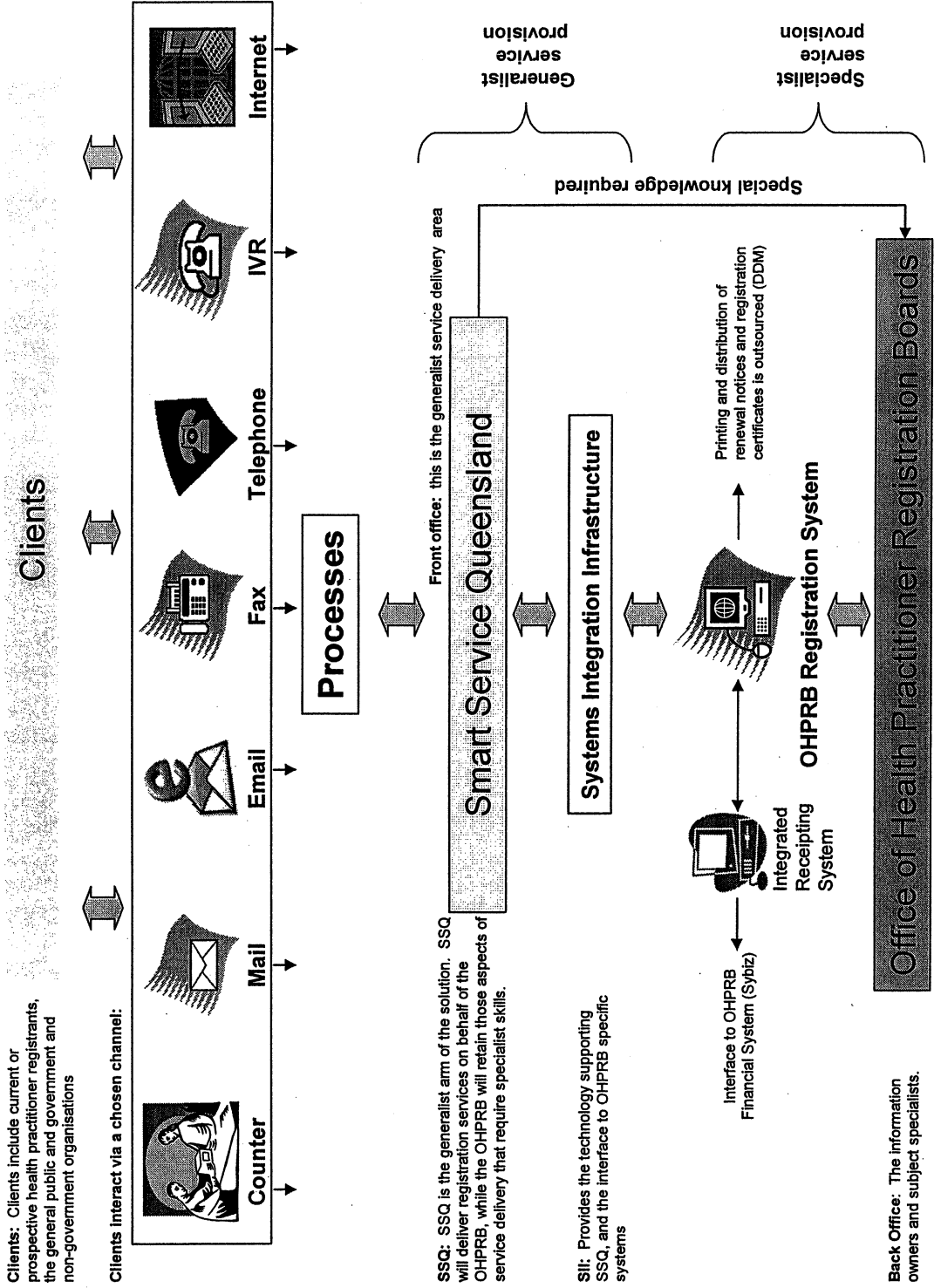
- interface with OHPRB business and financial systems;
- optimise available human resources;
- consider other out of scope processes for complaints and health assessments (during the development of a new registration system).

The vision is consistent with the Access Queensland model and endeavors to utilise Whole of Government systems as well as providing new systems, which in the future will be able to be utilised by other agencies who wish to transition similar registration services. Additionally, the Vision for health practitioner registration draws upon the assessments undertaken by the Project Team during the preceding Project phases and has been framed with reference to the:

- Vision for the Access Queensland Initiative;
- Discovery Phase assessment process, in particular the issues and opportunities identified in the *Current State Baseline* document;
- Perceived needs of clients, including those identified during client focus groups conducted by the Project Team during the Discovery Phase;
- Recognition that health practitioner registration is a regulatory function, in addition to its service delivery role.

A conceptual diagram illustrating the Service Concept Model for health practitioner registration services is provided on the following page.

Visionary Model



4. CRITICAL SUCCESS FACTORS (CSF'S)

A number of success factors have been identified as critical to the achievement of the Service Vision. These include:

- Board members and OHPRB management and staff support this Service Vision Concept;
- Funds are available to deploy the Vision;
- Clients support the deployed Vision;
- The detailed generic registration service processes that are developed during the Detailed Design Phase must be designed with WOG re-usability in mind. Additionally, the processes must have the ability for clients to complete end to end transactions – i.e. enquiry through to payment and service fulfillment;
- Clients can easily access correct, relevant and timely information 24/7 from across participating government agencies via a suite of channel choices;
- Any new registration system developed as an outcome of this vision is:
 - Robust;
 - Expandable;
 - Capable of being provided through multiple channels;
 - Designed to comply with the specific requirements of this vision (e.g. W-o-G reusable, must align with the marketplace health practitioner regulatory function etc);
- Any changes made to how clients access health practitioner registration services are communicated to them in a timely manner through the deployment of a formal Marketing and Communications Strategy. This is particularly significant in areas where a service will be offered via an alternative channel/s (e.g. the Internet and IVR);
- Staff have access to up to date and relevant information regarding the transition to new channels and new processes to enable them to correctly advise clients regarding registration services provided by the OHPRB and meet their individual service needs;
- The vision outlined in this document is cost effective, achievable, emulates best practice (given available time and resources (human, financial and infrastructure)) and meets quality standards - facilitating the pathway for the OHPRB to recoup identified savings and realise desired benefits (that will be detailed during the Detailed Design phase);
- Robust and economically feasible client authentication and assessment modules are available to identify clients, enabling them to access the services they require.
- There is supportive leadership at all levels to support OHPRB and SSQ staff through the organisational change process brought about by this Vision;
- The roles of staff are clearly defined in the new processes;
- Staff are given the opportunity to acquire new skills and undertake new tasks and are prepared to transition themselves into the new way the OHPRB will deliver its registration services;
- Any changes made to the OHPRB organisational structure support the redesigned registration processes;
- Legislative requirements are successfully amended to support the new processes;
- The continuous improvement feedback mechanisms at Smart Service Queensland are effective (e.g. feedback is timely and relevant, customisable service transaction statistical information is easily accessible and call monitoring is available). For example, service transaction information captured by SSQ enables them to advise the OHPRB of problem areas (e.g. unused operator scripts/procedures), complaints and trends.

A number of performance measures and targets to compliment these critical success factors and support the management of the new registration processes can be located in Appendix 2.

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5. CLIENT REQUIREMENTS

The *Current State Baseline* document provided an analysis of client requirements for the provision of health practitioner registration services from the following sources:

- Client research conducted by McDonnell-Phillips Pty Ltd in November 2001 as part of the Access Queensland Project – which examined in detail customer requirements in terms of access to Government services¹;
- Internal client research conducted with OHPRB Assistant Registrars;
- External client research conducted with various Health Associations and Board Members;

The main findings of this research are summarised below:

- Clients and stakeholders consider providing them with convenient and timely access to registration information and the timely processing of registration applications through a variety of channels is a fundamental obligation of government;
- Clients have a strong preference for receiving service by internet and telephone, but only a limited preference for the counter service;
- Contact/Call Centres widely appeal as a channel for access to services or as a fall back access when other options are not attractive;
- Service counters have limited appeal except for 'out-of-the-ordinary' service enquiries and for special needs groups.

This vision has been designed to meet these client requirements through the following:

Internal – OHPRB Management and Staff

- Development of a new registration system that is robust and expandable;
- Implementation of joint service delivery with SSQ, that will enable OHPRB staff to focus on the specialist activities associated with health practitioner registration services, making their roles more interesting;
- Development of a generic set of registration related processes;
- Development of new registration related guidelines, procedures and policies for staff;
- Compulsory induction program for all new staff who will provide registration services;
- Implementation of a new organisational structure for OHPRB registration service staff;
- Improved payment receipting process;
- OHPRB having access to greatly improved management information reporting systems, enabling significantly improved decision making.

External – Stakeholders and Clients

- Addition of extra service channels (e.g. IVR, Internet);
- Increased hours for clients to access registration services;
- Improved registration information and accessibility to information (e.g. redesigned application forms and information sheets);
- More timely processing of Applications for Registration and associated approvals;
- Increase in payment methods.

¹ "Trends and Benchmarks in Accessible Government Service Delivery" and "Key Market Segments of Queensland Government Services"

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Clients and stakeholders will greatly benefit from the implementation of this *Service Vision Concept* through:

- Significantly easier access to an end-to-end registration service (through a choice of channels);
- Simplification of accessing registration related information through Smart Service Queensland channels or the Government Internet Gateway;
- More time efficient processes - from answering enquiries, to processing applications through to health practitioner renewals and restorations.

6. CHANNELS

The *Service Vision Concept* incorporates a variety of channels through which future registration services at the OHPRB can be accessed. This section of the Report provides a brief description of these channels and how they will be used.

6.1 Current Channels

The table below shows channels that are currently being utilised by clients for accessing health practitioner registration services at the OHPRB. It displays the estimated annual customer transaction volumes (by Board) and by channel, for the range of registration services offered by the OHPRB (including registration, enquiries, requests for Board documentation, requests for refunds, renewals, restorations and graduate programs etc.).

Estimated Annual Volume of Client Transactions per Board and Channel

Channel	CHIROPRACTORS		DENTAL		DENTAL TECHNICIANS AND DENTAL PROSTHETISTS		MEDICAL RADIATION TECHNOLOGISTS		OPTOMETRISTS		OSTEOPATHS		OCCUPATIONAL THERAPISTS	
	Volume	%	Volume	%	Volume	%	Volume	%	Volume	%	Volume	%	Volume	%
Counter	13	1%	97	3%	20	2%	290	6%	30	3%	18	11%	57	3%
Face to Face	0	0%	50	1%	0	0%	0	0%	80	8%	0	0%	160	8%
Telephone	162	15%	735	21%	46	5%	120	3%	40	4%	17	10%	51	3%
Mail	716	68%	2220	64%	624	90%	4093	88%	839	79%	123	75%	1639	81%
Fax	150	14%	260	8%	25	3%	135	3%	75	7%	3	2%	100	5%
Email	6	1%	86	2%	0	0%	0	0%	0	0%	2	1%	24	1%
Internet	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
TOTAL	1047	100%	3448	100%	915	100%	4638	100%	1064	100%	163	100%	2081	100%

Channel	PHARMACISTS		PHYSIOTHERAPISTS		PODIATRISTS		PSYCHOLOGISTS		SPEECH PATHOLOGISTS		MEDICAL		Average	
	Volume	%	Volume	%	Volume	%	Volume	%	Volume	%	Volume	%	Volume	%
Counter	100	2%	66	1%	16	2%	72	1%	38	3%	1355	3%	2172	3%
Face to Face	200	4%	0	0%	0	0%	0	0%	30	3%	250	1%	770	1%
Telephone	402	8%	312	6%	190	20%	400	8%	100	9%	18600	44%	21175	29%
Mail	4100	81%	3517	65%	565	59%	4106	79%	1003	86%	14363	34%	38108	52%
Fax	250	5%	1000	19%	60	6%	520	10%	0	0%	5870	14%	8448	12%
Email	0	0%	480	9%	125	13%	115	2%	0	0%	1802	4%	2640	4%
Internet	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
TOTAL	5052	100%	5375	100%	956	100%	5213	100%	1171	100%	42240	100%	73343	100%

The most utilised channels for accessing registration services currently are mail and telephone.

In addition, the Internet is currently used by clients to access information about the registration services provided at the OHPRB. A summary of estimated user sessions per Board for 2003/2004 is contained on the following page.

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BOARD	ESTIMATED NO. OF USER SESSIONS
Chiropractors	2994
Psychologists	11508
Podiatrists	2132
Physiotherapists	2922
Pharmacists	8495
Occupational Therapists	2795
Osteopaths	920
Optometrists	2543
Medical Radiation Technologists	2738
Speech Pathologists	4139
Dental Technicians and Dental Prosthetists	2743
Dental	7369
Medical	20115
OHPRB	106935
TOTAL	178348

It should be noted that in addition to clients accessing general registration information from the Board websites, they are also able to access an online *Public Register* from these sites that lists the registration status of the various types of health practitioners registered by the OHPRB.

6.2 Future channels

This *Service Vision Concept* captures all of the channels identified in the *Current State Baseline* document. The most traditional and accessed channel, mail, is expected to remain important to clients into the foreseeable future. It is proposed however that clients in the future will also be able to access health practitioner registration services through an expanded suite of channels, including:

- Counter;
- Telephone;
- Internet (by providing access through the government gateway to information, on line application registration forms, on line renewals and restorations, and payments etc.);
- Mail and Fax (these channels are expected to remain important to clients in the foreseeable future, hence clients will continue to be able to access services through these channels, however they will not be actively marketed or encouraged);
- E-mail (was identified through client consultation during the Discovery Phase as a useful, cost effective tool for communication to and from clients (e.g. sending out renewal notices, renewal reminders etc.);
- IVR.

A detailed listing of OHPRB registration services, proposed channel utilisation, and the Agency that will be able to answer enquiries, receive applications/requests and be responsible for processing those applications/requests will be defined in detail during the Detailed Design Phase of the project.

An anticipated example of the multiple channels clients will be able to utilise to access an OHPRB service in the future to obtain a paper based *Application for Registration* form includes:

- An SSQ or OHPRB counter;
- By making a request on the telephone through the SSQ Contact Centre or OHPRB;
- Through email, mail or fax to OHPRB; or
- On-line through the Internet.

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Another example of improved service delivery may be when a health practitioner wishes to obtain a *Statement of Fees*. At present, the client is only able to obtain this documentation from the OHPRB. However in the future, they may be able to lodge a request by telephone to the SSQ Integrated Contact Centre, who will also process the request (and send out the *Statement* to the client), and receipt the payment.

It should be noted that during the Detailed Design Phase, each individual service will be further analysed to determine which Agency will undertake the data entry associated with the various service requests based on who is best suited to perform the task, as well as the most cost effective way of processing these service requests.

All of the existing channels could conceivably operate within an integrated service delivery system in partnership with *Smart Service Queensland*. Enquiries of a specialised nature in relation to health practitioner registration however, will still need to be forwarded on to OHPRB staff.

Mail

Currently, the mail channel forms 52% of the OHPRB's registration related transactions. This is likely to decrease considerably as other channels, such as the Internet, Integrated Contact Centre and IVR increase in popularity. As it is anticipated that most of the mail to be received in the future pertaining to applications for registration will be the compulsory submission of original documentation (e.g. academic transcripts), it should continue to be sent direct to the OHPRB. In contrast however, mail based applications for renewal and restoration could be sent direct to SSQ, who will be able to process these transactions on behalf of the OHPRB.

Fax

As for mail, faxes will continue to be sent to the OHPRB, however this channel will not be actively marketed or encouraged. Faxes currently comprise 12% of the OHPRB's registration transactions and are currently the third most popular channel. It is anticipated that as the popularity of the Internet and IVR increases, fax usage is likely to decrease.

Counter

Currently, transactions through the counter channel at the OHPRB contribute only 3% to total registration transactions. Although this is low and counter contact trends generally across many businesses seem to be decreasing as alternative contact methods such as Internet and phone transactions become more popular, it is still desirable, from an accessibility viewpoint, to continue this channel at the OHPRB.

People who do not have Internet access or wish to speak to a registration 'specialist' in person may prefer counter service. The fact that although the only OHPRB counter is located in the centre of Brisbane, it does not seem to be currently well utilised compared to the mail and telephone channels. This could be due however to a number of reasons, including that some OHPRB clients reside in regional areas, interstate or overseas.

It is also intended for clients in the future to be able to access counter facilities at SSQ. All enquiries of a specialised nature however will still need to be forwarded on to OHPRB staff.

Telephone

Currently, transactions through the telephone at the OHPRB contribute an estimated 29% to total registration transactions and are the second most popular channel choice. In the future, it is anticipated that registration services accessed via the telephone could be accessible in the first instance through SSQ. Although the Integrated Contact Centre will only deal with simple telephone enquiries, requests for information and accepting payments, there will still be a need to transfer calls to the OHPRB when information is required that only registration specialists can provide. It is imperative that call centre staff are adequately trained to deal with most general enquiries themselves, so that only the calls that absolutely must be handled by OHPRB staff 'specialists' are forwarded, otherwise costs at the OHPRB end will increase.

Ongoing training, efficient processes and a set of comprehensive enquiry 'scripts' will be vital to ensure callers' requests can be fulfilled quickly and efficiently. As a result, Contact Centre staff knowledge of simple registration services will always remain current.

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IVR

It is anticipated that IVR could be utilised by OHPRB clients to request information sheets, submit requests for some types of Board documentation (e.g. *Statement of Fees*) and make payments. With the increasing usage of credit cards prevalent in society today, an increasing number of people are becoming more accustomed to making payments over the phone. This combined with the fact that as a channel the phone is so convenient and easily accessible, means its usage is likely to increase.

Email

It is anticipated that the Integrated Contact Centre could have a direct email address. Email requests for registration information and application forms could be sent to this address for SSQ staff to process. There would need to be procedures determined and put in place to process emails in the most efficient and satisfactory manner for the client.

Internet

Research conducted by the Access Queensland project in 2001 suggested it is often confusing for Queensland Government clients to determine where and how to obtain information about government services online, as it requires that the client know the agency/authority responsible for delivering the service.

As a result, the Queensland Government Internet Gateway is an ideal channel which could be utilised by OHPRB clients to download information and forms associated with health practitioner registration, as well as submitting applications for registration, requests for Board documentation, requests for a change of details and making payments.

Smart Service Queensland has already implemented online payment transactions through the gateway web site for vehicle/vessel registration renewals (QT) and some camping permits (EPA). An integrated Queensland Government gateway for submitting health practitioner applications and requests online would be a natural progression or evolution of this.

Required features and attributes of the proposed web presence include:

- Interface (web) with the OHPRB health practitioner registration system;
- Interface (web) with whole-of-government payment system (IRS);
- Real-time link to the registration system for immediate updates (e.g. Requests for change of address). This is usually via the Service Integration Infrastructure (SII), unless there is a need to bypass the SII (which will be investigated further during the Detailed Design phase);
- Flexible and accurate reporting;
- Reliable information technology infrastructure;
- Expandable (modular);
- Scalable (transaction volumes);
- Whole of government authentication module.

Supporting this vision is research conducted by the Commonwealth Government in 2003², namely:

- Over 80% of internet users are also users of e-government services;
- Demand for e-government services is expected to increase by up to 30% in the next 12 months;
- 46% of people and 57% of businesses make use of E-government services;
- 75% of internet users expressed a desire for greater provision of information through the internet, whilst 67% expressed a desire for more downloadable forms.

² "E-Government Benefits Study", Commonwealth of Australia, April 2003

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Consequently, the Internet is emerging as a preferred service delivery channel by government agencies and their clients. More households and businesses have Internet access than ever before and access in rural/regional areas is continuing to increase as the required infrastructure is established.

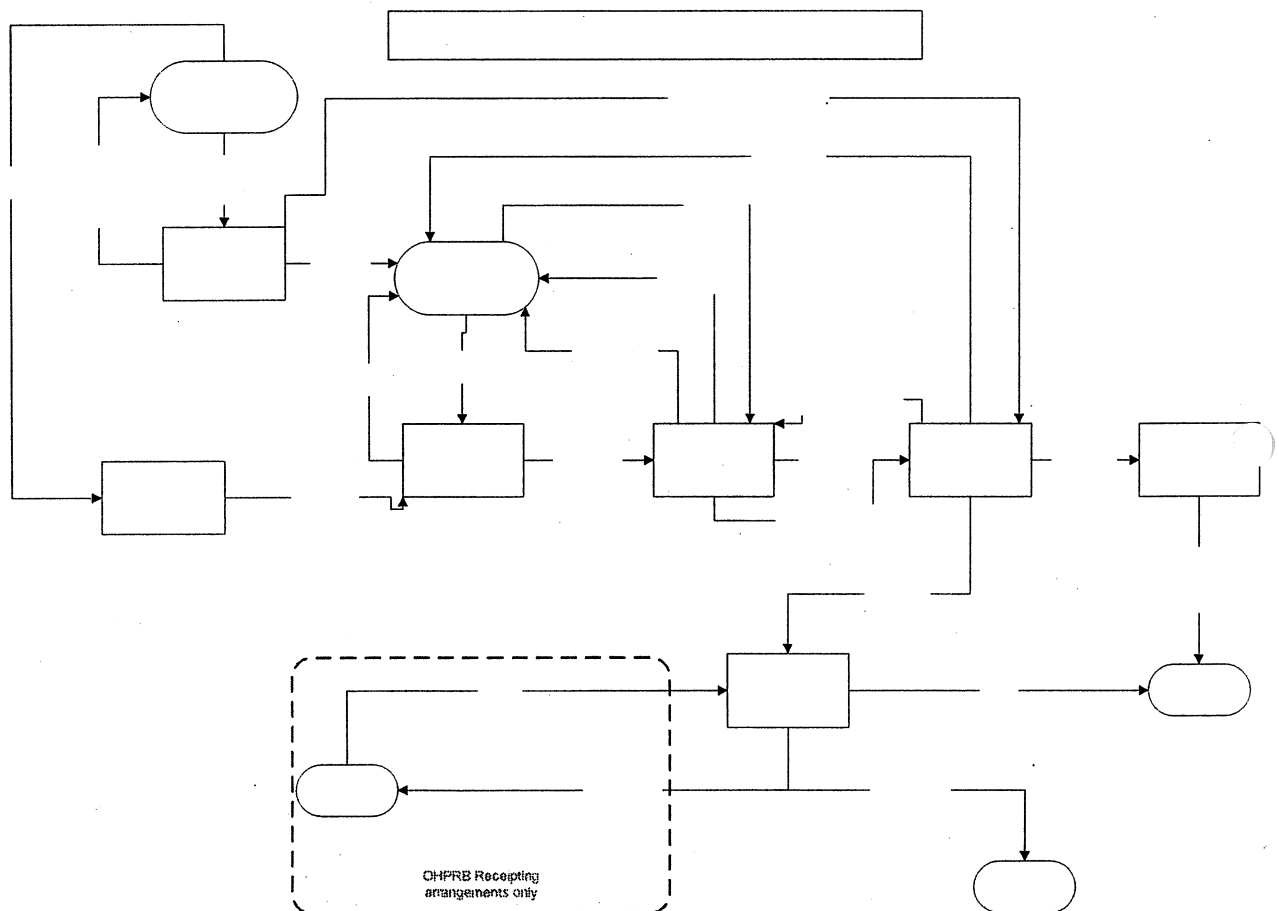
Benefits of on-line services to OHPRB clients in the future include (but are not limited to) convenience, ease of use and immediate access to information (24x7). Benefits to the OHPRB would include an efficient use of technology, reduced printing costs (e.g. through having to print less application forms, information sheets etc.) and reduced error rates in applications received (because applicants would not be able to proceed to application submission until mandatory data fields are completed).

To further illustrate to the reader of this *Service Vision Concept* how these channels could operate in reality, a set of sample health practitioner registration 'scenarios' can be located in Appendix 4.

7. PROCESS

The high-level process maps developed in the *Current State Baseline* have been analysed and adapted to provide a foundation for this *Service Vision Concept*. A key opportunity arising from the review of registration services at the OHPRB is the potential to integrate and streamline elements of the current 130+ processes associated with the various Boards into a generic set of processes (<20).

A high-level *Service Vision Concept* process map is presented below:



The vision is not dependant upon *Smart Service Queensland* being involved in complex aspects of the registration processes beyond the provision of simple information, processing payments and processing simple requests (e.g. change of details, some board documentation etc.), though this is preferable.

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The model remains valid regardless of whether the shared service provider is *Smart Service Queensland* or another option, such as an agency or group thereof. The shared service provider, however, requires certain types of infrastructure in place to successfully deliver the vision and achieve the stated benefits for the OHPRB - (eg Call Centre facilities, counter network, IVR, internet presence, receipting and authentication etc)

A single set of processes also offers OHPRB staff a significant opportunity to move into more interesting roles, and diversify their current knowledge of one or a small number of Boards, to a wider understanding of registration requirements for all Boards. More efficient, streamlined processes will also assist the OHPRB with workforce planning activities whereby staff will have an opportunity to move between Boards, particularly during individual Board peak periods.

To further illustrate to the reader of this *Service Vision Concept* how some of the registration processes could operate in reality, a set of sample health practitioner registration 'scenarios' can be located in Appendix 4.

8. INFORMATION AND INFORMATION TECHNOLOGY

The successful implementation of these integrated registration services is dependent on the implementation of a number of technologies and information requirements:

1. An integrated **health practitioner registration system** capable of:
 - Interfacing with W-o-G infrastructure and other OHPRB business activities;
 - Interfacing with the OHPRB's financial system;
 - Delivering end-to-end registration services through multiple channels;
 - Being extended to cover additional Registration Boards;
 - Delivering registration services from a single point of contact;
 - Delivering management information support for managers and Boards;
 - Delivering online functionality (e.g. on-line application forms, on-line renewals etc.).

2. **Adequate IT infrastructure at the OHPRB**

3. Implementation of **document scanning technologies**, capable of significantly reducing the reliance registration teams currently have on paper based health practitioner registrant files.

4. The development of a robust **client authentication and assessment module** to identify customers and their service requirements.
 - Access to information and services will be determined via authentication and authorisation processes. Each role will have access to a predetermined screen format, which is assigned according to their level of interaction with the process;
 - For non generic services, the system must have the ability to lodge and pay for those registration services that require specialist assessment.

5. **Service Integration Infrastructure (SII)**
The purpose of the SII is to facilitate access to Government services through a variety of devices and business channels such as web sites, contact centres and integrated service centres, indirectly to backend agency services. The SII enables clients to access multiple Government services from a single service point, without knowing which Department is responsible for each individual service.

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It is recognised within the Service Integration Infrastructure project that, to support the variety of business channels required, the SII must allow for both self-service by clients (such as via the Internet to update for example their address details), and for mediated service by government or agent operators (such as counter service). These views are consistent with the objectives of the OHPRB Registration Review Project.

SII design components also appear consistent with the OHPRB Registration Review Project objectives and the Service Vision Concepts outlined in this document; namely:

- Multi-channel service access - the presentation of services through a variety of outlets, e.g. Web sites, contact centres, integrated service centres;
- Global discovery – a searching facility for the identification of one or more services;
- Customer authentication and access control – as specified by agencies as part of service deployment into the Service Integration Infrastructure. Agencies can enforce additional security controls. An encounter should permit different levels of customer authentication;
- Guided Search - where request details of a service are captured and the specific cost can be determined given those details;
- Integrated Receipting – allowing single payment for some or all services. Different payment methods will be supported (e.g. Credit card, direct debit, cash etc.);
- Management reporting and auditing – standard service delivery management mechanisms.

6. Integrated Receipting System (IRS)

The IRS is a central software component that, in conjunction with the SII, will support the Access Queensland vision of anywhere/anytime access to government services by processing payments.

The purpose of the IRS is to manage the process of collection, reconciliation and disbursement of money collected at Integrated Service Delivery counters, the SSQ Contact Centre and on the Internet.

Features of the IRS include:

- Counter receipting module;
- Online electronic receipting functions through a third party gateway provider for credit card direct debit transactions;
- Daily reconciliation and disbursement of funds within Government; and
- Payment by a range of payment methods, including cash, cheque, credit card and debit card.

In addition to supporting the generic services available through *Smart Service Queensland*, the Integrated Receipting System may need to be adopted by the OHPRB in the future to adopt as their own internal receipting system.

7. The process demands an **information source** to be accessible across multiple channels. It must encompass all required registration information, relevant guidelines and procedures for the various user roles and be able to step them through every procedure successfully. The information requirements must:
- Be in plain English;
 - Be easily accessible, accurate, displayed logically and in generic formatting;
 - Provide at a minimum application forms and information sheets;
 - Ensure marketing and communication materials associated with the provision of new service channels and any registration services offered by the OHPRB are always current and up to date.

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Professionally designed information materials and resources include health practitioner application forms/information sheets and web sites that are user friendly and have full search capabilities.

9. GOVERNANCE

During the Discovery Phase, a detailed analysis of the *current* governance, legislative and Board requirements of health practitioner registrations was undertaken by the Project Team. During the Detailed Design Phase, an assessment as to whether these provisions are adequate when applied to this *Service Vision Concept* will be completed.

9.1 Legal

The Detailed Design Phase will assess at a high level, whether existing Acts, Regulations, legal guidelines and requirements are adequate when applied to this *Service Vision Concept*. A schedule of topical areas to be investigated will include:

- Health Practitioner registration process;
- Registration payments;
- Accountability – audit and evaluation.

9.2 Organisational Requirements

Specific OHPRB Strategy, policy, standards and procedures that will need to apply to health practitioner registrations will also be investigated. Amongst other things, this may include:

- Whole of Government integration;
- Whole of Government Integrated Receipting System;
- Queensland Government Internet gateway;
- Financial and information systems;
- Facilities management; and
- Security systems.

9.3 Board Requirements

Specific individual Board requirements that will need to apply to health practitioner registrations will be documented.

9.4 Stakeholders

It is anticipated there will be a number of governance requirements at the Whole of Government level which will impact stakeholders and the associated health practitioner registration related processes and procedures. These requirements are identified as follows:

- Adoption of new channels;
- Specialist knowledge, referrals, management and acquittal processes;
- Interfaces with Smart Service Queensland; and
- A Service Level Agreement with *Smart Service Queensland*.

9.5 Privacy

All OHPRB staff must currently observe the organisations *Code of Conduct* and *Privacy and Security Policy* and behave ethically. In some departments, staff are required to sign a confidentiality agreement not to divulge information they receive in the course of their employment except in discharging their official duty. Legislation may also restrict the disclosure of information and specify to whom official information can be disclosed.

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The Privacy Standards that will need to apply to the OHPRB and SSQ after the *Service Vision Concept* is implemented will need to be identified and documented during the Detailed Design Phase if information breaches in the future are to be avoided.

Additionally, whilst clients may appreciate the convenience of Whole of Government health practitioner registration services (based on government agencies such as SSQ being a 'branch' of the OHPRB), they may be concerned about the flow of personal information (that is a consequence of the integrated services) between the agencies providing the registration services.

Protocols will therefore need to be identified and documented during the Detailed Design Phase so they can be developed during Project implementation to preserve clients' privacy and to allay clients' concerns, specifically in regards to health practitioner personal information.

Within the Queensland Public Sector, the formal requirements in respect of privacy are encapsulated within the *Information Privacy Standards and Guidelines*, maintained by Government ICT, Department of Public Works. Privacy considerations will be controlled in accordance with those *Privacy Standards and Guidelines*. The requirements of Information Standard 42 will need to be met to ensure compliance.

9.6 Security

Generally security will be no more an issue in a Whole of Government health practitioner registration environment than it is now, other than for on-line services. Health practitioner registration will require the same level of security as provided for other on-line services (such as receipting for payments) and a detailed analysis will be undertaken during the Detailed Design Phase. In addition, security issues relating to payments offered via the Internet channel will be raised.

Whilst there will be a need for security measures to be agreed and implemented, the OHPRB and SSQ (who are participating in Whole of Government health practitioner registrations) will also need to agree on rules for the management of client details.

10. ORGANISATION

10.1 Roles

The following roles have been identified as being required for implementation of the *Service Vision Concept*. These include:

1. Clients;
2. Board members;
3. Customer service operators – telephone and counter (SSQ);
4. Counter customer service operators (i.e. from other Queensland Government Agencies (not SSQ) who 'opt in');
5. Registration specialists (OHPRB);
6. Finance staff (OHPRB);
7. Mailroom staff (OHRB and SSQ);
8. Information technology support staff (OHPRB);
9. Information officer - responsible for the link between SSQ and the OHPRB, as well as maintaining the service information, application forms and scripts (OHPRB);
10. Marketing Specialist (OHPRB);
11. Management (OHPRB and SSQ).

(A more comprehensive assessment of the gaps in roles that exist between the current and proposed state will be undertaken in the Detailed Design stage of this project.)

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10.2 Change Management

The successful communication and management of change across the OHPRB and SSQ is critical to the success of this Registration Review Project *Service Vision Concept*. Staff at the OHPRB who currently undertake registration services may see organisational structure changes and the loss of duties as a threat to their on-going role. In addition, *Smart Service Queensland* staff will need training and support from appropriate scripting tools to handle identified health practitioner registration matters.

A strategy for change management will be developed during Detailed Implementation Planning. Some of the major factors that will contribute to the final solution and affect the change management strategy will include:

- Maintaining a client focus in establishing business outcomes;
- Ensuring clarity in all communications whilst encouraging staff, client and stakeholder feedback;
- Developing a consistent approach to the change initiatives;
- Identifying and resolving systemic issues, which may impact on the achievement of the goals;
- The feasibility and timeframes related to transitioning of roles, tasks and issues related to the registration of health practitioner registrations;
- Collaboration between the OHPRB and Smart Service Queensland;
- The government's commitment to public sector employment security as outlined in the Government Employment Security Policy;
- The transitioning of tasks relating to the health practitioner registration services, which has traditionally been carried out at the OHPRB.

The major challenge in implementing the *Service Vision Concept* is ensuring a smooth transition from a wholly managed and controlled service (by OHPRB) to a shared approach with *Smart Service Queensland*.

Areas of change which may require impact analysis and strategy development include:

- Workflows;
- Job responsibilities;
- Skill and knowledge requirements;
- Personnel motivation;
- Communication internal and external;
- Technology Interfaces;
- Organisational Structure;
- Operating Procedures;
- Organisational / Unit Culture;
- Terminology Changes.

The following keys to the change approach should drive the impact assessment and the strategy development:

- The Business Process - streamline for better efficiency;
- The People – the most critical factor to effect change;
- Positive Management – to assess and manage the impact on people, their jobs, work and quality of work life;
- Information is shared with all relevant parties.

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The following factors should underpin the broad Change Strategies:

- High staff involvement in the organisational change occurring;
- Consistent and open communications;
- Streamlining of work processes to promote increased performance levels;
- Development and implementation of on the job training for all registration staff, focusing on all-board generic end to end registration service processes.

11. RISK MANAGEMENT

A key focus of the OHPRB Registration Review Project in the Detailed Design Phase and Detailed Implementation Planning will be the development of a risk management framework to govern the integrated system in deployment. This risk management framework will integrate with the existing risk management frameworks of the OHPRB and SSQ in order to provide a co-ordinated and effective approach to risk management.

In developing the risk management framework, the approach will include the identification and documentation of a number of key risk elements. These are identified risk factors, risk criteria and risk management strategies.

For this Report an initial high level risk assessment associated with this *Service Vision Concept* has been included as Appendix 3.

12. CONCLUSION

This *Service Vision Concept* addresses the current service delivery issues identified in the *Current State Baseline* for this Project. It will provide clients with a more time efficient and "user friendly" service made possible through an integrated service delivery model.

It is therefore recommended that approval be granted to proceed to the Detailed Design Phase of the BPR Project on the basis of the *Service Vision Concept*.

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APPENDIX 1 – OUTCOMES OF ENVISIONING WORKSHOP



Office of
Health Practitioner Registration Boards
Queensland Government

Registration Review Project

*Summary
Outcomes from the Envisioning Workshop
18 May, 2004*

Workshop Details

- Time: 11am – 1.20pm
- Location: 19th Floor, Forestry House, 160 Mary Street, Brisbane

Workshop Participants

Representatives from the OHPRB

- Jim O'Dempsey, Executive Officer
- Michael Demy-Geroe, Deputy Registrar (Medical)
- Pauline Portier, A/Deputy Registrar (Non Medical Boards)
- Kath Brims, Administration Officer (Registration)
- Duncan Hill, Administration Officer (Registration)
- Helen Davey, Administration Officer (Renewals)
- John Posner, Project Manager
- Debby Ramsay, Assistant Registrar and Project Team Member

Representatives from the ISD Unit

- Phil Woolley, Program Director
- Karen Dennis, Program Manager
- Ian Rutledge, BPR Facilitator

Representatives from Smart Service Queensland

- John Phalen, Project Manager, Integrated Projects

Workshop Facilitator

- Adele Newman, BPR Facilitator

Workshop Objectives

- Define a high level project vision for the delivery of future registration services.
- Identify the features that will make this *Service Vision Concept* possible against each of the BPR Themes (i.e. Client, Channels, Process, Information/IT, Organisation and Governance).
- Determine how we can reach that vision.
- Consider how this vision will support the Queensland Governments' Whole of Government (WOG) objective and requirements.

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Brainstorming Approach Adopted At The Workshop

- *Step 1*
What is your overarching vision for future registration services at the OHPRB?
- *Step 2*
What are the features that will make this vision possible?
- *Step 3*
What is your vision for how we can get there?

Step 2 and 3 were considered in line with the Business Process Review Method themes – i.e. Clients, Channels, Processes, Organisation, Information/IT and Governance

Workshop Outcomes

Step 1:

Determine the vision for future registration services at the OHPRB

Ideas included:

- “Simple registration processes”
- “Transparent process”
- “Registration to protect the public”
- “Professional standards / safe and competent”
- “Best registration service”
- “Best registration to encourage compliance”
- “Integrated, end to end and seamless process”
- “Excellence in registration services”

Agreed Project Vision

OHPRB

“Excellence in health practitioner registration services”

Simple, elegant, accessible, cost effective systems, procedures and processes that enables us to serve the Queensland community, and ensure those we register are qualified to practise.

Step 2

What are the features that will make this vision possible?

Step 3

What is your vision for how we can get there?

Ideas included:

Clients

- We need quicker service to prospective registrants.
- Make sure information we publish (e.g. on website, guidelines etc.) is up to date and accurate
- Communication to our clients, regardless of the form needs to be understandable
- Reduce jargon
- Application forms need to be simple
- Articulate requirements clearly



- Explode our channels – i.e. not only increase the number of channels, but make better utilisation of the channels we currently use (e.g. change of details usually received by mail. Perhaps in the future they could also be taken over the telephone etc.)
- Feedback – seeking and using information from clients to improve services (e.g. after registration, send a survey after 6 weeks (using survey technology) to gauge the experience of the registrant in their dealings with the OHPRB)
- Utilise ‘push’ services through channels (e.g. email reminders) (NOTE: The cost of SMS may be prohibitive)
- Send out email renewal reminders
- Discounts for paying early or online
- Improved responses to telephone enquiries
- We need to get more information out to our clients rather than them always having to contact us (i.e. make better use of our website, ‘push out’ reminders etc.)
- Setting process/performance standards and measures (so Boards know what service to expect from the OHPRB)
- Multiple channel access to the public register

Channels

- Clients should have access to a *one stop shop* to obtain OHPRB registration services.
- Online services (including applications for registration – e.g. for new Australian/NZ grads, renewals, change of details, requests for Board documentation – e.g. duplicate certificates, certificates of good standing, general information etc.)
- Consider SMS
- Improved access to the Public Register – by the general public and employers. Also consider implementing multiple search functionality
- Secure authentication
- Document scanning
- Obtain electronic graduate listings from Universities
- IVR – to request information from the OHPRB, obtain details of Board meetings, Frequently Asked Questions (FAQ’s). Also consider voice recognition – to conduct Public Register searches.
- Payments: Consider direct debits, direct debits with multiple payments (will need further investigation – possible risks), Integrated Receipting System, establishment of other payment collection offices, and IVR for renewals.
- More counters – e.g. at SSQ, OBlic in addition to OHPRB
- Telephone
- Mail
- Improve face to face contact with prospective graduates
- Fax

Processes

- One set of registration processes for all Boards
- Must be integrated with OHPRB financial / business systems
- Ensure a true ‘end to end’ process is created
- All staff to follow the same process/s
- Remove process loops currently being experienced
- Move towards ‘case management’

Organisation

- New registration processes --->new organisational structure, changes to staff roles and responsibilities
- Improvements to staff education and induction
- Change to staff values / beliefs
- Staff expected to provide an agreed standard of service to Boards
 - Ensuring that other new service providers (e.g. SSQ) also perform to those standards
- Empower staff
- Value staff – function with teamwork
- Remove the staff/management ‘fear factor’

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- Integration of 'front of house' with registration teams – i.e. one team
- Staff 'accepting ownership' of their roles and responsibilities.

Information

- Easier and simple websites (why are there individual websites?)
- Professionally designed application forms and guidelines
- Fact sheets – need to define what fact sheet needs to be developed for each Board
- Improved regional presence (e.g. information sessions)
- Need to cater for enquiries from persons from non English speaking backgrounds
- Develop and implement 'registration' induction training
- Develop and implement registration procedures/procedure manuals for staff
- Compliance with all relevant information standards
- Need consistency in all information
- Produce more regular Board bulletins
- Develop and public frequently asked questions (FAQ's)

Information Technology

- Investigate acquiring a new registration system – perhaps QNAS. The system must meet the business needs of the OHPRB, and have the ability to integrate with other OHPRB functions (e.g. complaints/HAM). It must also be user friendly and have the capability to produce management information reports. Must also interface with the Queensland Government SII (Service Integration Infrastructure).
- New system also needs the ability to produce:
 - statistical information
 - applicant details
 - employer details
 - mail in and mail out capability
- Would like the new system to be internet based.
- Client authentication
- Consider document imaging (in stage 2 of implementation)
- Utilise the Queensland Government's Integrated Receipting System (IRS)
- Improved Public Register
- Content management system

Governance

- Amend legislation where identified through undertaking the Discovery phase (e.g. not having to return provisional certificates, consider delegatory powers of Executive Officer etc.)
- Changes need to be reflected across all Boards

The workshop concluded at 12.20pm.

Further enquiries regarding the Envisioning Workshop or this 'summary paper' can be directed to:


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19 May, 2004

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APPENDIX 2 – VISION, CSFS, PERFORMANCE MEASURES AND TARGETS

Vision Element	Vision	CSF's	Performance Measures	Performance Target
<p>PROCESS</p>	<ul style="list-style-type: none"> A set of consistent, cost effective, integrated, simplified and timely generic processes that can be applied to all health practitioner registrations, whilst meeting all fundamental registration requirements (from information through to payment and service fulfilment) and eliminating duplication of tasks for customers and staff 	<ul style="list-style-type: none"> A consistent design to be developed to withstand a generic registration process across OHPRB and W-o-G. The process must have the ability for customers to complete an end to end transaction – enquiry through to payment and service fulfilment. (Authentication and assessment requirements must be built into system) Ability to transact each service on-line Consistent processes across and within different registration boards The process is implemented and utilised as designed The new process is viable in terms of being cost effective and the ability for the organisation to recoup the identified savings. Designated access protection to various screens of process 	<ul style="list-style-type: none"> Reduced applications requiring further authentication and specialist assessment Customer satisfaction Timeliness of enquiries Average cost per transaction Number of rejected applications Number of applications received Reduced costs of providing service User identification process not compromised Staff are satisfied with the new processes 	<ul style="list-style-type: none"> 90% authentication and assessment of applications processed 80% reduction in duplication of authentication and assessment process 95% customer satisfaction rating Information delivered is 100% current & timely Neutral cost to agency 95% process compliance 95% first time application acceptance Reduced service costs Positive feedback regarding the processes from OHPRB and SSQ management and staff

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Vision Element	Vision	GSF's	Performance Measures	Performance Target
CLIENT	<ul style="list-style-type: none"> The new system is considered by clients to be an easy and efficient way to access this service 	<ul style="list-style-type: none"> Clear communication/marketing strategy to clients promoting the registration services available and how they can be accessed. 	<ul style="list-style-type: none"> Client satisfaction and update 	<ul style="list-style-type: none"> Client surveys indicate a increase in service quality Positive feedback received Client complaints reduced
CHANNELS	<ul style="list-style-type: none"> A single system that provides access to multiple registration services anytime, anywhere via multiple channels. This includes <i>Smart Service Queensland</i> (SSQ) channels including the Government Gateway (Internet) (24x7 principle) and Integrated Contact Centre (IVR, phone, email, mail and fax). It is also envisaged that future SSQ channels will include WOG service centres (counter) 	<ul style="list-style-type: none"> The ability to implement a robust and expandable registration system which is capable of being provided through multiple channels (24x7)and one that will support the proposed design. 	<ul style="list-style-type: none"> Channel availability 	<ul style="list-style-type: none"> 99% channel availability
Channels – Face to Face	<ul style="list-style-type: none"> Clients will have increased access to registration services through multiple government agencies 	<ul style="list-style-type: none"> Service delivery model accommodates face to face delivery regardless of the agency or agent Clients are aware of this as a service option and are aware of how to access the service 	<ul style="list-style-type: none"> Client usage rate with the channel Client satisfaction rate with the channel 	<ul style="list-style-type: none"> Increased hours of availability of service Increased client outlets Target 5% of all transactions within three years Positive feedback received from clients about the channel

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Vision Element	Vision	CSF's	Performance Measures	Performance Target
Channels – Internet	<ul style="list-style-type: none"> The internet will enable clients to have increased access to the registration service (including an end to end process) 	<ul style="list-style-type: none"> Service delivery model accommodates internet delivery Clients are aware of this as a service option and are aware of how to access the service 	<ul style="list-style-type: none"> Client usage rate with the channel Client satisfaction rate with the channel 	<ul style="list-style-type: none"> 24 x 7 x 365 client access Target 30% of all transactions within first three years of implementation Positive feedback received from clients about the channel
Channels – SSQ Integrated Contact Centre	<ul style="list-style-type: none"> Clients will have increased access to the registration process which is provided by way of a single phone call 	<ul style="list-style-type: none"> Service delivery model accommodates phone delivery Clients are aware of this service option and know how to access the service 	<ul style="list-style-type: none"> Client usage rate with the channel Client satisfaction rate with the channel 	<ul style="list-style-type: none"> 8:00 am to 6:00 pm 5 days a week (investigate feasibility of 24 hour access) 30% of all transactions done through call centre at end of 2007 Positive feedback received from clients about the channel
Channels – IVR	<ul style="list-style-type: none"> IVR will enable clients to have simple and easy access for renewing their registration and obtaining information about registration etc. 	<ul style="list-style-type: none"> Service delivery model accommodates IVR delivery Clients are aware of this service option and know how to access the service 	<ul style="list-style-type: none"> Client usage rate with the channel Client satisfaction rate with the channel Channel availability 	<ul style="list-style-type: none"> 24 x 7 x 365 client access Target 60% of renewal transactions within first three years of implementation Positive feedback received from clients about the channel

Vision Element	Vision	CSFs	Performance Measures	Performance Target
Channels – Mail	<ul style="list-style-type: none"> • Clients will have access to an end to end registration process which is provided through this channel 	<ul style="list-style-type: none"> • Reduction in transactions conducted through this channel 	<ul style="list-style-type: none"> • Number of registration related mail transactions received (e.g. Requests for Board documentation) 	<ul style="list-style-type: none"> • Reduce the usage rate of this channel to 15% within three years • Reduce renewal notices delivered by this channel to less than 5% • Positive feedback received from clients about the channel
Channels – Fax	<ul style="list-style-type: none"> • Clients will have access to the registration process which is provided through this channel 	<ul style="list-style-type: none"> • Clients are aware of how to access the service using this channel 	<ul style="list-style-type: none"> • Number of registration related faxes received (e.g. Requests for Board documentation) • Timeliness of service • Client satisfaction rate with the channel 	<ul style="list-style-type: none"> • Reduce the usage rate of this channel to less than 5% within three years • Positive feedback received from clients about the channel
Channels – E-mail	<ul style="list-style-type: none"> • Clients will have increased access to the registration process which is provided through this channel • That email can provides a point of access for the Agency to send and receive renewal notices and reminders to clients 	<ul style="list-style-type: none"> • Clients are aware of how to access the service using this channel • Cost of providing a renewal reminder service 	<ul style="list-style-type: none"> • Number of registration related emails received (e.g. Requests for Board documentation) • Timeliness of service • Number of renewal notices • Client satisfaction rate with the channel 	<ul style="list-style-type: none"> • Reduce the usage rate of this channel to less than 5% within three years • Increase renewal notices delivered by this channel to 60% within three years • Positive feedback received from clients about the channel

Vision Element	Vision	CSF's	Performance Measures	Performance Target
<p>INFORMATION</p>	<ul style="list-style-type: none"> One source of timely and accurate information that supports the registration service requirements through multiple channels and across multiple locations. 	<ul style="list-style-type: none"> The ability to collate and recall information in an integrated manner – stake holders can access correct, relevant and timely information from across government agencies via a suite of channel choices. Access to relevant information, guidelines and processing requirements by all users via all channels. The system is maintained so that the information is secure The system is maintained so that the information is current, timely and accurate The information on the system (SOP and Business rules) is sufficient for clients and stakeholders to complete their request and is easy to understand and follow 	<ul style="list-style-type: none"> Ability to conduct all registration services across all channels requested from clients, stakeholders and staff Customer complaints Client and Stakeholder satisfaction Develop appropriate security measures to safeguard database integrity Clients and Stakeholders having access to current information as required 	<ul style="list-style-type: none"> 80% of requests can be conducted without specialist intervention Client surveys indicate a increase in service quality Positive feedback received Client complaints reduced Database has not been compromised – 100% Information 100% accurate at all times 100% accuracy of variable information (guidelines and procedural information)

Vision Element	Vision	CSF's	Performance Measures	Performance Target
INFORMATION	<ul style="list-style-type: none"> As above 	<ul style="list-style-type: none"> Ensure clients are aware of the several service channels and know how to access the service across these channels. Common information available to clients, stakeholders and staff Commitment of OHPRB staff to sharing knowledge 	<ul style="list-style-type: none"> Usage rates of new channels accessed by clients/stakeholders Information delivered consistently (the front end of the internet) 	<ul style="list-style-type: none"> Increased uptake of newly introduced channels (see Channels) New channels designed accordingly
INFORMATION	<ul style="list-style-type: none"> Sharing of information between out of scope processes eg- complaints and health assessments and financial system 	<ul style="list-style-type: none"> Successful integration and sharing of information with other OHPRB systems and processes 	<ul style="list-style-type: none"> Ability to share and use common data 	<ul style="list-style-type: none"> 100% of required data available
INFORMATION	<ul style="list-style-type: none"> A system that can authenticate and authorise a customer to gain access to end to end registration products and services. Certain information can be accessed only after users have been authenticated by the system 	<ul style="list-style-type: none"> The development of an economic yet robust client authentication and assessment modules to identify customers and their service requirements (economy of scale development costs -v- benefit gained for service). 	<ul style="list-style-type: none"> Number of client being referred onto a specialist for assistance User identification process not compromised 	<ul style="list-style-type: none"> 85% of transactions able to be conducted end to end. 100% compliance

Vision Element	Vision	CSF's	Performance Measures	Performance Target
<p>CHANGE MANAGEMENT – Clients and Stakeholders</p>	<ul style="list-style-type: none"> The services vision is support by clients, other stakeholders and Registration Boards 	<ul style="list-style-type: none"> There is supportive leadership at all levels, to support the transition of staff through the change process. Clear definition of the roles of staff in the new process and the ability to acquire new skills and undertake new tasks New organisational structure to support the redesigned process Registration boards support of the new process Well informed clients Client requirements built into the service 	<ul style="list-style-type: none"> Stakeholder assessment and survey on new processes Client and stakeholder satisfaction 	<ul style="list-style-type: none"> Client surveys indicate an increase in service quality Client surveys indicate an increase in service quality Increase in receiving positive feedback on service Client complaints reduced
<p>CHANGE MANAGEMENT – OHPRB Management and Staff</p>	<ul style="list-style-type: none"> Management and staff pro-actively participate in the provision of the new service 	<ul style="list-style-type: none"> OHPRB Management and staff participate in the development and design of the new service Changes for OHPRB management and staff are identified and quantified. Strategies are implemented in an effective manner 	<ul style="list-style-type: none"> Management and staff acceptance of new registration processes / ways of doing things 	<ul style="list-style-type: none"> Staff confidently providing services with a 90% accuracy rate (increasing to 100% within 18 months of implementation). Effective knowledge information systems in place which satisfies management and staff needs

Vision Element	Vision	CSF's	Performance Measures	Performance Target
<p>CHANGE MANAGEMENT – Organisational Culture</p>	<ul style="list-style-type: none"> Vision is supported by the organisations culture which is determined by the following. People have a broad acceptance of their own and others contributions to Qld Govt service delivery Staff believe that in order to provide high quality services to the community they need the contribution of all people: their diverse backgrounds, work styles, personal characteristics Staff see clients processes from the client's point of view Information belongs to the organisation and the communities they serve - not to individuals Staff value on-going skills and knowledge development and are open to a range of learning strategies Innovation is encouraged and rewarded Staff take responsibility for their actions Staff are confident and encouraged to provide feedback to the policy areas on community perceptions Staff at all levels actively participate in decision-making processes 	<ul style="list-style-type: none"> Supportive leadership at all levels Participative Decision Making Role clarity Appraisal and Recognition Professional Development Alignment of individual and organisational goals Appropriate Resourcing and Workload management 	<ul style="list-style-type: none"> Culture/Climate indicators (tool to be determined) 	<ul style="list-style-type: none"> Staff surveys indicate positive acceptance of the new processes / registration services delivered Client surveys indicate satisfaction with OHPRB service levels Improvement in registration staff relationships (observation) Staff feel comfortable to provide feedback to management on the registration service and how it can be improved further (observation) Decrease in customer complaints Staff accept responsibility for their roles and the services they deliver
<p>Last Saved 10-Mar-2005 2:43 PM</p>	<p>E:\finalised documents\3_Envision\Service Vision Concept.doc</p>	<p>Filename</p>	<p>Page</p>	<p>34 of 46</p>
	<p>All staff understand why they are doing what they do</p>			

Vision Element	Vision	CSF's	Performance Measures	Performance Target
CHANGE MANAGEMENT – Roles	<ul style="list-style-type: none"> • Roles are focused on 'core' or specialist activities 	<ul style="list-style-type: none"> • Supportive Leadership • Union support • Staff desire to acquire new skills and undertake new tasks 	<ul style="list-style-type: none"> • Role Descriptions • Staff Satisfaction Survey 	<ul style="list-style-type: none"> • Increase in staff job satisfaction • 80% of 'Specialist roles' report a decrease in generic 'customer service delivery' tasks • 90% of 'Specialist' role descriptions reflect only specialist service delivery duties
CHANGE MANAGEMENT – Competencies	<ul style="list-style-type: none"> • Vision is supported by the following key competencies: <ul style="list-style-type: none"> ○ Supportive Leadership ○ Participative Decision Making ○ Client Service (inc. critical inquiry to understand 'real' needs) ○ Quality Assurance ○ Receiving and providing feedback ○ Diversity management (within the organisation and within the community) 	<ul style="list-style-type: none"> • Cost and Time Effective Professional Development that changes behaviour • Staff and management desire to acquire new skills and undertake new tasks • Development of skills across the organisation (eg. policy and service delivery areas to ensure integration) 	<ul style="list-style-type: none"> • Client Satisfaction • QA Assessment/Audit • Climate Surveys 	<ul style="list-style-type: none"> • Climate indicators measure 80% or greater satisfaction with Leadership and Decision making processes • Clients report 90% or greater satisfaction with levels of client service at each channel • Quality Assurance assessments are completed quarterly with 100% compliance to standards

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Vision Element	Vision	CSF's	Performance Measures	Performance Target
<p>CHANGE MANAGEMENT – HR Polices, Procedures and Practices</p> <ul style="list-style-type: none"> • Vision is supported by the following HR Polices, Procedures and Practices: • A flexible work environment that is equitable for all employees to participate in regardless of age, gender, cultural background, physical limitations (in accordance with policies on reasonable adjustment) or family responsibilities • Career development opportunities that operate effectively across agencies • Skills development opportunities as a result of work experience in these service delivery areas 	<ul style="list-style-type: none"> • Flexible legislation • Supportive leadership • Union support • Flexible work practices (compliant with the relevant <i>Enterprise Bargaining Agreement</i>) • Career Development Options • Recognition and reward Schemes • Implementation of PPR for all registration team staff 	<ul style="list-style-type: none"> • Standards development • Climate Indicators • Workforce Data 	<ul style="list-style-type: none"> • 80% of staff are satisfied with the level of professional development • The workforce is setting, measuring and achieving performance targets for the inclusions of: <ul style="list-style-type: none"> ○ Women ○ People of ATSI and NES backgrounds ○ People with a disability ○ Age diversity 	
<p>GOVERNANCE</p> <ul style="list-style-type: none"> • The perceived obstacles to implementing the new service are identified and overcome to the satisfaction of agencies and clients. 	<ul style="list-style-type: none"> • Legislative requirements amended to support the new process. • The continuous improvement feedback mechanisms at <i>Smart Service Queensland</i> are effective • Board's support of new registration processes. 	<ul style="list-style-type: none"> • New system approved to be implemented in agencies 	<ul style="list-style-type: none"> • 100% compliance with legislation and policies 	

SERVICE VISION CONCEPT
IDENTIFIED RISKS

Risk No.	Risk Category	Risk Factor	Problem	Minimise	Likelihood	Seriousness	Risk Grading	Responsibility	Target and Current Status
2	Operational	Loss, destruction or damage to registration records; hardcopy files, microfiche, tapes, etc.	<ul style="list-style-type: none"> Environmental factors; fire, flood Theft Human error <p>The consequence of this risk is:</p> <ul style="list-style-type: none"> Loss of registration data - current and historical Loss of integrity of data 	<ul style="list-style-type: none"> Physical security (access to office); Office accommodation (building monitoring of environ. factors); Off-site storage of some files Redundancy of some records through electronic duplicate data 	L	H	C	<ul style="list-style-type: none"> Executive Officer Information Services Unit Manager 	<ul style="list-style-type: none"> E
3	Business Case Risk	Business requirements for a new registration system are not adequately defined.	<ul style="list-style-type: none"> Given a lack of skills in business requirement development at the OHPRB, there will be a significant reliance on contractors / consultants to get the business requirements for a new registration system right. There is a risk the contractor / consultant does not know where project should be heading, difficulty in understanding the AQ initiative / infrastructure. difficulty in justification; significant rework may result. 	<ul style="list-style-type: none"> Use iterative development approach. Ensure continued involvement of ISD staff. Ensure high level involvement of OHPRB business representation on project. Establish detailed scoping study. 	M	M	C	<ul style="list-style-type: none"> Project Manager 	<ul style="list-style-type: none"> E
4	Business Case Risk	The Registration Review Project is a mission critical project for the OHPRB.	<ul style="list-style-type: none"> The OHPRB Registration Service may be compromised if the implementation of this vision fails (i.e. current system / processes etc cannot be sustained in the future with predicted increased of service demand). 	<ul style="list-style-type: none"> Increase planning and level of control as project progresses. Ensure benefits are realised. 	M	M	C	<ul style="list-style-type: none"> Executive Officer 	<ul style="list-style-type: none"> D

**SERVICE VISION CONCEPT
IDENTIFIED RISKS**

Risk No.	Risk Category	Risk Factor	Problem	Minimise	Likelihood	Seriousness	Risk Grading	Responsibility	Target and Current Status
5	External Dependencies	Multiple vendors/contractors may be needed to be involved in the implementation of the Service Vision (e.g. new computer system, development of new policies / procedures, training etc.)	<ul style="list-style-type: none"> Coordination. 	<ul style="list-style-type: none"> Ensure suppliers are aware of schedule and obtain time commitment. Ensure adherence to standards, both technical and managerial. Emphasise the importance of regular status reporting. Request interim status reports and review of partially complete deliverables so that the project team can verify the supplier's estimates of the effort to go. Impose contractual obligations (fixed price, penalties). 	M	L	D	<ul style="list-style-type: none"> Executive Officer Corporate Services Director Project Manager 	<ul style="list-style-type: none"> E
6	External Dependencies	Poor support from vendors / contractors hired to be involved in the implementation of the vision.	<ul style="list-style-type: none"> Time wasted waiting for response to queries or due to rework arising from mistaken assumptions made by the project team in the interim. 	<ul style="list-style-type: none"> Impose contractual constraints/safeguards. Request documentation in advance. Ensure effective account manager. Identify a 'user' group with other clients. 	L	M	D	<ul style="list-style-type: none"> Executive Officer Corporate Services Director Project Manager 	<ul style="list-style-type: none"> E
7	External Dependencies	Because of the scale of the proposed change (i.e. to systems, policies, procedures, organisational structure, processes etc.) there will be a number of simultaneous inter-project dependencies.	<ul style="list-style-type: none"> Time wasted awaiting completion of other projects not within the Project Managers control. 	<ul style="list-style-type: none"> Appoint an overall project director to oversee the implementation activities being undertaken. Have a co-ordination project with the critical path specified in terms of projects. 	M	M	C	<ul style="list-style-type: none"> Project Manager 	<ul style="list-style-type: none"> D

SERVICE VISION CONCEPT
IDENTIFIED RISKS

Risk No.	Risk Category	Risk Factor	Problem	Minimise	Likelihood	Seriousness	Risk Grading	Responsibility	Target and Current Status
8	External Dependencies	The Registration Review Project has an overlapping scope with other Projects either internal or external to the OHPRB	<ul style="list-style-type: none"> Parallel, or duplicate, development of similar areas with different approaches causing confusion and irritation to the business. 	<ul style="list-style-type: none"> Establish cross-project standards to ensure consistency. Establish change control procedures to manage the different changes proposed by different systems. Recommend a strategic/architectural plan is produced. 	L	L	E	<ul style="list-style-type: none"> Project Manager 	<ul style="list-style-type: none"> E
9	External Dependencies	The vision requires the recruitment of skilled external resources.	<ul style="list-style-type: none"> Time and expense involved to select appropriate resources. Limited number and skill of OHPRB staff to undertake tasks associated with the recruitment of external resources 	<ul style="list-style-type: none"> Investigate training for current resources and plan gradual take on to allow for familiarisation and training. Investigate viability of using short term experienced contractors. 	M	M	C	<ul style="list-style-type: none"> Executive Officer Corporate Services Director 	<ul style="list-style-type: none"> D
10	Operational	Risk of registering an unqualified applicant	<ul style="list-style-type: none"> Lack of consistency and control in policy and procedures to be developed Forged documentation Inconsistent application of identity checking (validation standards) / authentication <p>The consequence of this risk is:</p> <ul style="list-style-type: none"> Public in danger Litigation Poor publicity Loss of confidence 	<ul style="list-style-type: none"> Ensure the design of new processes in the Detailed Design Phase meet all legislative and board requirements Pilot the new processes where possible. Ensure adequate separation of duties to ensure registration errors are detected before approval is granted. Ensure all registration services deploy authentication where necessary. 	M	H	B	<ul style="list-style-type: none"> Project Manager 	<ul style="list-style-type: none"> D

SERVICE VISION CONCEPT
IDENTIFIED RISKS

Risk No.	Risk Category	Risk Factor	Problem	Minimise	Likelihood	Seriousness	Risk Grading	Responsibility	Target and Current Status
11	Organisational and Change Management Risk	Ability to manage change at the OHPRB.	<ul style="list-style-type: none"> Possibly caused by lack of cohesive change strategy. Boards / Management / Staff reluctant to provide critical information during Design and Implementation. Some Boards / Management / Staff reluctant to be involved. Lack of commitment by individuals. Lack of reasonable change strategies to achieve support. 	<ul style="list-style-type: none"> Ensuring the development of a change management strategy. Developing a communication/marketing plan. EO and OHPRB continuing to achieve personal influence with key stakeholders (e.g. Boards, Staff and Clients). 	L	H	C	<ul style="list-style-type: none"> Executive Officer Corporate Services Director 	<ul style="list-style-type: none"> D
12	Organisational and Change Management Risk	Stakeholders have unrealistic business expectations associated with the vision	<ul style="list-style-type: none"> Unrealistic expectations Keeping scope under control. Setting up for a successful implementation. 	<ul style="list-style-type: none"> Scope in the Detailed Design and future project stages to be clearly defined and agreed to by the Project Steering Committee Develop a communications strategy. 	L- M	M	C	<ul style="list-style-type: none"> Project Manager 	<ul style="list-style-type: none"> D
13	Organisational and Change Management Risk	OHPRB business representatives possess a lack of IT project experience to carry out the IT tasks associated with the vision for their Agency	<ul style="list-style-type: none"> Unrealistic expectations. Lack of communication. Lack of knowledge of roles and commitment. 	<ul style="list-style-type: none"> Schedule briefing and training sessions early in project. Increase business representative involvement/participation. 	H	H	A	<ul style="list-style-type: none"> Executive Officer Project Manager 	<ul style="list-style-type: none"> C
14	Organisational and Change Management Risk	Large number of health practitioner Boards impacted by project (13) / required to give consensus to implementing the proposed vision. (This is the number of health practitioner Boards whose functions will be changed as a consequence of the new system / policies / procedures / processes etc.).	<ul style="list-style-type: none"> Not obtaining consensus. Complexity of requirements and possibility of conflicts. 	<ul style="list-style-type: none"> Identify key representatives. Establish decision making process / responsibilities. Consider phased implementation if self-contained increments can be identified. Plan implementation as early as possible. 	M	H	B	<ul style="list-style-type: none"> Executive Officer 	<ul style="list-style-type: none"> D

SERVICE VISION CONCEPT
IDENTIFIED RISKS

Risk No.	Risk Category	Risk Factor	Problem	Minimise	Likelihood	Seriousness	Risk Grading	Responsibility	Target and Current Status
15	Organisational and Change Management Risk	Unproductive organisational climate between and within some OHPRB Registration Teams	<ul style="list-style-type: none"> Unproductive relationships between and within some registration teams. Professional boundaries and demarcations in some registration teams. Low morale/productivity in some registration teams. 	<ul style="list-style-type: none"> Appropriate recruitment and selections when new organisational structure is being implemented. Ongoing and frequent registration team development. Ensure staff attendance at all project updates to spread knowledge of the project, its outcomes and benefits. Ensure PPR's are agreed to, in place and kept current for Deputy Registrars, Assistant Registrars and registration team staff. 	M-H	M	C	<ul style="list-style-type: none"> Executive Officer 	<ul style="list-style-type: none"> D
16	Organisational and Change Management Risk	The Registration Review project is likely to have an impact on the industrial relations environment.	<ul style="list-style-type: none"> Time and effort needed by OHPRB management to deal with project related industrial matters. 	<ul style="list-style-type: none"> Continued involvement with unions and other key stakeholders. Continue to include registration team member representation on the project team. 	L	L	E	<ul style="list-style-type: none"> Executive Officer Corporate Services Director 	<ul style="list-style-type: none"> E
17	Project Plan Risk	Complex task dependencies within the Registration Review Project.	<ul style="list-style-type: none"> If critical dependencies are not monitored as project progresses, there is an increased chance of slippage. 	<ul style="list-style-type: none"> Increase level of planning. Tighten project control. 	M	M	C	<ul style="list-style-type: none"> Project Manager 	<ul style="list-style-type: none"> D
18	Project Plan Risk	The Registration Review Project has a critical implementation date.	<ul style="list-style-type: none"> Because of the extent of change being proposed by this vision across all areas of the registration service, it may be necessary to cut back on functionality if date missed. 	<ul style="list-style-type: none"> Verify significance of date. Ascertain which portions of the proposed changes are required for the implementation date. Consider incremental development. Plan and control at detailed level. 	M-H	M	C	<ul style="list-style-type: none"> Project Manager 	<ul style="list-style-type: none"> D

SERVICE VISION CONCEPT
IDENTIFIED RISKS

Risk No.	Risk Category	Risk Factor	Problem	Minimise	Likelihood	Seriousness	Risk Grading	Responsibility	Target and Current Status
19	Project Plan Risk	Experience of OHPRB project manager in future stages of the project.	<ul style="list-style-type: none"> Control procedures may not be understood / adequate. 	<ul style="list-style-type: none"> Provide training and support from an experienced project manager / BPR Facilitator. Increase involvement by Project Steering Committee and Executive Officer. 	H	H	A	<ul style="list-style-type: none"> Executive Officer 	<ul style="list-style-type: none"> C-D
20	Technical Risk	Inadequate level of technical skill and experience in the OHPRB IT Unit (e.g. in systems development, systems infrastructure, OHPRB IT architecture, systems integration with the W-o-G vision etc.)	<ul style="list-style-type: none"> New/unfamiliar technology 	<ul style="list-style-type: none"> Conduct training to OHPRB IT Department staff. Recruit experienced IT staff (including involvement of experienced technical ISD staff). Obtain a high level of vendor support (if development of new registration system is outsourced). 	H	H	A	<ul style="list-style-type: none"> Executive Officer 	<ul style="list-style-type: none"> B-C
21	Technical Risk	Low OHPRB IT staff knowledge of registration teams business area.	<ul style="list-style-type: none"> Increased reliance on business representatives as project progresses. 	<ul style="list-style-type: none"> Increase business representative participation on project team. Increase frequency and formality of reviews. 	L	L	E	<ul style="list-style-type: none"> Project Manager 	<ul style="list-style-type: none"> E

APPENDIX 4 – DRAFT SERVICE VISION SCENARIOS

The *Service Vision Concept* outlined in this document is the strategic blueprint for OHPRB registration services over the next 10 years. Its operation can best be explained through the following scenarios:

Service Vision Scenario 1

A health practitioner (e.g. psychologist) will be able to apply on-line for registration via the Internet, whenever they want (i.e. 24/7) and at a fraction of the time it used to take by having to apply through the mail.

The psychologist logs onto the Internet late at night, and from the Government Gateway searches for "psychologist registration". She is able to see from the search results, two returned 'hits' – a direct link to 'Register Now as a Psychologist', or alternatively a link to 'Find Out How To Register as a Psychologist'. As the psychologist is unsure what she actually needs to do to register, she decides in the first instance to click on the link to 'Find Out How To Register as a Psychologist'.

(Note: If the psychologist was aware of the requirements of registration, she could have clicked on the direct link to "Register Now as a Psychologist" and immediately complete an on-line application for registration.)

On the 'Find Out How To Register as a Psychologist' website, the psychologist is able to view relevant registration information – including an information sheet, application form (if she chooses to apply by submitting her application through the mail) and on-line application form.

As she does not understand the requirements of registration, she decides in the first instance to read the "How to Apply for Registration" Information Sheet – and can do this by either selecting to view this information direct on her screen, or alternatively downloading and printing it out.

After reading the "Information Sheet" (which simply sets out the requirements for registration, and the options available for how she can apply (i.e. by mail, on the internet or at a counter (e.g. SSQ / OHPRB)), the psychologist decides to submit her application immediately on-line, because she is scheduled to commence work early next month at the local hospital.

The psychologist discovers that while completing the on-line application form, she forgets to complete the credit card payment section (which is her preferred choice from a number of payment options including cash, cheque, mail order, credit card etc.). The psychologist finds out however she is unable to submit the form until all mandatory fields are complete (e.g. electronic signature, payment details etc.). She goes back and updates the required fields, which are part of the *Smart Service Queensland* Client Management and Ordering system (CMOS), and enters the required credit card details. The system returns a receipt and reference number to the psychologist. Additionally, as part of the receipting process, overnight transfers from the WOG receipting system will update the OHPRB Sybiz financial system.

Also prior to being able to submit her application, the psychologist receives a message asking her if she would like to print out a hard copy of the completed application form on her printer for her future reference.

She is also reminded (via instant message) that if she does not send in certified copies of 2 references within 14 days (as per the requirements set out on the downloaded "Information Sheet"), her on-line application will not be progressed further by OHPRB staff, and will be automatically deleted from the system after this time.

It should be noted the Psychologist is not required to submit a paper copy of her academic transcript with the other documentation she is required to submit, because the Registration System used at the OHPRB has the ability to make a 'call' on the Student System used at the University she attended, that automatically returns an electronic copy of her academic history back to the OHPRB.

Now that all of the mandatory fields on the on line application form are complete, the psychologist electronically 'submits' the application. Her personal details are automatically authenticated using the Whole of Government authentication module.

From a Government system perspective, the psychologists' application is delivered to an electronic in-tray within the OHPRB Registration System for processing the next morning. In three days, the psychologists' paper documentation is received in the office, is scanned immediately and 'matched' with the electronically received application. The application is then processed by a Registration team member, and provisional registration is granted. An email is automatically sent to the Psychologist advising that provisional registration has been approved, the conditions of that registration, and that her application for full General Registration will be considered by the Board at their next meeting to be held on <date>.

At the same time, the Psychologist's application is electronically re-directed to the list of applications requiring consideration by the Psychology Board at their next Registration Sub Committee meeting. At the end of the meeting, an electronic 'Registration Report' is produced for the Board, detailing applicant registration recommendations.

At the Board meeting, members log onto the Registration System, and view and consider their sub-committees' electronically generated 'Registration Report'. During the meeting, candidates whose applications are considered 'satisfactory' by the Board are marked 'approved' in the System.

At the time the registration is 'approved', the Registration System is updated with details of the registration – e.g. registration date, type of registration etc, as is the Public Register. Further, there are no extracts for staff to type up and file on an applicants file, because all details pertaining to the registration decision are recorded by Board members directly into the members record on the Registration System.

Further, as the 'Certificate of Registration' is a controlled document, it will be automatically generated from the details held in the registration system, and can be sent to the Psychologist after it is printed.

Service Vision Scenario 2

A householder that has just moved from India to Shorncliffe, Queensland would like to ensure that their new local GP, Dr Jim Smith is registered. The householder is aware that they are able to check the Public Register for this information, however their personal computer is still being shipped out from overseas. The householder would like to know if there is any other way of being able to find out this information, so contacts *Smart Service Queensland*.

The householder without a computer, phones the SSQ Integrated Contact Centre for information on the doctor. The Contact Centre operator logs onto the Public Register and searches the required information. The operator is able to determine the doctor is registered, and does not have 'conditions' listed against their name. This information is passed on to the householder who is very satisfied their question has been answered, in a quick and efficient manner.

Service Vision Scenario 3

A podiatrist wants to change their home address details, and is aware there is a legislative requirement for them to advise the Podiatrists Board of Queensland of this information. When the podiatrist changed their home address 2 years ago, they had to write a letter to the Board, which took up too much time in their already busy work day.

The podiatrist telephones *Smart Service Queensland*, where the Contact Centre Operator advises they are able to take the details over the telephone, providing the podiatrist can provide satisfactory information for them to be 'authenticated'. This includes their date of birth, and their current address. Alternatively the podiatrist is advised that if they would prefer to, they can update their details online themselves using the internet website.

The podiatrist advises they are happy to provide the authentication information, and the details are updated by the SSQ Contact Centre operator automatically over the telephone.

While they are on the line, the podiatrist asks the Contact Centre operator some additional questions regarding this years' renewal process. In particular, she would like to know whether she is able to nominate an enduring power of attorney to sign her renewal form on her behalf, as she is going to be overseas during this years' renewal period.

As this is a question that needs to be answered by a health practitioner registration 'specialist', the Contact Centre operator refers the podiatrist to a staff member at the OHPRB who is skilled to provide 'specialist' information.