

# Strategic Plan 2023-2027

Supporting Safe and Ethical healthcare

## PURPOSE

SUPPORT THE CONSUMER'S VOICE AND LEARN FROM COMPLAINTS TO HELP DRIVE ONGOING IMPROVEMENT IN THE QUALITY OF HEALTH SERVICES IN VICTORIA

## MISSION

OUR INDEPENDENT SERVICE ASSISTS CONSUMERS AND HEALTH CARE PROVIDERS, THROUGH FAIR AND EFFECTIVE COMPLAINT HANDLING, EDUCATION AND REGULATORY ACTIONS

## OUR STRATEGIC PRIORITIES

## OUR VALUES



### Act with Integrity

We operate in an impartial and independent way. We always maintain high professional standards.



### Be respectful

We respect others and always take a personal-focused approach.



### Be supportive

We focus on protecting and promoting the health and wellbeing of our people and the community. We strive to equip people to help themselves thrive.



### Be innovative

We are committed to continuous learning and improvement in the health services sector and in the way we operate everyday.



### Our Users

#### Excellence in Customer Service

Our service demonstrates understanding, impartiality and transparency for all involved.



### Our People

#### Create a great place to work

We are a thriving organisation, with a high performing and engaged workforce, enabled by a culture of support and continuous learning



### Our processes

#### Best practice in Complaint Management

We deliver efficient, effective and fit-for-purpose complaints management



### Our impact

#### Making a difference with System-Wide change

We use our data, insights and collaborative relationships to identify regulatory and other changes to improve quality of the health sector

# STRATEGIC CONTEXT

Our actions and approach are framed by the *Health Complaints Act 2016*, the *Health Records Act 2001* and other related Acts and regulations.

We operate in a complex, constantly evolving environment where the range of health services on offer is expanding, and the public expects oversight of all health care providers.

The public and health service providers depend on us to provide them with an easy to use, objective, fair and timely service to address their individual needs, and to use our regulatory powers to protect public safety. They expect us to use our insights and learnings to drive sustainable positive changes in the health sector. We contribute to meeting the Victorian Government's Health 2040 goals of better health, better access and better care for all Victorians.

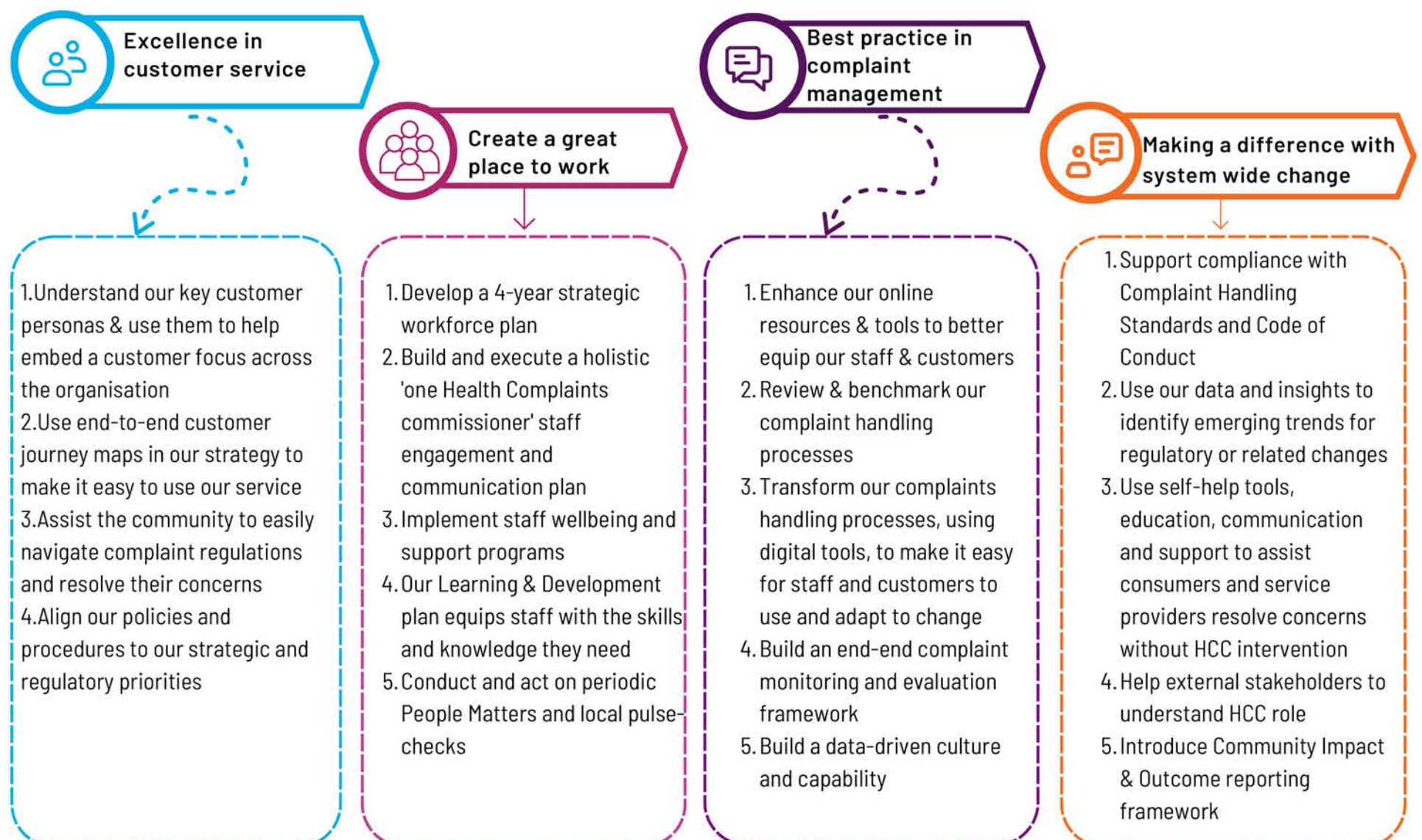
Our approach is person-centred. Promoting health and wellbeing is at the centre of every aspect of our work. To keep up with constant change we must be innovative and adopt a culture of continuous learning and improvement. Our processes are contemporary, and use technology to support easy, efficient and flexible delivery of all our services to meet increasing demand.

Our people are our greatest asset. To deliver a quality service to the community we must attract, retain, support and develop a talented workforce. We also act to build both resilience and capacity in our workforce.

We are 'custodians' of valuable data and learnings generated through our complaint handling and investigations activities. Our responsibility is to draw value from data by using our strong partnerships with other regulators, peers and stakeholders. We create and share knowledge to sustainably address current and emerging public safety risks in the health sector.



## Delivering our priorities



# Key Performance Measures

## Excellence in customer service

1. Understand our key customer personas & use them to help embed a customer focus across the organisation
2. Use end-to-end customer journey maps in our strategy to make it easy to use our service
3. Assist the community to easily navigate the health services regulatory landscape to resolve their concerns
4. Align our policies and procedures to our strategic and regulatory priorities.

- Customer experience and satisfaction
- Usability of services
- Self management of direct resolution before HCC
- % enquiries finalised within 3 days

## Create a great place to work

1. Develop a 4-year strategic workforce plan
2. Build and execute a holistic 'one Health Complaints commissioner' staff engagement and communication plan
3. Implement staff wellbeing and support programs
4. Our Learning & Development plan equips staff with the skills and knowledge they need
5. Conduct and act on periodic People Matters and local pulse-checks

- People Matter survey results
- Staff turnover & unplanned leave
- Staff capability and learning matches roles

## Best practice in Complaint Management

1. Enhance our online resources & tools to better equip our staff & customers
2. Review & benchmark our complaint handling processes
3. Transform our complaints handling processes, using digital tools, to make it easy for staff and customers to use and adapt to change
4. Build an end-end complaint monitoring and evaluation framework
5. Build a data-driven culture and capability

- % enquiries finalised within 3 days
- % of complaints finalised within 30 days
- % of complaints finalised within 90 days
- % investigations finalised within 9 months

## Making a difference with system-wide change

1. Support compliance with Complaint Handling Standards and Code of Conduct
2. Use our data and insights to identify emerging trends for regulatory or related changes
3. Use self-help tools, education, communication and support to assist consumers and service providers resolve concerns without HCC intervention
4. Help external stakeholders to understand HCC role
5. Introduce Community Impact & Outcome reporting framework

- Compliance with Code of Conduct
- Education programs uptake
- Compliance with Complaint Handling Standards
- Cases closed per FTE