



HCCC Strategic Plan 2006-2009

INTRODUCTION

The Commission is committed to providing effective complaint handling services to the public of New South Wales and to improving confidence in the provision of health services.

Our Strategic Plan shows how we aim to meet our stakeholders' needs/expectations with quality services, using highly performing people and with good governance and management practices. It also describes our overall planning processes.

"Delivering health complaint resolution, investigation, and prosecution services to protect the health and safety of the public"

THE PLAN COVERS THE FOLLOWING AREAS:

- Our Vision & Mission
- Our Role
- Our Values
- Our External Environment
- How we deliver our services
- Our Key Result Areas and Objectives/Strategies
- How we will Measure our Performance
- Our Strategic Planning Framework

OUR VISION

Reliable and safe health care

OUR MISSION

Health Care Complaints Commission acts in the public interest by resolving, investigating and prosecuting complaints about health care to protect the health and safety of the public

OUR ROLE

The Commission has been established to resolve, investigate and prosecute complaints about health care to protect the health and safety of the public.

The rights of clients in the NSW health system are promoted by the provision of clear and easily accessible mechanisms for the resolution of complaints.

The rights of health providers are protected by the opportunity to respond to criticisms raised and procedural fairness in the conduct of investigations.

The Commission endeavours to resolve complaints of poor health care through informal complaint resolution processes and formal independent conciliations. The more serious cases of poor health care are thoroughly investigated to determine whether the matter should proceed to prosecution or disciplinary action or recommendations should be made to improve health care services.

OUR VALUES

We are committed to certain fundamental values in all our interactions with the public, health care providers and our staff. Our values are to:

- promote public health and safety
- act ethically and with integrity
- be fair, impartial and accountable
- strive for excellence
- act professionally in pursuing our aim
- respect each other and work collaboratively
- provide clear, consistent and timely communication.

OUR EXTERNAL ENVIRONMENT

Following criticism over the handling of investigations into the Macarthur Area Health Service in 2003, there was a substantial restructure of the Commission.

Legislative and further structural reforms were introduced to refocus the Commission on its core business of complaint handling, investigations and prosecutions.

The public expectation of the Commission as a credible and trusted investigator of health care complaints needs to be re-established.

The Commission also needs to re-build positive and constructive relationships with health practitioners and health organisations to promote quality assurance practices in the assessment of health care complaints and be a positive change agent for improving the standard of health care.

The Commission's key stakeholders will require more detailed and timely performance and outcome information and reporting in the future.

New and more diverse health care services and a broader range/category of health providers will demand more sophisticated approaches to the investigation of complaints.

HOW WE DELIVER OUR SERVICES

The delivery of our services is achieved within four divisions: Assessments & Resolution, Investigations, Legal Services, and Corporate Services.

Assessment & Resolution through:

- Complaint registration, analysis and assessment;
- Consultation with Registration Boards on assessment decisions;
- Local community based informal and formal complaint resolution and conciliation services;

Investigations by:

- Thoroughly investigating serious complaints;
- Making sound decisions to prosecute or counsel the defendant or dismiss the complaint;
- Making recommendations to improve health care systems.

Legal Services by:

- Determination of the appropriate disciplinary action;
- Consultation with Registration Boards on proceedings;
- Preparation of comprehensive briefs of evidence and the prosecution of cases in tribunals or courts.

Corporate Services by:

- Provision of quality corporate services and strategic advice

OUR KEY RESULT AREAS AND OBJECTIVES/STRATEGIES

1. Comprehensive & Responsive Complaint Handling

Objectives

- a. efficient and timely processing and assessment of complaints;
- b. promote greater use and increased confidence in health complaint assessment and resolution
- c. promote health complaint resolution services provided to people across NSW

2. Investigate & Prosecute Serious Complaints

Objectives

- a. Ensure a best practice approach for the conduct of all investigations
- b. Improve health care systems through recommendations from investigations
- c. Successful prosecution of serious cases of unsatisfactory health care in a fair and timely manner

3. Accountability

Objectives

- a. Provide timely, accurate and relevant reporting to the Minister and the Parliamentary Committee on the Health Care Complaints Commission.
- b. Ensure business activity complies with all regulatory and standards requirements
- c. Report publicly about the work of the Commission.

4. Our Organisation

Objectives

- a. Continue to develop as a learning organisation that embraces a culture of continuous improvement, excellence and sharing of knowledge.
- b. Provide a safe, equitable, productive and satisfying workplace.
- c. Be a lead agency in our governance and corporate infrastructure.
- d. Monitor our performance to ensure work quality and effective resource management

HOW WE WILL MEASURE OUR PERFORMANCE

The performance of the HCCC is monitored and reported on in a number of ways. These include:

- reporting on performance to the Minister for Health
- oversight by the Parliamentary Committee on the HCCC.
- annual reports.
- the HCCC website.

We report the following information in our Annual Report

Comprehensive and responsive complaint handling

- number of complaints received and assessed by the Commission
- percentage of assessment determinations subject to a request for a review
- percentage of complaints assessed within 60 days
- Number of complaint resolution clients assisted by complaint resolution service
- Percentage of clients satisfied with complaint resolution service
- Percentage of matters formally conciliated where agreement or partial agreement reached

Investigating serious complaints

- number of complaints referred for investigation
- Percentage of investigations completed within 12 months
- Implementation of recommendations to improve health services arising from investigation cases
- Percentage of investigations referred for determination by the Director of Proceedings

Prosecuting serious complaints

- Number of disciplinary or appeal cases completed
- Percentage of prosecutions proved or upheld

Accountability

- Information and advice accepted by the Minister for Health
- Public hearings before the Parliamentary Committee on the Health Care Complaints Commission
- Compliance with legislative requirements
- Consultation with the Consumer Consultative Committee

Our organisation

- Performance agreements in place and linked to corporate objectives
- Deliver a staff development program that addresses technical, professional and management learning needs