



Uncertainty Managed – an Economic and Moral Logic approach to implementing Kindness into Regulation

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#CLEAR2023AEC



Outline of session

1. Discuss how the learnings from stakeholder engagement established the need for proactive change in the prior structures used by Australian and Irish Healthcare regulators as part of regulatory processes.
2. Detailing initiatives undertaken to change organisation structures, the model, structure, and roles which were implemented to improve consistency, efficiency and regulatory effectiveness.
3. The session will conclude on the benefits of utilising forecasting in regulator processes to pivot resources and use data to support and reinforce national operating model on regulatory frameworks.



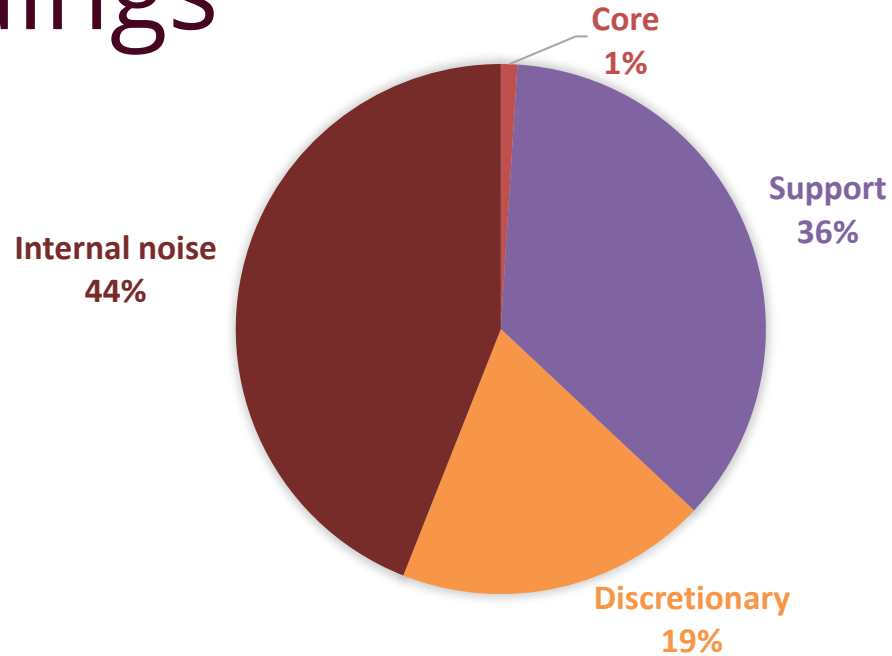
- From eight States and Territories to single national scheme with consistent standards
- From over 85 health profession boards to 10 National Boards
- From 66 Acts of Parliament to one National Law



Former state - registration



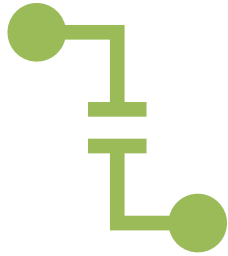
Review findings



NOISE: activities that do not add value or contribute to the organisation's mission.



Noise driven by



Inefficient/unclear/unknown
process



Significant paper handling
(including printing)



The numbers – then vs now

2018–2019

744,437 registered health practitioners,
across 16 professions
(up 5.9% from 2017/18)

877,199 registered health practitioners
(up 2.9% from 2021/22)

2022–2023



Lack of consistency in approach, and structure

Staff frustrated - crying out for better system and tools

Monitoring of practitioners is lacking

Work management via spreadsheets

Make a decision

Monitoring and reporting - highly labour intensive

Different office structures makes performance comparisons difficult

What staff said...

Many opportunities to improve

Paper-based checklists required

inconsistency across offices

Boards have different formats for agenda papers

no case management system



Why change?

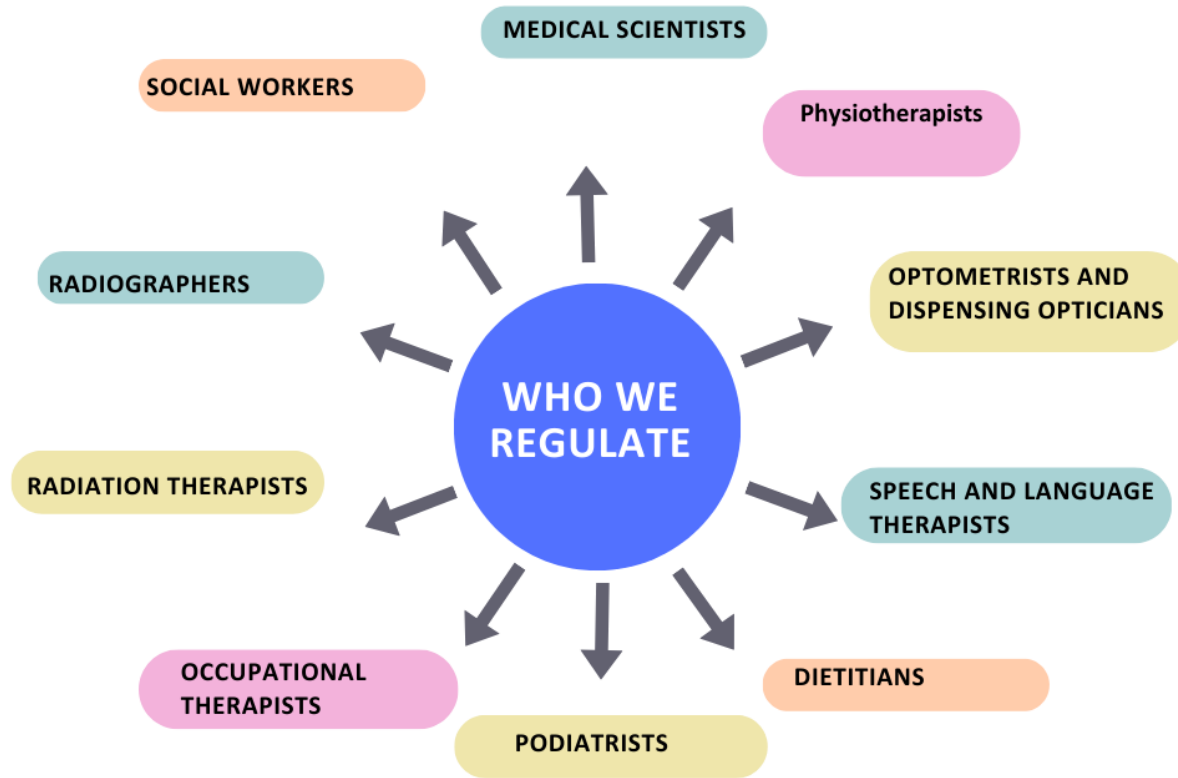


CORU – Who Are We

The Health and Social Care Professionals Council is the statutory body established by Government to protect the public through the statutory registration of the health and social care professions designated in the 2005 Act.

CORU's mission is to protect the public by promoting high standards of professional conduct, education, training and competence amongst the registered health professionals of the designated professions.





CORU'S STATUS AT THE START OF 2020

18,061

Registrants across 9 Registers

14 Weeks

Processing Time for New Applicants to the healthcare sector

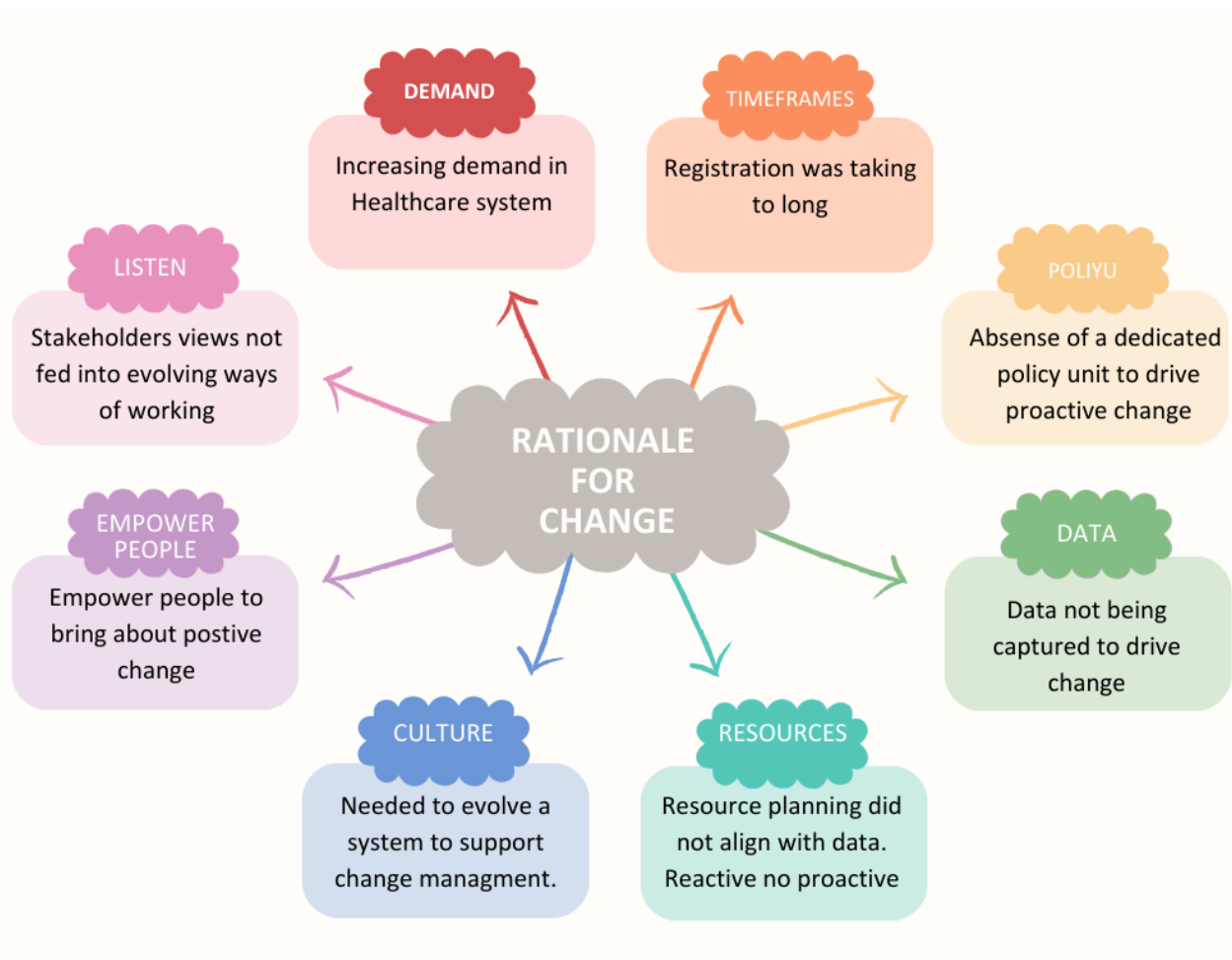
1 Team for Registration Department

Department needed to grow and evolve with changing demands.

No Dedicated Policy Team or Engagement Plan

Focus on reactive no proactive regulation and no focus on registrant views and needs





Redefining Regulatory Paradigm: Merging Economic and Moral Logic

- Stakeholder engagement has underscored the necessity of proactive change in the structures used by CORU.
- This change merges economic logic with moral logic, focusing on smart work to achieve positive outcomes for our organisation, team members, and professionals.
- The lessons from stakeholders have highlighted the urgency of restructuring our registration department based on data insights and constructive feedback.
- Our goal: enhance productivity while improving operational processes, bolstering staff sentiment, and integrating forecasting for impactful decision making.

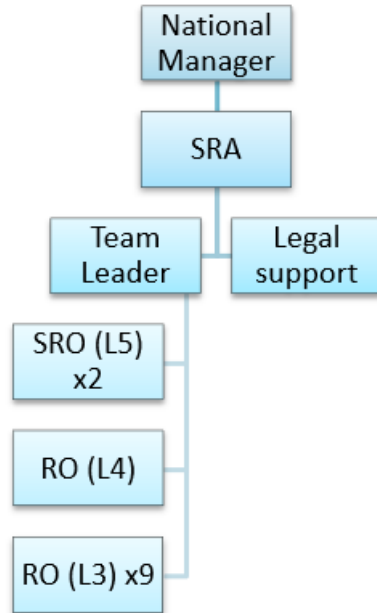


Restructuring

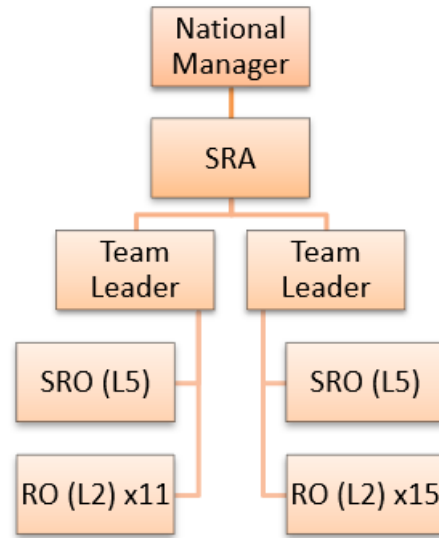
- April 2018 commenced consultation
- workforce enabled by systems that provide intuitive, system-driven workflow management
- access to training and expertise



Case Management team



Express team



Operating model for registration

Function executive

Performance, quality and experience

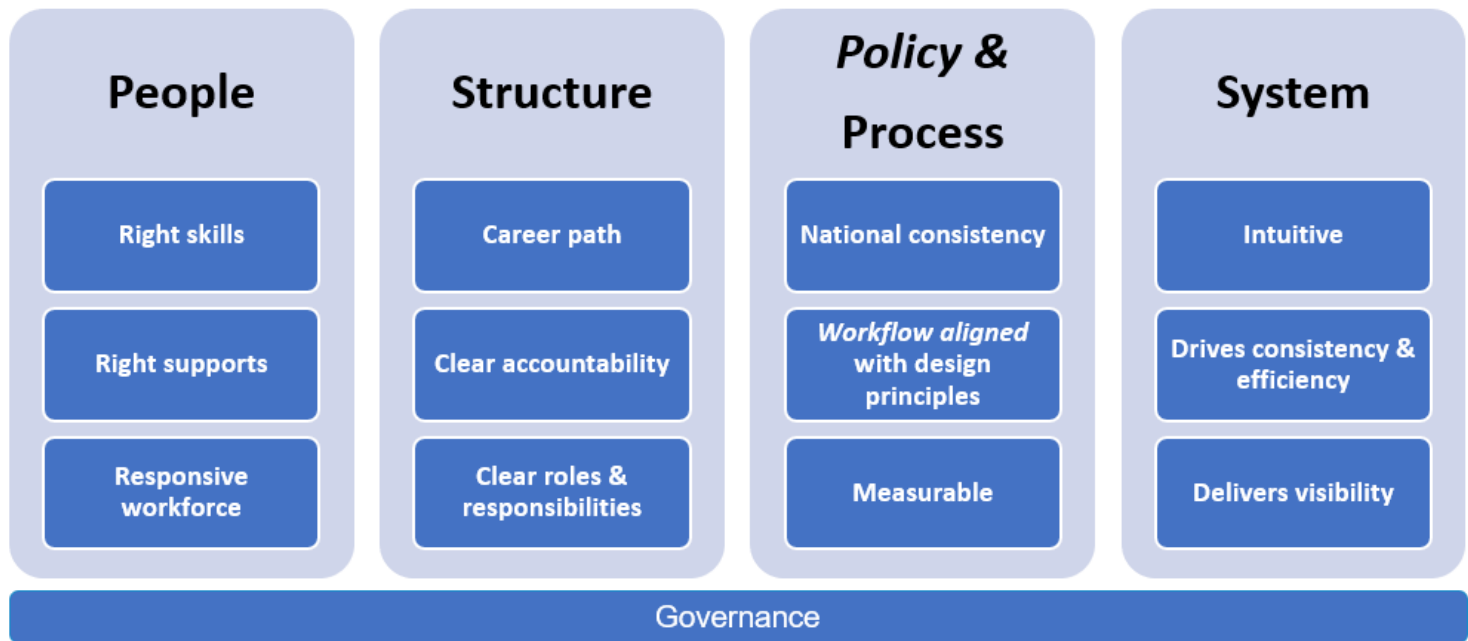
- Customer service team
- Reporting and performance
- Register quality
- Workforce planning

Program management

- Systems support
- Criminal history checks
- Registration services
- Operational stakeholder outreach
- Process advice
- Coaching and training
- Campaign coordination



Key elements of our operating models

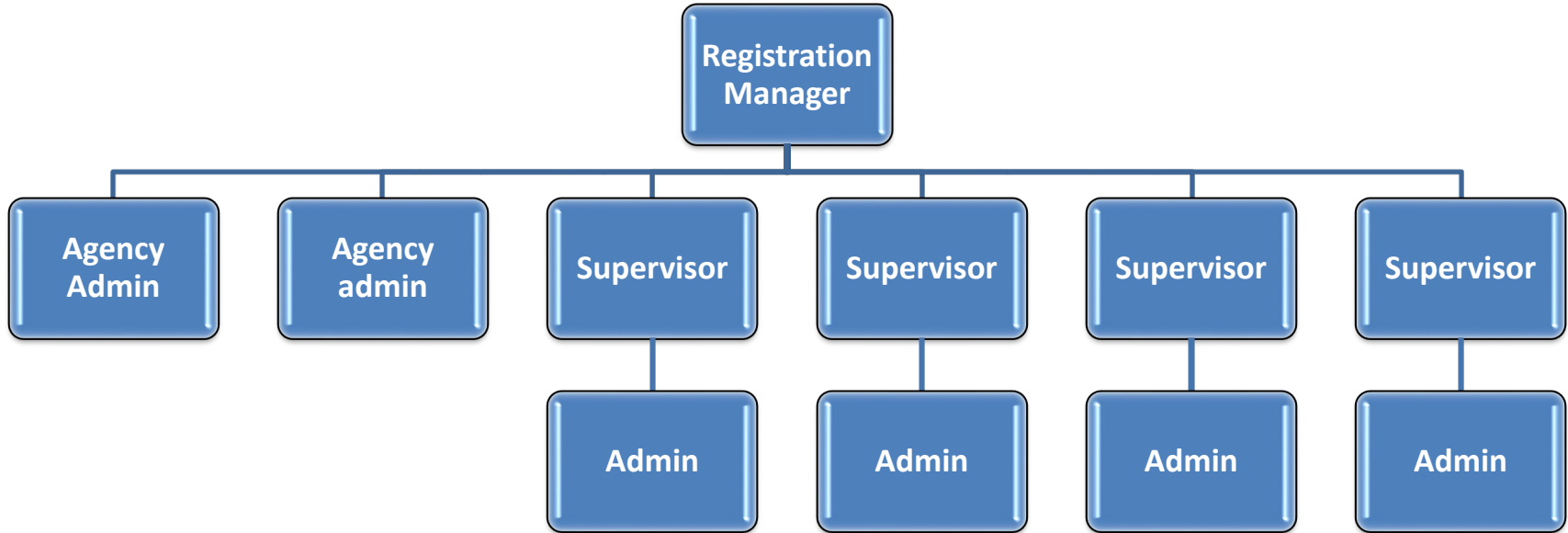


Implementing Change: Initiative to Enhance Efficiency and Effectiveness

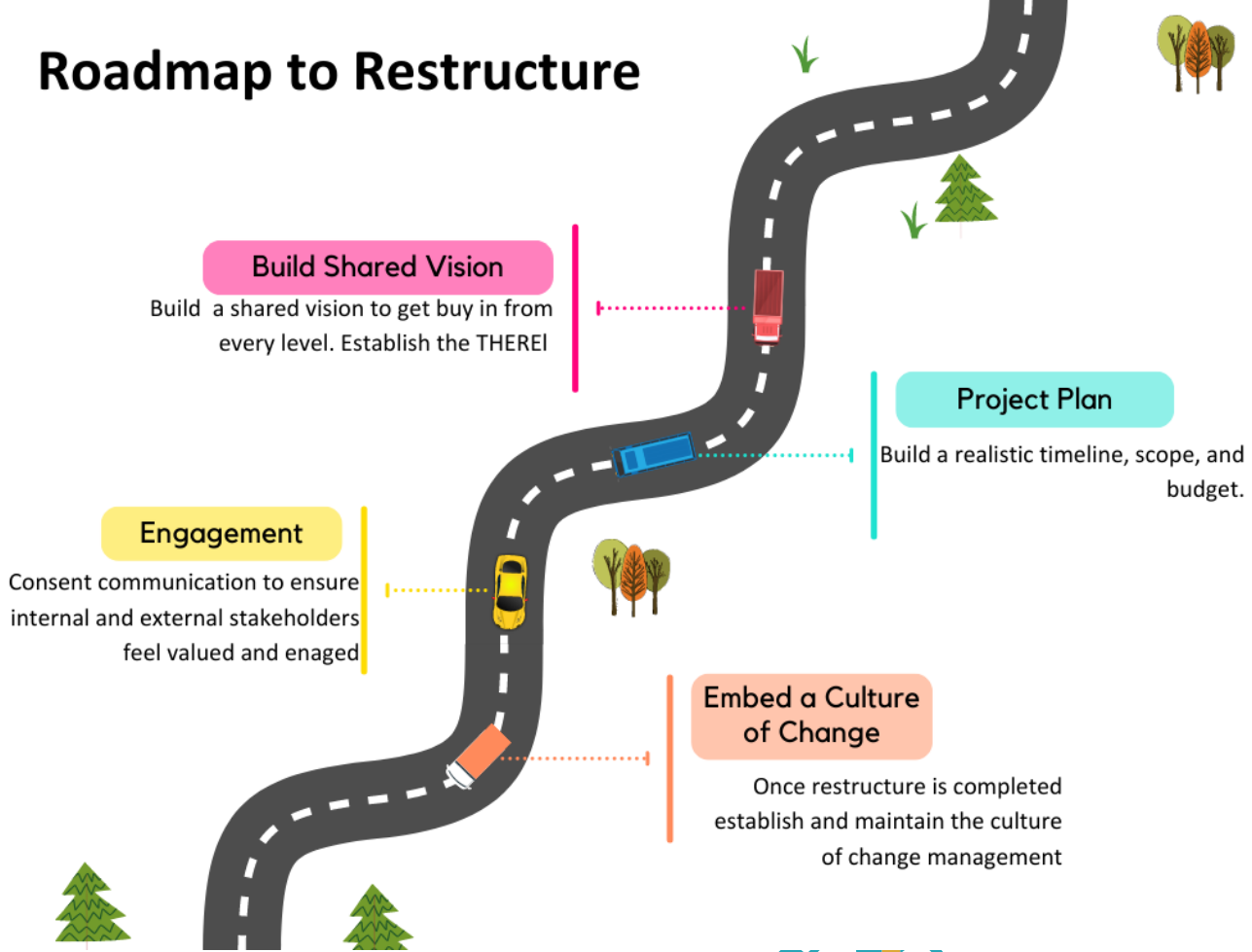
- We have undertaken significant initiatives to transform our organisation's structures, models, and roles.
- Our restructure aims to improve consistency, efficiency, and regulatory effectiveness in line with both economic and moral imperatives.
- A concrete step in this direction is the revamping of the CORU Registration System, ensuring seamless integration, dynamic reporting, and alignment with strategic visions.
- A core focus of our change strategy is to cultivate a positive work environment, fostering high staff morale and resilience during this transformation phase.



Pre 2020 Registration Department Structure



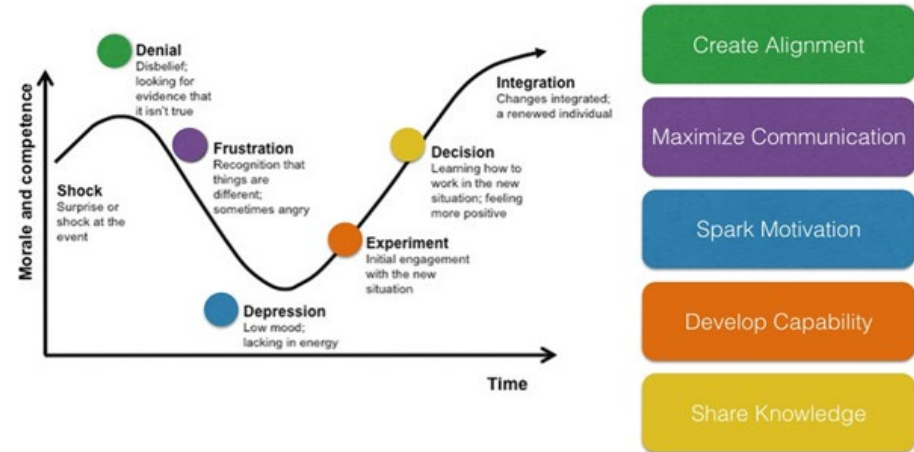
Roadmap to Restructure



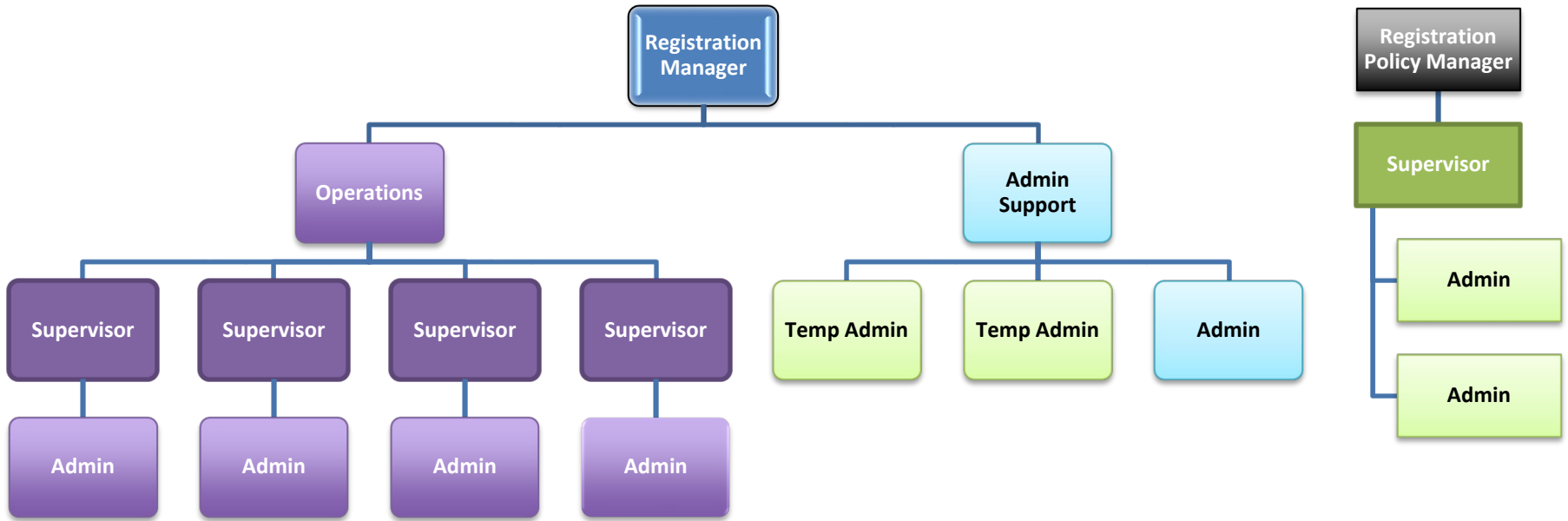
Driving Restructure and QMS Adoption through a Moral Approach

- By adopting a moral approach grounded in empathy and understanding, we used the Kübler-Ross Change Curve as a guide to navigate our team through the complex emotional landscape of significant transformation.
- This framework played a crucial role in supporting our team, enabling a smoother transition from shock, denial, and frustration to eventual acceptance and integration of the new QMS.

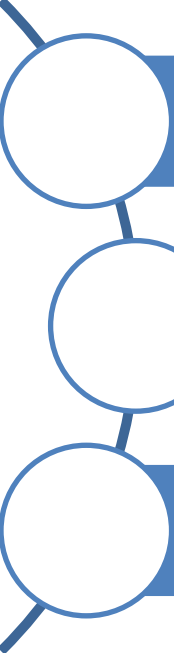
The Kübler-Ross change curve



Post Registration Department Restructure Phase 1



Quality Management System



Recognising the need for high-quality, consistent work, we embarked on a significant change from using five separate Standard Operating Procedures (SOPs) to implementing a Quality Management System (QMS) aligned with ISO 9001.

The rationale behind this shift was not just to meet international standards, but also to ensure the consistent quality of our services, creating a structure that allows for continuous improvement.

Implementing a QMS has allowed us to streamline our processes, effectively maximizing our resources by focusing on key quality principles integral to ISO 9001: customer focus, leadership, engagement of people, process approach, continual improvement, evidence-based decision making, and relationship management



Driving Restructure and QMS Adoption through a Moral Approach

- The introduction of a QMS, aligned with ISO 9001 standards, was a vital part of our restructuring process. This move towards working smarter, not harder, fostered uniformity in our scripts and improved operational efficiency.
- This moral approach allowed us to maximize our resources effectively and cultivate a culture of continuous improvement. It underpinned our commitment to high moral standards in our regulatory practices and ensured sustained work quality.
- Thus, both the successful organizational restructure and the smooth adoption of the new QMS were significantly supported by our steadfast commitment to a morally-conscious, empathetic approach to change management.



Introduction of a new dashboard

- AHPRA's focus is always on being an effective regulator to ensure a safe health care system for all Australians. Metrics are an important tool for being able to identify areas for improvement and being able to focus our efforts on what's important in relation to being the most effective regulator we can be.

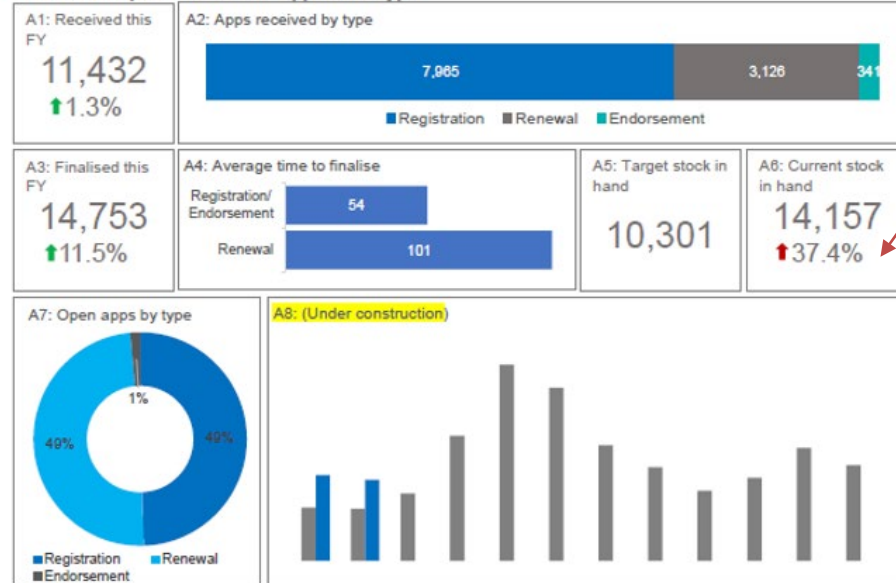


Economic and moral approach to dashboard development

Registration Performance Dashboard

31 August 2019

Volumes and performance – all application types



- In August 2019, we were holding **37.4%** more applications than we wanted to be.
- In June 2023, we had **-47%** less applications (stock in hand) than plan. A good thing!
- 34 consecutive months in the 'green'.



Registration dashboard – outcome and actions

- Allows us to recognise (and celebrate) progress and success
- Identify trends so we can respond (not react)
- Focus on timeliness and experience
- Presented to national boards – managing expectations



Benefits of forecasting

- Benefits of utilising forecasting in regulator processes to pivot resources and use data to support and reinforce national operating model on regulatory frameworks.



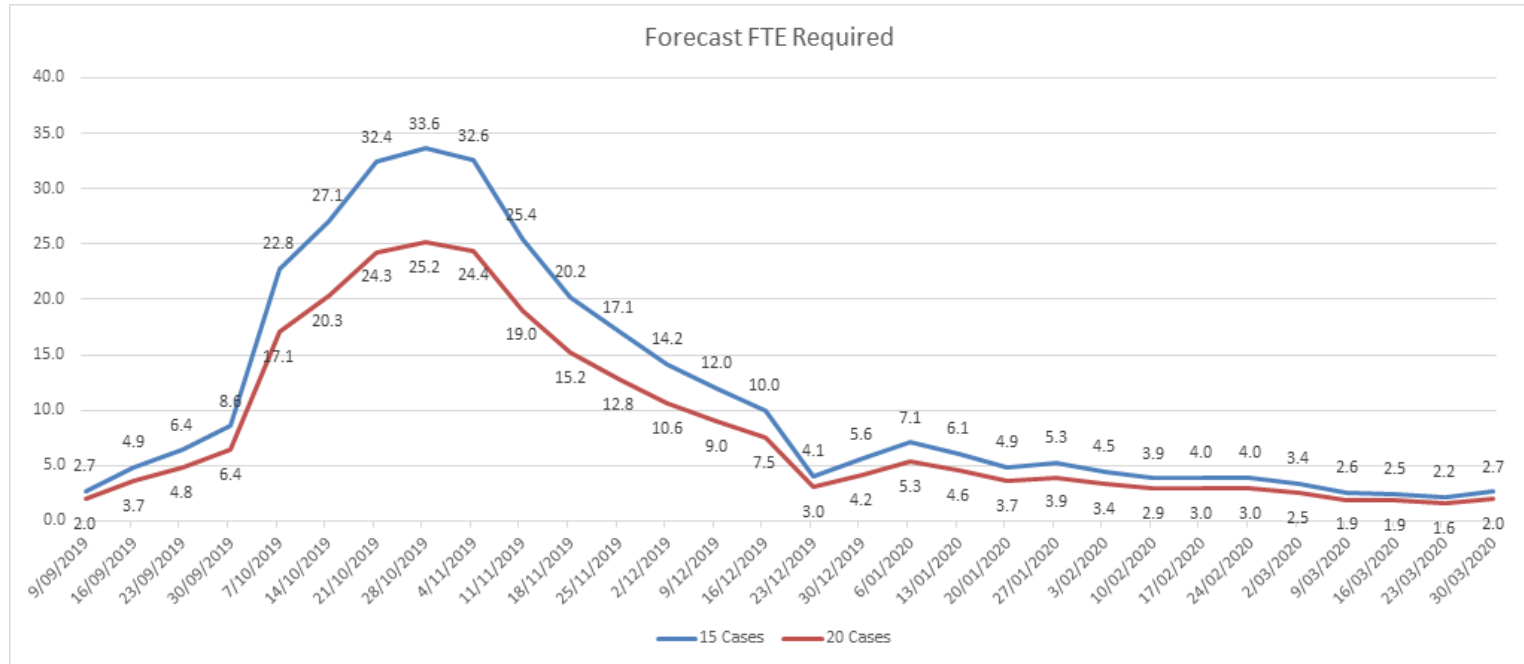
Forecasting

Our forecasts are built from the ground up:

- Individual Queues (typically based on app type and/or profession)
- Team (each team is typically responsible for multiple queues)
- Stream (a view of the entire stream)



Forecasting





It is not necessary to move
mountains to move mountains.
It is necessary only to

MOVE PEBBLES.

Neale Donald Walsch

SOL

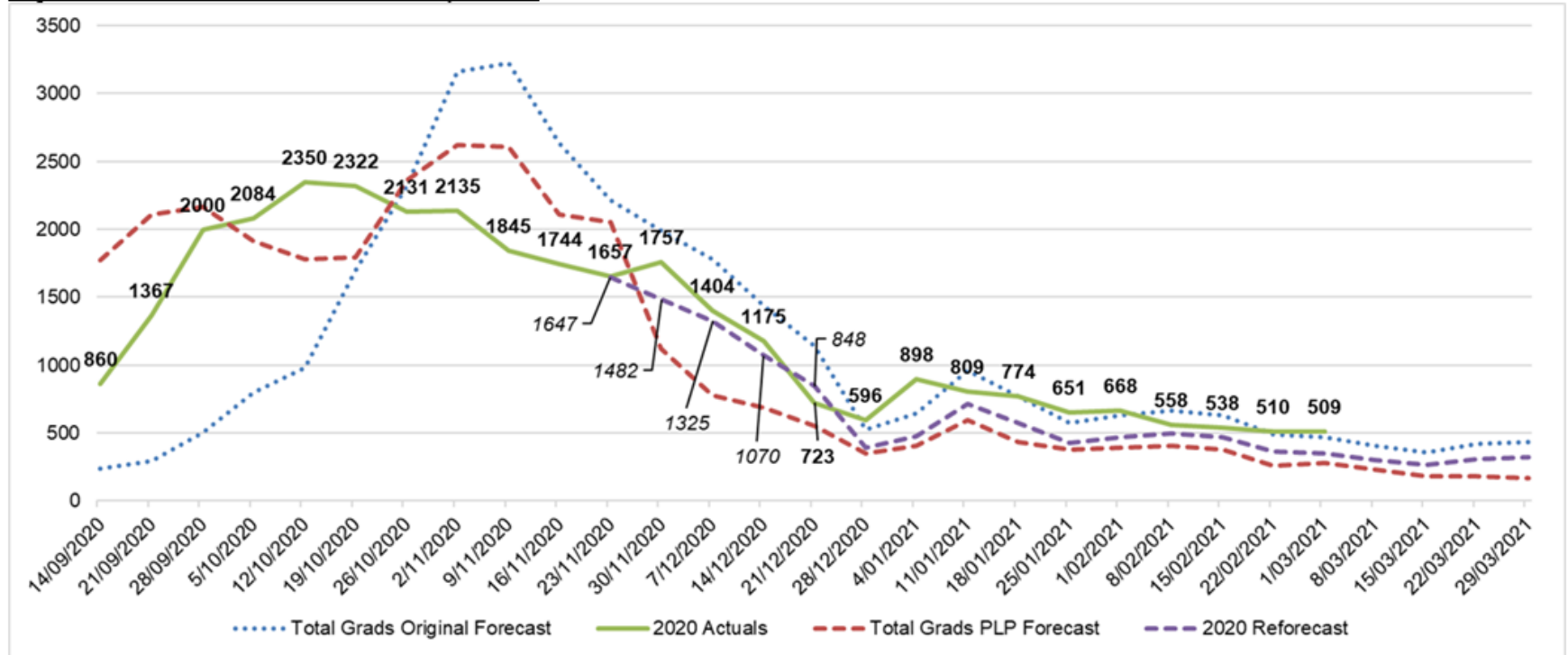
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Photo by farah alfatty

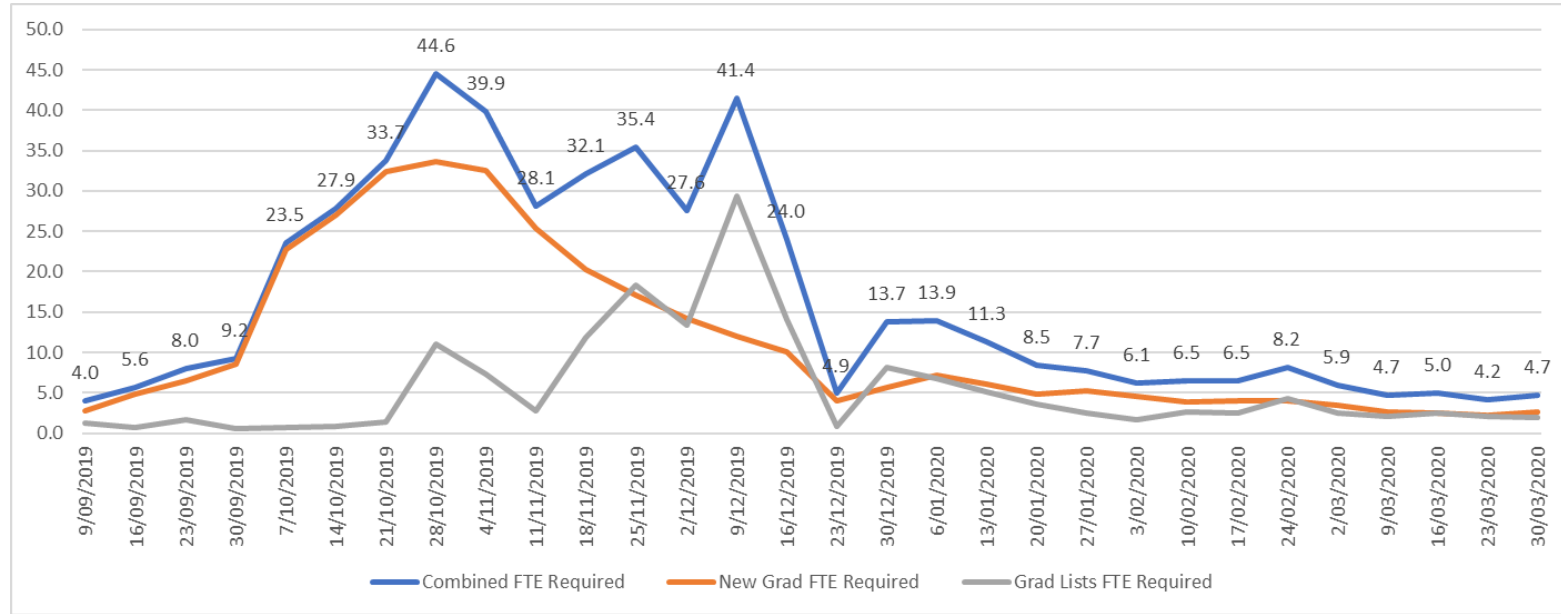


New Graduate Period

Original Forecast, PLP Forecast & Actual – Weekly Volumes

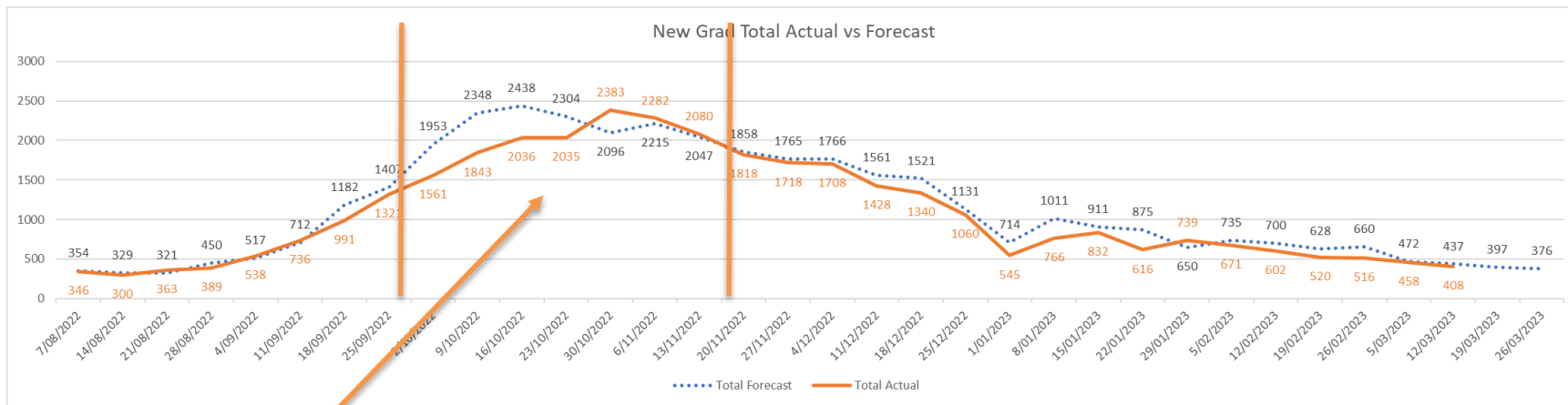


Forecasting



Forecasting

1 October to 20 November

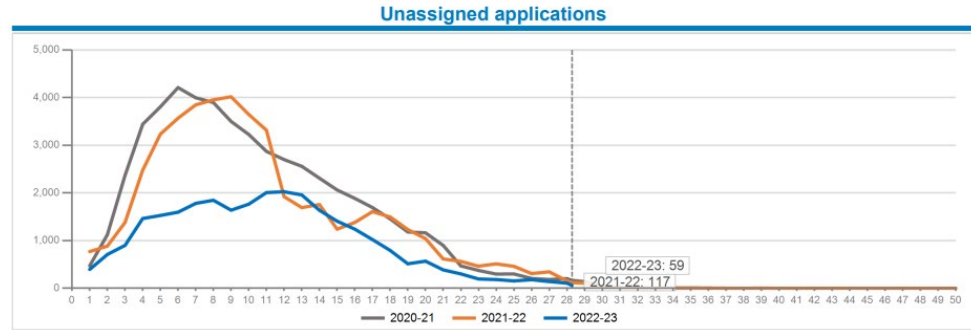


Forecasted/Actual peak for Grad App Volume

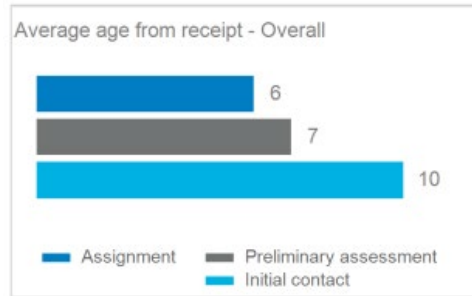


Performance Improvement – New Graduates

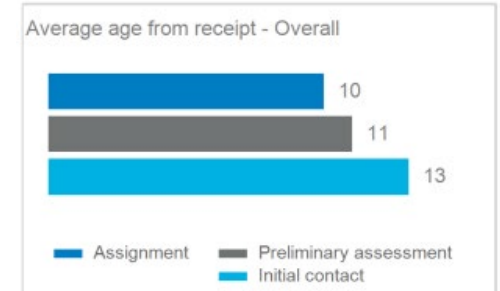
- Impact on volumes
 - Resulted in far fewer unassigned applications, even during peak volume periods and maintained lower unassigned volumes throughout the campaign
- Applicant Experience
 - Reduction in average age to assign, preliminary assess and make initial contact compared to previous year



31 March 2023



31 March 2022



Operating Model Benefit Realisation Health Check

- In 2021, Deloitte conducted an audit to see if the intended benefits of the change specific to the Registration function have been realised.
- It was found to have had a positive impact on the Registration function and has been key in driving consistency across the registration process. 85% of the benefits, intended and unintended, have been fully realised.



Key wins

- Consistency
- Work allocation
- Career growth opportunities
- Customer experience
- Communication



The results

A summary of the benefits sub-categories realisation assessment is tabled below:

Benefit type	Realised	Partially realised	Not realised	Not yet realised	Total
Intended	22	3	1	-	26
Unintended	5	-	-	-	5
Total	27	3	1	-	31



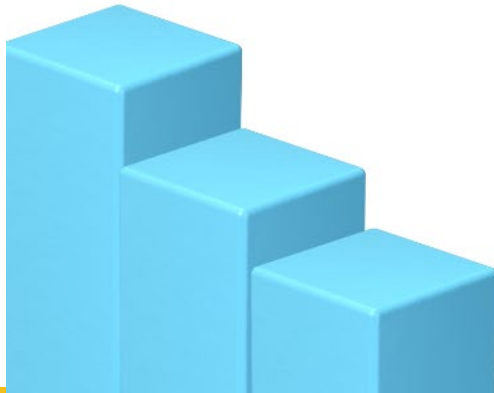
Informing Strategic Decision-Making – Looking back to look forward

- With the completion of strategic projects and the initiation of a new Registration Management System, forecasting has been instrumental in our commitment towards continuous improvement and digital transformation.
- Our data-driven approach has led to improved predictability and reliability of registration processes, showcasing the potential for further utilization of forecasting in our operational planning.
- The model utilised to project registration numbers in 2022.



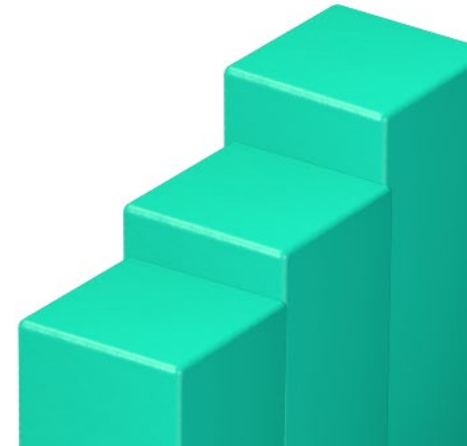
FORECAST VS ACTUAL

2750
Registrations
Projected



97.6%
Accuracy

2684
Registrations
Occurred



Harnessing Forecasting: Shaping the Future of Healthcare Professions

- The trends observed in 2022, with a decrease of 29% in applications, alongside a 10% increase in registrants, particularly a 65% increase in Medical Scientists, demonstrate the value of data analytics.
- Through predictive modelling, we use this historical data to effectively allocate resources to handle the increased demand in these areas, resulting in overall growth of CORU registrants.
- This data-driven insight enabled targeted communication strategies, policy adjustments, and regulatory improvements to manage these trends for example with encouraging graduates to register.



Example: Digital Media Outreach: A Key Enabler in Achieving Stakeholder Engagement

- In June, we focused on a 30-day target engagement of new graduates.
- To date, 1,100 people have watched [A Guide to S38 Registration with CORU](#) (hosted on the CORU YouTube page)
- 2,888 people have visited the [Graduate Section of the CORU website](#) as a result of YouTube and TikTok ads
- The video ad has had almost 2.5M views across YouTube and TikTok:
 - 1,235,034 impressions (views) on YouTube
 - 1,340,792 impressions (views) on TikTok
- 300,100 people have viewed the video ad [Health & Social Care Graduates - Find out about CORU Registration](#) hosted on the CORU YouTube page



Transformation: The Economical and Ethical Pathway

- **Balancing Economic and Moral Aspects**

The structured approach to data has not only increased efficiency but also underscored our commitment to ethical practices. By ensuring data quality and reliability, we are upholding a moral responsibility towards accuracy and fairness in regulation.

- **Working Smarter through Data**

A dynamic approach to data has helped us work smarter, not harder. Streamlining the registration processes by leveraging structured data has made our operations more efficient without compromising the quality of work or over-exerting our resources.

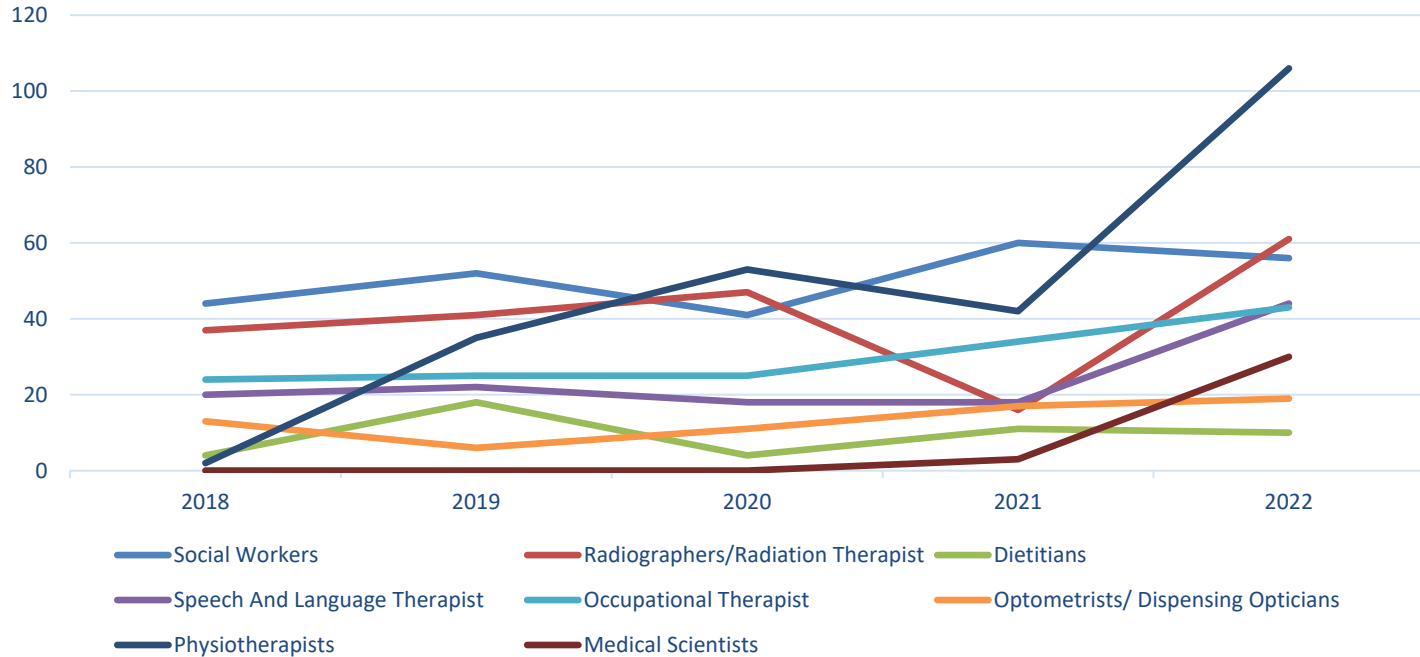


Harnessing the Power of Forecasting: Towards a Data-Driven Future

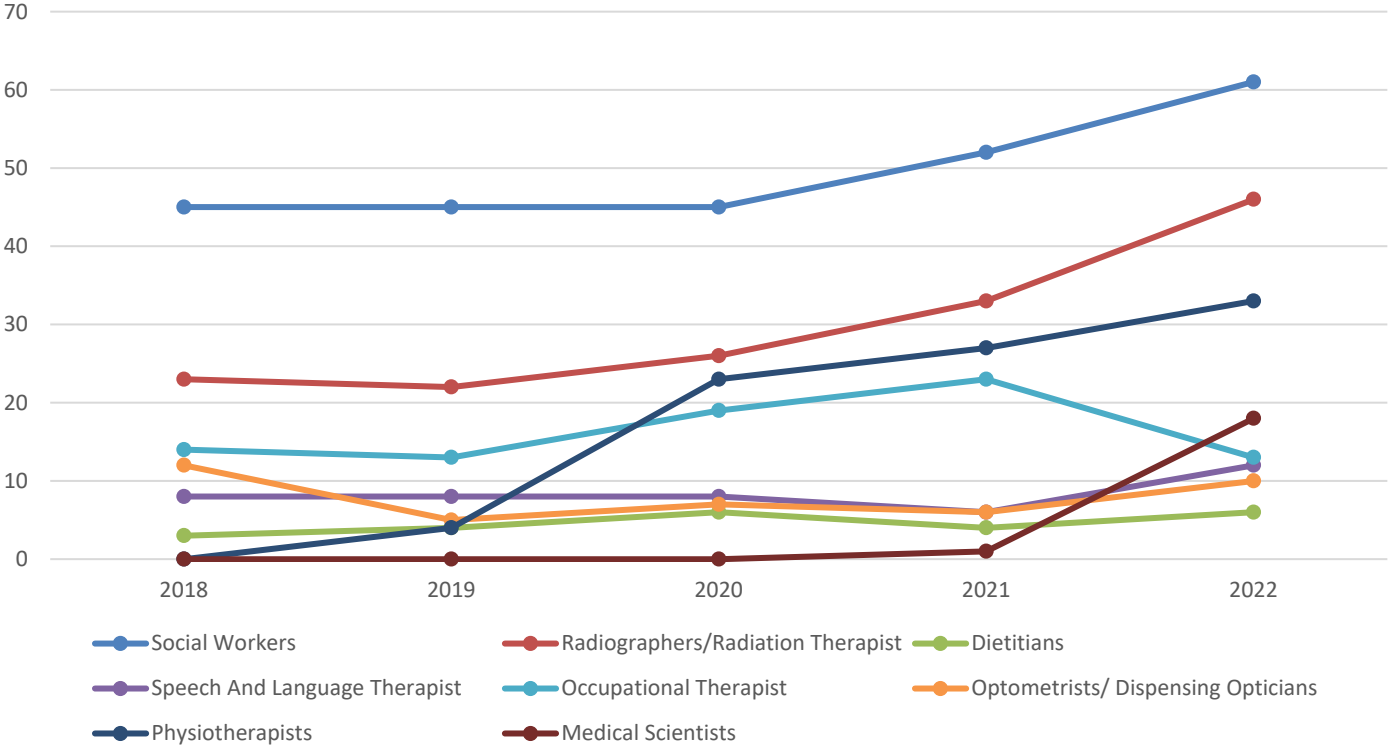
- Forecasting trends in sector-specific removals and voluntary removals, particularly in Social Workers, Radiographers/Radiation Therapists, and Physiotherapists, allowed for a more nuanced understanding of these sectors.
- This also allows us to proactively identify potential future shortfalls in professions.



Voluntary Removals 2018 - 2022



Removals for Non Payment 2018 - 2022



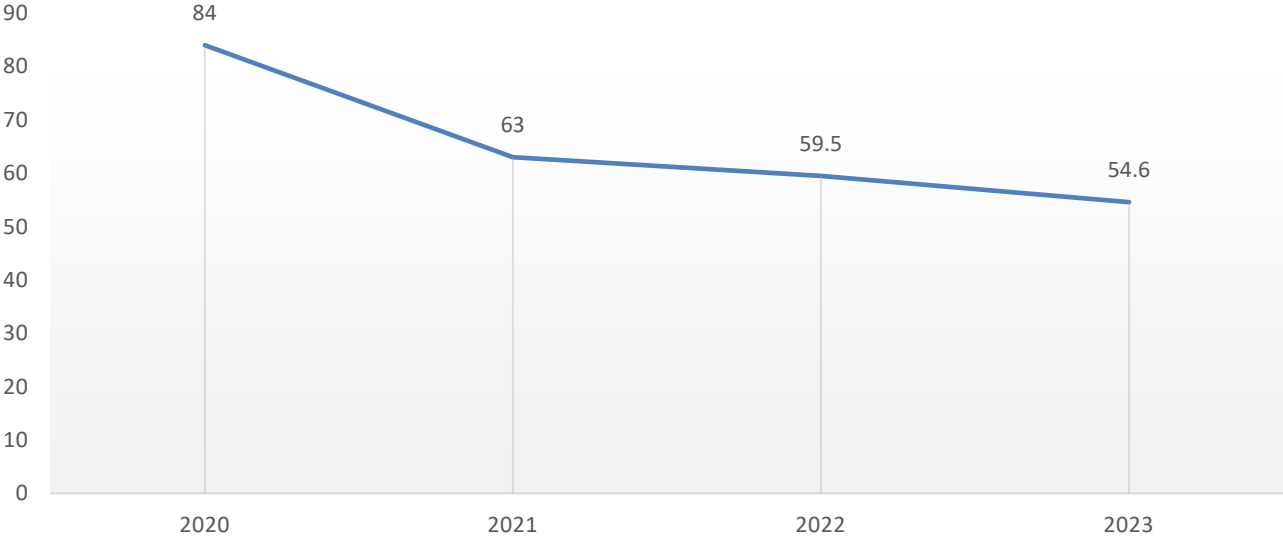
A Data-Driven Future

- Forecasting allows us to pivot resources efficiently, reinforcing our national operating model on regulatory frameworks.
- The adoption of data-driven processes brings tangible and unforeseen benefits, leading to process improvements and enhanced resource allocation.
- By embracing this approach, we will be better equipped to respond to future challenges and opportunities, driving policy decisions and reinforcing our national regulatory frameworks.
- Ultimately, the fusion of economic logic with moral sensibilities in our regulatory practices ensures we are working smarter, fostering an environment of growth and positivity.



The End Result.....

Processing Times in Days -
CORU Registration Department



Future Challenges....

S3 Forecast Model



Baseline Reg

From 2019 to 2022 the data is based on real work data. 2023 to 2025 is based on model projections



SCW Graduates

Education data indicates 800 Section 38 Graduates per year



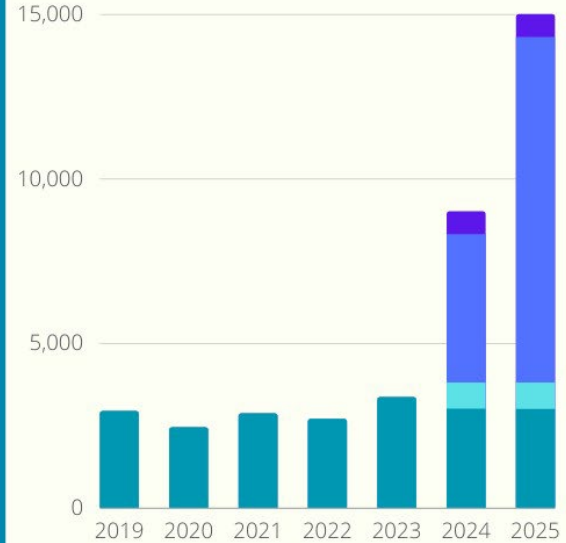
SCW Grandparenting

Current information supports an applicant pool of 15K for grandparenting. Historical trends indicate a 30% year 1, 70% year 2 split.



Recognition Increase

Indications that reg apps via recognition are up 700 each year based on current data





Speaker Contact Information

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Thank You

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