hpc health professions council

Finance and Resources Committee – 19 March 2008

Registration Workplan 2008 - 2009

Executive summary and recommendations

Introduction

The attached document is the registration department's proposed workplan for 2008 – 2009. It details the key objectives, the main areas of work and what we intend to develop within the registration area over the next financial year.

Decision

The Committee is asked to agree the attached Registration workplan.

Background information

This document is intended to supplement the Council's strategic intent document and sits alongside other departmental level strategy and workplan documents such as Communications, Finance, IT, Projects, Policy & Standards, Human Resources and Fitness to Practise.

It is a working document and is therefore always under review.

Resource implications

See attached workplan.

Financial implications

See attached workplan.

Appendices

Registration workplan 2008 -2009.

Date of paper
5 March 2008

Registration Workplan 2008 - 2009 – Richard Houghton

Contents

Introduction 2
This document 3
Resources 3

Achieving objectives in 2008 – 2009 4

Manage business as usual activities within agreed service standards 4
Improve quality of service delivery.....5
Improve capacity planning 5
Employee development 5
Manage projects within agreed timescales 6

Annex 1 Registration department activities table 2008 - 2009 7

Introduction

Providing a high level of customer service is crucial to the long term success of the Health Professions Council (HPC) and demonstrates our commitment to all of our stakeholders - registrants, members of the public, our employees, our suppliers and the elected members of our Council. As the standard of customer service increases in other service sectors such as financial services, telecommunications, local government, retail and leisure so does the service quality expectations of their customers. Similarly, HPC's 'customers' will continue to have higher expectations of their own customer service experience which includes having a wider range of service delivery options, with customers wanting more choice of how they interact with us. We have also increased their expectations by increasing the registration fees in 2007. Coupled with this increased expectation of service delivery is an increase in registrant number growth. Registrant numbers have increased at an average rate of 5% per year over the last five years and with the regulation of new professions such as practitioner psychologists the demand for these services will increase.

It is clear that we need to continue to develop our customer service delivery strategy that is based on the present and future needs and expectations of stakeholders. It is also important to maintain the positive, pride of workmanship, feeling of community, enjoyable and fun working environment that exists at HPC as customer satisfaction generally moves in the same direction as employee satisfaction.

Much has already been achieved over the past 12 months. The beginning of a formal industry recognised customer service training programme for registration advisors has allowed individual employees to have their personal commitment to our customers recognised and this is just beginning to bear fruit. As is the professional contact centre management training for middle managers which will provide commercial best practice service delivery skills. The cross pollination of skills between the registration department's teams has assisted in the load balancing of the work and will continue to assist us in having the right number of skilled people in place at the right times to serve customers, at service standard and with quality. The introduction of a quality controls and checks programme has not only mitigated the risk of processing errors but also allowed for effective feedback to be delivered to registration advisors regarding their individual performance.

The 2008 - 2009 registration workplan builds on these achievements. Employing the best people in a good working environment and supporting them with ongoing training, reliable equipment and up-to-date systems. Recognising individuals and teams by promoting from within wherever possible and encouraging everyone to enjoy rewarding careers and provide job satisfaction. The relocation of the registration area onto one floor will bring new challenges but also new benefits. The continued investment in technology to reflect business rules and processes will speed up processing, improve job satisfaction and offer our customers more service delivery channels.

It is important to remember that it is the continuation of a journey in registration.

This document

This document proposes registration's work priorities for the financial year April 2008 – March 2009. The registration department is both proactive and reactive in its work so the requirements may change, particularly in light of business needs. **The department will therefore need to be flexible in the delivery of its workplan in order to respond accordingly.**

Resources

The draft financial budget currently assumes a team of 37 registration employees which represents no increase in the year on year headcount and a budget of £1,726,009. The significant reduction in the number of international applications has enabled the cross training of registration advisors to answer the increased number of telephone calls received throughout the last 12 months. During the forthcoming 12 months all registration advisors will also be involved with handling the new continuing professional development (CPD) processing and potential grandparenting applications. This workplan is drafted on these assumptions with budget levels set in conjunction with our operational plans.

The following paragraphs summarise the headline activity that has been prioritised to deliver the five objectives detailed below. The prioritisation is based on how important the development is in terms of improving our key processes and achieving our goals together with the resource requirement to complete the task.

Achieving objectives in 2008 – 2009

The registration department's workplan for 2008 – 2009 details our main areas of work and sets out how we will work towards achieving our objectives. The registration department's objectives 2008 – 2009:

1. Manage business as usual activities within agreed service standards
2. Improve quality of service delivery
3. Improve capacity planning
4. Employee development
5. Manage projects within agreed timescales

Annex 1 includes details of delivery dates and responsibilities.

Registration objective 1 - Manage business as usual activities within agreed service standards

We will continue to ensure we deliver the best possible service to registrants, applicants and the public. This will be achieved by up-skilling all registration advisors to deliver all registration processes efficiently and effectively within our service standards:

Process	**Service Standard**
UK applications and readmissions	Ten days processing
International/EEA and Grandparenting applications	Processed within three months of receipt of all documents
Temporary registration applications	Processed within one month of receipt of all documents
Continuing Professional Development (CPD)	Processed within three months of receipt of all documents
Renewals batch letters sent on time.	Renewal notice sent not less then three months before publicly published renewal dates. Final renewal notice sent not less then one month before publicly published renewal dates
Renewal cycle batch processing	Complete renewal (lapsing) process run within five days of publicly published dates
Written complaints	18 days response
Emails	Five days response
Telephone call answering	80% of calls answered within 30 seconds

Also, a major impact on our workload this year will be the five professions that will be renewing their registration as detailed below:

- Physiotherapists 1 February 2008 to 30 April 2008
- Arts therapists 1 March 2008 to 31 May 2008
- Dietitians 1 April 2008 to 30 June 2008
- Chiropodists / podiatrists 1 May 2008 to 31 July 2008
- Operating department practitioners 1 September 2008 to 30 November 2008

Registration objective 2 - Improve quality of service delivery

The service sector in which the HPC operates is the fastest growing segment of the economy resulting in intense competition and enhanced service offerings. This has led to higher expectations regarding service quality. However, quality is a difficult concept to measure when applied to services such as those provided by HPC. Unlike products, services are intangible with aspects that are difficult to identify and name let alone quantify. Services are also heterogeneous and difficult to standardise in that the same service may be delivered differently when delivered by different employees. During 2007 we made positive steps by purchasing a call recording and advisor evaluation solution so that we can monitor and evaluate telephone calls and then improve the quality of service that is provided. The qualitative check programme will continue to be improved throughout 2008 in order to develop individual team members and improve the quality of the service we deliver.

Registration objective 3 - Improve capacity planning

The registration department depends on having adequate numbers of quality trained employees on hand to deliver the expected level and quality of service to deliver optimal results. That means we must pay strict attention to absenteeism, late arrivals, early departures, personal time off, sickness absence, and holidays. The registration team often get sudden and unplanned demand spikes and we have started to accurately record our workload so that we eliminate guess work from the scheduling process and fully exploit the benefits of workforce management. By continuing to implement effective workforce management processes we will be able to use our historical business information effectively to optimise the workforce to ensure that scheduled employees are in the right place at the right time and also identify if there are sufficient employees to meet our service standards.

Registration objective 4 - Employee development

Our employee development policy needs to aim to ensure that we place the right people in the right role, and we invest in their recruitment, training and development. We have identified our skills shortages not only based on our current workload but our forecasted activity and begun a cross training programme for all registration advisors so that they are competent in delivering all registration processes effectively. This training programme needs to continue throughout 2008. All training requirements identified will be met either internally or externally by delivering appropriate training. We have already made significant progress in this area with all employees within the registration team commencing an Institute of Customer Services (ICS) training programme. The customer services managers have undertaken a professional certificate in contact centre management and strategy, which is an internationally recognised BTEC qualification. Also, in order to maximise the capability of our team leaders a bespoke training programme is currently being delivered by an external training provider to help support them improve the customer experience.

Registration objective 5 - Manage projects within agreed timescales

The environment within which HPC operates is not static, but is instead changing as a result of many factors which include changes to legislation, to professions and to best practice. The following part of this document details the projects that will be resourced over the coming financial year towards meeting this aim:

- **Practitioner psychologists** - Project dealing with the on boarding of the practitioner psychologists to the HPC Register.

- **Hearing Aid Council** – Project dealing with the on boarding of hearing aid dispensers.

- **Equality and Diversity Demographic Data Collection** – Devise and implement a process to collect equality and diversity data from our registrants.

- **Online applications and renewals** – Develop and introduce an online system to provide applicants and registrants with the ability to interact with the HPC via the web.

- **Continuing Professional Development (CPD)** - Implementation of processes to audit and track registrants' evidence of CPD.

- **Improve identity checks** – Review of the application process to identify improvements that will reduce the risk of exposure to identity theft.

- **Registration fee change 2009** – Realignment of registration fee charges.

- **Independent Safeguarding Authority** – Project to design and implement processes to ensure the HPC complies with the Safeguarding of Vulnerable Groups Act.

Annex 1 Registration department activities table 2008 – 2009

The table below sets out the registration department's day to day activities in the delivery of the registration objectives.

Objective	Activity	Mitigate Risk Register Item	Start Date	Completion Date	Lead
Manage business as usual activities within agreed service standards	• Manage service delivery processes within service standards	10.1	1 April 2008	Ongoing	RH
Improve quality of service delivery	• Conduct and deliver quality checks programme providing registration advisors with individual feedback in regular 1 to 1 meetings	10.1	1 April 2008	Ongoing	ML/CH
	• Conduct and review call monitoring process and deliver individual feedback to registration advisors	10.1	1 April 2008	Ongoing	ML/CH
	• Improve computer telephony integration	10.1	1 April 2008	Ongoing	RH
Improve capacity planning	• Continue to develop the capacity planning process to accurately forecast workload	10.1	1 April 2008	Ongoing	RH

Objective	Activity	Mitigate Risk Register Item	Start Date	Completion Date	Lead
Employee development	• All Customer Services Managers complete professional contact centre qualification	10.1	1 April 2008	Ongoing	RH
	• All registration employees to gain accredited customer service qualification	10.1	1 April 2008	Ongoing	RH
	• Deliver long term training plan	10.1	1 April 2008	Ongoing	ML/CH
	• Continue to review registration advisor training manual	10.1	1 April 2008	Ongoing	ML/CH
	• Cross train all registration advisors	10.1	1 April 2008	Ongoing	ML/CH

Objective	Activity	Mitigate Risk Register Item	Start Date	Completion Date	Lead
Manage projects within agreed timescales	• Practitioner psychologists - This project deals with the on boarding of the practitioner psychologists to the HPC Register.	8.4	1 April 2008	31 March 2009	RH
	• Hearing Aid Council – this project deals with the on boarding of hearing aid dispensers.	8.4	1 April 2008	31 March 2009	RH
	• Equality and Diversity Demographic Data Collection – Devise and implement a process to collect equality and diversity data from our registrants.	8.6	1 April 2008	31 January 2009	CH/ML
	• Online applications and renewals – Develop and introduce an online system to provide applicants and registrants with ability to apply/renew with the HPC via the web.	10.1	1 April 2008	31 October 2008	CH/ML
	• CPD - Implementation of processes to audit and track registrants' evidence of CPD.	8.1	1 April 2008	31 March 2009	RH
	• Improve identity checks – Review of the application process to identify improvements that will reduce the risk of exposure to identity theft.	10.3	1 April 2008	Ongoing	RH
	• Registration fee change 2009 – Realignment of registration fee charges.	8.2	1 April 2008	31 March 2009	RH

Objective	Activity	Mitigate Risk Register Item	Start Date	Completion Date	Lead
Manage projects within agreed timescales	• Independent Safeguarding Authority	14.4	1 April 2008	31 December 2008	CH/ML

Key

RH - Richard Houghton
CH - Claire Harkin
ML – Marianne Lawrence