

# 2023-2027 Strategic Plan

The OHO is an independent body established under the *Health Ombudsman Act 2013* that provides a single point of entry for all health service complaints and notifications in Queensland, including registered and unregistered health practitioners, health services and facilities. The OHO operates in a co-regulatory model with the Australian Health Practitioner Regulation Agency (Ahpra) when dealing with complaints and notifications about registered health practitioners. The OHO is required to provide a transparent, accountable and fair system for effectively dealing with complaints and other healthcare matters in a timely manner, with the following key objectives:

- to protect the health and safety of the public;
- to promote professional, safe and competent practice by health practitioners and high standards in health service delivery by health service organisations; and
- to maintain public confidence in the management of complaints and other matters relating to the provision of health services.

## VISION

A world class and trusted leader in health complaints management and regulation, driving safety and quality in health services.

## PURPOSE

We protect and support the community through responsive complaints processes and regulatory action, driving positive change and confidence in the health system.

## Our strategic objectives



### CARE

Optimising experiences and outcomes, building confidence in our services as being accessible, responsive and safe.



### TRANSFORMATION

Transforming our systems, processes and data to drive performance and influence change.



### IMPACT

Driving improvements in health service safety, quality and complaints processes.



### PEOPLE

Valuing our people and empowering them for the future.



### INTEGRATION

Ensuring the effectiveness and integration of our regulatory and complaint management functions.

## OUR COMMITMENTS

### Commitment to First Nations Peoples

The OHO recognises, respects and values Aboriginal peoples and Torres Strait Islander peoples' cultures and is committed to providing a culturally safe and sensitive complaints management service.

### Commitment to Human Rights

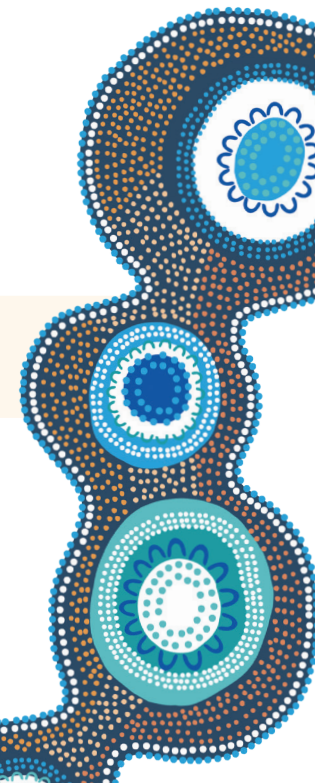
We will respect, protect and promote human rights in our decision-making and actions.






## Our challenges

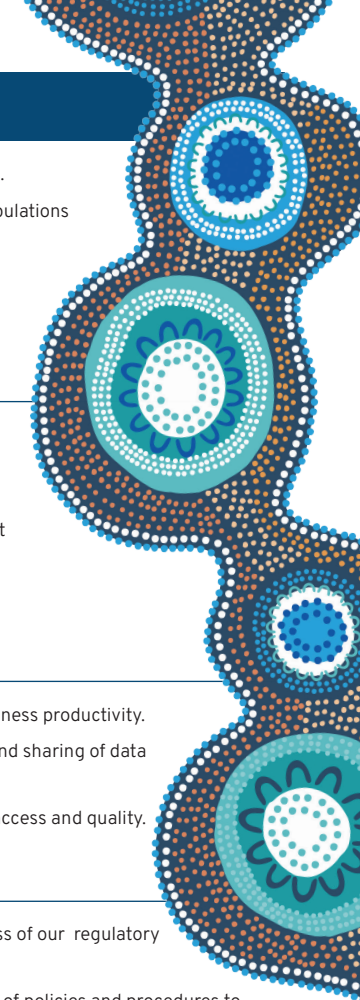
- Workforce capacity and capability (shortages, lack of diversity, recruitment and retention).
- Ensuring appropriate resources are available to respond to an evolving and complex regulatory environment.
- Meeting the increasing demand for OHO services.
- Cyber security resilience and threats to privacy.
- A complex legislative and regulatory scheme that effects the OHOs ability to perform our functions.

## Our opportunities

- Becoming an employer of choice, known for our positive and supportive workplace culture.
- Utilising partnerships more effectively, supporting funding requests with evidence-based business plans and leveraging government initiatives and grants.
- Strengthen partnerships, employ leaner processes and flexible work strategies.
- Leverage learning from others as we implement a transformation of our systems and process.
- Contingency planning and proactive engagement with stakeholders and partners to build influence and reputation.



OBJECTIVES	KEY STRATEGIES	SUCCESS INDICATORS
 <p><b>CARE</b> Optimising experiences and outcomes, building confidence in our services as being accessible, responsive and safe.</p>	<p><b>1.1</b> Develop person-centered services and trauma informed frameworks that drives excellence across our organisation.</p> <p><b>1.2</b> Promote community awareness and understanding of our role in promoting and regulating quality standards in health care.</p> <p><b>1.3</b> Understand and respond to the different needs of our communities for engaging with us.</p> <p><b>1.4</b> Implement an action plan for First Nations and priority populations that supports equitable access to our services.</p>	<ul style="list-style-type: none"> <li>• An improvement in service delivery feedback/experience results.</li> <li>• Increased engagement with First Nations people and priority populations through service delivery.</li> <li>• Increased education and engagement sessions with consumers and health service providers.</li> </ul>
 <p><b>PEOPLE</b> Valuing our people and empowering them for the future.</p>	<p><b>2.1</b> Develop a future ready workforce that is flexible enough to meet changing priorities.</p> <p><b>2.2</b> Develop a united culture that supports staff wellbeing, diversity and inclusivity.</p> <p><b>2.3</b> Build our leaders and emerging leaders to guide safe, inclusive and productive teams.</p>	<ul style="list-style-type: none"> <li>• Maintain and improve staff satisfaction regarding engagement, staff wellbeing, organisational leadership and learning and development.</li> <li>• Maintain and improve employment diversity as measured against public sector targets.</li> </ul>
 <p><b>TRANSFORMATION</b> Transforming our systems, processes and data to drive performance and influence change.</p>	<p><b>3.1</b> Embed technology as an enabler to enhance user experiences and business productivity.</p> <p><b>3.2</b> Improve the reliability, flexibility and security of our technology solutions to support a digitally evolving workforce.</p> <p><b>3.3</b> Improve data quality, reporting and governance to strengthen the delivery of our services.</p>	<ul style="list-style-type: none"> <li>• Improved digital options that enhance user experiences and business productivity.</li> <li>• Improved systems and analytical capability, with increased use and sharing of data with stakeholders.</li> <li>• An increase in stakeholder satisfaction with our data resources, access and quality.</li> </ul>
 <p><b>INTEGRATION</b> Ensuring the effectiveness and integration of our regulatory and complaint management functions.</p>	<p><b>4.1</b> Develop and implement practice and decision-making framework across OHO's functions to improve community experience and effectiveness of OHO's work.</p> <p><b>4.2</b> Build consistency and clarity of policies and procedures across the complaints management practices and performance of regulatory functions.</p> <p><b>4.3</b> Design a cross-functional model for the management of high risk and complex matters to drive efficiencies and effectiveness.</p>	<ul style="list-style-type: none"> <li>• An improvement in stakeholder satisfaction with the effectiveness of our regulatory and complaint management functions.</li> <li>• Improved staff satisfaction regarding the clarity and consistency of policies and procedures to support the performance of our functions.</li> <li>• Increase in timeliness and effectiveness of the management of high risk and complex matters.</li> </ul>
 <p><b>IMPACT</b> Driving improvements in health service safety, quality and complaints processes.</p>	<p><b>5.1</b> Impact change in regulatory and legislative frameworks and the safety and quality of health services.</p> <p><b>5.2</b> Ensure the insights and outcomes from our work are shared and our advice is sought after in Queensland and nationally.</p> <p><b>5.3</b> Extend the reach of our services and impact as a health complaints authority through strategic partnerships with others in the health service community.</p>	<ul style="list-style-type: none"> <li>• Increase in the publication of information and reports on systemic issues and themes from complaint data.</li> <li>• Report on the number of implemented recommendations and improvements in health service delivery arising from systemic reports, complaints and regulatory functions.</li> <li>• Increase in the number of contributions to consultations, submissions and other activities on health service safety, quality and complaints processes.</li> </ul>



This plan was implemented from 1 July 2023  
This strategic plan was reviewed in March 2025 and remains current for the reporting period 2024-2025.