

health • care • people

Queensland Health  
Shared Service Partner



# Strategic Directions 2007-2009



Queensland Government  
Queensland Health

*First time right*

## Foreword

The Queensland Health Shared Service Partner is a customer-service oriented organisation committed to delivering value-add corporate support services to Queensland Health.

Our commitment to high quality, professional service delivery is reflected in our vision – *first time right*.

QHSSP has achieved significant organisational and service reform since operations commenced on 1 December 2003. *Strategic Directions 2007-09* sets the agenda for the innovations and improvements in service delivery we aim to achieve over the next few years.

Our clients must be our primary focus and the commitment to minimising error and rework rates as well as reducing the number of hours our clients spend on administrative tasks is paramount. To achieve this, investment is required in initiatives to standardise and improve business processes. Investment is also required in training and development to ensure shared services staff have the skills and knowledge to earn the reputation of high quality corporate service professionals.

This document and the Service Operational Plans identify a broad range of service reforms across all Service areas. I believe the achievement of these reforms will provide tremendous benefits to Queensland Health and will provide shared services staff with an organisation they are proud to be a part of.

**Paul Monaghan**  
**Executive Director**  
**Queensland Health Shared Service Partner**

## Our Strategy Map and Scorecard

QHSSP uses the Balanced Scorecard approach to define our strategic direction and measure progress towards achieving our goals.

The QHSSP Strategy Map contains a number of statements that encapsulate our vision and future direction.

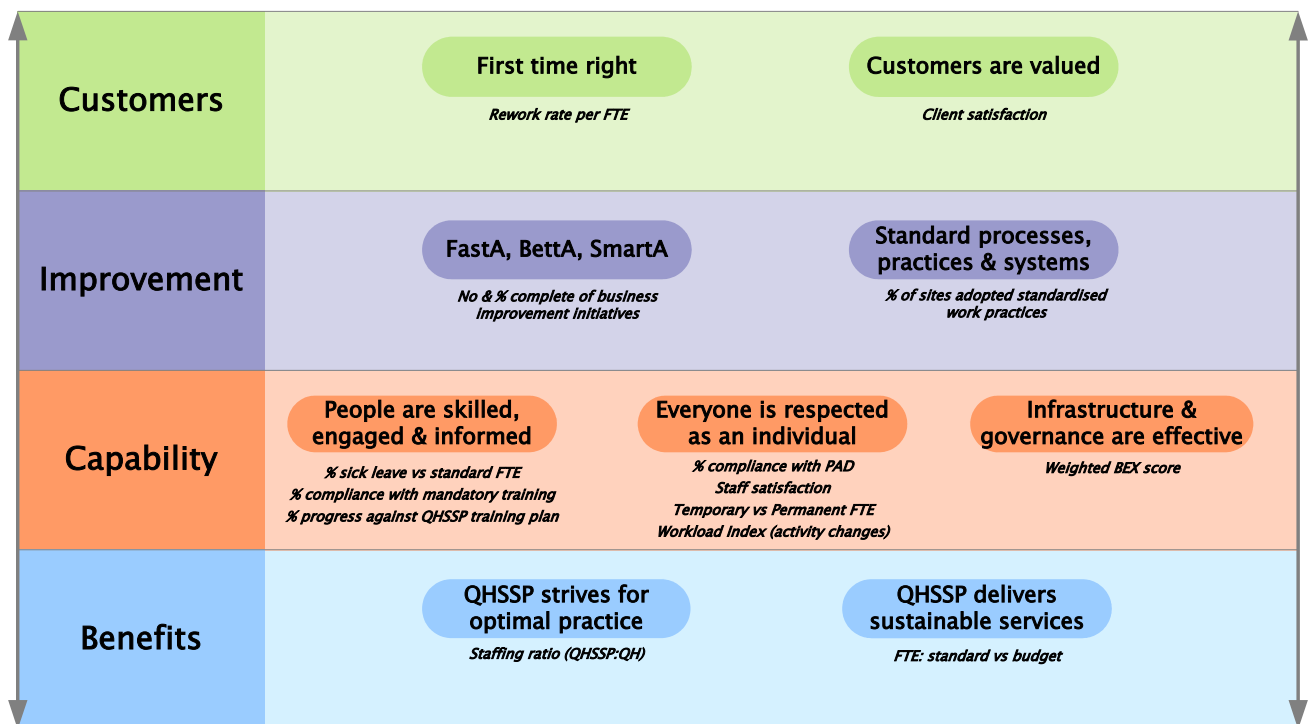
Scorecards have been developed that measure our progress, with a focus on quality (including rework rates), improvement and outcomes – there is not a single dollar sign on the Scorecard report!

QHSSP has two main scorecard reports:

- Internal Management Scorecard Report
- Client Scorecard Report

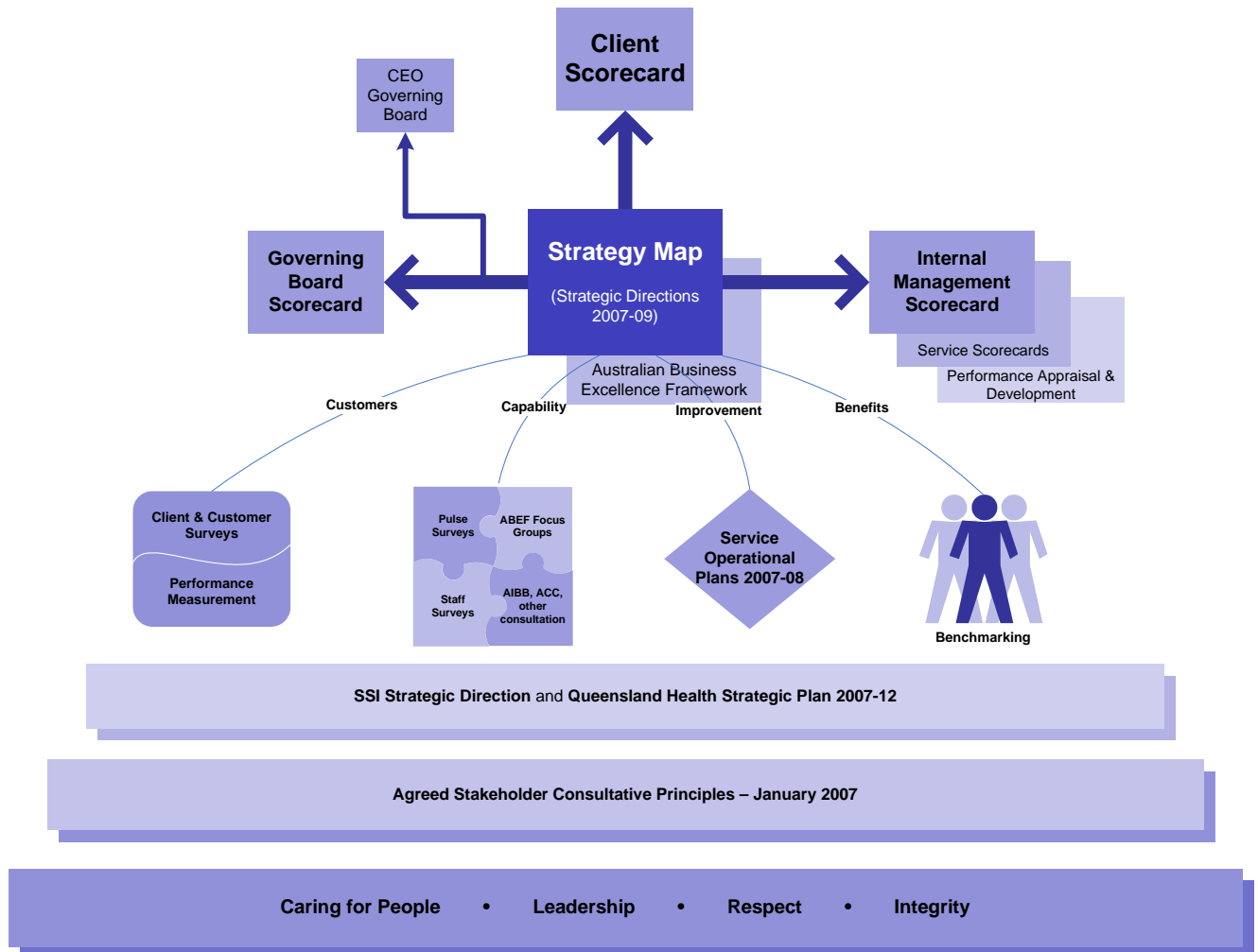
The Strategy Map and Balanced Scorecard are the foundation of all planning and performance management in QHSSP.

### Queensland Health Shared Service Partner Strategy Map and Internal Management Scorecard



## Our Business and Planning Framework

*"First Time Right"*



QHSSP's objectives and strategies are built upon the foundations of Queensland Health's values and consultative principles and incorporate both the Shared Service Initiative's strategic direction and the strategic directions outlined in the *Queensland Health Strategic Plan 2007-12*.

Balanced Scorecards developed at both the organisation- and service-wide level are the basis for performance management and are used to monitor implementation of the strategic priorities and initiatives outlined in this document and the Service Operational Plans for 2007-08.

## Our Objectives and Strategies

QHSSP is a customer-service oriented organisation delivering state-wide payroll, recruitment, finance, supply, fleet and records management services to Queensland Health.

A part of Queensland Health, QHSSP is responsible for implementing the whole-of-Government Shared Service Initiative within the department. Our commitment to high quality, professional service delivery is reflected in our vision – *first time right*.

Strategic objectives and initiatives have been developed that align with the objectives of the Shared Service Initiative and meet the identified needs of our clients - Queensland Health.

### Customers

QHSSP Objectives	QHSSP Strategies
<ul style="list-style-type: none"> <li>• First time right</li> <li>• Customers are valued</li> </ul>	<ul style="list-style-type: none"> <li>• Develop support tools for staff and customers that simplify processes</li> <li>• Strengthen processes and controls to ensure efficient and effective operation of services</li> <li>• Implement the client scorecard</li> <li>• Continued roll-out of customer service training to staff</li> </ul>

### Improvement

QHSSP Objectives	QHSSP Strategies
<ul style="list-style-type: none"> <li>• FastA, BettA, SmartA</li> <li>• Standard processes, practices and systems</li> </ul>	<ul style="list-style-type: none"> <li>• Work with clients and staff to identify and implement business improvement opportunities</li> <li>• Develop and implement state-wide models of service delivery</li> <li>• Work with the Corporate Purchaser to map standard end-to-end business processes and accountabilities</li> <li>• Develop systems to measure internal adherence to standard processes</li> </ul>

### Capability

QHSSP Objectives	QHSSP Strategies
<ul style="list-style-type: none"> <li>• People are skilled, engaged and informed</li> <li>• Everyone is respected as an individual</li> <li>• Infrastructure and governance are effective</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake training needs analysis and develop training programs</li> <li>• Realign the communication framework to support communication at all levels</li> <li>• Implement PADs that align performance with strategy</li> <li>• Involve staff, unions and customers in business redesign</li> <li>• Implement a State-wide service model</li> <li>• Implement standard governance processes, including the Balanced Scorecard</li> </ul>

### Benefits

QHSSP Objectives	QHSSP Strategies
<ul style="list-style-type: none"> <li>• QHSSP strives for optimal practice</li> <li>• QHSSP delivers sustainable services</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a benefits realisation framework</li> <li>• Identify relevant benchmarks to compare performance against industry standards</li> <li>• Deliver services within budget and on time</li> </ul>

## Our Service Priorities and Initiatives

Each Service within QHSSP has identified a number of priorities and initiatives in their operational plans to deliver the QHSSP objectives.

### Payroll & Establishment Services

Key Result Area	Priority / Initiative
<i>Customers</i>	<ul style="list-style-type: none"> <li>Develop real-time system audit processes to detect errors prior to payment</li> </ul>
<i>Improvement</i>	<ul style="list-style-type: none"> <li>Implement procedures to improve data integrity</li> <li>Develop information sessions for line managers and employees</li> </ul>
<i>Capability</i>	<ul style="list-style-type: none"> <li>Develop a strategy to improve skill acquisition and retention</li> </ul>
<i>Benefits</i>	<ul style="list-style-type: none"> <li>Develop centres of skill to manage complexity, improve service reliability and address skill issues</li> </ul>

### Recruitment Services

Key Result Area	Priority / Initiative
<i>Customers</i>	<ul style="list-style-type: none"> <li>Develop a myth-busting campaign and training that aligns to the new Queensland Health policy and standard process</li> </ul>
<i>Improvement</i>	<ul style="list-style-type: none"> <li>Develop tools, templates and checklists that support line managers through the recruitment process and reduce the administrative burden</li> </ul>
<i>Capability</i>	<ul style="list-style-type: none"> <li>Develop a desktop procedure manual for recruitment</li> <li>Implement a flexible workload model across the Service using virtual technology</li> </ul>
<i>Benefits</i>	<ul style="list-style-type: none"> <li>Identify relevant benchmarks to compare performance.</li> </ul>

### Financial Services

Key Result Area	Priority / Initiative
<i>Customers</i>	<ul style="list-style-type: none"> <li>Deliver training and develop tools for staff and customers to support process compliance</li> </ul>
<i>Improvement</i>	<ul style="list-style-type: none"> <li>Develop initiatives for                             <ul style="list-style-type: none"> <li>PTS Refund Cash Management</li> <li>FBT Accredited Training</li> <li>FAMMIS Co-ordinator and Process Trainer</li> <li>Centralised Reconciliations</li> </ul> </li> </ul>
<i>Capability</i>	<ul style="list-style-type: none"> <li>Involve staff in business redesign</li> </ul>
<i>Benefits</i>	<ul style="list-style-type: none"> <li>Identify and implement strategies to achieve 'best practice' workload levels</li> </ul>

### Supply Services

Key Result Area	Priority / Initiative
<i>Customers</i>	<ul style="list-style-type: none"> <li>Expand use of the Corporate Catalogue and Outline Agreements in replenishment and purchasing processes</li> <li>Establish contracts management hubs in the Northern and Metro areas</li> </ul>
<i>Improvement</i>	<ul style="list-style-type: none"> <li>Tender and implement a distribution centre in Townsville</li> <li>Develop state-wide models of service delivery for products, contracts management and invoice verification</li> </ul>
<i>Capability</i>	<ul style="list-style-type: none"> <li>Develop processes to enable early identification and treatment of risks</li> </ul>
<i>Benefits</i>	<ul style="list-style-type: none"> <li>Investigate, trial and/or implement IT solutions for barcoding, imprest management and warehouse management</li> </ul>

## HR Consultancy & Engagement Services

Key Result Area	Priority / Initiative
<i>Customers</i>	<ul style="list-style-type: none"> <li>Manage the email abuse process across Queensland Health</li> </ul>
<i>Improvement</i>	<ul style="list-style-type: none"> <li>Develop an internal HR consultancy service for case management, investigations, organisational reviews and change management initiatives</li> <li>Standardise processes for ID badges within QHSSP</li> </ul>
<i>Capability</i>	<ul style="list-style-type: none"> <li>Implement agreed orientation, induction and mandatory training policies within QHSSP</li> <li>Support line managers in the development and use of PAD processes</li> </ul>
<i>Benefits</i>	<ul style="list-style-type: none"> <li>Establish a mentoring program for QHSSP staff in conjunction with Practitioner networks</li> </ul>

## Business Improvement Services

Key Result Area	Priority / Initiative
<i>Customers</i>	<ul style="list-style-type: none"> <li>Develop a standardised tool for measuring client satisfaction</li> <li>Develop a client scorecard</li> </ul>
<i>Improvement</i>	<ul style="list-style-type: none"> <li>Introduce electronic systems for project tracking and managing process standardisation</li> </ul>
<i>Capability</i>	<ul style="list-style-type: none"> <li>Redevelop the communication framework, including Intranet site</li> <li>Implement the new governance framework for QHSSP, including the development of managers' guides</li> <li>Implement the Australian Business Excellence Framework</li> </ul>
<i>Benefits</i>	<ul style="list-style-type: none"> <li>Develop and implement a benefits realisation approach</li> <li>Refine the costing and pricing model</li> </ul>

## For More Information

Queensland Health Shared Service Partner  
Business Improvement Service

**Email:** [QH\\_Shared\\_Services@health.qld.gov.au](mailto:QH_Shared_Services@health.qld.gov.au)

**Telephone:** (07) 3636 6143

**Mail:** Level 6, Block 7, Royal Brisbane and Women's Hospital  
Herston Road, Herston QLD 4069

**Intranet site:** <http://qhps.health.qld.gov.au/sharedservices/>