



Australian Government

Australian Aged Care Quality Agency

Corporate Plan 2017-2021

Aged care facts:

From Australian Institute of Health and Welfare *Residential aged care and Home Care 2015-16*

During 2015-16:

234,931 people

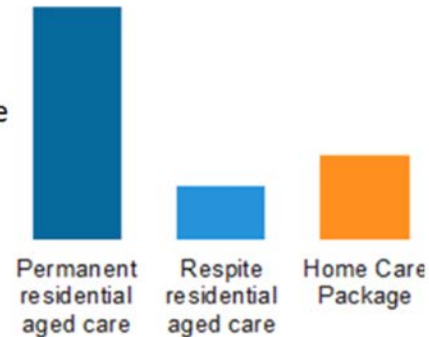
were in permanent residential aged care

56,852 people

were in respite residential aged care

88,875 people

received a home care package



people in residential aged care were born overseas. Around 2 in 10 were born overseas in a non-English speaking country and 1 in 10 people in permanent residential aged care spoke a language other than English at home.

3 in 4



operational places in government-funded aged care services. 72% were in residential aged care at 30 June 2015, with Home Care accounting for the remainder of the total 273,503 places.



More than 2 in 3

people in permanent residential aged care were women (68%).

1 in 100

people in residential aged care (1%) identified as Aboriginal or Torres Strait Islander, compared with 3% of Australians overall.

Contents

1. MESSAGE FROM THE CHIEF EXECUTIVE OFFICER	4
2. INTRODUCTION.....	4
3. QUALITY AGENCY AND ITS FUNCTIONS.....	6
4. ENVIRONMENT	8
5. CAPABILITY	12
6. MANAGING RISK.....	13
7. STRATEGIC PRIORITIES	15
8. OUR PERFORMANCE.....	17



1. Message from the Chief Executive Officer

The Australian Aged Care Quality Agency's (Quality Agency) vision is for a world-class aged care service driven by empowered consumers who enjoy the best possible quality of life. We will contribute to achieving this vision by placing consumers of aged care at the centre of our work in safety, quality and in improving industry performance. Our Corporate Plan 2017-2021 (the Plan) describes how we will continue to do this over the next four years.

The overriding objective of the Quality Agency is to promote the continuous quality improvement in the delivery of aged care services through an accreditation and monitoring system and to hold providers to account where they are not complying with the expected outcomes. Our core work is assessing and measuring aged care services against standards as well as promoting high quality care through industry education and engagement. Consumers, their families and the broader community expect us to be vigilant in undertaking our work and to provide better information to inform their choices relating to aged care services.

In 2017-18 we will continue building on our evidence collection and analysis of performance against standards. This is supported by accreditation software to improve our risk assessment and to provide richer information about the quality of aged care services.

We publish every site audit report and review audit report, along with accreditation decisions on our website. Our public information includes notification where we make a finding of serious risk to the safety, health and wellbeing of care recipients. In 2018 we will publish information when we take regulatory action in response to non-compliance at a service. Our Consumer Experience Reports published with each site audit report will also provide better support for consumers of aged care and their families to choose the service that best suits their needs.

We have important work to develop clear guidance on what is expected under proposed new aged care standards. We will work with the sector on guidance and support for transition to new standards and provide clear communications to assist aged care services continuously improve the quality of the care and services they provide.

Earlier this year, following concerns around the Makk and McLeay wings of the Oakden Older Persons Mental Health Facility in Adelaide, I commissioned the Nous Group to provide advice on improvements in our accreditation practices and systems. In addition the Hon Ken Wyatt AM, MP Minister for Aged Care has commissioned the *Ministerial Review on National Aged Care Quality Regulatory Processes* and the Senate is conducting a review into *Effectiveness of the aged care quality assessment and accreditation framework*. The Quality Agency will implement, as appropriate, any Government response to these processes.

As the accountable authority of the Australian Aged Care Quality Agency, I present the 2017-18 Australian Aged Care Quality Agency corporate plan, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

NICK RYAN
Chief Executive Officer

30 August 2017



The Plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014. This Plan has been prepared for the 2017-18 Year and covers 2017-18 to 2020-21.

Our Purpose

The Quality Agency is responsible for holding aged care service providers accountable for their performance against the Accreditation Standards for residential aged care, Home Care Standards for Home Care services, National Aboriginal and Torres Strait Islander Flexible Aged Care Services and also promoting high quality care and service provider performance through education, training and compliance assistance.

Our Vision

World class aged care services driven by empowered consumers who enjoy the best possible quality of life.

Our Values

The following values shape our approach to our work. They are consistent with the values mandated in the *Public Service Act 1999*.

Impartial - We are apolitical and provide the Government with advice that is frank, honest, timely and based on the best available evidence.

Committed to service - We are professional, objective, innovative and efficient, and work collaboratively to achieve the best results for the Australian community and the Government.

Accountable - We are open and accountable to the Australian community under the law and within the framework of Ministerial responsibility.

Respectful - We act with respect to all people, including their rights and their heritage.

Ethical - We demonstrate leadership, are trustworthy, and act with integrity in all that we do.

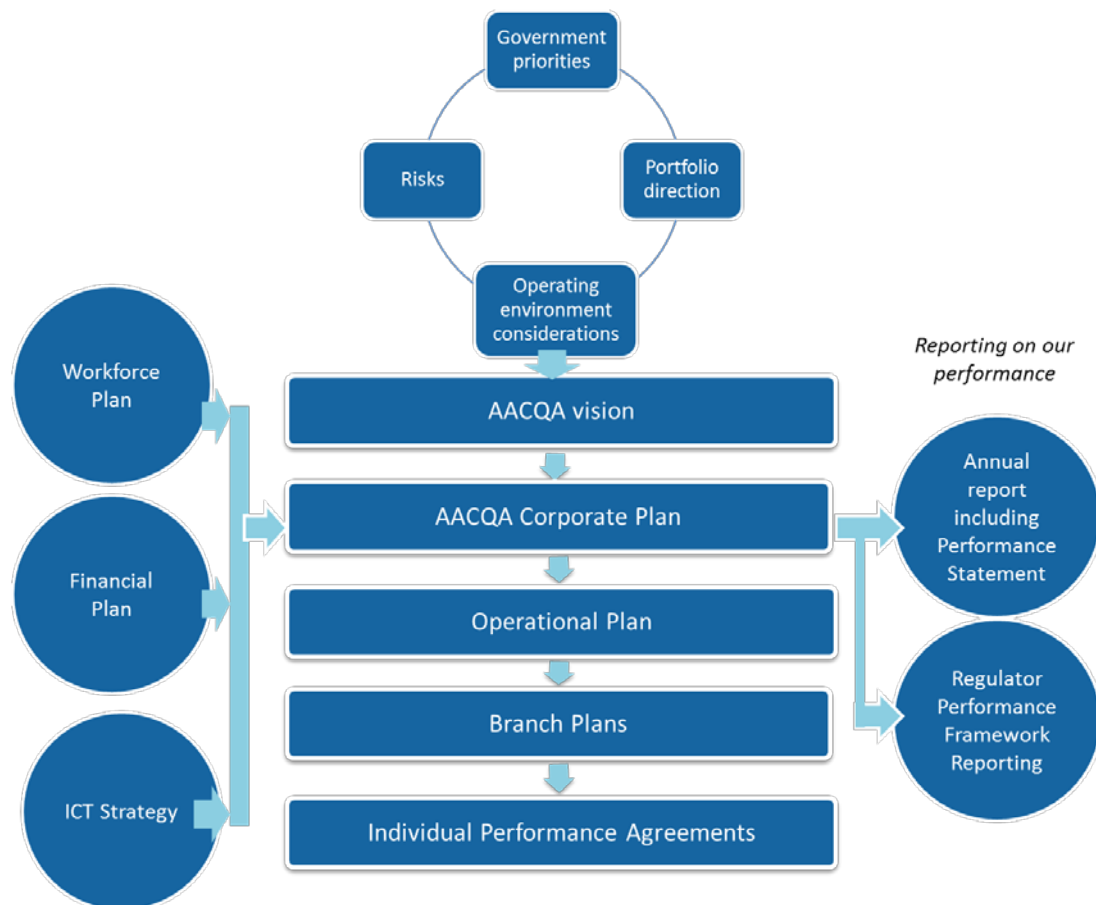
3. Quality Agency and its functions

The Quality Agency is a statutory agency established under the *Australian Aged Care Quality Agency Act 2013*. It was established in January 2014 as the accreditation body for residential aged care and for the quality review of care in home services. Home care services include the following programs; Home Care, Commonwealth Home Support, and National Aboriginal and Torres Strait Islander Flexible Aged Care Program services (NATSI Flex).

We:

- Manage accreditation of approximately 2,700 residential aged care service providers.
- Monitor compliance with the applicable Standards and supporting services in attaining compliance with the Standards.
- Quality review aged care services provided in the home and community to ensure compliance with the Home Care Standards.
- Promote high quality care through developing and delivering targeted information, resources and education services for community and residential aged care service providers.
- Register quality assessors to undertake accreditation and compliance monitoring.

Integrated planning supports our work. This Plan is directly aligned to our corporate vision and reflects our four-year planning cycle. Our planning framework is set out below.



Quality

We strive to be a best practice regulator and ensure our accreditation framework is consistent with internationally recognised accreditation frameworks. We are accredited by the International Society for Quality in Health Care (ISQua) under their Standards for External Evaluation Organisations, 4th Edition. ISQua assesses the standards of organisations that set the benchmarks in healthcare safety and quality. It is the only organisation that specifically uses health and social care standards.

Our Quality Surveyor Training Program is accredited by ISQua against the ISQua Surveyor Training Programme Standards, 2nd Edition - <http://www.isqua.org/home>.

We participate in the ISQua International Accreditation Program as members of survey teams, surveying other accreditation organisations, standards and surveyor training programs. As active members of the ISQua Accreditation Council we promote quality improvement in external evaluation programmes through sharing and discussion with accreditation bodies across Australia and internationally, and researching evidence based external evaluation practice.



4. Environment

In developing our strategic priorities we have taken into account the following environmental factors.

Political and legislative

Aged care reforms

The Government is reforming the aged care sector to foster high-quality services that meet the needs of an ageing population. Increasing Choice in Home Care has been implemented to encourage market entry and provide consumers with greater choice amongst service offerings.

While the Government has a core responsibility to ensure that aged care services are provided safely, there are also expectations of good, evidence-based information and the sound design and delivery of regulatory products and services. We are focusing on improved service delivery and more consumer friendly information, to add value to consumer experience and quality of life.

The Quality Agency is implementing an action plan to improve its approaches and learn from issues arising from the failures in care at Makk and McLeay units at the Oakden Older Persons Mental Health Service in Adelaide. There are also two broader reviews of the aged care regulatory processes underway at the time of writing this Plan: An independent Ministerial Review on National Aged Care Quality Regulatory Processes by Professor Ron Paterson ONZM and Ms. Kate Carnell AO and a Senate Inquiry into the *effectiveness of the aged care quality assessment and accreditation framework*. We will be ready to implement any changes arising from the Government's response to these reviews.

Risk based regulation

The Commonwealth Regulatory Performance Framework (framework) sets out the Government's clear expectations of Commonwealth regulators. The Quality Agency is accountable against six outcomes-based key performance indicators comprising; reduced regulatory burden, communications, risk-based and proportionate approaches, efficient and coordinated monitoring, transparency, and continuous improvement.

This framework applies to everything we do. It sets a strategic goal for us in improving our systems, processes and performance in specific areas such as case management, our data on risk and performance, and reviewing our operational practices to achieve greater efficiency and targeted outcomes. This framework applies to our performance in both residential and home care services and we will embed these performance measures into planning for our capabilities and regulatory services.

We are implementing an enhanced internal risk framework that will support a new way of understanding and applying risk to individual services. We see this as building on our case managed approach to compliance monitoring across residential and home care services and enabling improved resource allocation based on risk.

Economic

Cost Drivers

The Quality Agency is committed to undertake its activities in an efficient and cost effective way. The Government expects services are delivered efficiently and in the most cost effective way. This includes services or regulatory activities that are provided under cost recovery arrangements, where entities, individuals, and non-government organisations are charged some or all of the costs of specific Government activities. Cost recovery is being implemented for accreditation of aged care services and for one unannounced visit per residential aged care service per year. Fees will be reviewed on an annual basis to ensure compliance with the Government's Charging Framework which includes that fees are charged to recover the cost of the service.

Social and demographic

Service demand

The aged care system touches the lives of millions of Australians. This includes more than 1,300,000 people who receive aged care services as well as their families¹. There is growing demand for both residential and home care services from our ageing population. Current indications are that 80% of Australians aged over 65 will use at least one aged care service in the eight years before their death. We recognise that there are also younger people using aged care services and the demand for services by this group must also be taken into account when considering quality of care.

Most older Australians will first access aged care services in the community. Nearly half (46% of program users) will use both home and residential care in their last years of life.² People will move in and out of the aged care system and may access other services across community services, health, or palliative care at different stages of their life's journey.

The evidence shows that an increasing number of older Australians receiving aged care have complex needs. The Australian Institute of Health and Welfare³ tells us that two in three people (67%) in permanent residential aged care require high-level care for managing behaviour, 47% for activities of daily living, and 40% for complex health care. More than half (52%) of all people in permanent residential aged care have a diagnosis of dementia. We also know that among people entering permanent care for the first time, during 2015–16, 50% had a recorded diagnosis of dementia.⁴

Similarly, in home care there is increasing demand for high care packages with evidence suggesting that older Australians are choosing to stay as long as possible in their own homes.

¹ Department of Health, 2015-16 Report on the Operation of the Aged Care Act

² Australian Institute of Health and Welfare, 2015. *Use of aged care services before death*, Data linkage Series no. 19. Cat. no. CSI 21. Canberra: AIHW.©

<http://www.aihw.gov.au/WorkArea/DownloadAsset.aspx?id=60129550411>

³ AIHW National Aged Care Data Clearinghouse, <http://www.aihw.gov.au/national-aged-care-data-clearinghouse/>.

⁴ 2015-16 Report on the Operation of the Aged Care Act

In order to manage the increasing demand, we are enhancing our risk based approach so we can use our resources more effectively to prioritise areas of potentially high risk. It is therefore vital that we use our data more effectively to better understand systemic issues concerning underperformance in residential and home care. We will build an analytic capacity that transforms data into regulatory intelligence to target risk as well as support higher performance in aged care services.

Consumer expectations and choice

Understanding what matters most to consumers and designing quality assessment processes to enhance consumer participation is critical in this environment. This means understanding and reflecting in the design of standards and quality assessment processes the diversity of aged care settings as well as the diverse needs of those that are accessing aged care services including indigenous, culturally and linguistically diverse and lesbian, gay, bisexual, transgender and intersex older Australians.

In our approach to regulation over the next four years we intend to give a 'voice' to consumer experience as a driver of market performance, including ensuring through our education and training services so that the diversity of consumer preferences are heard.

Aged care sector

Changing models for service delivery

New models of service delivery are needed to meet the increasing demand for services, more complex-care needs, reduced growth in funding, and the expectations of consumers. The delivery of aged care, which is more open to competition and subject to the forces of consumer choice, will increasingly challenge traditional service models and encourage providers to innovate their services and systems to keep up with changing demands.

The growth of home care services reflects the preference of many older people to be cared for in the home environment. Meeting this demand is a growing mix of service providers – some large businesses who also offer residential aged care services, disability or health services, and other smaller groups offering specific services.

The accreditation system which has set clear expectations for residential aged care and, over time, raised the performance of residential aged care services, will continue to evolve to adjust to new modes of delivery policy settings and risks. The Quality Agency is building on its strong foundation of supervision of an aged care quality assurance system, holding service providers to account for standards of care and working in partnership to promote continuous improvement in the sector. Regulation of new service types and market entrants will be underpinned by stronger regulatory intelligence across the aged care regulatory framework and supported by a Computer Assisted Audit Tool to provide richer information about the quality of aged care services and assessment of risks to safety health and wellbeing of care recipients.

Technological

Connectivity and choice

Information technology will play an increasing role in keeping older people independent and connected with other people and the community. It will also support increasing choice and control. Consumers of aged care services are seeking better information to understand a range of issues affecting their quality of life including the availability of services, the quality of care being offered and how they can use a mix of services to best support their individual needs.

The Quality Agency will support this by publishing more consumer friendly information in our audit and review reports which reflect more explicitly the experiences of aged care consumers with whom we engage in the audit process. This will help older Australians to more actively participate and drive improvements to the quality of their care

In 2017 we implemented our Computer Assisted Audit Tool (CAAT). CAAT is used by quality assessors to help the Quality Agency determine whether an aged care home meets existing standards. It captures information and evidence from interviews, observations and document reviews. In addition, we are upgrading our information management system to support improved data analytics, reporting and to deliver efficiencies in our approach.

Technology drivers in the Australian Public Service

Two key drivers affecting the way public sector agencies will undertake their business over the next four years will be technology as an enabler of government-citizen interaction and also ensuring that the use of technology and the data contained within technological systems is protected and safe from integrity breaches.

The Australian Government has committed to a Digital Transformation Agenda (the Agenda) which, over time, will ensure that government services will be delivered digitally in ways that are faster, more economical and more convenient for end users. As part of strengthening its core business capability over the next four years the Quality Agency needs to ensure that it integrates the key components of this Agenda into its business planning, systems and business process improvements.

The Australian Government has developed a Protective Security Policy Framework (PSPF) with the objective of ensuring that its people, information and assets are effectively protected, at home and overseas. The PSPF provides policy, guidance and better practice advice for governance, personnel, physical information and security.

We are replacing redundant IT systems and investing in IT assets and systems which are fully PSPF compatible. From a sector and consumer perspective, our ability to manage data intelligently in a secure environment, including commercial, sensitive and protected information (as defined under our Act) provides assurance that we can undertake our regulatory functions effectively and as a trusted holder of such information.

5. Capability

The Quality Agency is building organisational capability to support delivery of our purpose. Key focus areas include:

Information Technology

We will continue to improve our information technology capability through the implementation of our ICT strategic plan and investment in innovative solutions supporting our regulatory performance and data analytics capability.

Workforce

We will invest in our workforce to attract and retain highly skilled and capable staff.

Stakeholder engagement

We will continue to invest in and improve our engagement with stakeholders through better planning and coordination of our approach.

Risk management

We will work to better understand sector risk through the development of an enhanced risk management and assessment framework.



6. Managing risk

Internal risks

We are committed to effectively identifying and managing risk as required by Section 16E of the Public Governance Performance and Accountability Rule 2014. In implementing AS/NZS ISO 31000:2009, we have a clear methodology that identifies potential adverse events, the likelihood of their occurrence, the impact of their occurrence and mitigation strategies in the event of their occurrence. Our risk management approach also recognises the positive opportunity of engaging with risk to ensure we maintain our value to consumers and the aged care sector.

Risk is managed across all levels of the Quality Agency through a continued focus on strengthening rigour and consistency in our auditing processes, effective governance to ensure transparent decision making, and continuous improvement in financial management to ensure efficient use of resources.

The key risks that the Quality Agency is responding to include:

1. Not meeting consumer expectations of our role.
2. Insufficient flexibility in our regulatory approach to address the diversity of aged care services.
3. Insufficient regulatory intelligence to effectively monitor performance of aged care services.

Understanding and responding to industry risk

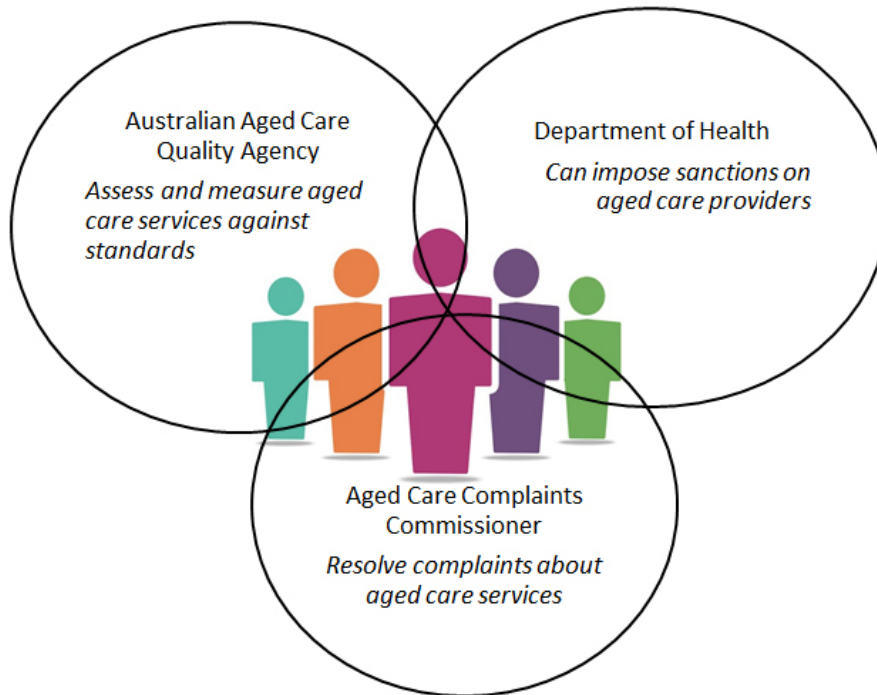
The Quality Agency's primary responsibility is to assess performance against mandatory standards and to hold providers to account for the standard of care and services they provide. Where a service fails to meet the expected standards we must consider the impact on the safety, health and wellbeing of care recipients.

Emerging service models and new providers will challenge previous risk management methodologies. There will be a need for better connected data and risks assessment across the aged care regulatory framework and across portfolios where disability, health and aged care service providers converge.

The Quality Agency will build on the current accreditation model to better differentiate delivery of quality assessment and compliance monitoring on the basis of risk. This will improve identification and response to two types of risk: systemic risk - risk that exists across the sector or in a portion of providers, and regulated entity risk - the risks an individual provider presents through their choices and actions.

The Quality Agency is alert to the risks associated with the introduction of a new set of standards. Over the next four years we will be working closely with consumers, aged care experts and service providers to ensure clear guidance and promotion of what is expected under the proposed new standards, support for transition once introduced, and monitoring improvements in the outcomes for consumers.

Community confidence in the aged care regulatory system



A key risk for the aged care sector is for adverse events arising from failure in care and services to erode public confidence in the regulation and quality of aged care services. We cannot and do not perform alone within the regulatory framework for aged care. Each of the three Australian Government agencies has distinct responsibilities. The Aged Care Complaints Commissioner (the Complaints Commissioner) is responsible for resolving complaints about aged care services and the Department of Health (the Department) can impose sanctions on aged care operators (approved providers) of Australian subsidised aged care services. We focus on the safety, health and wellbeing of consumers of aged care through assessment, monitoring and promoting high quality care.

We work effectively with the Department and the Complaints Commissioner, to jointly provide a regulatory system for aged care service providers. We want to ensure that collectively we have a holistic picture of performance in the sector and, where appropriate, can develop joint strategies including sharing of resources to support sector performance.

The Quality Agency will play its part to promote community confidence through effective regulation, the involvement of consumers in quality assessment and the provision of better information for consumers on the performance of services.

7. Strategic Priorities

Over the next four years, engagement with stakeholders and consumers is a priority so that we can maximise opportunities to deliver quality of life benefits for care recipients. This will include enhanced collaboration and information sharing with our co-regulators as well as more effectively capturing and publishing information directly from consumers. We are committed to building our corporate and workforce capabilities to deliver our services more effectively and respond rapidly to any new government initiatives.

Safety and Quality - Our regulatory approach prioritises safety and quality outcomes for consumers of aged care

We are moving away from the 'one size fits all' approach to regulation, particularly in the area of compliance monitoring, and undertaking a more focused risk based approach to regulating quality of care. This approach will allow us to manage a sector with increasing and complex consumer demand and an increasing variety of service providers, particularly in home care services. Our immediate priority over the next 12 months is to implement an enhanced risk framework. This will better utilise our regulatory intelligence to improve understanding of where risk lies and strengthen our capabilities in assessing safety and quality for care recipients. We are targeting our compliance assistance based on identified need and will provide education support to those services most in need. We are developing a data analytics capacity that allows us to plan more targeted regulatory interventions based on data and our regulatory intelligence.

Partnerships - Together, with our co-regulators and other stakeholders, we ensure consistent, holistic outcomes for consumers of aged care

We have strong working relationships with the Complaints Commissioner and the Department. We want to build on the existing arrangements for data sharing and information exchange to ensure that new and emerging risks are identified and responded to across the aged care regulatory framework. We will plan and implement joint campaigns and support our co-regulators to raise community awareness of individual accountabilities within the aged care regulatory framework.

We will explore options to share information across a broader range of regulatory and other entities with overlapping responsibilities in the aged care sector. We will look for ways to build our regulatory intelligence to manage risk including consultation with the sector to undertake our functions more effectively.

Consumer Choice - We inform consumer choice

We will structure the information that we gather through our performance assessments in a more strategic way in order to better inform consumer choice. This is consistent with our legislative mandate to promote quality in aged care services. We will publish our site audit reports in a more 'consumer focused' format, i.e. highlighting the views of consumers more prominently and with greater clarity than is currently presented in our audit reports. In this

way our site audit reports will become one of many publicly available sources of information that consumers of aged care can use to inform themselves about quality of care. We will introduce consumer experience interviews into quality assessment of home care and explore options to expand the information we currently publish to ensure currency of information to support consumer choice. We will work towards a long term publication which presents analysis of consumer trends and preferences for aged care services.

Corporate Priorities – Build our workforce and corporate capabilities

Government expects us to fulfil our legislative remit in the most effective and efficient way possible. We have a long term program of work to systematically update our key business systems and processes to ensure that we are undertaking our work as optimally as we can, and firmly embedding a positive risk culture into business processes and support.

Over the next four years we will seek to better plan, manage and invest our resources so that we have fit for purpose business systems and our workforce is better skilled in undertaking their work than ever before. Our Executive team is focused on creating a learning environment in which they will play an active role in ensuring skill development of staff and measuring learning against performance outcomes.



8. Our Performance

The Quality Agency recognises the importance of better measuring our performance and understands that this will require substantial effort over a number of corporate planning cycles.

We will continue to examine and refine our performance reporting and will look for more whole of system indicators, which will measure the impact of our regulatory activities on quality and safety in aged care services.

The performance measures listed against the Agency's strategic priorities are a mix of both qualitative indicators, such as sustainability of regulatory interventions, and quantitative indicators, including those measuring statutory timeframes. These performance measures are not exhaustive and have been selected based on an analysis of our environment and what we believe we need focus on to achieve our vision for aged care in Australia.

To track our progress against these performance measures we will report on each measure in our annual report/s that relates to the identified reporting period/s.

Strategic Priority	Focus Area	Our Role	Performance Measure	Reporting Period			
				2017-18	2018-19	2019-20	2020-21
1. Safety and quality	Regulatory performance	Residential aged care accreditation and quality review of Australian Government subsidised aged care services	• 100% of Site Audits completed within Statutory Timeframes				
			• 100% of Quality Reviews within Statutory Timeframes				
			• Implement recommendations from the 2017 ISQua Audit				
			• Implement the recommendations of independent advice the Quality Agency received from the Nous Group				
			• Quality Agency achieves its Regulator Performance Framework targets				
			• Explore options for differentiating aged care service performance under the aged care quality framework				
			• Explore options for appointment of specialist assessors and/ or introduction of a panel of clinical specialists on which the quality surveyors and decision makers can draw as required.				
			• Meet targets for response times to referrals from Aged Care Complaints Commissioner and the department of Health				

	Compliance Assistance	Provide information, education and training, and feedback to aged care providers on their performance.	<ul style="list-style-type: none"> • >85% of service providers who have been on a time table for improvement maintain compliance with the standards for the following twelve months 				
			<ul style="list-style-type: none"> • Our compliance assistance services are provided to the aged care services of identified need 				
	Quality Surveyor Workforce	Register, manage and develop the Quality Surveyor workforce	<ul style="list-style-type: none"> • All registered Quality Surveyors have a minimum of 15 hours of Continuing Professional Development 				
			<ul style="list-style-type: none"> • Conduct a capability audit of Quality Surveyors 				
			<ul style="list-style-type: none"> • Internal audit of a sample of Quality Surveyor assessments 				
			<ul style="list-style-type: none"> • Implement education priorities for Quality Surveyors 				
	Compliance Monitoring	Monitor compliance with the relevant standards to ensure care recipients receive a high standard of care.	<ul style="list-style-type: none"> • Unannounced site visits conducted to 100% of residential aged care services (top) 				
			<ul style="list-style-type: none"> • Develop and implement an enhanced risk assessment process which includes: <ul style="list-style-type: none"> • the characteristics of low, medium and high-risk facilities • a broader range of information sources to determine the level of risk 				
			<ul style="list-style-type: none"> • Enhanced Case Management approach implemented which includes: <ul style="list-style-type: none"> • a compliance monitoring case list • process for tailoring the audit plan to address specific risks relating to certain services • risk based resource allocation 				
	Aged Care Reforms	Contribute to the implementation the continuous improvement of regulatory framework	<ul style="list-style-type: none"> • Develop guidance on requirements for the new standards in consultation with the sector 				
			<ul style="list-style-type: none"> • Providers are given additional information about the process and requirements of new standards 				
			<ul style="list-style-type: none"> • Information about requirement for the new standards is made available to consumers 				
			<ul style="list-style-type: none"> • As applicable, action government's response to reviews of aged care regulatory framework 				

2. <i>Partnerships</i>	Co-regulator Coordination and Collaboration	Work with our co-regulators to ensure a seamless regulator model with consistent and coherent outcomes for care recipients	<ul style="list-style-type: none"> • Act on >98% of referrals from the Department of Health and the Aged Care Complaints Commissioner within the agreed timeframes 				
	Stakeholder Engagement	Promote high quality care and service provider performance through education, training and compliance assistance	<ul style="list-style-type: none"> • Evidence of effective and targeted stakeholder engagement (CRM) 				
			<ul style="list-style-type: none"> • ≥4 Quality Agency Regulatory Bulletins published 				
			<ul style="list-style-type: none"> • >80% of service providers are satisfied with Quality Agency information, engagement and education 				
3. <i>Consumer Choice</i>	Performance information	Publish performance information on the quality of care and services.	<ul style="list-style-type: none"> • Improve or maintain Quality Standard reach and readership 				
			<ul style="list-style-type: none"> • Evidence of increased consumer participation in structured interviews 				
			<ul style="list-style-type: none"> • Publish 100% of audit reports and accreditation decisions within the statutory timeframe 				
			<ul style="list-style-type: none"> • Evidence of increasing access of Consumer Experience Reports 				
4. <i>Corporate</i>	Resource Management	Publish performance information on the quality of care and services.	<ul style="list-style-type: none"> • Increase publication of Quality Agency regulatory actions following a finding of non-compliance 				
			<ul style="list-style-type: none"> • Publish quarterly regulatory performance data 				
			<ul style="list-style-type: none"> • Financial result is within 0.5% of budget 				
			<ul style="list-style-type: none"> • Workforce plan to continuously improve workforce engagement and innovation 				
		Invest in Information Technology solutions to deliver our services more efficiently	<ul style="list-style-type: none"> • Deliver EL1 development priorities 				
			<ul style="list-style-type: none"> • Upgrade the Better Business Program 				
			<ul style="list-style-type: none"> • Integrate Consumer Experience Report into CAAT 				
			<ul style="list-style-type: none"> • Develop a suite of reports to support sector performance reporting and risk analysis. 				