

ADMINISTRATION

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Our commitment to service

NSW Health is committed to providing the people of NSW with the best possible healthcare. Our commitment to service explains what you can expect from the NSW public health system as an Australian resident, no matter who you are or where you live in NSW.

Standards of service

NSW Health will:

- Respect an individual's dignity and needs.
- Provide care and skill, in keeping with recognised standards, practices and ethics.
- Offer access to a range of public hospital and community-based health services. Eligibility criteria apply to some services.
- Offer healthcare based on individual health needs, irrespective of financial situation or health insurance status.

Medical records

Generally, individuals can apply for access to personal health information or other personal information relating to them. Access should be requested from the clinical information department or manager of the health service the individual attended, or the head of the organisation that collected the personal information.

A Freedom of Information (FOI) application may also be lodged requesting access to records. Access to records may not be granted in special circumstances as determined by the Freedom of Information Act 1989.

Records are kept confidential and are only seen by staff involved in the care and treatment of the individual, except where disclosure to third parties is required or allowed by law.

Treatment services

NSW Health will:

- Allow for and explain public and private patient treatment choices in a public hospital.
- Clearly explain proposed treatments such as significant risks and alternatives in understandable terms.
- Provide and arrange free interpreter services.
- Obtain consent before treatment, except in emergencies or where the law intervenes regarding treatment.
- Assist in obtaining second opinions.

Additional information

NSW Health will:

- Allow individuals to decide whether or not to take part in medical research and health student education (although in some circumstances, information may be used or disclosed without consent for public interest research projects. Strict conditions apply including privacy legislation).
- Respect an individual's right to receive visitors with full acknowledgement of culture, religious beliefs, conscientious convictions, sexual orientation, disability issues and right to privacy.
- Inform an individual of their rights under the NSW Mental Health Act 2007 if admitted to a mental health facility.

Applications for financial assistance towards travel and accommodation costs incurred by patients who are disadvantaged by distance and who have to travel more than 100 km (one way) to access specialist medical treatment not available locally, can be made to the Transport for Health program in the Area Health Service where the patient resides. Contact details for the Transport for Health offices can be accessed via the NSW Health website.

Commitment to women's health

The NSW Women's Health Strategy is guided by the National Women's Health Policy and funded through the Public Health Outcomes Framework Agreement (PHOFA). The Strategy is underpinned by the principles of equity, access, rights and participation. NSW Health recognises how the diverse roles and backgrounds of women impact on their health outcomes. The Department funds, implements and monitors a range of initiatives to improve the health and wellbeing of women.

Key achievements

Reducing Violence Against Women

NSW Government is implementing a coordinated whole-of-Government approach to policy development and service provision for domestic family violence. As a partner agency, NSW Health is hosting two of the five key projects; Cross Agency Risk Assessment Tool for Domestic and Family Violence, and Interagency Training for Domestic Violence.

The Maternal and Perinatal Health Priority Taskforce

The Taskforce and NSW Health support the continued development of a range of models of care including stand-alone primary maternity services. The Taskforce has established a sub-group called the Primary Maternity Services Network to provide leadership, support and information sharing for Area Health Services that are developing continuity of midwifery care models.

Having a Baby publication

Having a Baby, a comprehensive guide providing evidence-based, best practice information about pregnancy, childbirth and the post-natal period, was translated into five languages and published on the Department's multicultural website.

NSW Aboriginal Maternal and Infant Health Strategy

The Aboriginal Maternal and Infant Health Strategy aims to improve health outcomes for Aboriginal women during pregnancy

and birth, and decrease maternal and perinatal morbidity and mortality. In 2007, a Memorandum of Understanding was entered into with the Department of Community Services to expand the Service to over 30 services and provide a voluntary referral pathway to Department of Community Services' early intervention program, Brighter Futures.

Fetal welfare, Obstetric emergency and Neonatal resuscitation Training (FONT) Project

The FONT Project aims to improve fetal welfare assessment, neonatal resuscitation and maternity emergency management in NSW birthing facilities. The following stages were completed in 2007/08:

- **Stage 1** - K2 Medical System Computerised Training Program for Fetal Welfare Assessment and interpretation of intrapartum Fetal Heart Rate was rolled out to all hospitals in NSW responsible for providing maternity care.
- **Stage 2** - Development and provision of a train the trainer education program for Fetal Heart Rate Interpretation and Fetal Welfare Assessment, both antenatal and intrapartum.

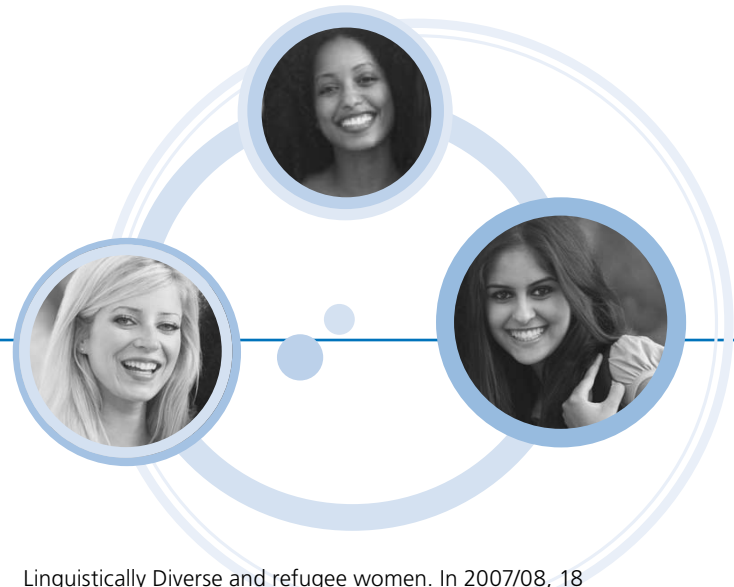
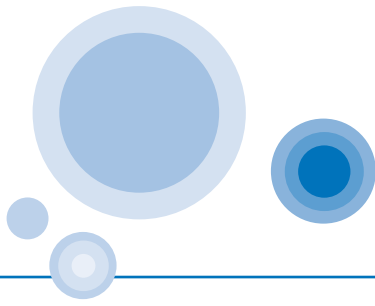
Stage 3 of the FONT Project will commence September 2008.

Improving Early Pregnancy Care

New Early Pregnancy Units, co-located within most emergency departments, will provide rapid assessment and advice to women with early pregnancy problems who present to emergency departments but do not need urgent medical attention. Funding has been provided so all public maternity services provide antenatal care. NSW Health is working with General Practice NSW to implement these expanded services.

Other highlights

A variety of projects across Area Health Services achieved significant progress in 2007/08. A number of these were supported by the Public Health Outcomes Funding Agreement, a co-funded special project program between the Commonwealth Government and the NSW Government. Below are highlights



from programs and projects implemented by Area Health Services.

- Justice Health employed a Transitional Nurse Practitioner and established a colposcopy clinic at Silverwater Women's Correctional Centre. This led to a significant increase in cervical screening rates, with 472 pap smears attended, almost double the rate of previous years. The colposcopy clinic provided timely and appropriate access to services.
- Greater Western Area Health Service worked with local partners to develop and implement a Joint Agency Protocol to address crisis management of domestic violence incidents. An integrated crisis management service was established that provides a clear understanding of partner agencies' roles and responsibilities and immediate access for women and children to secure emergency accommodation, legal, welfare, information and medical services.
- LOVEBITES is a school-based early intervention and prevention program in the North Coast Area Health Service focusing on raising awareness of what constitutes sexual assault and domestic violence, modelling respectful relationships, challenging gender stereotypes and increasing awareness of local support services. A program review indicated over 90% of respondents reported the program improved their knowledge of sexual assault and domestic violence, and 75% said they would speak up if a friend was in an unhealthy relationship.
- A Women's Health and Maternity Network (WHAM) has been established in Hunter New England Area Health Service promoting partnership working between key stakeholders. WHAM's first task was the development of a Women's Health and Maternity Clinical Services Plan, setting the direction for women's health, gynaecology and maternity service development and delivery.
- A DVD to promote early antenatal attendance for Somali, Arabic and Dinka communities living in Sydney West Area Health Service was launched in March 2008. Early evaluation has been positive and a third reprint is underway. The impact on perinatal outcomes will be closely monitored in the coming years.
- The Bilingual Community Education Program in Sydney South West Area Health Service trains bilingual health educators to provide health education to newly arrived Cultural and

Linguistically Diverse and refugee women. In 2007/08, 18 bilingual educators were trained in the following languages; Sudanese, Somali, Burundi, Arabic, Afghan, and Bangladeshi. Over 200 women from different language backgrounds attended health education sessions in topics such as healthy women, changing countries and living choices.

- A literature review identifying the barriers and facilitators to women accessing optimal cardiac care has been completed in South Eastern Sydney Illawarra Area Health Service. The literature review concludes the first phase of a gender sensitive health care project. The next stage of the project entails engaging key clinical practitioners to introduce gender sensitive models of care in the context of Cardiac Care Clinical Stream.
- A broad-based approach to tackling violence against women is in place in South Eastern Sydney Illawarra Area Health Service. Routine screening for domestic violence saw a 4% increase in screening rates in 2007/08. Training sessions on routine screening were provided to 181 health staff. Clinical Guidelines and Procedures about the risk of breaching Apprehended Violence Orders (AVO) within clinical settings were produced and a Domestic Violence Policy and changed work practices around violence and abuse implemented at St Vincent's Hospital.
- The Invisible Sentence partnership in the Greater Southern Area Health Service between hospital social workers, the women's health nurse, the Department of Corrective Services and the local Court House continued to distribute the Invisible Sentence information packs to women supporting relatives in prison. The Pack includes information about health issues and services, counselling services, emergency accommodation and a CD for people with low literacy skills.

Future initiatives

- A 'roaming' midwifery service across Correctional Centres with female patients is being introduced by Justice Health. It will encourage consistency of service provision, provide education sessions for patients and staff, and allow follow-up in the postnatal phase.
- The NSW Women's Health Action Plan is being finalised. It will set priorities to reduce health inequities, improve health outcomes and encourage the health system to be more responsive to the diverse needs of women.

Consumer participation

NSW Health is committed to engaging clinicians, consumers and the community in decisions about health policy, planning and service delivery.

NSW Health Care Advisory Council

The NSW Health Care Advisory Council (HCAC) is the peak community and clinical advisory body providing advice to the Minister for Health and the Director-General. It was co-chaired by Rt Hon Ian Sinclair AC and Professor Judith Whitworth AC.

The Council met five times in 2007/08, and provided advice on the following priority issues during the year:

- Prevention and Early Intervention – Maternal Health
- NSW Trauma Service Plan (Position Paper)
- Early Pregnancy Services
- NSW Health Response to Aboriginal Child Sexual Assault
- Primary Health and Continuing Care – Ageing population and chronic diseases
- Health Reform Priorities and negotiation of the next Australian Health Care Agreements
- Red Tape Review
- NSW Chronic Disease Management Program
- Pathways for greater participation and social inclusion for people with mental illness.

In August 2007, a review began to assess the effectiveness and operation of the Health Care Advisory Council and the Health Priority Taskforces (HPT). A principal focus of the Review was to align the Council's work plan with the State Plan and the State Health Plan.

The Review was undertaken in consultation with HCAC members, HPT Co-Chairs and Secretariats, and Area Health Advisory Council Chairs. The Review recommendations are being considered in conjunction with recommendations from the Red Tape Review and the Review of Clinician Engagement in Clinical Management Structures.

The inaugural edition of the HCAC Newsletter was published in March 2008. The newsletter provides a means for HPTs to communicate key achievements and resources to audiences across the health system.

Health Priority Taskforces

Health Priority Taskforces provide advice to the Director-General on policy directions and service improvements in each of the high priority areas of the NSW health system.

The Health Priority Taskforces include:

- Aboriginal health
- Chronic, aged and community health
- Children and young people's health
- Critical care
- Greater Metropolitan Clinical Taskforce
- Information management and technology
- Maternal and perinatal health
- Mental health
- Population health
- Rural health
- Sustainable access



Area Health Advisory Councils

There are eight Area Health Advisory Councils, one for each Area Health Service, and a Children's Hospital Advisory Council for the Children's Hospital at Westmead. Area Health Advisory Councils advise Area Health Service Chief Executives on policy, planning and delivering health services.

The membership of each Council includes individuals who have experience in the provision of health services, representing the interests of consumers, health services and the local community. At least one member must also have knowledge, expertise or experience of Aboriginal health.

In 2007/08 Area Health Advisory Councils and the Children's Hospital Advisory Council revised their two-year work plans to align activities and performance indicators with the State Plan and State Health Plan.

Each Council submits an Annual Report to the Minister for tabling in Parliament. Council Chairs and Area Chief Executives also participated in two Area Health Advisory Council Forums to discuss common issues and challenges including consumer and clinician engagement.

Compliments or complaints

- All complaints are treated confidentially.
- Compliments or complaints regarding health care or services can be made to any member of staff.
- If individuals are not satisfied with the manner in which a complaint has been handled, they can write to the Chief Executive of the relevant Area Health Service.
- Individuals can also contact the Health Care Complaints Commission which is independent of the public health system. A complaint may be investigated by the Commission, referred to another body or person for investigation, referred to conciliation with the complainant's permission or referred to the Director-General of NSW Health.

Assistance is available from the Health Care Complaints Commission Complaints Resolution Service to help resolve the concern locally.

The Health Care Complaints Commission can be contacted at:

Locked Bag 18,
Strawberry Hills NSW 2012

Telephone (02) 9219 7444
Tollfree 1800 043 159
TTY (02) 9219 7555
Website www.hccc.nsw.gov.au

If individuals have a concern about treatment they or someone they know has received at a NSW health facility, the following list of contacts will help them decide how to proceed:

- Contact the relevant health facility regarding treatment in a public hospital, community health centre or another NSW Health service.
- Contact the relevant private hospital regarding treatment in a private hospital.
- Contact the Aged Care Complaints Resolution Scheme regarding healthcare in a Commonwealth-funded aged care service.
- Contact the NSW Medical Board regarding treatment by a general practitioner in private practice.
- Contact the relevant registration board regarding treatment by other practitioners, such as podiatrists, psychologists, etc.
- Contact the Health Care Complaints Commission for further assistance.

Disability action plan

Many Australians experience some type of disability – physical, learning, intellectual or cognitive to name a few. People with a disability are as much a part of NSW Health as of the wider community.

NSW Health aims to create an inclusive workplace and harness the contribution and potential of all people. Strategies listed in our Disability Action Plan are available within the Staff Handbook and on the corporate intranet site.

The recruitment process plays a key role in ensuring NSW Health recruits from a broad talent pool and barriers to the recruitment of talented and skilled people with a disability are removed.

The current Disability Action Plan is being reviewed and will focus on enhanced strategies to identify positions into which people with a disability may be recruited, and to use a merit-based selection process to do so.

The Department's current learning and development programs, including induction and orientation, staff selection techniques, and management and leadership, have played a lead role in raising disability awareness by relaying information on anti-discrimination concepts and guidelines, and fostering an inclusive workplace culture.

Additionally, the Department is exploring disability awareness training to raise awareness of the issues faced by people with a disability.

The coaching and performance system helps staff identify learning and development needs and opportunities by access to professional development programs. This is a crucial developmental requirement for all staff with a disability.

Learning and development programs planned for the next financial year will integrate information on:

- Diversity in the workplace and employment of people with disability
- Communicating and consulting with people with a disability
- Flexible and accessible services for people with a disability
- Developing information in alternative formats.

People with disabilities and their carers are able to utilise flexible work arrangements through the Department's agreement on flexible work hours. The Department also promotes a workplace adjustment process for employees requiring modifications to their workstation or surrounding environment. Our orientation program actively promotes workplace assessments as a tool for ensuring reasonable adjustment provisions are provided for all staff.

NSW Health has been commended by the Department of Premier and Cabinet for employing people with a disability across higher salary levels.



Equal employment opportunity



NSW Health maintains a firm commitment to equal employment opportunity and recruits and employs staff on the basis of merit and values. This ensures a diverse workforce, and a workplace culture where people are treated equally and fairly.

Significant Equal Employment Opportunity (EEO) outcomes for 2007/08 include:

- A favourable statistical representation of women in the Department. Currently 63% of NSW Health's staff are women. This includes a high representation of women on the Department's Management Board.
- Continuation of a successful Spokeswomen Program to improve equality in the workplace for women. The Department celebrated a successful International Women's Day Morning Tea.
- Journey of Healing activities organised by a Department-wide team, including a traditional smoking ceremony accompanied by songs from the didgeridoo.

Equal Employment Opportunity Management Plan 2008/09

The Department provides an EEO Management Plan to the NSW Department of Premier and Cabinet each year in accordance with Part 9A of the Anti-Discrimination Act 1977. This plan seeks to eliminate and ensure the absence of discrimination in employment and to promote equal employment opportunity in target groups.

The following activities are proposed as part of the EEO Management Plan for 2008/09:

- Review and consolidation of existing policies across the Department to ensure they effectively improve employment access and participation by EEO groups.
- Gathering effective EEO data to ensure appropriate benchmarking and performance improvement activities.
- Utilising the Department's Human Resource Information System as a sophisticated tool for organisational EEO reporting.
- Focus recruitment activity on the employment of senior Aboriginal staff.

A. TRENDS IN THE REPRESENTATION OF EEO GROUPS

EEO GROUP	BENCHMARK OR TARGET	PERCENTAGE OF TOTAL STAFF							
		2001	2002	2003	2004	2005	2006	2007	2008
Women	50%	59%	59%	59%	60%	63%	62%	61%	63%
Aboriginal people and Torres Strait Islanders	2%	2.1%	1.5%	2%	2%	2.8%	1.6%	1.1%	1.08%
People whose first language was not English	20%	18%	19%	20%	20%	19%	20%	19.8%	18.17%
People with a disability	12%	4%	3%	4%	4%	4%	3%	3.4%	2.96%

B. TRENDS IN THE DISTRIBUTION OF EEO GROUPS

EEO GROUP	BENCHMARK OR TARGET	PERCENTAGE OF TOTAL STAFF							
		2001	2002	2003	2004	2005	2006	2007	2008
Women	100%	91%	90%	90%	95%	95%	96%	93%	93%
Aboriginal people and Torres Strait Islanders	100%	95%	94%	n/a	n/a	n/a	n/a	n/a	96%
People whose first language was not English	100%	93%	89%	92%	91%	90%	90%	93%	93%
People with a disability	100%	105%	102%	100%	101%	98%	97%	105%	119%
People with a disability requiring work-related adjustment	100%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

NOTE: Staff numbers are as at 30 June, and excludes casual staff.

A Distribution Index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The Distribution Index is automatically calculated by the software provided by the Office of the

Ethnic affairs priority statement

ACHIEVEMENTS 2007/2008

GOAL	HEALTH SERVICE	PROJECT/INITIATIVE	ACHIEVEMENTS 2007/08
Keep people healthy	Greater Western Area Health Service	Transcultural Mental Health	GWAHS is one of four sites in NSW to appoint a Transcultural Mental Health Field Liaison Officer as part of the Transcultural Rural and Remote Outreach Project. This program, conducted by the Transcultural Mental Health Centre of NSW and the Centre for Rural and Remote Mental Health, aims to strengthen mental health services for people from culturally and linguistically diverse communities in Dubbo and Lightning Ridge.
		Recovery Stories Project	GWAHS hosted a Recovery Stories Project Workshop in Dubbo. The workshop aimed to increase human services provider's awareness of the issues faced by people from culturally and linguistically diverse communities, and increase mental health knowledge and awareness in Dubbo.
	Hunter New England Area Health Service	MOMS program (Mothers Obstetrics and Multicultural Services)	Culturally and linguistically appropriate support is provided for mothers from culturally and linguistically diverse communities during pregnancy and up to three months after delivery. Women who are isolated are linked with appropriate contacts/organisations. The program has been extended to Maitland Hospital.
		On Arrival Refugee Health Clinics	The original program which provided on-arrival health checks has been extended to cover all immunisations. Diagnosed problems are treated through home visits, assessment and immunisation clinics.
	Northern Sydney Central Coast Area Health Service	Diabetes Prevention	In partnership with TAFE, diabetes prevention programs, targeting people from culturally and linguistically diverse communities with low English literacy, were implemented for the Chinese, Armenian and Iranian communities.
	Sydney West Area Health Service	Mental health promotion initiative delivered via SBS Radio on "Health and Wellbeing in Older People"	A partnership between the Diversity Health Institute Clearinghouse, the Transcultural Mental Health Centre and SBS Radio produced new audio and print versions of <i>Health and Wellbeing of Older People</i> in English and 10 other community languages.

ACHIEVEMENTS 2007/2008

GOAL	HEALTH SERVICE	PROJECT/INITIATIVE	ACHIEVEMENTS 2007/08
Deliver high quality services	Hunter New England Area Health Service	Cultural Awareness Training	This training is part of the ongoing mandatory training for staff at Maitland Hospital and in the Upper and Lower Hunter sectors. All Community Health and Mental Health sector staff have been trained in the identification of patients from culturally and linguistically diverse communities, and in the electronic documentation of the use of interpreters.
	Northern Sydney Central Coast Area Health Service	Cultural Diversity Training	Two staff training modules were developed and evaluated: Conducting Culturally Appropriate Health Care Assessments; and The Health Care Needs of Older People from culturally and linguistically diverse communities.
	South Eastern Sydney Illawarra Area Health Service	Cultural Diversity Enhancement Grants Program	This program supports quality improvement processes and encourages front line staff to undertake projects that benefit people from culturally and linguistically diverse communities. Funded projects are often undertaken in partnership with non-profit organisations, to enhance understanding across sectors and bring together the expertise of the different sectors.
		Medication Management Issues	This project explored medicine management issues, including the use of complementary medicine for older people who were admitted to Prince of Wales Hospital, with a particular focus on people from culturally and linguistically diverse communities.
		Australian Council on Healthcare Standards (ACHS) Accreditation	The high quality and effectiveness of the Karitane Volunteer Program was reflected in its accreditation results in 2007, when ACHS awarded a rating of 'Outstanding Achievement' for Consumer Focus - Culturally and linguistically diverse backgrounds and special needs.
	Sydney West Area Health Service	24-Hour counselling service	24-Hour Crisis Line is operational within short notice of a traumatic event. The line has been used immediately following September 11, the Bali terrorist attacks, the Boxing Day tsunami in South East Asia, Middle East crises in 2005/06 and 2006/07, and during this year's natural disasters in Myanmar and China. The Transcultural Mental Health Centre offers free, counselling and emotional support for individuals, available in 61 languages on a 7-days-a-week basis, for families affected by natural or man-made disasters.
Manage health services better	Sydney West Area Health Service	Diversity in Health Conference 2008: Strengths and Sustainable Solutions	The 4 th Diversity in Health Conference, held in March 2008, featured national and international speakers and over 210 papers on a range of issues affecting the health and well being of culturally and linguistically diverse communities. Over 1000 people registered for the conference.
	Hunter New England Area Health Service	Alert stickers on inpatient files	Stickers are added to the medical notes of patients needing a health care interpreter. Since use began, staff have never omitted to call an interpreter as required.
	Northern Sydney Central Coast Area Health Service	Northern Sydney Central Coast Health Culturally and Linguistically Diverse (CALD) Advisory Group	The CALD Advisory Group was established to provide advice and feedback on the health and health service needs of people from culturally and linguistically diverse communities. Members include representatives from a range of culturally and linguistically diverse communities.
	Sydney South West Area Health Service	Cultural Competence Training Program	An accredited cultural competency course is being developed through the Centre for Education and Workforce Development. A Multicultural Health component is already part of the compulsory corporate orientation program of SSWAHS.
	Sydney West Area Health Service	Patient Privacy Information Brochure	A revised privacy information brochure has been translated into the top 10 non-English languages spoken in the Area.

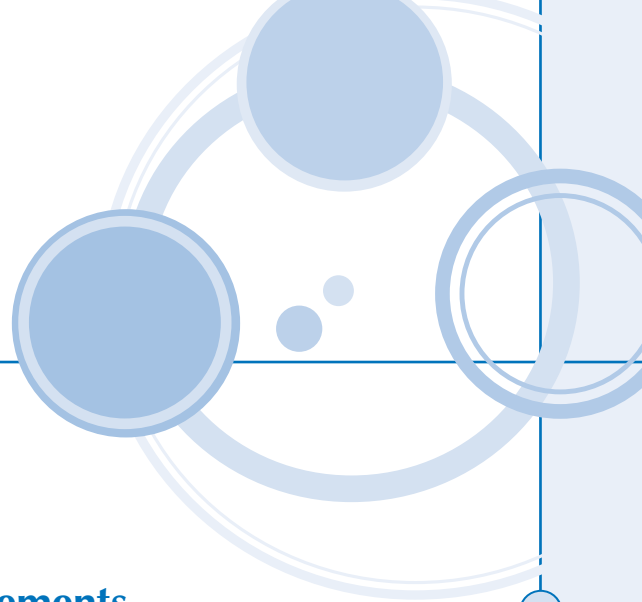
PLANNED INITIATIVES 2008-2009

GOAL	HEALTH SERVICE	PROJECT/INITIATIVE	INITIATIVE PLANNED FOR 2008/09
Keep people healthy	Hunter New England Area Health Service	A Place of Memory	This project involves working with staff at Penola Women's Refuge and a clinical consultant to record and publish the individual stories of refugee women who wish to share their stories as part of their healing.
	Northern Sydney Central Coast Area Health Service	Mental Health Promotion in the Iranian Community	Strategies to promote the mental health and well-being of Iranian youth and adults will be implemented in partnership with community members.
	South Eastern Sydney Illawarra Area Health Service	Men's Health Project for Men of Middle-Eastern Countries	The initiative aims to provide a safe and culturally appropriate shed-like environment for long term unemployed men from Middle-Eastern countries to assist them to develop new skills and enhance their knowledge of men's health issues. The project will be undertaken in partnership with Healthy Cities Illawarra, Port Kembla Men's Shed, Coniston Men's Health Project and Shellharbour Men's Shed.
		CALD Youth 'Chillin' Out with CHAIN (Southern Youth & Family Services and CHAIN: Community Health for Adolescents in Need).	Development of a program to provide health education to youth from culturally and linguistically diverse communities on positive health behaviours for improved physical and mental health, provide education and support to better equip newly arrived young people in developing life-skills for positive participation in the broader local community, and to provide access to health and other community organisations for ongoing support.
		Australian Better Health Initiatives-National Multicultural Social Marketing Campaign	Strategies to reduce obesity among people from culturally and linguistically diverse communities will be developed and implemented to support the NSW component of the national campaign.
	Sydney South West Area Health Service	Health Promotion to CALD Communities	An audit of drug and alcohol resources available in other languages will be undertaken, followed by the development, in consultation with relevant networks, of Drug and Alcohol promotional material, translated to the major languages spoken by people from culturally and linguistically diverse populations in the Area.
To provide the healthcare people need	Hunter New England Area Health Service	Early Childhood Emergency Program	This program will provide an aid for early childhood centres to teach children the number to call for an ambulance. The program will be presented in Early Childhood Centres with a multicultural population.
	North Coast Area Health Service	Refugee Mental Health Project	In conjunction with Penola House, the project will provide ongoing and specific counselling and supervision for women and young girl refugees.
	Northern Sydney Central Coast Area Health Service	Exploring the Health and Well-Being of newly arrived Tibetan Humanitarian Entrants	Consultations will be completed with newly arrived Tibetan Humanitarian Entrants and key service providers to identify health and well-being issues and priorities for action.
	Sydney West Area Health Service	"Having a Baby in Australia, We Speak your Language"	The audio CD "Having a Baby in Australia, We Speak your Language" will be translated into a further 21 community languages. This CD is a valuable resource to assist health providers in mitigating risk factors for obstetric complication among women from culturally and linguistically diverse communities.
		Expansion of Regional and Rural Outreach Strategy	Building on the success of current regional and rural outreach strategies, further outreach services will be planned for Wagga Wagga, Wollongong and other locations where women/families from female genital mutilation practising communities now reside.
		Multicultural Problem Gambling Service Poster	In partnership with the Australian Hotels Association, a poster will be produced to promote the Multicultural Problem Gambling Service to hotel patrons from culturally and linguistically diverse communities.

PLANNED INITIATIVES 2008-2009

GOAL	HEALTH SERVICE	PROJECT/INITIATIVE	ACHIEVEMENTS 2007/08
To deliver high quality services	Greater Western Area Health Service	Review of Greater Western Area Health Service (GWAHS) Strategic Plan	The GWAHS Strengthening the Health of our Culturally and Linguistically Diverse Population Draft Strategic Plan 2004-2007 will be reviewed in line with DOH Strengthening the Health of the Culturally and Linguistically Diverse Community in NSW Strategic Plan 2007-2011
	Northern Sydney Central Coast Area Health Service	Multicultural Mental Health Liaison Officers (MLOs)	Training will be provided for MLOs to enhance their knowledge and understanding of the needs of people from culturally and linguistically diverse communities accessing mental health services, including barriers to accessing services and cultural assessment issues.
	South Eastern Sydney Illawarra Area Health Service	Local Diversity Health Websites	Development of locally owned diversity health websites, which will contain resources, reports and key information relevant to the area of diversity health with a specific focus on locality and facility.
		Alcohol and Drug Workshops	In partnership with culturally and linguistically diverse community agencies, develop and implement alcohol and other drug forums in 15 languages aimed at reducing drug and alcohol use and providing support for significant others.
	Sydney West Area Health Service	Assyrian Cultural Awareness Training Package	The development and implementation of an Assyrian Cultural Awareness Training Package.
		Multicultural Child, Adolescent and Family Clinical Program	The provision of additional transcultural mental health child and adolescent clinical supervision groups in metropolitan Sydney and rural NSW. Outreach clinics will be established and additional bilingual clinicians recruited with child and adolescent specific skills.
To manage health services better	Greater Western Area Health Service	Health Council Recruitment	A review of the Application Process for members of Health Councils is planned, with a view to increasing the number of people from culturally and linguistically diverse communities.
	Hunter New England Area Health Service	Multicultural Liaison Service for the Upper Hunter	To improve multicultural health care coverage, a new position will be established in Muswellbrook to provide multicultural health education and support for people from culturally and linguistically diverse communities and health professionals.
	Northern Sydney Central Coast Area Health Service	Oral Health Assessments for Humanitarian Entrants	New protocols and procedures will be developed to ensure newly arrived humanitarian entrants are provided with the assistance they need to access oral health services.
	South Eastern Sydney Illawarra Area Health Service	Multicultural Health e-Learning Tool	An interactive learning tool will be developed to enhance the cultural competence of clinical staff. The tool will comprise a case study of a patient from a culturally and linguistically diverse community, showing how to respond to language and cultural needs at different points in the patient's journey. It will be available in CD ROM format and through the intranet.
	Sydney South West Area Health Service	Identify emerging priority CALD community needs in the areas of HIV and hepatitis C	The monitoring and reporting on surveillance of rates of infection, trends in HIV and hepatitis C rates and service usage among people from culturally and linguistically diverse communities will be undertaken to determine future program priorities.

Human resources



The Corporate Personnel Services unit (CPS) is responsible for developing, implementing and evaluating a broad range of human resource initiatives. NSW Health requires a workforce that is highly qualified, flexible, innovative and effective. The Corporate Personnel Services unit aims to position the Department as an employer of choice, successful in attracting, developing and retaining the quality staff it needs.

The unit provides a comprehensive human resource management function for the organisation, including expert advice on organisational design, staffing needs and conditions of employment, and staffing issues such as equity, professional development, performance management, grievance resolution and industrial relations issues.

Services it provides include recruitment, learning and development, salaries, occupational health and safety, workers compensation and rehabilitation, job evaluation and establishment.

The introduction of e-Recruitment initiatives commenced which will result in efficiencies and shorter timeframes.

Extensive organisational development support was provided throughout the Department including:

- Managing restructuring consultations and negotiations with employee representative organisations
- Advising management on structures and transitional processes
- Developing and evaluating new position descriptions
- Providing training, coaching and counselling services to management and staff
- Managing redeployment and recruitment processes.

There were seven Joint Consultative Committee (JCC) meetings held throughout the year. These meetings were a productive forum for consultation between management, staff and unions on a wide range of matters affecting staff of the Department.

Achievements

- Development of a number of strategic workforce initiatives for the Department to address emerging contemporary human resource issues including the increasing skills shortage.
- Research and development of a proposed healthy workforce strategy.
- In consultation with key stakeholders, fine-tuned and remodelled quarterly sick and annual leave reports for individual Directors.
- Corporate Personnel Services staff presented at a number of change management conferences.
- Provided comprehensive advice to Department of Premier and Cabinet Office on the proposed changes being made to the Public Sector Employment and Management Act 2002.
- Conducted several well attended briefings on changes to the PSEMA 2002.

Learning and Development

A comprehensive range of learning and development services were provided to assist staff in developing their careers and achieving organisational goals and priorities.

- Approximately 28 course programs were available to employees each quarter.
- A Speed Reading course was introduced following strong interest from staff.
- A Management Development Program entitled 20:20 Vision for Managers for mid-level managers and/or those aspiring to a management role was added to the course schedule.
- A Getting to the Point workshop conducted by the Plain English Foundation, to improve the clarity and presentation of participants' written work, an essential skill for all public sector employees, was added to the course schedule.

- In partnership with the Department's Library, knowledge and information management courses in Google and CIAP searches were produced.
- Over 100 staff were briefed in recruitment legislative and regulatory reforms following assent of the Public Sector Employment & Management Amendment Bill 2008.

Staff Awards for Excellence

NSW Health has two staff awards to recognise outstanding individual and team performance. The 2007/2008 winners were:

Individual awards

- Sachida Ghimire, Shared Service Centre
- Charlotte Milner, Health Service Performance Improvement
- Cathryn Cox, Statewide Services Development.

Team awards

- Statewide Services Development Team / Asset & Contract Services Branch (Cathryn Cox and Richard Pye)
- Strategic Information Management, Investment and Procurement Unit (Richard Goldman, Denis Comarmond, Evelyn Fath, Brandon Cheng & Fred D'Cruz)

Scholarships

NSW Health introduced the Margaret Samuel Memorial Scholarship for Women in 1997 and the Peter Clark Memorial Scholarship for Men in 2002. The scholarships assist employees pursue tertiary studies in an area relevant to the Department's functions.

The 2008 scholarship recipients are:

Margaret Samuel Memorial Scholarship for Women

Sonya Nicholl, Centre for Health Protection to continue a Masters of Public Health at the University of Sydney.

Peter Clark Memorial Scholarship

Roger Cronin, Risk Management Branch to undertake a Master of Arts in Public Sector Leadership at Open Learning Australia and Griffith University.

Code of Conduct

NSW Health has published a Code of Conduct to assist staff by providing a framework for day to day decisions and actions while working in health services.

Specifically the Code of Conduct:

- States the standards expected of staff within health services in relation to conduct in their employment.
- Assists in the prevention of corruption, maladministration and serious and substantial waste by alerting staff to behaviours that could potentially be corrupt or involve maladministration or waste.
- Provides a resources list to assist staff to gain further information or more detailed guidance.

The Code of Conduct was published in 2005. There were no amendments or additions to the Code in the reporting period.

Further information on the NSW Health Code of Conduct is available from the Corporate Personnel Services branch of the Department. The complete NSW Health Code of Conduct is available on the NSW Health web site.



NSW Health workforce

NSW Health's Workplace Relations and Management branch (formerly the Employee Relations branch) is responsible for public health system industrial relations and human resources policy. It aims to facilitate a fair, safe, healthy and harmonious working environment for the NSW Health workforce.

Significant Employee Relations Matters

The major focus in the 2007/08 reporting period was on the development of bargaining agendas and negotiations for Memoranda of Understanding to operate post 1 July 2008, consistent with the Government's Public Sector Wages Policy in September 2007. Negotiations were conducted with the main health unions. As at 30 June, agreement was reached with the Nurses' Association and the Health Services Union, and Memoranda of Understanding were entered into with them to give effect to the agreements reached, including wages outcomes.

On 30 November 2007 the NSW Health Service Health Professionals (State) Award was made by the Industrial Relations Commission of NSW. The Award provides for a new, eight level, integrated structure for a number of allied health professional classifications, including social workers and therapists. The Award also provides for a superior career path for the affected classifications.

An arbitration for Visiting Medical Officers was conducted, with an agreed position reached with the Australian Medical Association and ratification of that agreement by the Arbitrator. Emergency Physicians electing to undertake Special Service, an initiative that seeks to provide public health organisations greater scope to enhance service delivery and clinical care by rostering Emergency Physicians at times and locations of greatest clinical need, are now eligible to receive a Special Service Allowance.

New arrangements and altered remuneration were settled following completion of the review of the Clinical Nurse/Midwifery Specialist, Nurse/Midwifery Educator, and Clinical Nurse/Midwifery Educator classifications, permitted under the 2005 to 2008 Memorandum of Understanding.

In the reporting period, the Special and Work Value claims for Ambulance Officers were progressed before the Industrial Relations Commission. In addition, a Death and Disability Award

was concluded for Ambulance Officers, while agreement was reached on altered structures and salary rates for oral health classifications, to facilitate greater attraction and retention of staff.

Statewide Human Resource Policies released in 2007/08

Occupational Exposure to Blood Borne Diseases: NSW Health Notification Requirements to WorkCover NSW (PD2008_021)

Provides information to ensure NSW Health and Area Health Services meet legislative notification requirements to WorkCover NSW, regarding occupational exposures to bodily fluids that present a risk of transmission of blood-borne diseases.

Leading Well: Role of Leadership in Improving the Prevention and Management of Psychological Injury (PD2008_041)

Based on information from the Department of Premier and Cabinet, it aims to reduce the incidence of psychological injury through improved leadership in the public sector. It identifies actions to improve leadership practices and organisational performance.

Healthy Workforce: Policy on Improving the Health and Well-being of Public Sector Employees (PD2008_042)

Provides information from the Department of Premier and Cabinet to assist NSW public sector agencies develop and implement comprehensive and effective healthy workforce programs. It builds on other NSW Health policies that promote a healthy and safe working environment.

Preventing and Managing Workplace Fatigue: Guidelines for the NSW Public Health System (GL2007_023)

Provides guidelines to assist employers identify the potential for work related fatigue becoming an OHS issue, and prevent and manage work related fatigue similar to other OHS risks. It includes a risk identification and assessment tool and a range of options for controlling such risks.

Occupational health & safety

NSW Health is committed to ensuring the health, welfare and safety of staff and visitors to the workplace.

NSW Health acts in accordance with the Occupational Health & Safety Act (NSW) 2000 and the Occupational Health & Safety Regulation (NSW) 2001.

Highlights

- OH&S Committee met on a bimonthly basis to discuss strategies for managing and improving workplace health and safety. Committee campaigns included promotion of Safety Week, Pedestrian Awareness and the Influenza Vaccination Program.
- New members of the OH&S Committee obtained certification in OH&S Consultation in accordance with the Occupational Health and Safety Regulation 2001.
- OH&S Coordinator and Chair of the OH&S Committee addressed monthly induction programs to inform staff of workplace health and safety and risk management initiatives and to advocate the Department's OHS Mission Statement, promoting health and safety as "Everybody's Responsibility".
- During 2007/08, 10 tests and activities were conducted by recovery teams as part of the Department's Business Continuity Plan.
- Evacuation procedures were tested on a six-monthly basis, and fire wardens received ongoing training on procedures.

Strategies to improve Occupational Health and Safety include:

- Ongoing commitment to achieving the objectives of NSW Health's OH&S Mission Statement.
- Implementation of a Healthy Lifestyle Program for employees.
- Ongoing consultation and promotion of health and safety practices in the workplace.
- Ongoing commitment to promoting risk management and injury prevention strategies.
- Promotion of NSW Health's Employee Assistance Program and resources available to employees.

Workers' Compensation

In accordance with Workers' Compensation Act 1987 and Workplace Injury Management and Workers' Compensation Act 1998, the Department provides access to compensation, medical assistance and rehabilitation for an employee who has sustained a work-related injury.

The number of workers' compensations claims lodged with the Department's insurer is a positive indicator of Occupational Health and Safety performance and continued commitment to reducing workplace injuries. The Department remains dedicated to improving the management of worker compensation costs and delivering effective return to work programs.

The Department continues to participate in the *Working Together – The Public Sector OH&S and Injury Management Strategy for 2005 – 2008*. This included a review and audit of workplace safety and injury management systems, and planning for subsequent audits of the workplace.

Nine new claims were managed during 2007/2008. This number was lower than previous years and continued a trend of a decreasing number of claims since 2000/2001. Out of the nine, one was declined by the insurer.

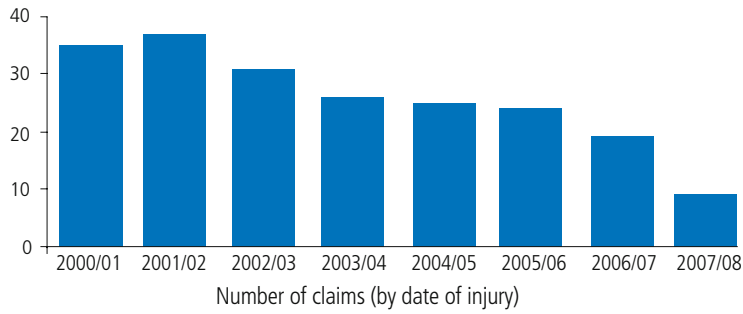
The greatest number of workers' compensation claims were for body stress injuries which accounted for three of the nine (six of 19 in 2006/2007) and psychological injury which also accounted for three of the nine claims (one of 19 in 2006/2007). A reduction was noted in the amount of slips, trips and falls which represented only one of the nine claims (eight of the 19 in 2006/2007).

Strategies to improve workers' compensation and return to work performance include:

- Ongoing commitment to provide meaningful duties to employees who sustain a workplace injury and provision of effective return to work programs.
- A focus on injury management strategies to aid in timely return to work, maintaining regular contact with stakeholders throughout the duration of the claim.
- Regular claims review meetings with the insurer to monitor claim activity and costs.
- Ongoing commitment to the *Working Together – The Public Sector OH&S and Injury Management Strategy for 2005 – 2008* and future *Working Together* strategies.

NSW Department of Health data

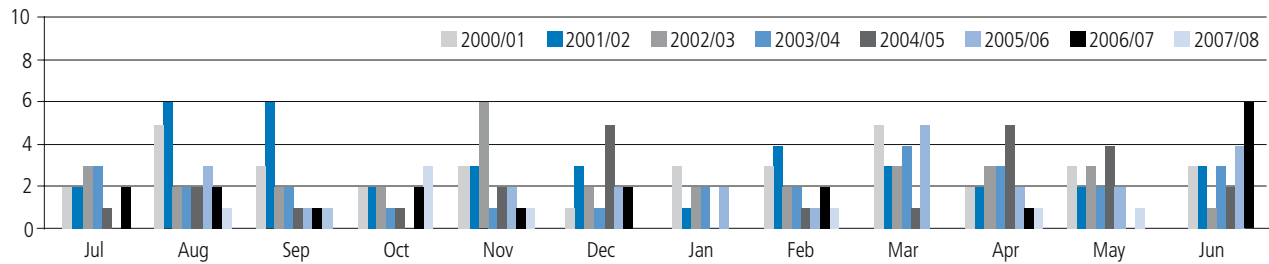
Number of new claims each year from 2000/01 to 2007/08 financial years



Year	Claims
2000/2001	32
2001/2002	33
2002/2003	31
2003/2004	26
2004/2005	25
2005/2006	23
2006/2007	19
2007/2008	9

(Claims data based on accepted claims as at 2006/07 financial year)

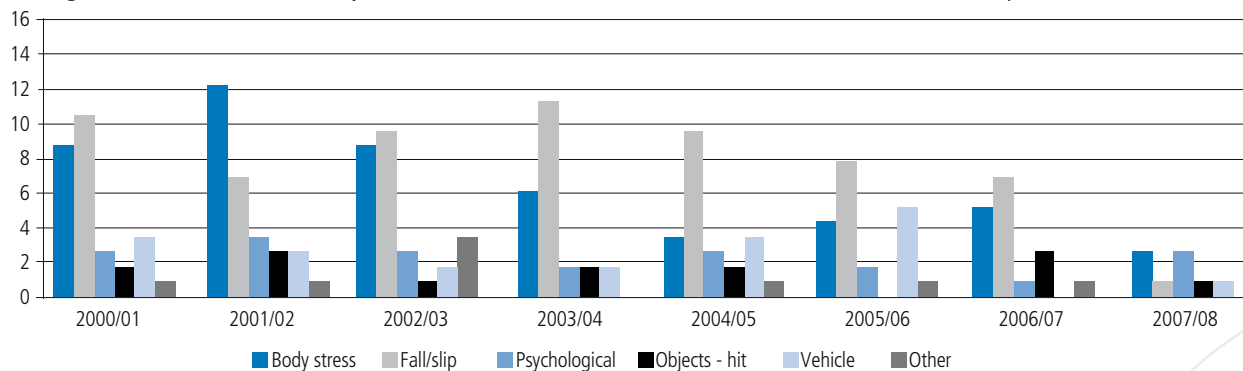
Claims each month from 2000/01 to 2007/08 financial years



Categories of workers' compensation claims each month 2007/08 financial year

Injury/illness	Jul 07	Aug 07	Sep 07	Oct 07	Nov 07	Dec 07	Jan 08	Feb 08	Mar 08	Apr 08	May 08	Jun 08	TOTAL
Body stress				1	1			1					3
Fall/slip/trip			1										1
Psychological		1		1						1			3
Objects - hit											1		1
Vehicle				1									1
Other													0
Total	0	1	1	3	1	0	0	1	0	1	1	0	9

Categories of workers' compensation claims from 2000/01 to 2007/08 financial years



Categories of workers' compensation claims from 2000/01 to 2007/08

YEAR	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Body stress	10	14	10	7	4	5	6	3
Fall/slip/trip	12	8	11	13	11	9	8	1
Psychological	3	4	3	2	3	2	1	3
Objects - hit	2	3	1	2	2	0	3	1
Vehicle	4	3	2	2	4	6	0	1
Other	1	1	4	0	1	1	1	0
Total	32	33	31	26	25	23	19	9

Overseas visits

BY DEPARTMENT OF HEALTH STAFF 2007/08

The schedule of overseas visits is for NSW Department of Health staff. The reported instances of travel are those sourced from general operating funds or from sponsorship arrangements both of which require Departmental approval.

Blackwell, Jennifer – Strategic Development
Human Genetics Society Annual Meeting
Auckland, New Zealand.
General Funds

Capon, Adam – Population Health
Toxicology Excellence for Risk Assessment
Ohio, USA.
General Funds

Eyson-Annan, Margo – Population Health
Fifth International Conference for Behavioural Risk Factor Surveillance
Europe / United Kingdom.
General Funds

57th Annual Epidemic Intelligence Service Conference and meetings with Behavioural Risk Factor Surveillance
Atlanta Georgia and Ottawa, Canada.
Sponsorship

Jackson, Kate – Strategic Development
Australian & New Zealand School of Government (ANZSOG) Executive Master of Public Administration Course
Wellington, New Zealand.
General Funds

Jenkins, Graham – HealthSupport
Study tour of Shared Services Environments in Hong Kong and UK
Hong Kong and United Kingdom.
General Funds

Lown, Sharon – Strategic Development
11th Annual Conference of the Society of Trauma Nurses
New Orleans, USA
General Funds

Matthews, Richard – Strategic Development
Millbank Memorial Fund Mental Health Transformation Meeting
Washington DC and New York, USA
Sponsorship

McCaughan, Brian – Practising Senior Clinician
World Executive Forum
Quebec, Canada
General Funds

O'Callaghan, Emer – Manager, Medical Recruitment, Hunter & New England AHS
Australia Needs Skills Expo (organised by Dept of Immigration & Citizenship)
London, United Kingdom
General Funds

Sanders, John – Population Health
Oceania Tobacco Control Conference: Vision to Reality
Auckland, New Zealand
General Funds



Privacy management plan

The Department provides ongoing privacy information and support to the NSW public health system through the NSW Health Privacy Contact Officers Network Group. This group met twice in 2007/08 and discussed recent developments in the privacy area, provided feedback on proposed guidelines and policy directives, and advised on current issues and activities.

The Department's Privacy Contact Officer made presentations to two health services and internally to Department staff.

Internal review

One application for internal review under the Health Records and Information Privacy (HRIP) Act 2002 was received by the Department in June 2008.

The complaint related to a lack of information provided to the applicant with regards to the electronic health record pilot program 'Healthelink'. The findings of the internal review are due in August 2008.

Statutory Review of the Health Records and Information Privacy Act 2002

The five-year statutory review of the Health Records and Information Privacy (HRIP) Act 2002 commenced in January 2008. The Department is due to table its report in the NSW Parliament in September 2008.



Senior executive service

Number of CES/SES positions at each level within the Department of Health

SES Level	As at 30 June 2008	As at 30 June 2007
8	1	1
7	4	4
6	2	-
5	2	4
4	8	7
3	15	13
2	8	9
1	4	3 + 1*
Total positions	44	42 + 1*

Note: *Limited term project position (Bio-preparedness) in 06/07. Has been converted to a permanent position in 07/08

Number of female CES/SES officers within the Department of Health

As at 30 June 2008	As at 30 June 2007
18	18

Senior executive performance statements

Professor Debora Picone AM

Position Title: Director-General

SES Level: 8

Remuneration: \$375,676

Period in position: 1 year

Professor Picone was appointed Director-General in July 2007.

The Minister for Health and the Director-General, Department of Premier and Cabinet have expressed satisfaction with Professor Picone's performance during 2007/08.

Significant achievements in 2007/08

- Led five NSW State Plan priorities meeting the majority of performance targets. Emergency Department triage results are at or above benchmark with the exception of category where significant effort is being made to improve. Elective surgery waiting lists have been further reduced with the number of patients waiting longer than 12 months is at its lowest rate ever.
- Open and proactive participation in the range of reviews in which NSW Health was engaged, and active implementation of recommendations including the Inquiry into Royal North Shore Hospital; the Bathurst and Orange Hospital infrastructure projects; the Special Commission of Inquiry into Acute Care Services in NSW Public Hospitals; reviews of the Ambulance Services; and the Special Commission of Inquiry into Child Protection Services.
- Provided leadership through financial management of the \$12.5 billion health budget. Professor Picone is managing significant budget issues, working with NSW Treasury and the Department of Premier and Cabinet to improve health efficiency; introduce episode funding and working with health services to effectively manage their resources in light of continued increases in demand for services.
- Reaffirmed the critical and strategic importance of clinician engagement, including a review of priorities and strategies to strengthen formal clinical networks, consultation processes and communication mechanisms.
- Representing NSW Health and providing strategic direction and input into a range of high level cross-jurisdictional and interagency forums including the Council of Australian

Governments (COAG) and the Australian Health Ministers' Advisory Council, which the Director-General currently chairs.

- Ensuring the Department of Health and NSW Health continue to build strong and collaborative relationships with other NSW Government agencies, resulting in improved policy development and service options for public health services in NSW. NSW Health is a partner agency for 11 NSW State Plan priorities through which Professor Picone is a strong advocate for health issues and strategic results.

Dr Richard Matthews

Position Title: Deputy Director-General, Strategic Development

SES level: 7

Remuneration: \$357,300

Period in position: 4.5 years

The Director-General has expressed satisfaction with Dr Matthews' performance throughout 2007/08 in the position of Deputy Director-General, Strategic Development. Dr Matthews achieved the performance criteria contained in his performance agreements.

Significant achievements in 2007/08

- Led health reform through the Council of Australian Government's health reform process.
- Successfully implemented the 2003–2008 Australian Health Care Agreement and led the renegotiation of the next Australian Health Care Agreement (2008/09-2012/13) for NSW.
- Continued support to the Health Care Advisory Council, Health Priority Taskforces, Area Health Advisory Councils and other key advisory bodies, including the General Practice Council, Ministerial Council on Hearing (MSC-H) and NGO Advisory Committee.
- Provided strategic direction to the implementation of the Integrated Primary Health and Community Care Policy, including the establishment of After Hours GP Clinics and the HealthOne NSW Program.
- Led development of the NSW Trauma Services Plan, Radiation Oncology Strategic Plan and Second NSW Rural Health Plan.

- Continued to drive the implementation of National Mental Health Policy and the NSW Mental Health Policy (Interagency Action Plan on Better Mental Health, New Directions in Mental Health).
- Continued leadership and management of the NSW Institute of Rural Clinical services and Teaching.

Dr Denise Robinson

Position Title: Deputy Director-General, Population Health and Chief Health Officer

SES Level: 7

Remuneration: \$357,300

Period in position: 3 years and 2 months. Period relevant to this report is from 14 February 2005 – 2 May 2008

The Director-General has expressed satisfaction with Dr Robinson's performance throughout 2007/08 in the position of Deputy Director-General, Public Health and Chief Health Officer. Dr Robinson achieved the performance criteria contained in her performance agreement. Dr Robinson retired on 2 May 2008.

From 3 May 2008, Dr Kerry Chant acted in the position of Deputy Director-General, Population Health and Chief Health Officer.

Significant achievements in 2007/08

- Participated in strategic initiatives and policy development within the Australian Health Ministers Advisory Council sub-committees - the Australian Health Protection Committee and the Australian Population Health Development Principal Committee.
- Represented NSW on the National Health and Medical Research Council.
- Implemented the revised Aboriginal Health Partnership Agreement.
- Developed a system of single ethical and scientific review of multicentre research.
- Completed the Child Health Dental Survey of 8,000 5-12 yr old NSW children.
- Increased percentage of NSW population with access to water fluoridation.
- Coordinated the public consultation process for the Protecting Children from Tobacco - A NSW Government Discussion Paper.
- Participated in strategic initiatives and policy development within the Australian Health Ministers Advisory Council sub-committees - the Australian Health Protection Committee and the Australian Population Health Development Principal Committee.
- Represented NSW on the National Health and Medical Research Council.
- Implemented the revised Aboriginal Health Partnership Agreement.
- Developed a system of single ethical and scientific review of multicentre research.
- Completed the Child Health Dental Survey of 8,000 5-12 yr old NSW children.
- Increased percentage of NSW population with access to water fluoridation.
- Coordinated the public consultation process for the Protecting Children from Tobacco - A NSW Government Discussion Paper.
- Led the development of the NSW Government plan for preventing overweight and obesity in children, young people and their families 2008 – 2011.
- Implemented Live Life Well@ School and developed Munch and Move.
- Implemented the findings of an expert think tank to preserve stability in NSW in notifications of HIV.
- Progressed planning for pandemic influenza and other infectious disease emergencies across NSW.

Professor Katherine McGrath

Position Title: Deputy Director-General, Health System Performance

SES Level: 7

Remuneration: \$357,300

Period in position: 4.3 years

Professor McGrath achieved the performance criteria contained in her performance agreement.

Significant achievements in 2007/08

- Continued to drive focus on performance and sustained improvement in access, a major factor in driving improvement in access and quality of service.
- Provided strong leadership in Clinical Service Redesign Program (CSRP).
- Sustained improvement in Elective Surgery.
- AIHW Report: NSW best performing of all states (lowest percentage of patients waiting over 365 days).
- Total number of patients overdue in the three urgency categories now the lowest level ever.
- Ahead of trajectory in Category 2 overdue reduction (in collaboration with Commonwealth).

- Continued and consistent improvement in emergency department performance in the face of ongoing increased demand. The AIHW reports NSW as having fastest access to emergency treatment of all states.
- New Medical Assessment Units opened in 16 hospitals.
- eHR and EMR roll-outs continue.
- Open Disclosure rolled out across NSW.
- Centre for Health Care Redesign had 26 students graduate.
- Published the first bi-annual Report on Incident Management in the NSW Public Health System Jan - Jun/2006.
- Clinical Governance processes are embedded in Area Health Services.
- Established systems for analysis of Root Cause Analysis reports to identify statewide system issues.
- Maintained focus of the improvement in data analysis and reporting. For example, there were significant outputs of demand analysis, benchmarking, and performance.
- Continued implementation of the Business Information Program and delivery of support to management decisions in real time.
- Strengthening of policies and processes for medical practitioner recruitment and regulation within the NSW public health system.
- Development and passage of legislation requiring medical practitioners to report instances of serious professional misconduct.
- Oversight of timely responses by NSW Health and its entities to summonses and requests issued by the Special Commission of Inquiry into Acute Care in NSW public hospitals.
- Development of Accreditation System and Standards for Medical Locum Agencies.
- Improved approaches to recruitment within NSW Health including establishment of a careers website, appointment of an international recruitment agency and targeted medical specialist recruitment in the UK.
- Negotiation of new wages MOU with NSW Nurses Association.
- Development of safe working hours guidelines for the public health system.
- Strengthening of governance and overseeing of NSW Health Shared Services Program.

Karen Crawshaw

Position Title: Deputy Director-General,
Health System Support

SES Level: 7

Remuneration: \$335,595

Period in Position: 9 months

Ms Crawshaw has achieved the performance criteria contained in her performance agreement, which focus on strategic leadership in the areas of workforce, corporate and business services, assets and procurement, corporate governance, risk management, legal services and the Health Legislative Program.

The Director-General has expressed satisfaction with Ms Crawshaw's performance throughout this period.

Significant achievements in 2007/08

- Health Infrastructure and Health Infrastructure Board established to manage delivery of major capital works.
- Development of NSW Health Environmental Sustainability Strategy and targets.
- Progressive implementation of new pathology cluster arrangements to improve the effectiveness and sustainability of NSW Health pathology services.

Ken Barker

Position Title: Chief Financial Officer,
Health System Support

SES Level: 6

Remuneration: \$284,950

Period in Position: 14 years
(21 years in this or similar position)

The Deputy Director-General, Health System Support has expressed satisfaction with Mr Barker's performance throughout 2007/08. Mr Barker achieved the performance criteria contained in his performance agreement.

Significant achievements in 2007/08

- Initiated improvements to the financial management and budget control of the Health Capital Program. .
- Initiated improvements to the financial management and budget control of the Health Capital Program.
- Finalisation and issue of a Capital Asset Charging Policy for NSW Health.
- Proactive compliance monitoring of standardised Business Rules for distributing actual expenditure/revenues to the Standard Chart of Accounts to ensure consistent financial information under the NSW Health Shared Services platform.

- Co-ordination of system wide financial information required by Treasury for annual Budget cycle and Government wages negotiations with health unions.

- Timely allocation of annual budgets to health services with strengthening of budget control and financial reporting requirements upon health services developed for 08/09 financial year and following..

- Establishment of effective business platform for new pathology cluster structure.

- Leadership and management of Treasury Managed Fund arrangements within NSW Health to maintain Health's superior financial and risk management performance.

David Gates

Position Title: Chief Procurement Officer

SES Level: 6

Remuneration: \$275,515

Period in position: 12 years

Significant achievements in 2007/08

- Managed the Capital Investment of \$760 million with full achievement against the 2007/08 Budget Paper targets.
- Established the cross Divisional Capital Steering Committee to manage Capital Program review and prioritisation issues.
- Submitted the 2007 Total Asset Management Plan and obtained endorsement to the Capital Investment Strategic Plan.
- Managed the update of all Area Health Service Asset Strategic Plans according to a standard template.
- Transitioned the former Major Projects Office to become the business unit established by the Director-General (Health Infrastructure) to procure major projects over \$10 million.
- Developed the new Procurement Framework with clarified accountabilities between Department, Health Support Services, Areas and Department of Commerce.
- Directed the 2007/08 Procurement Savings Program targeted at achieving savings for reallocation to health care services.
- Managed the initiation of the new Business Development Unit with the mission to stimulate and grow Area and Clinician new business models enhanced by capacity sharing with other areas and the private sector.
- Completed the NSW Health Sustainability Strategy to guide NSW Health's contribution to green house targets.

Michael Rillstone

Position title: Chief Information Officer

SES level: 5

Remuneration: \$253,500

Period in position: 2 years 6 months

Mr Rillstone achieved the performance criteria contained in his performance agreement. During 2007/08, Mr Rillstone provided leadership in the areas of information and technology with a focus on strategy, management, governance and advice on information and technology programs.

Significant achievements in 2007/08

- Leadership in the roll-out of the information management and technology program, which has been a major focus of activity across the state, providing new and improved information and technology capability across the health system.
- Supported the development of the National e-Health agenda with programs underway in support of National e-Health Transition Authority, National Health CIO Forum and National Health Information Regulatory Framework.
- Implemented effective governance and leadership forums with Area Health Service Chief Information Officers, clinicians and Directors of Corporate Services.
- Implemented an information management technology transformation program to improve performance and capability through updated processes and staff training.
- Improved monitoring of Finances realisation of benefits and management reporting from investment in information technology.
- Established a highly skilled information and management technology team that has significantly contributed to improved advice and management of information technology programs.
- Negotiated statewide contracts for information and management technology capability, resulting in significant savings in ongoing maintenance and software costs.
- Completed business cases in support of the ICT Strategy.
- Completed feasibility studies of proposed state initiatives.
- Led development and deployment of ICT policy.



Significant publications

Books/booklets

- Aboriginal maternal and infant health strategy
- Getting it right in NSW - orderly slip booklet
- Having a baby
- 2007 Personal Health Record - Blue Book
- HealthOne NSW Newsletter

Brochures/flyers

- Aboriginal workforce survey
- Aboriginal maternal and infant health strategy
- Applying for Junior Medical Positions in NSW
- Applying for JMO and Vocational Trainee positions
- AusHealth Company Profile
- CareSafe: Learnings 2007
- ComPacks - Information for patients and families
- Getting it right in NSW - Correct patient, correct procedure, correct site safety toolkit
- Not So Fun Park
- Smoke-free NSW leaflets
- Tests to Protect Your Baby

Manuals/information kits

- Care and Support Pack for Families and Friends Bereaved by Suicide
- Hearing Loss and Your Baby: The Next Step
- LiveOutsideTheBox
- Management of a Complaint or Concern about a Clinician (MCCC) workshop
- Information about working in NSW, Australia for interstate and international nurses & midwives
- Pre-Procedure Preparation Toolkit
- Smokecheck - Brief Intervention for Smoking Cessation

Fact sheets

- Hospitalist Information sheets

Policies and guidelines

- Infection control policy
- Incident management
- NSW Aboriginal Mental Health and Wellbeing Policy
- NSW Drug and Alcohol Withdrawal Clinical Practice Guidelines
- NSW Health Aboriginal Health Impact Statement and Guidelines 2007
- Health Aboriginal Health Impact Statement Declaration and Checklist
- NSW Health Client Registration Guideline
- NSW Rural Emergency Clinical Guidelines for Adults (2007) v.2.1



Posters/postcards

- DrinkWise
- Getting it right in NSW
- Medical assessment unit (MAU)
- Open Disclosure Poster
- Special Inquiry DWD Forum poster
- Official Visitors Program

Reports

- A literature review of sharps injuries and preventative strategies
- Breastfeeding in New South Wales, Population Health Survey 2003-2004
- Comorbidity framework for action - NSW Health Mental Health/Drug and Alcohol
- Discussion Paper - towards a Public Health Training & monitoring framework for the NSW Public Health Officer Training program
- Environmental Scan of Sharps Safety in the NSW Public Health System
- Evaluation of the process and impact of the evidence-based practice train-the trainer course and workforce training opportunities in the Area Health Services of New South Wales
- Exercise Paton Evaluation Report
- HASI - an innovative partnership program supporting mental health consumers living in the community
- HIV/AIDS supported accommodation plan 2007-2010
- Housing and Accommodation Support Initiative (HASI). Stage 1 - Evaluation Report
- Incident Management in the NSW public health system 2007, No. 1 January to June
- Integrated Primary and Community Health Policy 2007-2012 Implementation Plan
- Monitoring post secondary education and training in Australia – practice and policy developments relevant to the NSW Public health Officer Training Program
- My health record pilot project evaluation report summary and distribution protocol
- NSW: A new direction for Mental Health
- NSW Aboriginal Nursing and Midwifery Strategy 2007-2010
- NSW Aboriginal Nursing and Midwifery Responding to Family Violence in Aboriginal Communities Strategy (FVACS)
- NSW Carers Action Plan 2007-2012. NSW Carers Action Plan Summary in different languages: Vietnamese, Arabic, Chinese, Greek, English, Macedonian, Korean, Italian
- NSW Community Mental Health Strategy 2007-2012 - from prevention and early intervention to recovery
- NSW Dementia Action Plan 2007 - 2009
- NSW Hepatitis C Strategy 2007-2009
- NSW Immunisation Strategy 2008-2011
- NSW Strategic development interventions professional practice
- Report on the evaluation of the Nurse/Midwife Practitioner & Clinical Nurse/Midwife Consultant Roles
- Review of the NSW forensic mental health legislation
- Routine Screening for Violence Program: Snapshot Report 3 November 2005 Snapshot
- The Impact of HIV/AIDS in NSW
- Wellbeing - Aboriginal mental health workers' forum report: Winhingagigi-la-dah 'caring for self and others' Partnerships.

