

Workforce

Appendix 2



Image // Sutherland Hospital



Workforce

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Human Resources within the Department

The Workplace Relations and Management Branch (WRMB) is responsible for developing, implementing and evaluating a broad range of human resource initiatives for the NSW Department of Health.

Within WRMB, the Human Resources Operations Unit (HRO) provides comprehensive human resource management services for the organisation, including expert advice on organisational design, staffing needs and conditions of employment, and staffing issues such as professional development, performance management, grievance resolution and industrial relations issues. The Health Executive Service Unit is located in HRO and provides a comprehensive human resource management service for the Senior and Health Executive Services with NSW Health.

Achievements

- Implementation of business process improvements enabling HRO to provide more accurate data on staffing and positions throughout the Department.
- Facilitated national health reform initiatives through the management of the appointment of health executives to the new Local Health Networks.
- Continued provision of services to facilitate several successful functional realignments and restructuring programs within the Department. This included a large amalgamation of private sector health professional councils with existing health sector organisations (approximately 98 positions) together in the Health Professionals Councils Authority (HPCA), a transfer of functions to another health service and internal restructures.
- Provision of accurate Leave Liability calculations for NSW Treasury and continued provision of fortnightly and monthly payroll services to the Department and other Health entities within timeframes.
- Payment Summaries issued before due date.
- Successful implementation of a major upgrade to the Human Resource Information System.
- Award salary increase processed for Nurse Managers in March and backdated to July 2010.
- Voluntary Redundancy estimates calculated for 39 staff in June 2010.

Industrial Relations Policies and Practices

The Department maintained a harmonious industrial relationship with staff and unions throughout the year. The majority of issues were discussed and resolved collaboratively. There were two industrial disputes during the year. The first dispute related to the devolution of staff from the Strategic Information Management Branch to Health Support Services. The second matter related to an overpayment to a staff member. Both disputes were successfully resolved through conciliation.

In December 2010 the Department introduced a new Flextime agreement following negotiation with the NSW Public Service Association and the NSW Nurses' Association. The new agreement better suits the needs of the Department and promotes a more efficient use of leave.

The Joint Consultative Committee (JCC), consisting of departmental staff, officials and delegates of both the NSW Public Service Association and the NSW Nurses' Association, met five times throughout the year.

Matters discussed at the JCC meetings included restructuring of Divisions and Branches, devolution and realignment of branch functions, and revisions of various Departmental policies including the Restructuring Policy and policy for managing grievances.

Learning and Development

A comprehensive range of learning and development programs and services were provided to assist staff in achieving corporate goals and priorities and in developing their individual careers. Some 30 courses were available each quarter, with the addition of new programs including Essentials for New Managers, Effective Relationships, Accounting and Purchasing Systems and Writing in the Public Sector.

Thirty-two members of staff undertook the Diploma of Government in 2010-11, a nationally accredited qualification consisting of core and elective units. This Diploma provided employees with the opportunity to achieve formal recognition of their current skills, knowledge, work and life experience while at the same time allowing further development of competencies aligned to their role.

The Department's training courses continue to be aligned to, and reinforce the NSW Public Sector Capability Framework.

The Department has also supported staff members with professional development pursuits and granted study leave to a number of employees in 2010-11. The various fields of education undertaken by staff will contribute to the individual's ongoing professional development while also supporting departmental and wider public sector objectives.

Scholarships

The Department supported two key scholarships in 2010-11:

- Margaret Samuel Memorial Scholarship for Women
- Peter Clark Memorial Scholarship for Men.

In 2010-11 the Department actively encouraged employees to apply for Executive Development programs offered by the Department of Premier and Cabinet. These programs support professional career pursuits which will benefit both the individual and the Department.

NSW Health Workforce

Senior Executive Performance Statements

Dr Mary Foley

Position Title: Director-General

SES Level: 8

Remuneration: \$453,250

Period in Position: 3 months

The Premier determined that Dr Foley's performance for 2010-11 was sound.

Significant Achievements in 2010-11

- Undertook a review of the governance arrangements for NSW Health. Led a Governance Review Team charged with reviewing the functions, structures and responsibilities of entities within the public health system.
- Undertook consultations with stakeholders and staff on future governance arrangements for NSW Health.
- Provided oversight to the development of legislation to establish the Local Health Districts.
- Provided high level advice and support to the Minister for Health and Minister for Mental Health on matters across the portfolio.
- Established the Office of Medical Research to support innovative research, treatments and technologies aimed at improving patient care.
- Provided advice to the Minister for Health and Premier to ensure a strong position for NSW in the negotiations on the National Health Reform.

Note: Prof. Debora Picone AM was Director-General until 1 April 2011.

Dr Richard Matthews, AM

Position Title: Deputy Director-General, Strategic Development

SES Level: 7

Remuneration: \$392,350

Period in Position: 7 years

The Director-General has expressed satisfaction with Dr Matthews' performance during 2010-11.

Dr Matthews achieved the performance criteria contained in his performance agreement.

Significant Achievements in 2010-11

- Achieved responsibilities for NSW Health as outlined in *Keep Them Safe – A Shared Approach to Child Wellbeing*.
- Achieved progress in implementing actions in *Caring Together – The Health Action Plan for NSW* and finalised NSW Health response to the Community Health Review (CHR) in the context of *Caring Together*.
- Headed NSW Health's participation in and contribution to national negotiations on health system reform, leading to the National Health and Hospitals Network (NHHN) Agreement at COAG, which includes additional funding for NSW.
- Led NSW Health planning for implementation of the NHHN Agreement, including establishment of the NSW Health NHHN Transition Office.
- Progressed opportunities for improving the productivity of NSW public hospitals, through the key projects, including the NSW Health Costs and Outcome Study and the development of a Health Care Atlas for NSW.
- Continued to drive implementation of the NSW Government's Third Drug Budget (2007-08 – 2010-11); and the new National Drug Strategy.
- Continued to drive implementation of NSW Mental Health Policy (Interagency Action Plan on Better Mental Health; New Directions in Mental Health; and State Plan Priority Delivery Plan) and National Mental Health Policy.
- Developed new Statewide evidence based strategic plans for improving mental health and drug and alcohol services in NSW, through improved planning processes, funding accountability, including by working with AHS, NGO sector and the community.
- Led the submission to Treasury of the Maintenance of Effort Proposal for Asset Investment, in conjunction with DDG HSS.
- Led the continued expansion of the MPS Program and finalisation of the Business Case development for Future MPS developments.

Dr Tim Smyth

Position Title: Deputy Director-General,
Health System Quality, Performance and Innovation

SES Level: 7

Remuneration: \$392,350

Period in Position: 2 years 8 months

The Director-General has expressed satisfaction with Dr Smyth's performance during 2010-11.

Dr Smyth substantially achieved the performance criteria contained in his performance agreement. While working closely with health services and providing a clear focus on improving patient flow in acute hospitals, the performance of the acute hospital system on transfer of care to the Emergency Department from the Ambulance Service and time taken for admission of patients to an inpatient bed did not reach national benchmarks during 2010-11 in the face of strong growth in demand.

Significant Achievements in 2010–11

- Completion of the Surgery Futures project and commencement of the Rural Surgery Futures project.
- Review and realignment of functions of the former Strategic Information Management Branch with Health Support Services ICT and commencement of a new eHealth & ICT Strategy Branch.
- Active contribution to the development of the national electronic health record through membership of the joint jurisdictional policy group.
- Contribution to national safety and quality agenda through appointment as Commissioner of the Australian Commission on Safety and Quality in Health Care.
- Completion of a national review of the Emergency Department triage process.
- Commencement of Urgent Care Centres.
- Significant reduction in long wait planned surgery patients and achievement of Commonwealth targets under the Elective Surgery Wait List Reduction Program.
- Undertaking the Rehabilitation Redesign project.
- Commencement of the Ambulance Service paramedic pre-hospital rapid assessment and early treatment/thrombolysis program for patients with confirmed myocardial infarction.
- Maintenance of an effective performance management framework for health services and revision of the monthly performance report content and layout.
- Establishment of the Private Health Facilities Advisory Committee.

Karen Crawshaw

Position Title: Deputy Director-General,
Health System Support

SES Level: 7

Remuneration: \$392,350

Period in Position: 3 years 9 months

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

Significant Achievements in 2010–11

- Responsible for strategic oversight of NSW Health budget performance to achieve a balanced Net cost of Service result for NSW Health.
- Responsible for strategic oversight of the NSW Health Capital Program and 10 year capital investment plan.
- Led governance of the public health system transition from Area Health Services to Local Health Networks, subsequently Districts from 1 July 2011, as part of implementing national health reforms. Including legislative changes, design of transitional structures, establishment of new boards and senior executive teams, peak industrial consultation and associated workforce, asset and financial changes.
- Led significant industrial negotiations and arbitrations including the 2010 nurses' wages and conditions bargaining involving a major industrial campaign for enhanced wages and conditions to achieve a settlement within approved government policy parameters.
- Strategic leadership of Statewide initiatives to attract more doctors and nurses to NSW public health system including the Area of Need program, the Live + Work campaign, overseas recruitment strategies, Nursing Re-Connect and nursing and midwifery educational scholarships.
- Strategic leadership of initiatives to enhance the flexibility and capacity of the NSW Health workforce including development of a Hospitalist training program, the Assistant in Nursing initiative, performance review system for Visiting Medical Officers and a Statewide training package for financial management training.
- Strategic design and leadership of a program of activities to improve organisational culture across NSW Health including conduct of a Statewide staff survey, the promulgation of a culture improvement framework for NSW Health and range of initiatives to effectively address workplace bullying.

- Oversight of the Health Legislative Program including:
 - *Public Health Act 2010*, to promote, protect and improve public health for people living in NSW
 - *Health Services Amendment (Local Health Networks) Act 2010*, to implement reforms to the health system for the purposes of the National Health and Hospitals Network Agreement
 - *Health Services Amendment (Local Health Districts and Boards) Act 2011*, to constitute Local Health Districts and establish boards for such Districts.

Dr Kerry Chant

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

SES Level: 6

Remuneration: \$351,200

Period in Position: 2 years 6 months

The Director-General has expressed satisfaction with Dr Chant's performance during 2010-11.

Dr Chant achieved the performance criteria contained in her performance agreement.

Significant Achievements in 2010–11

- Release of the *Health of the People of New South Wales - Report of the Chief Health Officer. Summary Report, 2010.*
- Establishment of the Aboriginal Population Health Training Initiative in 2010-11 in partnership with population health services in Local Health Networks.
- Increased coverage of water fluoridation to approximately 95.2 % of the NSW population with 18 Councils having implemented fluoridation since 2005.
- Released the revised NSW Falls Plan in May 2011.
- Released the Aboriginal Family Health Strategy in May 2011.
- Continued high levels of vaccination coverage for Aboriginal children aged 12-<15 months, with a marginal increase in 2010-11.
- Implemented phase one of a Statewide hepatitis C education and awareness campaign.
- Statewide STI testing and condom reinforcement social marketing campaign targeting young people conducted and evaluated.
- Strategic Directions for Tobacco Control in NSW 2011–2016 discussion paper released for public consultation between 30 November and 28 January 2011.

- Evaluation of the Get Healthy coaching line which showed that for those who completed six months of coaching there was a reported average reduction in weight of 3.7 kg and reduction in waist circumference by an average of 4.3 cm.
- *Public Health Act 2010* assented to in December 2010.
- Launch of Public Health Incident Control Systems and Public Health Emergency Management online learning modules for the NSW Health system.
- Support of local public health responses to NSW floods early 2011.
- Provision of public health support to deployments to Christchurch (earthquakes), Japan (earthquakes, tsunami and resulting radiation emergency) and Queensland (floods).

David Gates

Position Title: Chief Procurement Officer, Health System Support

SES Level: 6

Remuneration: \$312,850

Period in Position: 3 years 5 months

The Deputy Director-General, Health Support Services has expressed satisfaction with Mr Gates' performance during 2010-11.

Mr Gates achieved the performance criteria contained in his performance agreement.

Significant Achievements in 2010–11

- Effective co-ordination of NSW Health capital investment of \$898 million against the approved 2010-11 BP4 program.
- Managed the 10 year capital investment plan development and approval processes, including the mid-year review and submission of the NSW Health Asset Strategy based on an aggregation of Local Health Network Plans to meet Government requirements.
- Managed the disposal of \$23 million of surplus property on behalf of the Local Health Networks in accordance with Government policies.
- Strategic management of business reform projects to increase system efficiency and effectiveness including design and development of reforms for Non Emergency Patient Transport, Pathology, Medical Imaging and NSW Research entities.
- Responsible for leading the development of environmental sustainability programs across NSW Health.

- Strategic direction of NSW Health procurement programs, including system implementation of the revised accreditation process developed by the Department of Finance and Services, and delegated functions of the State Contracts Control Board on Health Specific State Contracts.
- Managed the provision of essential corporate and infrastructure support for the NSW Department of Health.

John Roach

Position Title: Chief Financial Officer,
Health System Support

SES Level: 6

Remuneration: \$312,850

Period in Position: 2 years

The Deputy Director-General, Health Support Services has expressed satisfaction with Mr Roach's performance during 2010-11.

Mr Roach achieved the performance criteria contained in his performance agreement.

Significant Achievements in 2010–11

- Provided effective financial management and control of the \$15.5 billion NSW Health Recurrent Budget achieving a balanced Net Cost of Service result for the financial reporting year.
- Timely allocation of annual budgets to Health Services within a strengthened financial control and reporting framework to ensure effective monitoring of core recurrent and capital expenditure, recurrent revenue budgets and liquidity management.
- Undertook monthly performance review meetings with Health Service Chief Executives to provide financial leadership and direction to ensure that compliance with financial benchmarks and targets were being monitored and remedial actions were being implemented where required.
- Negotiation and submission of system wide recurrent financial information to NSW Treasury for annual Maintenance of Effort requirements and funding enhancements.
- Provided financial leadership and guidance on the financial transition from the former Area Health Services to Local Health Networks, subsequently Districts from 1 July 2011. Actions included management of the process for reallocation of cost centres and financial budgets and oversight of the completion of financial statements for the closure of the former Area Health Services.

- Continued to lead the development and progressive implementation of the new Statewide Management Reporting Tool incorporating budgetary and financial ledger information for use by staff at all levels within NSW Health.
- Governed the progressive roll-out of the new Statewide Patient Management Billing System in three locations in NSW with the remaining roll-out to occur during 2011-12.
- Provided leadership and financial advice for the planning of the future funding arrangements under the National Health Reform Agreement.

Annie Owens

Position Title: Director Workplace Relations
and Management, Health System Support

SES Level: 5

Remuneration: \$252,381

Period in Position: 3 years

The Deputy Director-General, Health Support Services has expressed satisfaction with Ms Owens' performance during 2010-11.

Ms Owens achieved the performance criteria contained in her performance agreement.

Significant Achievements in 2010–11

- Managed peak level relationships and consultation with employee associations including the health unions, the Australian Medical Association (NSW) and the NSW Rural Doctors Association.
- Conducted detailed negotiations with the NSW Nurses' Association in relation to the 2010-11 nurses' wages and conditions bargaining to develop an agreed Memorandum of Understanding.
- Directed the development and Statewide implementation of new workload agreements for nursing staff.
- Conducted detailed negotiations with HSUEast in relation to the ambulance officers' wages and conditions bargaining to develop an agreed Memorandum of Understanding.
- Managed industrial issues arising from the introduction of new geographic boundaries and organisational structures for Local Health Networks, subsequently Districts from 1 July 2011, including consultation with unions on related policies and principles, to facilitate a smooth transition.

- Managed significant arbitrations in the Industrial Relations Commission including arbitrations to progress Health's proposals to transition ambulance employees into the new classification of Paramedic Specialist – Extended Care, and successful litigation allowing the Department to continue to decide re-classification applications in relation to the medical officer classification of registrar.
- Managed introduction of Statewide Human Resource Management initiatives in relation to the elimination of bullying including the Statewide reporting system for bullying complaints and an anti-bullying advisors network for NSW Health, and development of a new policy to prevent and manage workplace bullying.
- Management of Occupational Health and Safety responsibilities including preparation for the introduction of national harmonisation legislation, published new procedures for Injury Management and Return-to-Work and the development of a Violence Prevention and Management Training Framework.

Leanne O'Shannessy

Position Title: Director Legal and Corporate Governance and General Counsel, Health System Support

SES Level: 5

Remuneration: \$259,801

Period in Position: 4 months

The Deputy Director-General, Health Support Services has expressed satisfaction with Ms O'Shannessy's performance during 2010-11.

Ms O'Shannessy achieved the performance criteria contained in her performance agreement.

Significant Achievements in 2010–11

- Provided legal advice on legal and legal policy issues and related matters to the senior executive of public health organisations, the Department of Health and the Minister.
- Managed the Health Legislative Program including the Subordinate Legislative Program and the passage of a new Public Health Act 2010.
- Oversaw the Department's relationship with key external accountability bodies such as the State Coroner, Health Care Complaints Commission (HCCC), Independent Commission Against Corruption (ICAC), and the NSW Ombudsman.
- Managed the appointment of a panel to provide services across the State to public health organisations in medico-legal matters, including in clinical negligence and coronial matters through the issuing of a Statewide tender.

- Supported the implementation of national health reforms and transition to local health districts, including developing amendments to the Health Services Act to establish new governance structures and managing required corporate governance activities including appointments of boards.
- Provided advice and support to NSW Health investigation officers and environmental health officers on compliance issues and investigations and oversaw the conduct of prosecutions of breaches of health legislation.
- Provided legal assistance, advice and support to agencies within NSW Health in relation to matters of Statewide significance, including medico legal matters and end of life decision making.
- Oversaw the operation of the Health Professional Councils Authority and the administrative support provided to NSW Health Professional Councils by the Authority.

Significant Workplace Relations Matters

Agreements on wage increases were signed with the NSW Nurses' Association (public hospital nurses), the HSUeast (Ambulance Officers), and the Australian Medical Association (Visiting Medical Officers). The agreed changes to wages and conditions of employment were implemented through variations to industrial awards and related policies.

The Agreement with the Nurses' Association involved intensive negotiations over more than six months in relation to the nurses' claim for an inflexible system of ratios. This claim was not met and the resulting agreement instead provides for more flexible way of delivering nursing hours. It includes a significant commitment to provide additional nursing hours.

Considerable effort has gone into consultation with Local Health Networks and the NSW Nurses' Association to co-ordinate and plan the first round implementation of 'nursing hours' wards; which will continue as more wards are identified and prioritised for conversion to nursing hours.

The MOU with HSUeast covering Ambulance Officers involved substantial changes to workplace arrangements and conditions of employment which will fund the wages increases above the Treasury funded 2.5% increases in wages. These were negotiated with HSUeast and included variations to payments to transferred officers, recall to work provisions, removal of accommodation and utilities payments as well as reform of workplace and staff deployment arrangements.

Work commenced on the development of bargaining agendas and negotiations for the making of new awards to cover around 30 HSUEast awards covering a range of allied health classifications as well as medical officers post 1 July 2011. This work also commenced in relation to staff specialists covered by the Australian Salaried Medical Officers Federation (ASMOF). Claims for increased wages and conditions for these groups have been received from the HSUEast and ASMOF.

The Department managed an award claim by the HSUEast on behalf of medical officers in line with Government wages policy. The HSUEast claim proposes a new salary structure and substantial changes to conditions of employment. An HSUEast claim regarding control centre staff has also been managed in line with Government wages policy. Discussions on these matters are continuing.

The Department managed the workforce issues around the introduction of new geographic boundaries and organisational structures for Local Health Networks (LHNs). Consultative structures have been introduced, involving LHN representatives and unions to provide a forum for canvassing implementation issues, and processes to manage the recruitment of staff to new positions. The implementation and bedding down of the new structures is ongoing.

In September 2009 the IRC recommended the Department and the Nurses' Association conduct a joint study/survey of nurses working night shifts to assess the medical issues raised in the proceedings. The Department and Association are to jointly conduct a study/survey of nurses working night shifts as necessary to properly assess the medical issues raised in the proceedings of the 'night shift case'. The Sydney Nursing School of the University of Sydney was selected to conduct the study and design of the study has commenced.

On 30 October 2010, the Industrial Relations Commission (IRC) decided in favour of the Department declining to make the declaratory orders sought by the HSUEast in the IRC regarding the award definition of a registrar.

Throughout 2010-11 the Department supported the Anti-Bullying Management Advisors Network and has overseen the data collection on bullying complaints within the health system.

For two years from 1 July 2009 onwards Workplace Relations and Management Branch administered all appeals against medical assessments following the dissolution of Health Quest. Over this transitional period, 16 meetings were held and 120 appeal cases were considered by the Appeals Committee. From 1 July 2011, the transition period will end with the introduction of new appeal processes and the Department's involvement concludes.

Key Policies Released in 2010–11

- Prevention and Management of Workplace Bullying in NSW Health (PD2011_018) assists managers to eliminate or minimise the risk of bullying, and manage complaints relating to bullying; and provide staff with information on their rights and obligations where they make a complaint.
- Recruitment and Selection of Staff of the NSW Health Service (PD2011_032) – sets out mandatory standards to be applied when recruiting and selecting staff for employment in the NSW Health Service.
- Employment of Assistants in Nursing (AIN) in NSW Health Acute Care (PD2010_059) - facilitates uniform practices for employing, expanding and developing the Assistant in Nursing role in Public Health acute care facilities. It outlines the education, qualification or equivalency, scope of practice and skills recognition processes to be applied to those in this employment category. It also refers employers to assessment processes for identifying the appropriate clinical environments for Assistants in Nursing allocation in acute care.
- Industrial Consultative Arrangements (PD2011_002) – outlines industrial consultation arrangements on a range of employee matters throughout Local Hospital Networks.
- Staff Specialist Training, Education and Study leave: New Funding Entitlement 2010-2011 (PD2010_061) - sets out the staff specialists' Training, Education and Study Leave funding entitlement for approved TESL for the 2010-11 financial year.
- Medical Officers – Employment Arrangements in the NSW Public Health System (PD2010_074) - outlines the employment arrangements to be applied by public health organisations when engaging medical officers under the Public Hospital (Medical Officer) Award and facilitates a consistent application of employment provisions by public health organisations when medical officers are required to rotate between facilities as part of their pre-vocational or vocational training program.
- Honorary Medical Officer (HMO) Model Contracts (PD2011_009) – provides a model HMO contracts for use by public health organisations.
- Visiting Medical Officer (VMO) Performance Review Arrangements (PD2011_010) - sets out revised arrangements that deal with the performance review of specialist VMOs, and also provides for the scope to reappointment specialist VMOs without advertisement where there has been a satisfactory performance review.

- Employee Assistance Programs: NSW Health Policy and Standards (PD2011_040) - outlines the standards for employee assistance programs (EAP) to ensure staff members have access to professional employee assistance services.

Other significant Occupational Health and Safety (OHS)/HR initiatives

- Policy and Procedures for Injury Management and Return-to-Work – the Department commenced a review of this document and has developed practical procedures for managers/supervisors. These revised policy and procedures will be released in August 2011.
- Code of Conduct – the Department drafted a revised Code of Conduct reflecting the NSW Health CORE values and developed a series of frequently asked questions to support the revised document.
- Managing Staff Exposure to Ionising Radiation – the Department is consolidating existing policies dealing with staff exposure to ionising radiation within an OHS risk management framework. The consolidated policy is expected to be released in late 2011.
- National Harmonisation – in preparation of the introduction of national harmonisation legislation in January 2012, the Department has arranged a briefing for Chief Executives on changes to legislation, developed a series of fact sheets for managers and commenced an update of its Workplace Health and Safety Policy and Better Practice Guide.

- Violence Prevention and Management Training Framework – the Department developed a training framework for violence prevention and management.
- Protecting People and Property (The Security Manual) – This document was revised and prepared for consultation within NSW Health and with unions prior to its finalisation.

TMF Award winner

The Treasury Managed Fund (TMF) recognises excellence in OHS, injury management and risk management in the public sector through its annual awards program. The 2010 TMF Award winners were announced in October 2010 and NSW Health was once again successful with the then South Eastern Sydney Illawarra Area Health Service winning in the injury management category for its project *Creating a sustainable workers compensation performance 2005 – 2010*.

Prevention of Bullying and Harassment

All public health entities are required to report de-identified data to the Ministry of Health on individual complaints known to Human Resources Departments which are assessed initially as a potential bullying complaint.

The total complaints received for the period 1 July 2010 to 30 June 2011 is 232 bullying complaints. This represents 0.24% of the total FTE staff in the health system (based on June 2010 FTE).

NSW DEPARTMENT OF HEALTH, AMBULANCE SERVICE OF NSW, HEALTH SERVICES, HEALTH ADMINISTRATION CORPORATION AND OTHER NSW HEALTH ORGANISATIONS CLINICAL STAFF RATIO TO ALL STAFF AT JUNE FOR EACH YEAR

	June 07	June 08	June 09	June 10	June 11
Medical, nursing, allied health, other health Professionals, Scientific and Technical Officers, oral health practitioners and ambulance clinicians as a proportion of all staff %	71.8%	72%	72.2%	72.4%	72.6%

Source: Health Information Exchange (HIE) and Health Service local data.

Notes: 1 From 2008 the Clinical Staff Ratio is also inclusive of Scientific and Technical Officers. Previous years data has been recast to reflect this change and may show a variation from previous Annual Reports. 2. It should be noted that the data for 'Clinical Staff' does not currently include all those staff engaged in face-to-face care eg. ward clerks, wardsmen, surgical dressers. It is expected that further refinement of employment data in future years will allow inclusion of these categories where relevant.

NUMBER OF FULL TIME EQUIVALENT STAFF (FTE) EMPLOYED IN THE NSW DEPARTMENT OF HEALTH, HEALTH SUPPORT SERVICES, AMBULANCE SERVICE OF NSW AND HEALTH SERVICES AS AT JUNE FOR EACH YEAR

	June 07	June 08	June 09	June 10	June 11
Medical	7,318	7,866	8,140	8,524	8,938
Nursing	38,101	39,043	39,142	39,352	40,303
Allied Health	7,387	7,487	7,936	8,088	8,677
Other Prof. and Para Professionals	3,351	3,329	3,227	3,042	3,054
Scientific and Technical Clinical Support Staff	5,763	5,727	5,618	5,618	5,738
Oral Health Practitioners and Therapists	998	1,098	1,133	1,106	1,083
Ambulance Clinicians	3,308	3,370	3,587	3,663	3,804
Corporate Services	4,593	4,476	4,378	4,310	4,414
IT Project Implementation Staff	0	0	70	143	181
Hospital Support Workers	11,244	11,649	12,211	12,411	12,645
Hotel Services	8,550	8,551	8,284	8,210	8,326
Maintenance and Trades	1,192	1,164	1,123	1,073	1,032
Other	388	512	369	357	364
Total	92,194	94,270	95,219	95,895	98,558

Source: Health Information Exchange (HIE) and Health Service local data.

Notes: 1 FTE calculated as the average for the month of June, paid productive and paid unproductive hours. 2 As at March 2006, the employment entity of NSW Health Service Staff transferred from the respective Health Service to the State of NSW (the Crown). Third Schedule Facilities have not transferred to the Crown and are therefore not reported in the Department of Health's Annual Report as employees. 3 Includes full-time equivalent (FTE) salaried Staff employed with Health Services, Ambulance Service of NSW and the NSW Department of Health. All non-salaried Staff such as Visiting Medical Officer (VMO) and other contracted Staff are excluded. 4 'Medical' includes of Staff Specialists and Junior Medical officers. 'Nursing' includes of Registered Nurses, Enrolled Nurses and Midwives. 'Allied Health' includes Audiologists, Pharmacists, Social Workers, Radiographers and Podiatrists. 'Oral Health Practitioners and Therapists' includes Dental Assistants, Officers, Therapists and Hygienists. 'Other Professionals and Para-Professionals' includes Health Education Officers and Interpreters. 'Ambulance Clinicians' includes Ambulance On-Road Staff and Ambulance Support Staff. 'Corporate Services' includes Hospital Executive, IT, Human Resource and Finance Staff. 'IT Project Implementation Staff' are those appointed for a major IT project implementation. These Staff are temporary. 'Scientific and Technical Support Workers' includes Hospital Scientists and Cardiac Technicians. 'Hotel Services' includes Food Services, Cleaning and Security. 'Maintenance and Trades' includes of Trade Workers, Gardeners and Grounds Management. 'Hospital Support Workers' includes Clinical Support Officers, Ward Clerks, Public Health Officers, Patient Enquiries and Other Clinical Support Staff etc. 'Other' covers employees not grouped elsewhere. 5 FTE associated with the following health organisations are reported separately: The Institute of Medical Education and Training and the Health Professional Registration Boards. HealthQuest closed 30 June 2009. 6 Prior to 2008 FTE associated with Health Support Services was reported separately. Information has been recast to reflect this change and will show variations from previous Annual Report. Health Support Services includes Health Support and Health Technology. 7 Health Executive Service Staff were not consistently included in previous Annual Reports. Figures for 2008 onwards have been adjusted to include these Staff. 8 The Award code for Health and Security Assistants was coded incorrectly as 'Scientific and Technical Clinical Support Staff' prior to 2010. The FTE for these employees has been moved into the correct group 'Hotel Services', for all years. 9 In the 2009 Annual report the corporate Services Staff from Health Technology were incorrectly coded to Hospital Support Workers. This has been corrected. 10 IT Project Implementation Staff have been separated from Corporate Services from June 2009. Corporate Services Staffing has been adjusted for all relevant years. 11 Some of the movement in Allied Health Award Group may have been the result of movements from other Award Groups into Allied Health following Award re-classifications. 12 Albury Hospital, transferred to VicHealth for management purposes from July 2009 has been included in all years for reporting consistency. 13 Rounding of staff numbers to the nearest whole number in this table may cause apparent errors in totals.

NUMBER OF FULL TIME EQUIVALENT STAFF (FTE) EMPLOYED IN OTHER NSW HEALTH ORGANISATIONS AS AT JUNE FOR EACH YEAR

	June 07	June 08	June 09	June 10	June 11
Health Professional Councils Authority	–	–	–	–	87
NHHN Transition Office	–	–	–	–	3
Mental Health Review Tribunal	20	21	26	29	35
Clinical Excellence Commission, Bureau of Health Information, Clinical Education Training Institute, Agency for Clinical Innovation and Policy and Technical Support Unit	–	–	–	–	133
Health Infrastructure	0	7	21	17	37

Source: Health Information Exchange (HIE) and Health Service local data.

Notes: 1 Information on Clinical Excellence Commission, Bureau of Health Information, Clinical Education Training Institute, Agency for Clinical Innovation and Policy and Technical Support Unit was not consistently recorded prior to 2011. 2 Rounding of staff numbers to the nearest whole number in this table may cause apparent errors in totals. 3 The Health Professional Councils Authority was established in 2010-11.

Registered Health Professionals in NSW

PROFESSION	NO. OF REGISTRANTS AS AT 30 JUNE 2011
Chiropractor	1,456
Dental Practitioner	5,619
Medical Practitioner	27,686
Registered Nurse	79,210
Registered Nurse and Midwife	14,169
Registered Midwife	325
Optometrist	1,493
Osteopath	514
Pharmacist	8,110
Physiotherapist	6,589
Podiatrist	919
Psychologist	10,014

Source: Australian Health Practitioner Regulation Agency, June 2011.

Note: Data is based on registered practitioners as at 30 June 2011 whose principal place of practice is in New South Wales.

Senior Executive Service

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

SES LEVEL	AS AT 30 JUNE 2011	AS AT 30 JUNE 2010
8	1	1
7	3	3
6	3	3
5	2	2
4	8	8
3	10	12
2	6	6
1	1	2
Total positions	34	37

Overseas Visits by Staff

The schedule of overseas visits is for NSW Department of Health Staff and other staff travelling on Department related activities. The reported instances of travel are those sourced from general operating funds or from sponsorship arrangements, both of which require Departmental approval.

Pauline Bergin – Nursing and Midwifery, Health System Performance International Practice Development Conference, Enhancing Practice Belfast, Northern Ireland

Zoran Bolevich – Director, Demand and Performance Evaluation, Health System Performance Royal Australasian College of Medical Administrators (RACMA) Annual Conference Hong Kong

Janne Boot – Executive Director, Workforce Development, North Coast Area Health Service British Medical Journal Career Fair London and Birmingham, UK

Steven Boyages – Chief Executive, Clinical Education and Training Institute
- Healthcare Information and Management Systems (HIMSS) Asia Leadership Summit Daegu, South Korea
- Healthcare Information and Management Systems Society (HIMMS) Analytics Asia Advisory Committee Singapore

Louis Christie – Director, Medical Services Western NSW Local Health Network British Medical Journal Career Fair London and Birmingham, UK

Lauren Clark – Project Assistant, Institute of Psychiatry Third Australasian Mental Health Outcomes Conference Auckland, New Zealand

Tim Coombs – Manager, Training and Service Development, Institute of Psychiatry Third Australasian Mental Health Outcomes Conference Auckland, New Zealand

Rosemary Dickson – Network Co-ordinator, NSW Institute of Psychiatry Third Australasian Mental Health Outcomes Conference Auckland, New Zealand

Clifford Hughes – Chief Executive Officer, NSW Clinical Excellence Commission
- International Health Care Conference and International Society for Quality in Health Care Conference Singapore and Paris, France
- Seventh Annual Telluride Patient Safety Educational Roundtable hosted by the Telluride Scientific Research Community (TSRC) Colorado, USA

Deborah Hyland – Director, Clinical Safety, Quality and Governance, Health System Performance ISQua 27th International Conference of the International Society for Quality in Health Care Paris, France

Wendy Jamieson – Program Leader,
NSW Clinical Excellence Commission
ISQua 27th International Conference of the International Society Health Care
Paris, France

Katina Kardamanidis – Epidemiologist, Population Health
World Health Organisation – Global Foodborne Infections Network (WHO-GFN)
Tunis, Tunisia

Bernadette King – Program Leader,
NSW Clinical Excellence Commission
ISQua 27th International Conference of the International Society Health Care
Paris, France

Sandy Leask – Senior Policy Advisor, Population Health
International Water Association – World Health Organisation Water Safety Conference
Kuching, Malaysia

Lorraine Lovitt – Leader, NSW Falls Prevention Program,
NSW Clinical Excellence Commission
The Australia and New Zealand Falls Prevention Society Conference
Dunedin, New Zealand

David McGrath – Director, Mental Health and Drug and Alcohol Programs, Strategic Development
- 54th session of the Commission on Narcotic Drugs
Vienna, Austria
- Study tour related to the work of the Minister for Mental Health's Taskforce to Establish a NSW Mental Health Commission
New Zealand

Ros Montague – Director, Institute of Psychiatry
World Health Organisation Pacific Islands Mental Health Network (PIMHnet) - conduct mental health training
The Marshall Islands and Palau

Darryl O'Donnell – A/Associate Director, Population Health
6th International Policy Dialogue on HIV/AIDS
Ottawa, Canada

Lina Persson – Project Manager, Population Health
The Consilience Software 2011 User Group Meeting
New York, USA

Mike Rillstone – Chief Executive, Health Support Services
Healthcare Information and Management Systems Society (HIMMS) Analytics Asia Advisory Committee
Singapore

Bruce Sanderson – Director, Clinical Governance Central Coast Local Health Network
British Medical Journal Career Fair
London and Birmingham, UK

Bronwyn Schumack – Manager Patient Safety Program,
NSW Clinical Excellence Commission
Halifax 10: The Canadian Healthcare Safety Symposium and to be part of a study tour in patient safety in Chicago and Denver
Canada and USA

Wayne Smith – Director Environmental Health Branch,
Population Health
Food Regulation Standing Committee and the Public Safety and Integrity Committee
Wellington, New Zealand

Paula Spokes – A/Manager Surveillance, Population Health
China-Australia Pandemic Influenza Project
China

Raj Verma – Director, Health Service Performance Improvement, Health System Performance
Health Information and Utilisation and Decision Support
Beijing, China

Robyn Weller – Professional Officer, Nursing and Midwifery Council, Health Professional Council Authority
International Council of Nursing (ICN) conference and a professional visit to the Nursing and Midwifery Council in London
Malta and London, UK

Occupational Health and Safety

In accordance with the *Occupational Health and Safety Act (NSW) 2000* and the *Occupational Health and Safety Regulation (NSW) 2001*, the NSW Department of Health maintains its commitment to the health, safety and welfare of employees and visitors to its workplace.

Highlights

The following Occupational Health and Safety (OHS) Initiatives were implemented during 2010-11:

- Quarterly OHS Committee meetings were held to consult on and review strategies for managing and improving workplace health and safety on behalf of employees and managers.
- As part of the Healthy Lifestyle program, the NSW Department of Health's Get Healthy information and coaching service was made available to employees aiming to improve health and achievement of health-related goals.
- OHS awareness strategies included bi-monthly induction presentations, OHS workplace assessments, the *Safe Work Week* promotion, Seasonal Influenza vaccination program, Australian Red Cross Blood donations, Workstation *Clean-Up Day* and exercise and relaxation activities.

- The NSW Department of Health supported and promoted the WorkCover Authority of NSW, *Hazard a Guess*, a young workers' injury prevention campaign and the Homecomings campaign, emphasizing the importance of workplace safety for workers, family and other members.
- Certified First Aid Officers provided first aid assistance to staff and first aid kits were reviewed and restocked as required. Recertification in Senior First Aid and Automated External Defibrillation was completed.

The NSW Department of Health continued to conduct building emergency evacuation tests and emergency training sessions for fire wardens.

Strategies to improve Occupational Health and Safety included:

- Ongoing commitment to the NSW Department of Health OHS Mission Statement.
- Promotion of Healthy Lifestyle campaigns to staff and managers on general health and wellbeing strategies
- Information, training and consultation with staff and managers on health and safety in the workplace.

Workers Compensation

In accordance with the *Workers Compensation Act 1987* and *Workplace Injury Management and Workers Compensation Act 1998*, the NSW Department of Health provided access to compensation, medical assistance and rehabilitation for employees who sustained a work-related injury.

During 2010-11, 19 new claims were lodged with the NSW Department of Health's insurer. Although this is higher than in 2009-10 (when 15 claims were submitted), the insurer declined or reasonably excused five of the 19 claims.

This resulted in fewer accepted claims (14) compared to the previous year (15), and continued the decline in the number workers compensation claims since 2001-02.

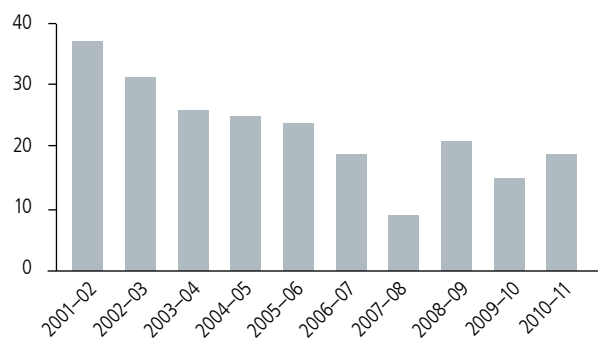
The greatest number of accepted workers compensation claims were for journey/vehicle injuries which accounted for five of the 14 claims (five of the 15 in 2009-10) and

body stress which accounted for two of the 14 claims (five of the 15 in 2009-10). A slight increase was noted in the amount of slips, trips and falls which represented four of the 14 claims (three of the 15 in 2009-10). The five claims that were denied or reasonably excused were all psychological claims.

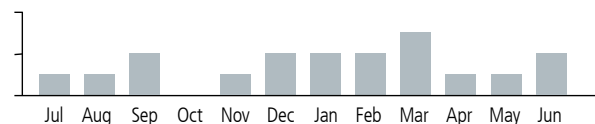
Strategies to improve workers compensation and return to work performance included:

- Achievement of the actions and targets under the Working Together Public Sector Workplace Health and Safety and Injury Management Strategy 2010-2012.
- A focus on timely return to work strategies and effective rehabilitation programs for employees sustaining work-related injuries.
- Frequent claims reviews between the NSW Department of Health and the insurer to monitor claim activity, return to work strategies, industry performance and compensation costs.
- Ongoing commitment to promoting risk management and injury prevention strategies.

Number of New Claims Each Year from 2001-02 to 2010-11 Financial Years



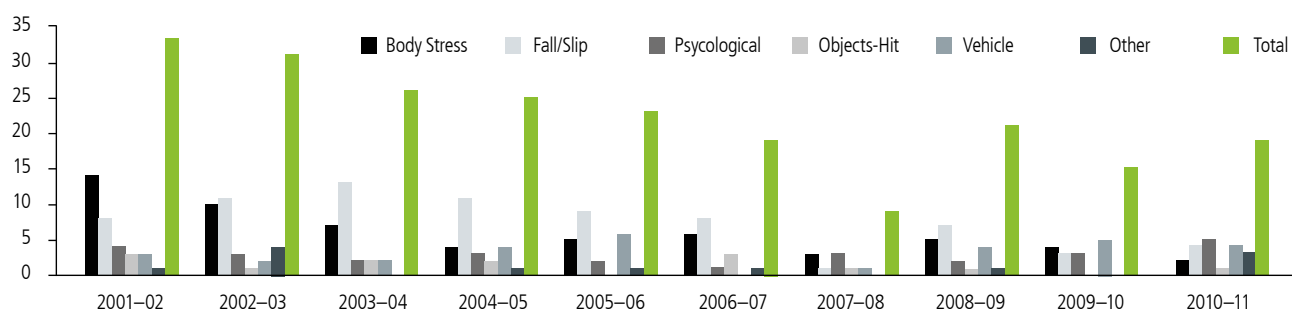
Workers Compensation Claims and Category Each Month for 2010-11



Categories of Workers Compensation Claims Each Month 2009-10

INJURY/ILLNESS	JUL 09	AUG 09	SEP 09	OCT09	NOV 09	DEC 09	JAN 10	FEB 10	MAR 10	APR 10	MAY 10	JUN 10	TOTAL
Body Stress								1				1	2
Fall/slip/trip	1						1	1	1				4
Psychological			1		1				1	1		1	5
Objects- hit		1											1
Vehicle						2	1				1		4
Other			1						2				3
Total	1	1	2	0	1	2	2	2	4	1	1	2	19

Workers Compensation Claims by Category from 2001–02 to 2009–10



Categories of Workers Compensation Claims from 2001-02 to 2010-11

YEAR	2001–02	2002–03	2003–04	2004–05	2005–06	2006–07	2007–08	2008–09	2009–10	2010–11
Body stress	14	10	7	4	5	6	3	5	4	2
Fall/slip	8	11	13	11	9	8	1	8	3	4
Psychological	4	3	2	3	2	1	3	2	3	5
Objects-hit	3	1	2	2	0	3	1	1	0	1
Vehicle	3	2	2	4	6	0	1	2	5	4
Other	1	4	0	1	1	1	0	1	0	3
Total	33	31	26	25	23	19	9	21	15	19

Equal Employment Opportunity

The Department of Health has a strong commitment to Equal Employment Opportunity (EEO) and recruits and employs staff on the basis of merit. This provides a diverse workforce and a workplace culture where people are treated with respect.

EEO activities 2010-11

EEO activities for 2010-11 included:

- NSW Department of Health commemorated NAIDOC week with the presentation of Aboriginal Health Awards. NAIDOC stands for the National Aborigines and Islanders Day Observance Committee and celebrations increase awareness of issues affecting Aboriginal and Torres Strait Islanders. It highlights the progress achieved by NSW Health to improve the health outcomes of Aboriginal people in NSW
- National Sorry Day is an Australia-wide observance held on May 26 each year. It gives people the chance to come together and share the steps towards healing for the Stolen Generations, their families and communities. The day was commemorated by the Department of Health in 2011 with the launch of the Aboriginal Health Strategy.

- The Department has a Disability Action Plan demonstrating how the Department contributes to a society in which people with disability participate as full citizens with optimum quality of life and independence.
- The Department undertook an EEO Survey to improve the accuracy of EEO data. The survey achieved a 22% response rate and in particular improved the accuracy of the Department's disability data

Equal Employment Opportunity Management Plan 2011-12

The following initiatives are proposed for the 2011-12 EEO Management Plan:

- Development of an Aboriginal Employment Strategy for the Department of Health.
- Implementation of the *Ready Willing and Able* program and the EmployABILITY strategy.

A. Trends in the Representation of EEO Groups¹

EEO Group	Benchmark or target	% OF TOTAL STAFF ²			
		2008	2009	2010	2011
Women	50%	63%	62%	64%	64%
Aboriginal people and Torres Strait Islanders	2.6% ³	1.08%	1.26%	1.17%	1.00%
People whose first language was not English	19%	18.17%	19.5%	18.5%	10.32%
People with a disability	N/A ⁴	1.96%	2.99%	2.75%	2.61%
People with a disability requiring work-related adjustment ⁵	1.1% (2011) 1.3% (2012) 1.5% (2013)	N/A	N/A	N/A	2.37%

B. Trends in the Distribution of EEO Groups⁶

EEO Group	Benchmark or target	DISTRIBUTION INDEX ⁷			
		2008	2009	2010	2011
Women	100	93%	93%	95%	93%
Aboriginal people and Torres Strait Islanders	100	n/a	95%	94%	100%
People whose first language was not English	100	93%	91%	86%	92%
People with a disability	100	119%	118%	93%	97%
People with a disability requiring work-related adjustment	100	N/A	N/A	N/A	82%*

Note: Information for the above tables is provided by the Workforce Profile Unit, Public Sector Workforce Branch, Department of Premier and Cabinet.¹ Staff numbers are as at 30 June. ² Excludes casual staff. ³ Minimum target by 2015. ⁴ Per cent employment levels are reported but a benchmark level has not been set. ⁵ Minimum annual incremental target. ⁶ A distribution index of 100 indicates that the centre of 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. An index of more than 100 indicates that the EEO group is less concentrated at the lower salary levels. ⁷ Excludes casual staff. * EEO survey was conducted in June 2011 elicited a low response rate (22%). A distribution index based on an EEO survey response rate of less than 80% may not be completely accurate.

Employment Screening

In September 2010, the Department's Employment Screening and Review Unit (ESRU) transferred to Workplace Relations and Management Branch. ESRU conducts NSW Health's employment screening functions and manages the NSW Health Service Check Register, criminal and child related allegation management involving NSW Health staff, and maintains policy oversight of activities in these subject areas.

In 2010-11, the ESRU continued to:

- Process National Criminal Record Checks (NCRCs) for positions across NSW Health as well as for NSW Health funded Non Government Organisations.
- Manage the Department's responsibilities as an Approved Screening Agency under the *Commission for Children and Young People Act 1998* and process Working with Children Checks (WWCCs) for positions across both the NSW public and private health sectors.

- Provide expert advice and training on conducting risk assessments for applicants with criminal history, on the management of criminal allegations against NSW Health staff, and on managing NSW Health's responsibilities for responding to reportable allegations under Part 3A of the *Ombudsman Act 1974* and reportable assaults under the *Aged Care Act 1997 (Commonwealth)*.

In 2010-11, the ESRU processed a total of 60,988 checks (41,572 WWCCs and 19,416 NCRCs), of which 34,015 (21,336 WWCCs and 12,679 NCRCs) were for positions for paid employment within NSW Health, and 4,635 (988 WWCCs and 3,647 NCRCs) were for volunteer positions within NSW Health. Of all the checks processed, 79.8% were cleared within 48 hours.

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