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Performance in 2010–11

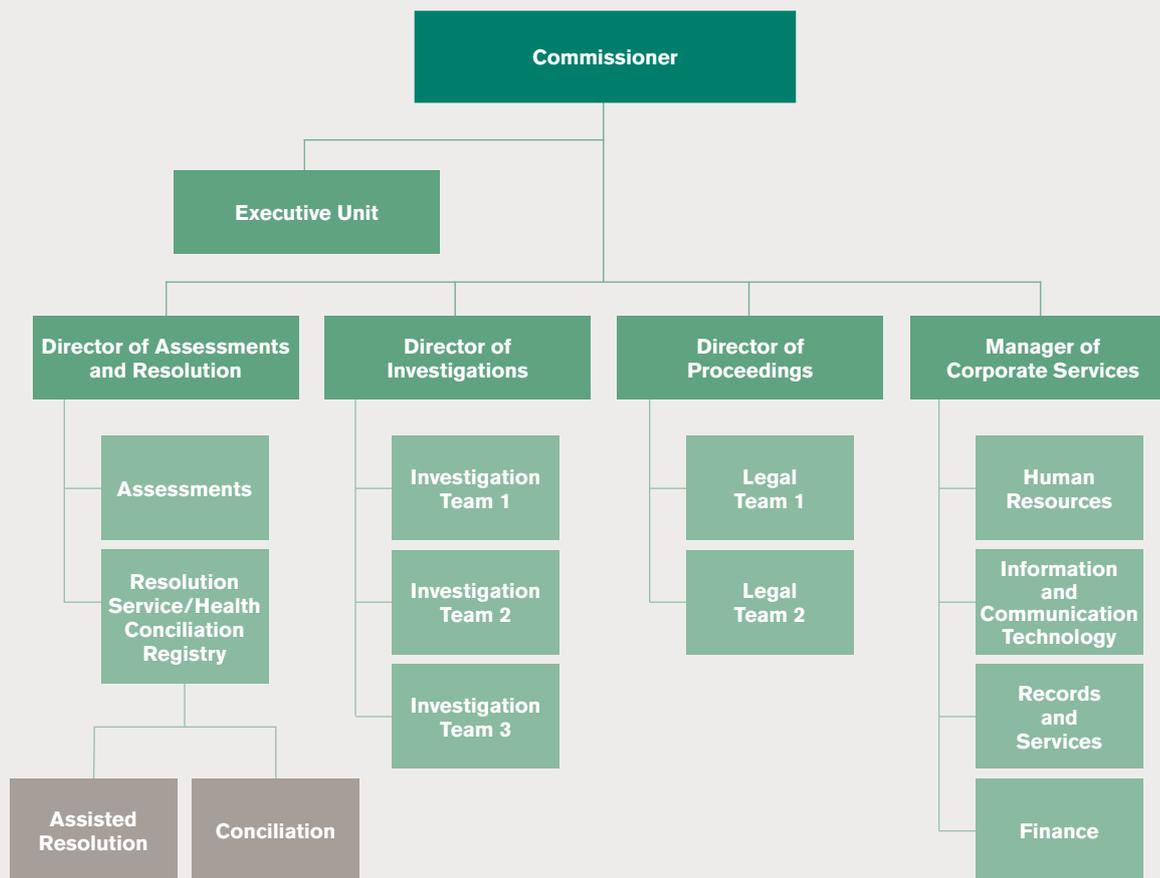
Corporate goal ‘to continue to develop as a learning organisation that embraces a culture of continuous improvement, sharing of knowledge and promotes a productive, safe and satisfying workplace’

- ▶ Commission staff have performance agreements, which are reviewed annually. On review 98.7% of staff were rated competent or better.
- ▶ Staff performance reviews are an opportunity to identify training needs to enhance staff skills and capabilities. In 2010–11, staff learning plans identified in performance reviews were implemented and on average two days of training/staff development were provided for each employee.
- ▶ The Commission continues to develop and report on its Occupational Health and Safety, Equal Employment Opportunity, Multicultural Plan and Disability Action Plans (target 100%).
- ▶ All projects set out in the ICT Strategic Plan 2008–11 have been completed on time except the Casemate Upgrade Project, which took longer than envisaged due to technical difficulties encountered by the contractor. There were no additional costs to the Commission.
- ▶ Two compliance audits by the independent auditor SAI Global were conducted regarding information security standard ISO27001:2005 which confirmed 100% compliance.
- ▶ The Commission holds monthly staff meetings where the Commissioner and divisional Directors inform staff on recent developments and significant changes that have an impact on the Commission's work. The meetings are also a forum for staff to seek clarification on issues and raise points for discussion.
- ▶ All the Commission's key corporate documents were distributed to staff and/or placed on the Commission's intranet site.

Corporate goal ‘to monitor performance, to ensure work quality, organisational development, good governance and effective resource management

- ▶ Internal management meetings were held according to schedule. This included fortnightly meetings of the Executive Management Group, monthly staff and Investigations Review Group meetings, and quarterly meetings of the ICT Steering Committee, Audit and Risk Committee, Workplace Consultative Committee and Occupational Health and Safety Committee.
- ▶ All corporate and divisional plans were delivered according to the planning cycle.
- ▶ The Executive Management Group is provided with monthly financial statements and staffing reports which are reviewed and discussed as part of the regular Executive Management Group meetings.
- ▶ Quarterly reports on the performance of the Commission were provided to the Minister. These reports were also provided to the Parliamentary Committee on the Commission after the Minister agreed that this was appropriate. There was no negative feedback about these reports.

Chart 14.1 Organisational chart



Corporate structure

The Commissioner, Mr Kieran Pehm, was appointed on 28 June 2010 for a second five-year term.

The Commission has three operational divisions, an executive unit and a corporate services unit.

The Office of the Health Care Complaints Commission provides personnel services to the Commission. The Office of the Health Care Complaints Commission is a division of the Government Service that was established under the *Public Sector Employment and Management Act*. Separate financial statements for both entities are included in chapter 15.

Senior Executive Service

In 2010-11, the Commission had a total of four Senior Executive Service (SES) positions. These were:

- ▶ Commissioner, SES Level 6 – Kieran Pehm, Bachelor of Arts (BA) and Bachelor of Laws (LLB), Master of Laws (LLM).
- ▶ Director of Proceedings, SES Level 2 – Karen Mobbs, Bachelor of Arts (BA) and Bachelor of Laws (LLB).
- ▶ Director of Investigations, SES Level 2 – Robert Wilson, designated Queensland Police Detective 1998 and Certificate 4 in Government Investigations.

Mr Wilson resigned from the Commission effective 29 April 2011. For the remainder of the year, Mr Tony Kofkin was appointed to act in the position.

- ▶ Director of Assessments and Resolution, SES Level 1 – Ian Thurgood, Certificate in Orthopaedic Nursing, Certificate of General Nursing, Accredited Mediator.

Performance of the Commissioner

The Commissioner is responsible to the Minister for Health, the Hon Jillian Skinner MP, for the Commission's overall management and performance.

The Commissioner's performance agreement is based on the Commission's Corporate Plan.

The Minister's assessment of the Commissioner's performance in 2010-11 was:

The Commissioner was responsible to the current Minister for the last quarter of the reporting year. During that period, the Commissioner was responsive to Ministerial requests for briefings and information. On reviewing the Commissioner's annual performance report, the Minister, while identifying some areas for improvement, broadly assessed the Commissioner's performance as competent and effective.

The Commissioner is remunerated at SES Level 6 with a current total remuneration package of \$278,351.

Table 14.1 Senior Executive Service as at 30 June

	2009-10	2010-11
Number of female executive officers	one	one
Number of executive positions occupied at each level	Level 6 – one	Level 6 – one
	Level 2 – two	Level 2 – one
	Level 1 – one	Level 1 – one

Table 14.2 Staff numbers by employment category 2007-08 to 2010-11 (as at 30 June)

Employment basis	2007-08	2008-09	2009-10	2010-11
Permanent full-time	55	51	43	46
Permanent part-time	6	6	8	9
Temporary full-time	13	15	12	17
Temporary part-time	7	6	4	2
Contract – SES	4	3	4	3
Contract – non SES	0	0	0	0
Training positions	0	0	0	0
Retained staff	0	0	0	0
Casual	0	0	0	0
Total	85	81	71	77
Subtotals				
Permanent	61	57	51	55
Temporary	20	21	16	19
Contract	4	3	4	3
Full-time	72	67	63	66
Part-time	13	14	8	11

Commission staff

The Commission employed a total of 77 staff as at 30 June 2011. The Commission employed 55 permanent staff of whom nine were working part-time; 19 temporary staff and three staff in SES contract positions. The majority of Commission employees (66) are full-time, with 11 employed part-time.

During the year, three staff were seconded to the Commission from other public sector agencies; one from the Department of Services, Technology and Administration, one from Legal Aid and the other from the Office of the Director of Public Prosecutions. Two of the Commission's staff members were seconded to the NSW Ombudsman's office and one to NSW Parliament.

Table 14.3 sets out the average full-time equivalent staffing levels for the last four years and shows trends in staff numbers. The Commission's average number of full-time equivalent employees (FTE) during 2010-11 was 72.8, an increase of 3.1 from the previous year.

Table 14.3 Average full time equivalent staffing 2007-08 to 2010-11

2007-08	2008-09	2009-10	2010-11
76.4	74.1	69.7	69.3

Staff attrition

In 2010-11, nine permanent staff resigned, five temporary staff completed their contracts, one officer was seconded to another agency and then made permanent, and the secondment of two officers ended.

Conditions of employment and movement in salaries and allowances

Commission staff, including members of the Senior Executive Service, are appointed under the *Public Sector Employment and Management Act*.

Staff employed under the Crown Employees (Public Sector – Salaries 2007) Award received a 4% increase in salary and related allowances on 1 July 2010.

The Award was varied on the application of the Public Sector Association in March 2011 to include an additional five days leave, where leave is exhausted, to attend to matters arising from domestic violence.

The Commission continues to employ a small number of medical and nursing advisers. The medical advisers are employed under the Crown Employees (Health Care Complaints Commission, Medical Advisers) Award. They received a 4% increase on 1 October 2010 under the current Award. The new Award was still being negotiated as at 30 June 2011.

The Commissioner and Directors are members of the Senior Executive Service. The Statutory and Other Offices Remuneration Tribunal determined a performance-based increase of 4% for the Commission's SES officers that came into effect on 1 October 2010.

Conditions of employment are principally set by the *Public Sector Employment and Management Act* and, for the majority of staff, by the Crown Employees (Public Service Conditions of Employment) Award 2009. Employees' conditions and entitlements are managed in accordance with the guidelines set by the NSW Department of Premier and Cabinet Personnel Handbook, and the Commission's Workplace Agreement and internal policies.

Personnel policies and practices

The Commission has a number of policies and procedures regarding conditions of employment, as well as policies on equal employment opportunity, occupational health and safety, security issues, and other operational requirements.

A new complaint policy was developed and implemented in March 2011 and provides a process to effectively deal with external complaints about Commission staff.

Staff development

The Commission provides staff with the opportunity to participate in learning and development activities and programs. These include attending seminars and conferences, performing higher duties, and undertaking internal and external training courses.

In 2010-11, a total of 1,105 hours of staff training were recorded in the areas of information technology, organisational development, risk management and technical skills. This was a significant increase on last year's figure of 582 hours. On average, each staff member attended two days of training during the period.

The Commission also encourages staff to enhance their skills through further study. It provides assistance

Table 14.4 Training activities 2010-11

Area	No. of hours	Number of participants per division					Total
		Assessments	Investigations	Legal	Corporate Services	Executive	
Information technology	142	4	3	1	2	2	12
Organisational development	126.5	14	2	5	1		22
Risk management	34		2	1	1		4
Technical skills	470.5	12	6	8	4	1	31
Leadership management	324	4	2	2	3		11
Project management	8		1				1
Total	1,105	34	16	17	11	3	81

through study and examination leave. In 2010–11, three staff members were granted study leave.

During the year, senior staff continued to participate in an extensive management development program.

Performance management

Staff performance agreements set performance targets for individual staff in line with the Commission's corporate objectives.

As a result of performance reviews, 98.7% of staff were rated competent or better.

All performance agreements in 2010–11 also included a learning and development plan designed to help staff to enhance their competencies and assist them in performing their duties.

Industrial relations and the Workplace Consultative Committee

The Commission, its officers and the Public Service Association of NSW engage in consultation through Workplace Consultative Committee meetings.

The Committee meets quarterly to consider issues that have an impact on the conditions of employment and entitlements of staff. Regular topics of discussion include recruitment, training, Occupational Health and Safety (OHS) matters, and any new policies.

The Commission has a Workplace Agreement that provides for flexible working hours and work practices, dispute settlement procedures and consultation.

There were no industrial disputes involving the Commission in 2010–11.

Table 14.5 Occupational health and safety incidents, injuries and claims 2009–10 and 2010–11

	2009-10	2010-11
Number of new claims	3	2
Number of workers compensation claims accepted	3	2
Fall, trip, slip outside workplace	6	2
Work practice/set up related	2	0
Total injuries	8	2

Occupational Health and Safety (OHS)

The Commission has an OHS and Risk Management Plan to ensure that the Commission's environment is safe and secure for staff and clients.

Measures taken under the OHS and Risk Management Plan included:

- ▶ assessing the ergonomics of staff workstations for all new starters and offering an ergonomic assessment to any staff member requesting one. Workstations for new staff are reviewed within three days of commencing work.
- ▶ an accredited rehabilitation provider assessing three individual workplaces in response to work-related incidents.

The Commission also:

- ▶ trained a new first aid officer
- ▶ conducted quarterly workplace inspections to identify and assess potential and/or actual hazards
- ▶ continued online OHS training for new staff.

In March 2011, the Commission offered free influenza vaccinations for staff, and 19 employees chose to have the vaccination.

OHS Committee

The OHS Committee meets quarterly to review OHS policies and practices, facilitates the resolution of safety issues, and assists in mitigating reported hazards.

Equal Employment Opportunity (EEO) and diversity program

The Commission's EEO Management Plan, Disability Action Plan and Multicultural Policies and Services Program guide the Commission in meeting benchmarks set by the NSW government for the employment of people from identified EEO groups. Table 14.6 sets out the Commission's achievements in meeting these benchmarks.

The Commission continues to employ a significant proportion of female staff, with 72.7% of its staff being women. This exceeds the Government target by 22.7%. One of the four SES positions is occupied by a female staff member and women occupy 60% of middle management positions.

Despite the Commission's targeted recruitment advertising in indigenous publications and through indigenous organisations, the number of Aboriginal staff remained static.

The slight trend down in staff numbers from people whose first language is not English has been due to staff turnover.

Table 14.6 Trends in the representation of EEO groups 2008-09 to 2010-11

EEO group	Benchmark or target	% of total staff		
		2008-09	2009-10	2010-11
Women	50%	67.9%	70.4%	72.7%
Aboriginal people and Torres Strait Islanders	2.6%	1.2%	1.5%	1.4%
People whose first language was not English	19%	23.5%	14.6%	9.6%
People with a disability	n/a	19.8%	13.1%	9.6%
People with a disability requiring work-related adjustment	1.1%	8.6%	7.3%	5.5%

Table 14.7 Trends in the distribution of EEO groups 2008-09 to 2010-11

EEO group	Benchmark or target	Distribution index*		
		2008-09	2009-10	2010-11
Women	100	94	91	92
Aboriginal people and Torres Strait Islanders	100	n/a**	n/a**	n/a**
People whose first language was not English	100	n/a**	n/a**	n/a**
People with a disability	100	n/a**	n/a**	n/a**
People with a disability requiring work-related adjustment	100	n/a**	n/a**	n/a**

* 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 not calculated where EEO group or non-EEO group numbers are less than 20.

The Commission continues to provide staff training in EEO and diversity and provides an accessible workplace for both staff and visitors.

The Commission remains committed to reviewing its policies and initiatives to realise the aims of its EEO program.

The Commission has a three year EEO Management Plan for 2008-11. The Plan maintains the Commission's commitment to EEO and to achieving the three key outcomes under Part 9A of the *Anti-Discrimination Act*:

- ▶ a diverse and skilled workforce
- ▶ a workplace culture displaying fair practices and behaviour
- ▶ improved employment access and participation for EEO groups.

The Commission has strategies to achieve these outcomes and NSW government targets for the representation of EEO groups within its workforce.

The Commission is currently working on a new three year EEO Management Plan to replace the existing plan.

EEO outcomes 2008-09 to 2010-11

Over the last three years the Commission has undertaken a number of strategies under its EEO Management Plan 2008-11 including:

- ▶ providing EEO and diversity training for new staff as well as refresher training for managers

- ▶ providing merit selection training for staff engaged in recruitment panels
- ▶ ensuring all EEO groups have equal access to training opportunities
- ▶ advising staff of a new external hotline to facilitate the reporting of incidents such as harassment, bullying and other inappropriate conduct
- ▶ continuing to offer staff a range of flexible work options such a part-time work, job sharing, flexible work hours and working from home
- ▶ offering higher duties and temporary employment opportunities to encourage staff development
- ▶ maintaining the Commission's OHS Committee and Workplace Consultative Committee as forums to discuss EEO issues
- ▶ offering a management development program for senior staff.

Flexible work arrangements

The Commission's policies and procedures promote flexible work practices, and allow for the balance of work and family responsibilities.

In 2010-11, twelve staff had flexible work arrangements. These included part-time work, job sharing and working from home.

EEO and diversity training

Training in EEO and diversity is mandatory for all employees to ensure that they understand the Commission's Code of Conduct, its policies on EEO and anti-discrimination, and the prevention of bullying and harassment. Three new staff attended EEO training in 2010-11.

Employee assistance program

The Commission has renewed its agreement with PPC Worldwide Psychological Services to provide confidential professional counselling services for staff and their families through its employee assistance program. The Commission extended this program to establish a dedicated hotline for advice and reporting of bullying and harassment through PPC Worldwide's Ethics and Compliance Hotline.

Three employees sought counselling in 2010-11.

Disability Action Plan

The Commission has in place a Disability Action Plan for 2010-13. The plan is intended to ensure an accessible workplace and services to people with disabilities and, where possible, to eliminate discriminatory practices.

The Commission's online induction program includes a section on disability and equitable access. Other strategies employed by the Commission to meet the objectives in its Disability Action plan include:

- ▶ undertaking workplace adjustments to support staff with disabilities
- ▶ engaging an external provider to prepare and coordinate return-to-work plans for staff with temporary disabilities and/or work-related injuries
- ▶ purchasing ergonomic equipment to assist staff in workplace adjustment.

Multicultural Policies and Services Program

The Commission recognises and upholds the NSW Government's principles of multiculturalism, as defined in the *Community Relations Commission and Principles of Multiculturalism Act*, in relation to staff and clients from culturally and linguistically diverse backgrounds.

The Commission is listed as a key agency for multicultural planning by the Community Relations Commission. Its current three-year plan expires in 2012 and a report on the progress under the plan is due at the end of November 2011.

Two additional staff passed their Community Language Allowance Scheme (CLAS) exams and are available to provide interpreting services as and when required. Throughout the year the Commission had four CLAS approved staff.

The Commission's key information resources are available in 20 languages on its website and in September 2010, the Commission translated the amended code of conduct for unregistered health practitioners into 10 languages in conjunction with the Department of Health.

Translated resources for the Commission's information have been available through the NSW Multicultural Health Communication Service since early 2010. All interpreters sourced by the Commission are accredited to NAATI Level 3.

The Commission continued to receive feedback from its Consumer Consultative Committee whose members have experience in culturally diverse matters. This external committee meets quarterly to provide feedback to the Commission to enhance its service delivery to multicultural clients.

Aboriginal affairs

The Commission's Aboriginal Service Plan for 2010-11 addresses key areas such as employment and development, service planning and delivery.

Outreach to consumers

The Aboriginal Health and Medical Research Council is a member of the Commission's Consumer Consultative Committee. The Committee is an important forum that assists the Commission in better understanding health consumer's concerns.

The Commission's outreach to Aboriginal consumers and health workers is set out in Chapter 5 – Outreach.

Employment and development

In 2010-11, the Commission continued to employ an Aboriginal and Torres Strait Islander (ATSI) Resolution Officer. This position equates to 1.4% of the Commission's occupied positions.

The year ahead

The Commission will investigate further strategies to provide employment and development opportunities for Aboriginal people, including targeting Aboriginal law graduates to complete their practical legal training at the Commission.

Legislative changes

Introduction of the *Health Practitioner Regulation National Law (NSW) Act*

On 1 July 2010 the *Health Practitioner Regulation National Law (NSW) Act* came into force. The act implemented the national registration scheme in NSW, including sections specific to NSW relating to the handling of complaints.

In NSW, the Commission continues to investigate complaints about registered health practitioners and, where appropriate, prosecutes them. In other states and territories, the national health profession boards are responsible for handling, investigating and prosecuting these complaints.

The Commission's complaint handling functions in relation to registered health practitioners have remained largely unchanged since the introduction of the national registration scheme. The Commission still operates in a co-regulatory environment and is required to consult with NSW professional councils in the management of complaints.

The *Health Practitioner Regulation National Law (NSW) Act* also made changes to the prosecution of health practitioners. These issues are addressed in Chapter 12 – Prosecuting complaints.

Other legislative changes

During 2010-11, only minor administrative amendments were made to the *Health Care Complaints Act*.

In November 2010, the NSW Parliament passed the *Public Health Act 2010*. This act updates and revises the existing *Public Health Act 1991* and is expected to commence in early 2012 following the making of new regulations under the Act.

One such regulation being remade covers the code of conduct for unregistered health practitioners.

The code of conduct is an essential component in the Commission's ability to investigate unregistered health practitioners and make orders to protect the health and safety of the public.

During 2010-11, the Commission discussed changes to the code of conduct with the Department of Health in preparation for the public consultation of the draft regulation. The consultation process closed on 9 September 2011.

Information and communications technology (ICT)

The Information and Communications Technology Strategic Plan 2008-11 sets out the use of relevant emerging technologies to improve the efficiency of the Commission's business operations.

Major ICT initiatives undertaken in 2010-11 are detailed below.

Complaint handling and case management system (Casemate) upgrade

The upgrade of the Commission's case management system, Casemate, started in February 2010 and was successfully implemented in February 2011. The new system runs on the .NET platform and provides integration with other Microsoft products and the Commission's document management system (TRIM).

Enhancements to Casemate

Enhancements to Casemate included:

- ▶ further upgrades to the integration of Casemate with TRIM
- ▶ redesign of investigation processes and related functionality. This included adding a 'brief' preparation phase and addressing the transfer and return of matters between the Legal and Investigations Divisions
- ▶ redesign of resolution processes and related functionality to support the merger of the resolution and conciliation processes
- ▶ functionality to allow survey results to be scanned
- ▶ improved file location tracking in Casemate.

Email system upgrade

The Commission's previous email system was upgraded to Microsoft Exchange 2010 in August 2010. The system now includes features and services to support access from virtually any platform, and has resulted in an improvement in system flexibility, reliability and security.

Citrix remote access system upgrade

The Commission's Citrix remote access system was updated in November 2010. This update improved access to the Commission networks by staff based in remote locations and other staff required to work from various locations.

ISO27001 Standard for Information Security

In January 2008, the Commission achieved accreditation to the ISO27001:2005 Standard for Information Security. To maintain its compliance with the standard, policies and procedures were reviewed and updated during the year, and monthly internal audits were completed. In addition, two six-monthly external audits were completed in November 2010 and May 2011.

The year ahead

Following the implementation of the new Casemate system, a review was undertaken to identify further necessary enhancements. The Commission plans to implement these changes during 2011-12.

To further improve the network security, a new firewall will be commissioned. This will allow users to more effectively self manage their emails.

Most of the Commission's ICT equipment was last replaced in 2008-09 financial year. These will be due for replacement in 2012-13 financial year. A business case will be prepared for submission to the Department of Health for capital funding for this purpose.

Documents and records management

The Commission continued to implement its records management program in accordance with its obligations under the *State Records Act*. Major activities continue to be transferring all closed complaint files that are more than five years old to offsite storage; and the ongoing sentencing and disposal of complaint and administration files.

The TRIM electronic document and records management system, which is integrated with Casemate, facilitates the creation, modification and searching for administrative and case-related documents.

The year ahead

In 2011-12, the Commission will continue its yearly transfer of closed complaint files and any closed administration files from onsite to offsite storage. The Commission will work to identify files that are no longer required to fulfil its legal and business requirements and dispose of them under new sentencing and disposal guidelines, once these are approved.

Waste reduction and purchasing policy (WRAPP)

The Commission is required to report progress under WRAPP on a triennial basis.

Reducing generation of waste

The Commission has continued to increase its use of electronic communication to minimise the use of paper. This includes scanning of correspondence, emails, utilising the inter/intranet and double-sided printing.

Resource recovery

All printer and copier toner cartridges were returned for recycling. It is estimated that 15 tonnes of paper waste was sent for recycling during the year. Bins are also provided for aluminium cans and glass bottles to be recycled. Newspapers and flattened cardboard are left in a nominated recycling area and are recycled through the building's recycling program.

Risk management and insurance activities

During the year, the Commission assessed its business risks as part of the corporate planning process. Any significant risks were identified and relevant strategies to mitigate these were implemented.

The Commission has reviewed its Business Continuity Plans, including its Information Technology and Management Disaster Recovery Plan and Crisis Management Plan. Testing was conducted during the year to address potential issues.

The NSW Treasury Managed Fund provides the Commission with insurance cover for workers compensation, motor vehicles, public liability, property and other items. Workers compensation insurance is provided by Allianz Australia Ltd, with GIO General Ltd providing insurance for the remaining categories. Workers compensation premiums increased by \$360 (1.1%) from the previous year, while the remaining categories decreased by \$380 (-2.7%).

Audit Committee and internal audit

The Audit and Risk Committee oversees business risks and governance issues such as financial practices and internal management controls, including internal audits.

The internal auditors conducted a review of the Commission's Casemate change management processes to evaluate whether relevant processes and controls were meeting the Commission's business needs. The audit found:

- ▶ there is an established and well known process in place to manage change requests to Casemate

Internal Audit and Risk Management Statement for the 2010-2011 Financial Year for the Health Care Complaints Commission

I, Kieran Pehm, Commissioner of the Health Care Complaints Commission (HCCC), am of the opinion that the HCCC has internal audit and risk management processes in place that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSW TC 09/08 *Internal Audit and Risk Management Policy*.

I am of the opinion that the Audit and Risk Committee for the HCCC is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSW TC 09-08.

The Chair and Members of the Audit and Risk Committee are:

- Independent Chair - Mr Jason Masters (appointed from 1 August 2009 to 31 July 2012)
- Independent Member - Ms Janet Grant (appointed from 1 February 2010 to 31 January 2013)
- Non Independent Member- Mr Ian Thurgood, Director Assessments and Resolutions

I declare that this internal Audit and Risk Management Attestation is made on behalf of the following controlled entity:

Office of the Health Care Complaints Commission

These processes provide a level of assurance that enables the senior management of the HCCC to understand, manage and satisfactorily control risk exposures.



Kieran Pehm
Commissioner
Health Care Complaints Commission

- 8 AUG 2011

- ▶ an appropriate organisational structure exists for information technology.

As a result, the Commission collated its current change management processes into a procedure manual for handover and briefed all information technology staff.

In addition, an internal audit was conducted on the Commission's monthly financial processes.

The audit identified the need to strengthen internal controls relating to suppliers. Relevant responses have been developed.

Consultants

In 2010-11, there were 192 engagements of health practitioners to provide clinical advice on health care complaints at a total cost of \$191,997.

Credit card certification

The Commissioner certifies that there were no irregularities in the use of corporate credit cards. This certification has been made in accordance with the Premier's Memoranda and Treasurer's Directions.