

COPY

Central Zone Management Unit

Service Agreement
2002 - 2003

**BUNDABERG
HEALTH SERVICE DISTRICT**



Queensland Government

Queensland Health

BUNDABERG
HEALTH SERVICE DISTRICT
SERVICE AGREEMENT 2001/02

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INTRODUCTION

Queensland Health has identified three priority Strategic Directions for the decade 2000 – 2010:

- Addressing the Burden of Disease
- Balancing Our Investment in Health
- Improving Indigenous Health

These strategic directions will influence budget negotiations and service enhancements over the next ten years. They provide a framework for planning at all levels of the organisation to provide clearly integrated health services for all Queenslanders.

At the same time, Queensland Health has made an explicit and ongoing commitment to performance accountability.

The purpose of the 2002/2003 Service Agreement is therefore to provide:

- a broad accountability mechanism for the provision of quality health services in Queensland, and
- a tool to facilitate performance improvement consistent with Corporate, Zonal and District level planning priorities for the delivery of services within each Health Service District.

The Service Agreement is between the General Manager (Health Services), as Chair of the Health Services Council, the Zonal Manager and the District Manager, Bundaberg Health Service District of Queensland Health. It constitutes the accountability of the District Manager to the Director-General in relation to the resources allocated to the Health Service District for the 2002/2003 financial year and the service and corporate responsibilities to be discharged in return for these resources. Underpinning the Agreement is the obligation to adhere to relevant Queensland Health and Government policies, practices, guidelines, standards, administrative procedures and Acts of Parliament.

Signed by:

.....
Mr Peter Leck
District Manager
Bundaberg Health Service District
/ / 2002

.....
Dan Bergin
Zonal Manager
Central Zone
/ / 2002

Dr S Buckland
General Manager (Health Services)
Chair, Health Services Council
/ / 2002

SECTION ONE: GUIDING PRINCIPLES

The management and delivery of services within each Health Service District will be in accordance with the Principles and Key Values of Queensland Health as stated in the Strategic Plan 2000-2010.

The Principles are:

- ◆ Operating as one organisation providing a comprehensive health system.
- ◆ Focusing the purpose and role of Queensland Health on:
 - Prevention, health promotion and early intervention;
 - Evidence-based clinical practice;
 - Partnership with all health care providers (including private sector and non-government bodies); and
 - Managing the public health risks to Queenslanders.
- ◆ Maintaining a high quality of health care.
- ◆ Priority in allocation of resources to meet demonstrated need and principles of equity.
- ◆ Encouraging individual responsibility for personal health
- ◆ Implementing the principles of the *Charter of Public Service in a Culturally Diverse Society*.
- ◆ Fostering research and education to continuously improve health services.
- ◆ Transparent and accountable processes consistent with sound business practice.
- ◆ Respect for the health rights and needs of individual consumers.

The Key Values are:

- ◆ Trust and respect for people
- ◆ Performance accountability
- ◆ Integrity and professionalism

SECTION TWO: KEY UNDERTAKINGS

The key undertakings for all Health Service Districts for the financial year 2002/2003 are:

Resource Management and Accountability:

- Maintain budget integrity;
- Obtain Zonal Manager approval before any new services are established or existing services are echanged/contracted
- Adhere to Queensland Health's Business Rules 2002/2003;
- Develop an annual District Operational Plan;
- Implement systematic District level performance monitoring processes including benchmarking and forecasting of service capacity and resource requirements;
- Expend specific funding allocations in accordance with the purpose for which they were provided unless otherwise negotiated with the Zonal Manager;
- Expend capital allocations within the District budget in accordance with the District's Capital Investment Strategic Plan;
- Devolve resource management to cost centre manager level;
- Maintain and support of corporate performance monitoring systems and processes;
- Implement a Memorandum of Understanding with Information Services detailing services and service levels to be provided by both parties;
- Adhere to the service level agreement for Pathology and Scientific Services as negotiated between the General Manager (Health Services) and the State Manager, Pathology and Scientific Services, in consultation with the Zonal Manager

Service Enhancement:

- Ensure all major service enhancements reflect the strategic directions in the Queensland Health Strategic Plan, 2000-2010, and Queensland Health Business Plan 2002-2003. The three key directions of:
 - Addressing the burden of disease
 - Improving indigenous health
 - Balancing the investment in health
- The strategic directions will be achieved through the following
 - Focus on Prevention and Early Intervention
 - Integrated Care
 - Demand Management
 - Building Service Capacity
 - Evidence Based Care
 - Whole-of-Government Approach
 - Productivity Improvement

SECTION 3: DISTRICT UNDERTAKINGS

TARGET / UNDERTAKING	MEASURES / STRATEGIES	REPORTING REQUIREMENTS
ALL DISTRICTS IN CENTRAL ZONE		
<p>Addressing the Burden of Disease <i>Mental Health</i></p> <p>Implement the Central Zone Mental Health Services Service Development Framework (MHSSDF)</p>	<ul style="list-style-type: none"> • Implement the relevant strategies identified in the MHSSDF • In collaboration with Central Zone Management, participate in ongoing service development activities as required 	<p>Full year milestones achievement report to Zonal Manager by 30 Jun 2003 as per the electronic template provided by Central Zone Management Unit.</p> <p>Interim reporting on particular strategies as identified in the MHSSDF</p>
<p>Balancing Our Investment in Health</p> <p>Facilitate Clinical Service Improvement Networks</p> <p>Enhance risk management</p> <p>Enhanced management of leave relief</p> <p>Improvement of quality of data</p> <p>service agreement 2002/03</p>	<p>Cooperate with Central Zone Management in the development of Zonal plans for clinical services covering rural, remote, provincial and metropolitan centres as appropriate</p> <ul style="list-style-type: none"> • Implement QH's Risk Management Framework • Cooperate with other Districts in developing relief pool arrangements for medical, nursing and other staff • Work with other Districts and Corporate Office to improve data integrity and uniformity 	<p>—</p> <p>Milestones achievement report to ZM by 2 December 2002 and 30 June 2003</p> <p>Milestones achievement report to ZM by 2 December 2002 and 30 June 2003</p> <p>Milestones achievement report to ZM by 2 December 2002 and 30 June 2003</p>

Indigenous Health

Implement CZ Aboriginal & Torres Strait Islander Service Development Framework:2001-2003

- Needs Based Criteria for Service Provision and Resource Allocation
- Workforce Planning and Development
- Identified Health Needs

- Implement the relevant strategies identified in the Framework

- In collaboration with Aboriginal and Torres Strait Islander Health Forum, develop an Aboriginal and Torres Strait Islander Health Plan.

- Develop plan for implementation of *Queensland Health Indigenous Workforce Managements Strategy 1999*.

- Make progress towards achieving Aboriginal and Torres Strait Islander employment targets: 2% of FTE by 2002 and 2% across all salary levels by 2010

- Develop and implement Aboriginal and Torres Strait Islander Health Plan incorporating strategies to address health issues identified within *Central Zone Aboriginal and Torres Strait Islander Services Development Framework 2001-2003*

Progress report to ZM by 30 June 2003 as per the electronic template provided by Central Zone Management Unit

Milestones achievement report to ZM by 2 December 2002 and 30 June 2003

Milestones achievement report to ZM by 2 December 2002 and 30 June 2003

Milestones achievement report to ZM by 2 December 2002 and 30 June 2003

Six monthly milestones achievement report to Zonal Manager.

Reporting Requirements

Comply with Central Zone reporting requirements

See attached

See attached

DISTRICT SPECIFIC: BUNDABERG HEALTH SERVICE DISTRICT

TARGET / UNDERTAKING	MEASURES / STRATEGIES	REPORTING REQUIREMENTS
Effective management of activity	<ul style="list-style-type: none"> Meet weighted inpatient separation target (TBA) 	Provide reports to Data Services Unit and Finance Unit as required
Enhanced service capacity	<ul style="list-style-type: none"> Meet elective surgery target (TBA) 	Provide reports to Surgical Access Team as required
Enhanced access to mental health service	<ul style="list-style-type: none"> Develop implementation plan for expending growth funds Introduce extended hours assessment capacity 	Submit plan to ZM by 31 July 2002
Enhanced range of treatment options available to meet the needs of consumers	<ul style="list-style-type: none"> Establish High Dependency Unit within statewide guidelines and the principles of treatment within the least restrictive environment 	Milestones achievement report to ZM by 2 December 2002 and 30 June 2003
Effective network collaboration with North Burnett District Mental Health Service	<ul style="list-style-type: none"> Develop Memorandum of Understanding with North Burnett Health Service District Mental Health Service 	Milestones achievement report to ZM by 2 December 2002 and 30 June 2003
Culturally Appropriate Service Provision	<ul style="list-style-type: none"> 100 staff undertaking Cultural Awareness during 2002/03 12 staff graduating from Reconciliation Learning Circles in 2002/03 	Milestones achievement report to ZM by 2 December 2002 and 30 June 2003

SCHEDULE 1

AGREED ACTIVITY TARGETS 2002/03

TBA

SCHEDULE 2

APPROVED BUDGET 2002/03 as at

TBA

SCHEDULE 3

BUSINESS RULES 2002/03

TBA

SECTION 4: CENTRAL ZONE MANAGEMENT - UNDERTAKINGS

TARGET / UNDERTAKING	MEASURES / STRATEGIES	REPORTING REQUIREMENTS
Clinical Service Improvement Networks	<ul style="list-style-type: none"> Consult with Districts in the development of Clinical Service Improvement Networks 	Progress report to ZM by 2 December 2002 and 30 June 2003
Central Zone Aboriginal and Torres Strait Islander Services Development Framework 2001-2003	<ul style="list-style-type: none"> Collaborate with Districts to implementation framework 	Progress report to ZM by 2 December 2002 and 30 June 2003
Enhance efficiency and effectiveness of non clinical services (e.g. HR, Finance, Payroll) across Central Zone HSDs	<ul style="list-style-type: none"> Assist the Districts in the implementation the QH Waste Management Strategic Plan 	Progress report to ZM by 2 December 2002 and 30 June 2003
Central Zone Management, Mental Health Service development framework (MHSDf)	<ul style="list-style-type: none"> Collaborate with the district in implementing the MHSDf Provide ongoing support to facilitate development of activities 	Progress report to ZM by 2 December 2002 and 30 June 2003 Progress report to ZM by 2 December 2002 and 30 June 2003
Asset/Capital Management	<ul style="list-style-type: none"> Collaborate with Districts to further facilitate implementation of asset planning and management systems/strategies Collaborate with Districts in developing allocation strategies for a range of centrally allocated capital funds 	Progress report to ZM by 2 December 2002 and 30 June 2003 Progress report to ZM by 2 December 2002 and 30 June 2003
Palliative Care	<ul style="list-style-type: none"> Collaborate with Districts to implement Central Zone Palliative Care Service Development Plan 2001-2004 	Progress report to ZM by 2 December 2002 and 30 June 2003

REPORTING REQUIREMENTS	
REPORTS REQUIRED	REQUIRED BY
The weekly contentious issues report (WCIR), including nil responses, must be received by the Executive Assistant to the Zonal Manager by the day/time indicated. A number of Districts routinely fail to provide this information. The provision of a WCIRs is a corporate requirement. (Include significant contentious issues only.)	COB on the first working day of the week
Data for Queensland Health's Admitted Patient Data Collection to be submitted within 35 days of the end of the collection	Quarterly milestones achievement report to Zonal Manager
Submit monthly activity statistics reports	To Data Services Unit, Health Information Centre COB 14 th day after the end of the reference period
Submit monthly snapshot reports	To Finance Unit by COB 5 th working day of each month (cc Team Leader Business Operations)
Executive Summary	To Zonal Manager by the 5 th working day of each month. month (cc Team Leader Business Operations)
MILESTONES REPORT	
The reports should be succinct and presented in dot-point format where possible. It is anticipated that the majority of the reports will not exceed two pages and that many will not exceed one page. A template will be provided.	
REPORTS BY E-MAIL	
It is required that Service Agreement reports to the Zonal Manager be via e-mail. It is excepted, however, that this method of communication might not be suitable in all instances.	
IMPORTANT ...	
District Managers are required to provide an immediate report to the Zonal Manager where major difficulties/delays are apparent in achieving Targets/Undertakings, Measures/Strategies or Reporting Requirements.	

DISTRICT SPECIFIC: BUNDABERG HEALTH SERVICE DISTRICT

TARGET / UNDERTAKING	MEASURES / STRATEGIES	REPORTING REQUIREMENTS	ASSESSMENT	COMMENTS TO ZM
Effective management of activity	<ul style="list-style-type: none"> Meet weighted inpatient separation target (TBA) Meet elective surgery target (TBA) 	<p>Provide reports to Data Services Unit and Finance Unit as required</p> <p>Provide reports to Surgical Access Team as required</p>		
Enhanced service capacity	<ul style="list-style-type: none"> Develop implementation plan for expending growth funds 	<p>Submit plan to ZM by 31 July 2002</p>		
Enhanced access to mental health service	<ul style="list-style-type: none"> Introduce extended hours assessment capacity 	<p>Milestones achievement report to ZM by 2 December 2002 and 30 June 2003</p>		
Enhanced range of treatment options available to meet the needs of consumers	<ul style="list-style-type: none"> Establish High Dependency Unit within statewide guidelines and the principles of treatment within the least restrictive environment 	<p>Milestones achievement report to ZM by 2 December 2002 and 30 June 2003</p>		
Effective network collaboration with North Burnett District Mental	<ul style="list-style-type: none"> Develop Memorandum of Understanding with North Burnett Health Service District Mental 	<p>Milestones achievement report to ZM by 2 December 2002 and 30 June 2003</p>		

Health Service	Health Service		
Culturally Appropriate Service Provision	<ul style="list-style-type: none"> • 100 staff undertaking Cultural Awareness during 2002/03 • 12 staff graduating from Reconciliation Learning Circles in 2002/03 	<p>Milestones achievement report to ZM by 2 December 2002 and 30 June 2003</p> <p>Milestones achievement report to ZM by 2 December 2002 and 30 June 2003</p>	

SECTION 3: DISTRICT UNDERTAKINGS

TARGET / UNDERTAKING	MEASURES / STRATEGIES	REPORTING REQUIREMENTS	ASSESSMENT	COMMENTS TO ZM
ALL DISTRICTS IN CENTRAL ZONE				
<p>Addressing the Burden of Disease</p> <p><i>Mental Health</i> Implement the Central Zone Mental Health Services Framework (MHSSDF)</p>	<ul style="list-style-type: none"> Implement the relevant strategies identified in the MHSSDF In collaboration with Central Zone Management, participate in ongoing service development activities as required 	<p>Full year milestones achievement report to Zonal Manager by 30 Jun 2003 as per the electronic template provided by Central Zone Management Unit.</p> <p>Interim reporting on particular strategies as identified in the MHSSDF</p>		
<p>Balancing Our Investment in Health</p> <p>Facilitate Clinical Service Improvement Networks</p> <p>Enhance risk management</p> <p>Enhanced management of</p>	<p>Cooperate with Central Zone Management in the development of Zonal plans for clinical services covering rural, remote, provincial and metropolitan centres as appropriate</p> <ul style="list-style-type: none"> Implement QH's Risk Management Framework Cooperate with other Districts in 	<p>Milestones achievement report to ZM by 2 December 2002 and 30 June 2003</p> <p>Milestones achievement report to ZM</p>		

<p>leave relief</p>	<p>developing relief pool arrangements for medical, nursing and other staff</p> <ul style="list-style-type: none"> Work with other Districts and Corporate Office to improve data integrity and uniformity 	<p>by 2 December 2002 and 30 June 2003</p> <p>Milestones achievement report to ZM by 2 December 2002 and 30 June 2003</p>		
<p>Improvement of quality of data</p>	<p>Indigenous Health</p> <p>Implement CZ Aboriginal & Torres Strait Islander Service Development Framework:2001-2003</p> <ul style="list-style-type: none"> Needs Based Criteria for Service Provision and Resource Allocation Workforce Planning and Development Identified Health Needs 	<p>Progress report to ZM by 30 June 2003 as per the electronic template provided by Central Zone Management Unit</p> <p>Milestones achievement report to ZM by 2 December 2002 and 30 June 2003</p> <p>Milestones achievement report to ZM by 2 December 2002 and 30 June 2003</p> <p>Milestones achievement report to ZM by 2 December 2002 and 30 June 2003</p> <p>Six monthly milestones achievement report to Zonal Manager.</p>		

	Aboriginal and Torres Strait Islander Services Development Framework 2001-2003	
Reporting Requirements	See attached	See attached
Comply with Central Zone reporting requirements		
Budget Target State Funded		
Activity Target Weighted Separations		