1. **Statement**

The Department of Health (the Department) shall:

- ensure that health service directives are established in accordance with the criteria stated in section 47 (1) of the *Hospital and Health Boards Act 2011*
- ensure that health service directives are issued by the chief executive
- ensure that health service directives are published on the Department’s internet site

2. **Scope**

This standard applies to all employees, contractors and consultants within the Department of Health divisions and commercialised business units.

3. **Requirements**

3.1 **Key Criteria**

3.1.1 The chief executive shall issue all health services directives (directives).

3.1.2 Directives shall be developed in accordance with the requirements of the *Hospital and Health Boards Act 2011* and the Health Service Directive Policy.

3.1.3 Directives are binding on the Hospital and Health Services (HHS) to which they apply.

3.1.4 The development and implementation of directives shall be managed through the cycle of: initiation, drafting, approval, registration, publication, implementation and review. Consultation may be a key element of any of these stages. At a minimum, the *Hospital and Health Boards Act 2011* requires consultation with HHSs in the development of directives.

3.1.5 In approving any proposal to develop a directive, the chief executive or delegated executive shall appoint a health service directive custodian (directive custodian).

3.2 **Drafting a health service directive**

3.2.1 Directive custodians shall ensure directives contain the following (refer to the Health Service Directive template):
3.2.2 When drafting directives, health service directive custodians shall ensure:
- directives are written in a clear, concise and easily understood language
- the term ‘shall’ is used to denote mandatory requirements
- consultation occurs with the custodian of the Health Service Directive Policy to the extent necessary to ensure compliance with the policy and consistency with style and quality of the standards in place for drafting health service directives

3.3 Approval to consult with HHSs on a draft health service directive

3.3.1 Approval shall be obtained from the chief executive or delegated executive prior to consulting with HHSs on a draft directive.

3.3.2 The directive custodian shall undertake consultation with HHSs as per the Health Service Directive Consultation Standard

3.3.3 A proposal to initiate consultation on a draft directive shall include the following:
- demonstration of how the directive fulfils one or more of the following criteria stated in section 47 (1) of the Hospital and Health Boards Act 2011:
  - criteria 1: promoting service coordination and integration in the delivery of health services between HHSs; and between HHSs, the department and other service providers
  - criteria 2: optimising the efficient and effective use of available resources in the delivery of health services
  - criteria 3: setting standards and policies for the safe and high quality delivery of health services
  - criteria 4: ensuring consistent approaches to the delivery of health services, employment and the delivery of support services
  - criteria 5: supporting the application of public sector policies, State and Commonwealth Acts, and agreements entered into by the State

3.3.4 Consideration may also be given to examples provided in Section 47 (2) of the Hospital and Health Boards Act 2011
• a preliminary risk and impact analysis including financial impact
• a demonstration of how a directive would be the least intrusive option for managing the system issue
• a directive development plan which includes a consultation plan (refer to the Health Service Directive Consultation Implementation Standard)
• outcomes of preliminary consultation and/or consumer engagement if conducted
• information on any related departmental, State and/or national policies and legislation and how the proposed health service directive would support and be complementary to the policy environment, and not superfluous or contradictory

3.3.5 The directive custodian shall register the approved consultation on a draft directive with the health service directive registrar (registrar).

3.4 Submission to consider/approve a health service directive

3.4.1 Following consultation on a draft directive, the directive custodian shall make a submission to the chief executive. The submission shall include:
• a briefing note including recommendations
• a proposed/draft directive
• a completed health service directive coversheet
• a risk and impact analysis including financial impact
• a summary of feedback received from each HHS and intended for publication on the internet (refer to the Health Service Directive Consultation Standard)
• an implementation and communication plan.

3.4.2 The directive custodian shall communicate to HHSs the outcome of this submission to the chief executive. For instance:
• where approval is granted, HHSs shall be notified as 3.6.1
• where a decision is made not to proceed with the development of the directive, or where the chief executive requests further consultation, HHSs shall be notified accordingly.

3.4.3 The registrar shall regularly publish the following information on the health service directive internet site:
• directives under development
• notifications of reviews of existing directives
• approved directives and the related summary of consultation outcomes
• rescinded directives.

3.5 Registration and publication of a health service directive

Limiting the publication of health service directives to one internet site provides the user with certainty regarding the accuracy and currency of the health service directive.

3.5.1 If approved by the chief executive, the directive custodian shall forward the health service directive to the registrar for publication

3.5.2 Unless directed by the chief executive, the registrar (through consultation with the policy custodian for the Health Service Directive Policy) shall only publish health service directives that comply with the Health Service Directive Policy and the style and quality standards in place for drafting health service directives.

3.5.3 The policy custodian for the Health Service Directive Policy shall:
• establish and maintain a health service directive register
• maintain the health service directive internet site
• publish all health service directives on the health service directive internet site from the date of effect
• review all health service directives prior to publication to ensure compliance with the Health Service Directive Policy (including its supporting Standards) to ensure all health service directives are consistent with the style and quality of the standards in place for drafting health service directives.

3.5.4 The health service directive internet site shall be informed by the health service directive register

3.5.5 All directives shall comply with the Department of Health Web Publishing Policy (QH-POL-064)

3.6 Implementation – issuing a health service directive

3.6.1 To issue a directive, the chief executive shall notify, in writing, the CEO of the HHSs to which the directive would apply. The notice shall include at a minimum:
• the date of effect
• the contact details of the directive custodian

3.7 Amendment and Review

3.7.1 The directive custodian shall ensure that directives are reviewed at intervals no greater than three years.

3.7.2 Consultation on amendments and reviews shall comply with the Health Service Directive Consultation Standard.

3.8 Rescinding a health service directive

3.8.1 Prior to rescinding the directive, the directive custodian shall consult with and inform those HHSs mandated by the directive of the intention to rescind the document.

3.8.2 The Divisional Management Team (DMT) member may rescind a directive, and ensure appropriate consultation is undertaken with HHSs.

3.9 Changing custodianship of a health service directive

3.9.1 Any changes to custodianship of a directive shall be approved by the chief executive. In changing custodianship of a directive, the chief executive shall ensure:
• HHSs are notified of the change
• The published directive and associated documents are modified accordingly

3.10 Roles and responsibilities

3.10.1 Chief Executive:
• Approving and issuing health service directives
• Appointing a directive custodian or approving a change of directive custodian
• Approving consultation with HHSs
• Ensuring consultation with HHSs occurs when developing, reviewing or rescinding a directive
• Notifying HHSs when issuing a directive

3.10.2 Health Service Directive Custodian:
• Drafting health service directives in line with the requirements of this standard
• Producing a proposal to initiate consultation
• Consulting with HHSs when developing, reviewing or rescinding a directive
• Producing a submission to the chief executive for consideration/approval of a directive
• Forwarding approved directives to the registrar
• Communicating with HHSs the outcomes of a submission to the chief executives
• Reviewing directives

3.10.3 Health Service Directive Registrar
• Publishing health service directive information

4. Related documents

4.1 Policies and standards
• Health Service Directive Policy
• Health Service Directive Consultation Standard

4.2 Forms and templates
• Health Service Directive Initiation Form
• Health Service Directive Coversheet
• Health Service Directive Template
• Health Service Directive Consultation Plan Template

4.3 Legislation
• Hospital and Health Boards Act 2011
## 5. Definition of Terms

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<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Amend</td>
<td>To alter, fix or modify (a health service directive).</td>
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<tr>
<td>Binding</td>
<td>Compulsory or obligatory (including not able to be altered by HHSs).</td>
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<tr>
<td>Business contact area</td>
<td>A business unit, reporting to the chief executive, that acts as the central point of contact in the department of the chief executive, for the purpose of consultation.</td>
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<tr>
<td>Chief Executive</td>
<td>Chief executive of the department administering the <em>Hospital and Health Boards Act 2011</em>.</td>
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<tr>
<td>Consult/Consultation</td>
<td>In the context of this implementation standard, consultation refers to a “two-way” exchange including dialogue/discussion between the chief executive or delegate (e.g. health service directive custodian) and HHSs (e.g. CEO or board of directors or delegate).</td>
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<tr>
<td>Health service directive</td>
<td>A health service directive issued by the chief executive to an HHS under s47 of the <em>Hospital and Health Boards Act 2011</em>. A Health service directive is a formal document that contains mandatory outcomes to be achieved by a HHS and may also contain required actions to be completed.</td>
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<tr>
<td>Health service directive custodian (directive custodian)</td>
<td>Officer responsible to lead development of a health service directive and/or oversight implementation and review of an approved health service directive. Health service directive custodians are a position, not an individual and will at minimum be a Senior Officer (SO) or equivalent.</td>
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<tr>
<td>Health service directive register</td>
<td>A single, centrally maintained catalogue or schedule of health service directives and associated critical and historical information. (May use programs such as SharePoint or MS Access).</td>
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<tr>
<td>Hospital and Health Service (HHS)</td>
<td>The HHSs are statutory bodies and are the principal providers of public sector health services.</td>
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<tr>
<td>Mandatory requirements</td>
<td>Listed in a health service directive, specific compulsory actions to be carried out by a HHS. Mandatory requirements shall be written in a clear manner and where the required action is specific and unambiguous (i.e. “what shall be done”).</td>
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<tr>
<td>Rescind</td>
<td>To cancel or retract (a health service directive).</td>
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### Version Control

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<td>Policy Rationalisation Project</td>
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