

From: [HRBI](#)
To: [DL-ELT-Corro](#)
Cc: [HRBI](#)
Subject: Queensland Health & Department of Health Conduct and Performance Excellence Scorecards Q4 2018-19
Date: Thursday, 12 September 2019 9:33:00 AM
Attachments: [QH CaPE Scorecard Q4 2018-19 FINAL.pdf](#)
[DoH CaPE Scorecard Q4 2018-19 FINAL.pdf](#)
[image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image007.png](#)

Good morning,

Please find attached the Queensland Health and Department of Health Conduct and Performance Excellence Scorecards for quarter 4 of 2018-19. The associated metrics dictionary can be found [here](#).

The Conduct and Performance Excellence (CaPE) Scorecard forms part of the Queensland Health Human Resource Performance Framework which also includes the Human Resources and Work Health and Safety scorecards. The framework provides executives and human resources practitioners with data and tools to undertake comprehensive assessment of workforce performance against system-wide and/or whole of government performance measures.

Further analysis and investigations of this data are available in the [System Performance Platform \(SPR\)](#).

Please direct any feedback or enquires to the HR Business Intelligence team via email HRBI@health.qld.gov.au or telephone 3708 5646.

Kind regards

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Queensland Health

HR Business Intelligence, Human Resources Branch



www.health.qld.gov.au



Queensland's Health Vision: By 2026 Queenslanders will be among the healthiest people in the world.

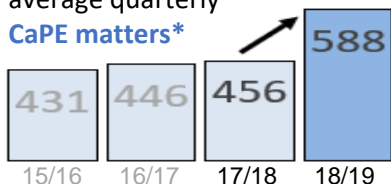
Queensland Health acknowledges the Traditional Owners of the land, and pays respect to Elders past, present and future.

RTI RELEASE

Highlights 2018-19 FY

(compared to 2017-18 FY)

29% increase in average quarterly CaPE matters*



5.6 matters per 1000HC

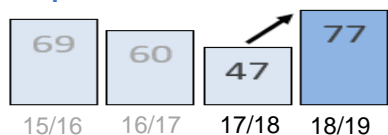
(increase from 4.5 matters)

Top 3 issue types (Q4 FY18-19)

1. Inappropriate conduct (general)
2. Bullying/harassment (not sexual)
3. Failure to show courtesy and respect

64% increase

in average quarterly suspensions*



\$5.2M in suspension costs

(81% increase of \$2.34M)

\$1.1M in external investigation costs

(20% increase of \$181K)

Total Matters

665

Previous Period
625 ▲

Suspensions

85

Previous Period
74 ▲

Disciplines

158

Previous Period
158 ▼

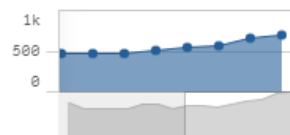
Investigations

71

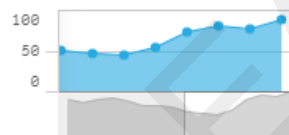
Previous Period
76 ▼

Trends by Quarter

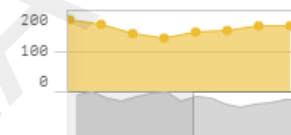
Total Matters



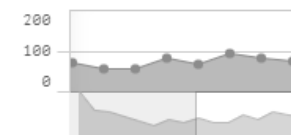
Suspensions



Discipline



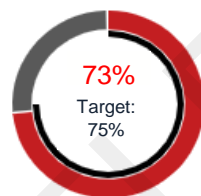
Investigations



Matters Meeting Benchmark Timeframes

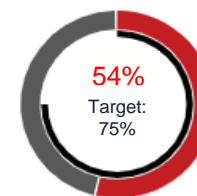
Long Term (> 12 months) Suspensions

Investigations Meeting Benchmark Timeframes



7

Suspensions paid this Period
\$1,493,880
Average paid this period
\$18,910

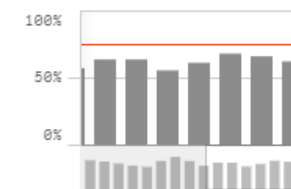
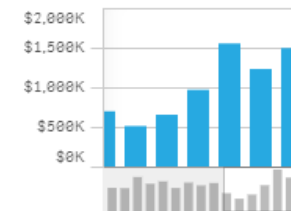
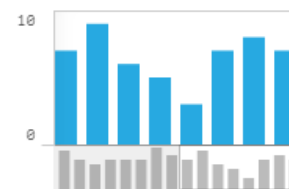
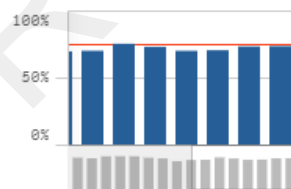


Matters Meeting Benchmark Timeframes

Long Term (> 12 months) Suspensions

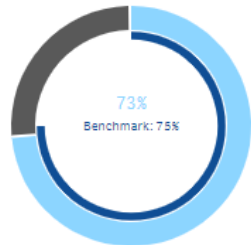
Suspensions Cost

Investigations Meeting Benchmark Timeframes

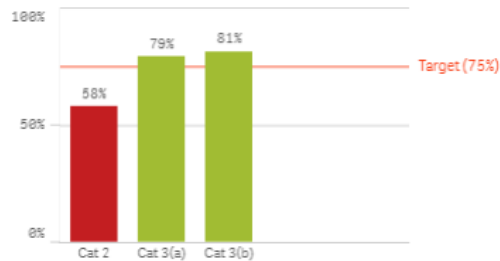


KPI 1: It is expected that more than 75% of matters are managed within recommended timeframes

Meeting Benchmark



% Matters Meeting Benchmark By Assessed Category



To assist agencies in the timely, proportionate and relevant management of CaPE matters, PSC CaPE has established the benchmarking timeframe for case finalisation, and expects 75% of matters to be completed within the benchmark.

Benchmark Timeframe:
Case finalisation: Cat 2=51 days, Cat 3(a)=139 days, Cat 3(b)=200 days

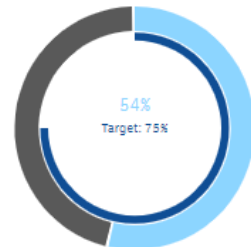
Assessed Categories meeting Benchmark

Below the benchmark line is bad

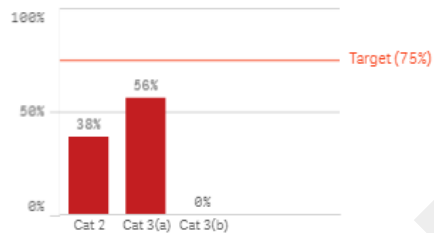
Assessed Category	Input Period Date			
	Jul-Sep 2018	Oct-Dec 2018	Jan-Mar 2019	Apr-Jun 2019
Cat 2	53%	53%	63%	58%
Cat 3(a)	77%	79%	77%	79%
Cat 3(b)	83%	79%	82%	81%

KPI 2: It is expected that more than 75% of investigations are completed within recommended timeframes

Meeting Benchmark



% Investigations Meeting Benchmark



To assist agencies in the timely, proportionate and relevant management of CaPE matters, PSC CaPE has established the benchmarking timeframe for investigation, and expects 75% of matters to be completed within the benchmark.

Benchmark Timeframe:
Investigation: Cat 2=30 days, Cat 3(a)=90 days, Cat 3(b)=90 days

Investigations by Assessed Category

Below the benchmark line is bad

Assessed Category	Input Period Date			
	Jul-Sep 2018	Oct-Dec 2018	Jan-Mar 2019	Apr-Jun 2019
Cat 2	57%	14%	25%	38%
Cat 3(a)	56%	73%	65%	56%
Cat 3(b)	57%	50%	50%	0%


Matters by Issue Type

Inappropriate conduct (general), 117	Bullying / harassment (not sexual), 89	Failure to show courtesy and respect, 67	Performance deficiencies, 57	Non-compliance (policy/legislation), 51	Unauthorised access/disclosure of confidential information, 35	Attendance / Leave, 22	Drug / Alcohol related issues, 19
			Failure to provide adequate medical treatment, 56	Inappropriate conduct (sexual), 37	Conduct in a private capacity, 25	Conflict of interest, 16	Breach of scope of practice, 10
						Assault / Excessive Force, 14	Other (provide detailed summary), 8
						Charge / Conviction (Criminal), 10	Non-compliance (direction), 7
						Financial impropriety / fraud, 10	
						Other Matters, 15	

Queensland Health Performance

	QH	Cluster 1					Cluster 2						Cluster 3				Cluster 4		DoH	
		CTW	NTW	STW	TAC	CHQ	CTQ	DDS	MAC	WBY	WMT	CAH	GOL	SUN	TVL	MNT	MST	DoH	QAS	
MOHRI Occupied Headcount	107,676	436	825	945	1,111	4,788	3,858	5,813	2,903	3,978	4,465	6,153	10,048	7,552	6,414	19,521	15,985	7,979	4,900	
Total matters % headcount	0.62%	0.92%	0.24%	0%	0.18%	0.29%	0.39%	0.43%	0.03%	0.45%	0.72%	0.26%	0.32%	1.05%	0.30%	0.47%	0.69%	0.63%	3.10%	
Total matters	665	4	2	1	2	14	15	25	1	18	32	16	32	79	19	92	111	50	152	
Category 2	188	1	1	0	0	8	0	0	0	8	15	7	13	15	3	22	39	21	35	
Category 3(a)	408	3	1	1	2	6	13	25	1	9	16	7	19	39	11	63	54	26	112	
Category 3(b)	69	0	0	0	0	0	2	0	0	1	1	2	0	25	5	7	18	3	5	
Cat 2 % meeting benchmark timeframe	58%	100%	100%	N/A	N/A	38%	N/A	N/A	N/A	63%	27%	57%	54%	47%	100%	14%	82%	43%	86%	
Cat 3(a) % meeting benchmark timeframe	79%	100%	100%	100%	50%	67%	85%	84%	0%	100%	56%	71%	68%	72%	82%	79%	85%	73%	83%	
Cat 3(b) % meeting benchmark timeframe	81%	N/A	N/A	N/A	N/A	N/A	0%	N/A	N/A	100%	100%	100%	N/A	84%	40%	100%	94%	67%	60%	
Total investigations	71	0	0	1	1	0	1	0	0	1	5	1	5	4	5	0	7	6	34	
% investigations meeting benchmark	54%	N/A	N/A	100%	0%	N/A	0%	N/A	N/A	100%	20%	100%	20%	0%	80%	N/A	43%	67%	65%	
% of external investigations	44%	N/A	N/A	100%	100%	N/A	100%	N/A	N/A	100%	100%	0%	100%	75%	40%	N/A	14%	17%	29%	
Qrtly external investigation cost (1,000)	\$284	\$0	\$0	\$12	\$15	\$0	\$0	\$0	\$0	\$25	\$0	\$0	\$46	\$21	\$32	\$0	\$50	\$0	\$83	
Avg external investigation cost	\$16,688	N/A	N/A	\$11,520	\$14,903	N/A	N/A	N/A	N/A	\$24,698	N/A	N/A	\$23,184	\$7,125	\$16,106	N/A	\$50,000	N/A	\$13,770	
Total suspensions	85	2	1	3	1	2	2	3	5	6	6	2	3	7	13	9	7	5	8	
Paid suspensions	75	1	1	2	1	2	1	1	5	6	6	2	3	6	11	8	6	5	8	
CCC suspensions	35	0	0	3	0	0	0	0	4	2	2	0	1	3	4	6	3	3	4	
Long-term (>12 months) suspensions	7	0	0	0	0	0	0	0	0	0	1	0	0	2	1	1	1	1	0	
Finalised suspensions %	22%	100%	100%	0%	0%	0%	0%	67%	0%	50%	17%	0%	0%	14%	31%	22%	14%	40%	0%	
Qrtly suspension cost (1,000)	\$1,494	\$16	\$11	\$23	\$19	\$21	\$61	\$13	\$49	\$134	\$76	\$31	\$165	\$162	\$125	\$189	\$166	\$47	\$186	
Avg suspension cost	\$18,910	\$8,111	\$11,047	\$11,517	\$18,732	\$10,470	\$30,432	\$6,500	\$9,862	\$22,415	\$15,199	\$15,263	\$54,955	\$23,213	\$11,334	\$23,683	\$23,688	\$9,318	\$23,228	
Total disciplines	158	3	1	0	2	1	2	10	0	9	11	11	9	6	8	10	45	17	13	
% disciplines escalated from Matters	24%	75%	50%	0%	100%	7%	13%	40%	0%	50%	34%	69%	28%	8%	42%	11%	41%	34%	9%	
Finalised disciplines %	49%	33%	100%	N/A	0%	100%	50%	50%	N/A	56%	45%	36%	44%	0%	25%	90%	58%	35%	54%	
Employees terminated	9	0	1	0	0	0	0	2	0	0	0	0	0	2	0	1	1	1	2	
Employees resigned	11	1	0	0	0	0	1	0	0	2	0	2	0	0	1	2	1	1	1	
Reprimand	28	0	0	0	0	1	0	2	0	1	3	1	1	0	6	9	1	3	3	

KPIs	Maximum time from notification	Maximum investigation period	Target Triggers:
Category 2 (repeated minor misconduct or careless/negligent performance of duties) – Meeting benchmark timeframes	51 days	30 days (management enquiries or internal investigation)	Red: less than 75% of matters completed within the benchmark
Category 3a (likely outside criminal law) – Meeting benchmark timeframes	139 days	90 days (management or other internal or external investigation)	Red: less than 75% of matters completed within the benchmark
Category 3b (possible breach of criminal law) – Meeting benchmark timeframes	200 days	90 days (management or other internal or external investigation)	Red: less than 75% of matters completed within the benchmark

 Not meeting the Queensland Health average

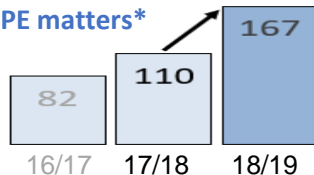
Data update
The Conduct and Performance Excellence dashboard on SPR is refreshed quarterly.

Contact
HR Business Intelligence
Human Resources Branch
Email: HRBI@health.qld.gov.au
Telephone: 07-3708 5447

Highlights 2018-19 FY

(compared to 2017-18 FY)

52% increase
in average quarterly
CaPE matters*

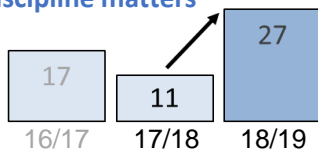


12.9 matters per 1000HC
(increase from 9 matters)

Top 3 issue types (Q4 FY18-19)

1. Failure to provide adequate medical treatment
2. Inappropriate conduct (general)
3. Non-compliance (policy/legislation)

142% increase
in average quarterly
discipline matters*



\$773K in suspension costs
(88% increase of \$361K)

**\$243K in external
investigation costs**
(9% decrease of \$24K)

Total Matters
202
Previous Period
164 ▲

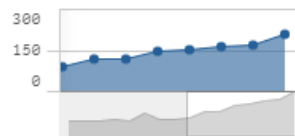
Suspensions
13
Previous Period
12 ▲

Disciplines
30
Previous Period
31 ▼

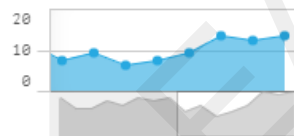
Investigations
40
Previous Period
40 ▼

Trends by Quarter

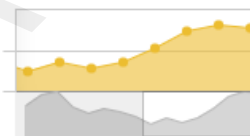
Total Matters



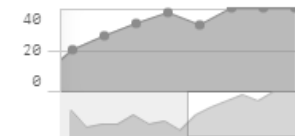
Suspensions



Discipline



Investigations



Matters Meeting
Benchmark Timeframes

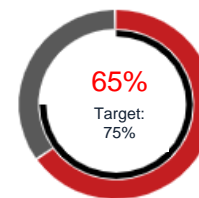


Long Term (> 12
months) Suspensions

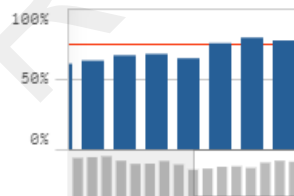
1

Suspensions paid this Period
\$232,410
Average paid this period
\$17,878

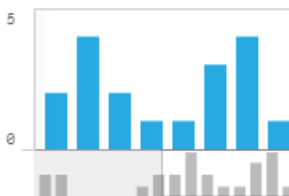
Investigations Meeting
Benchmark Timeframes



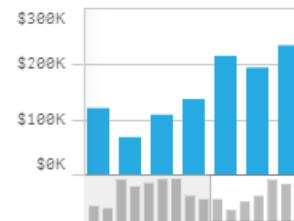
Matters Meeting
Benchmark Timeframes



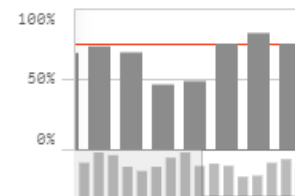
Long Term (> 12
months) Suspensions



Suspensions Cost

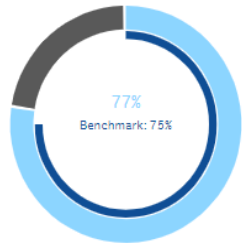


Investigations Meeting
Benchmark Timeframes

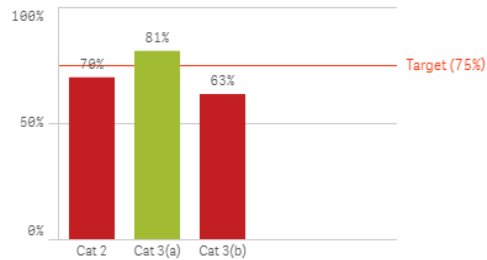


KPI 1: It is expected that more than 75% of matters are managed within recommended timeframes

Meeting Benchmark



% Matters Meeting Benchmark By Assessed Category



To assist agencies in the timely, proportionate and relevant management of CaPE matters, PSC CaPE has established the benchmarking timeframe for case finalisation, and expects 75% of matters to be completed within the benchmark.

Benchmark Timeframe:
Case finalisation: Cat 2=51 days, Cat 3(a)=139 days, Cat 3(b)=200 days

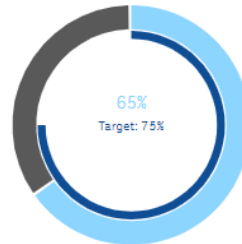
Assessed Categories meeting Benchmark

Below the benchmark line is bad

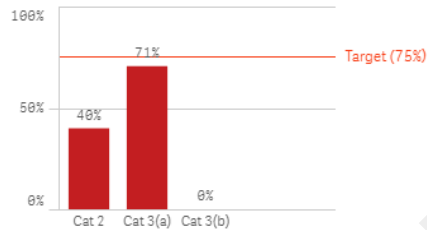
Assessed Category	Input Period Date			
	Jul-Sep 2018	Oct-Dec 2018	Jan-Mar 2019	Apr-Jun 2019
Cat 2	49%	67%	73%	70%
Cat 3(a)	67%	76%	80%	81%
Cat 3(b)	100%	86%	89%	63%

KPI 2: It is expected that more than 75% of investigations are completed within recommended timeframes

Meeting Benchmark



% Investigations Meeting Benchmark



To assist agencies in the timely, proportionate and relevant management of CaPE matters, PSC CaPE has established the benchmarking timeframe for investigation, and expects 75% of matters to be completed within the benchmark.

Benchmark Timeframe:
Investigation: Cat 2=30 days, Cat 3(a)=90 days, Cat 3(b)=90 days

Investigations by Assessed Category

Below the benchmark line is bad

Assessed Category	Input Period Date			
	Jul-Sep 2018	Oct-Dec 2018	Jan-Mar 2019	Apr-Jun 2019
Cat 2	25%	25%	40%	40%
Cat 3(a)	54%	78%	84%	71%
Cat 3(b)	100%	75%	75%	0%

Matters by Issue Type

Failure to provide adequate medical treatment, 47	Inappropriate conduct (general), 30	Non-compliance (policy/legislation), 29	Bullying / harassment (not sexual), 25	Other Matters, 18	Failure to show courtesy and respect, 17	Performance deficiencies, 7	Conflict of Interest, 6	Conduct in a private capacity, 8	Inappropriate conduct (sexual), 7	Drug / Alcohol Related Issues, 4	Unauthorised access/disclosure of confidential information, 4
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Department of Health Performance

	Totals	DoH	
		QAS	DoH Ex QAS
MOHRI Occupied Headcount	12,879	4,900	7,979
Total matters % headcount	1.57%	3.10%	0.63%
Total matters	202	152	50
Category 2	56	35	21
Category 3(a)	138	112	26
Category 3(b)	8	5	3
Cat 2 % meeting benchmark timeframe	70%	86%	43%
Cat 3(a) % meeting benchmark timeframe	81%	83%	73%
Cat 3(b) % meeting benchmark timeframe	63%	60%	67%
Total investigations	40	34	6
% investigations meeting benchmark	65%	65%	67%
% of external investigations	28%	29%	17%
Qrtly External Investigation cost (1,000)	\$83	\$83	\$0
Avg external investigation cost	\$13,770	\$13,770	N/A
Total suspensions	13	8	5
Paid suspensions	13	8	5
CCC suspensions	7	4	3
Long-term (>12 months) suspensions	1	0	1
Finalised suspensions %	15%	0%	40%
Qrtly suspension cost (1,000)	\$232	\$186	\$47
Avg suspension cost	\$17,878	\$23,228	\$9,318
Total disciplines	30	13	17
% disciplines escalated from Matters	15%	9%	34%
Finalised disciplines %	43%	54%	35%
Employees terminated	3	2	1
Employees resigned	2	1	1
Reprimand	4	3	1

Department of Health (excluding QAS) Performance

	Totals	DoH Ex QAS		
		DoH Divisions	eHealth	HSQ
MOHRI Occupied Headcount	7,979	1,974	1,141	4,864
Total matters % headcount	0.63%	0.71%	0.44%	0.64%
Total matters	50	14	5	31
Category 2	21	9	3	9
Category 3(a)	26	3	2	21
Category 3(b)	3	2	0	1
Cat 2 % meeting benchmark timeframe	43%	44%	33%	44%
Cat 3(a) % meeting benchmark timeframe	73%	67%	100%	71%
Cat 3(b) % meeting benchmark timeframe	67%	50%	N/A	100%
Total investigations	6	1	1	4
% investigations meeting benchmark	67%	0%	0%	100%
% of external investigations	17%	100%	0%	0%
Qrtly External Investigation cost (1,000)	\$0	\$0	\$0	\$0
Avg external investigation cost	N/A	N/A	N/A	N/A
Total suspensions	5	0	0	5
Paid suspensions	5	0	0	5
CCC suspensions	3	0	0	3
Long-term (>12 months) suspensions	1	0	0	1
Finalised suspensions %	40%	N/A	N/A	40%
Qrtly suspension cost (1,000)	\$47	\$0	\$0	\$47
Avg suspension cost	\$9,318	N/A	N/A	\$9,318
Total disciplines	17	1	2	14
% disciplines escalated from Matters	34%	7%	40%	45%
Finalised disciplines %	35%	0%	100%	29%
Employees terminated	1	0	1	0
Employees resigned	1	0	0	1
Reprimand	1	0	1	0

KPIs	Maximum time from notification	Maximum investigation period	Target Triggers:
Category 2 (repeated minor misconduct or careless/negligent performance of duties) – Meeting benchmark timeframes	51 days	30 days (management enquiries or internal investigation)	Red: less than 75% of matters completed within the benchmark
Category 3a (likely outside criminal law) – Meeting benchmark timeframes	139 days	90 days (management or other internal or external investigation)	Red: less than 75% of matters completed within the benchmark
Category 3b (possible breach of criminal law) – Meeting benchmark timeframes	200 days	90 days (management or other internal or external investigation)	Red: less than 75% of matters completed within the benchmark

 Not meeting the Queensland Health average

Data update
The Conduct and Performance Excellence dashboard on SPR is refreshed quarterly.

Contact
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Human Resources Branch
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Telephone: 07-3708 5447