

Canberra Health Services Consultation Paper

Proposed change to the Quality, Safety, Innovation, and Improvement operating structure

Division of Quality, Safety, Innovation and Improvement (QSII)

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1. Introduction

In 2019, the Clinical Safety and Quality Unit was established and later renamed the Division of Quality, Safety and Innovation and Improvement (QSII). This change reflected the agreed need to establish an Innovation and Service Model Redesign function within the Division. In 2022, the CHS *Our Improvement and Innovation Framework* was launched and is due for review in January 2025. The goal of this framework is “to establish and maintain an organisational culture of continuous innovation and improvement in line with our key value-progressive.” In 2023, it is believed the structure within the Division of QSII does not support CHS to establish and embed a continuous culture of innovation and ongoing improvement/service model redesign.

2. Purpose

The purpose of this paper is to:

1. Outline the proposed changes to the QSII operating structure.
2. Identify impacted areas as part of these proposed changes.
3. Seek stakeholder input into the proposed changes for QSII to support CHS strategic priorities.

4. Current model

The role of the Division of QSII is to promote, facilitate and enable patient safety and quality improvement. QSII also has a role to promote innovation and service model redesign to support ongoing improvements.

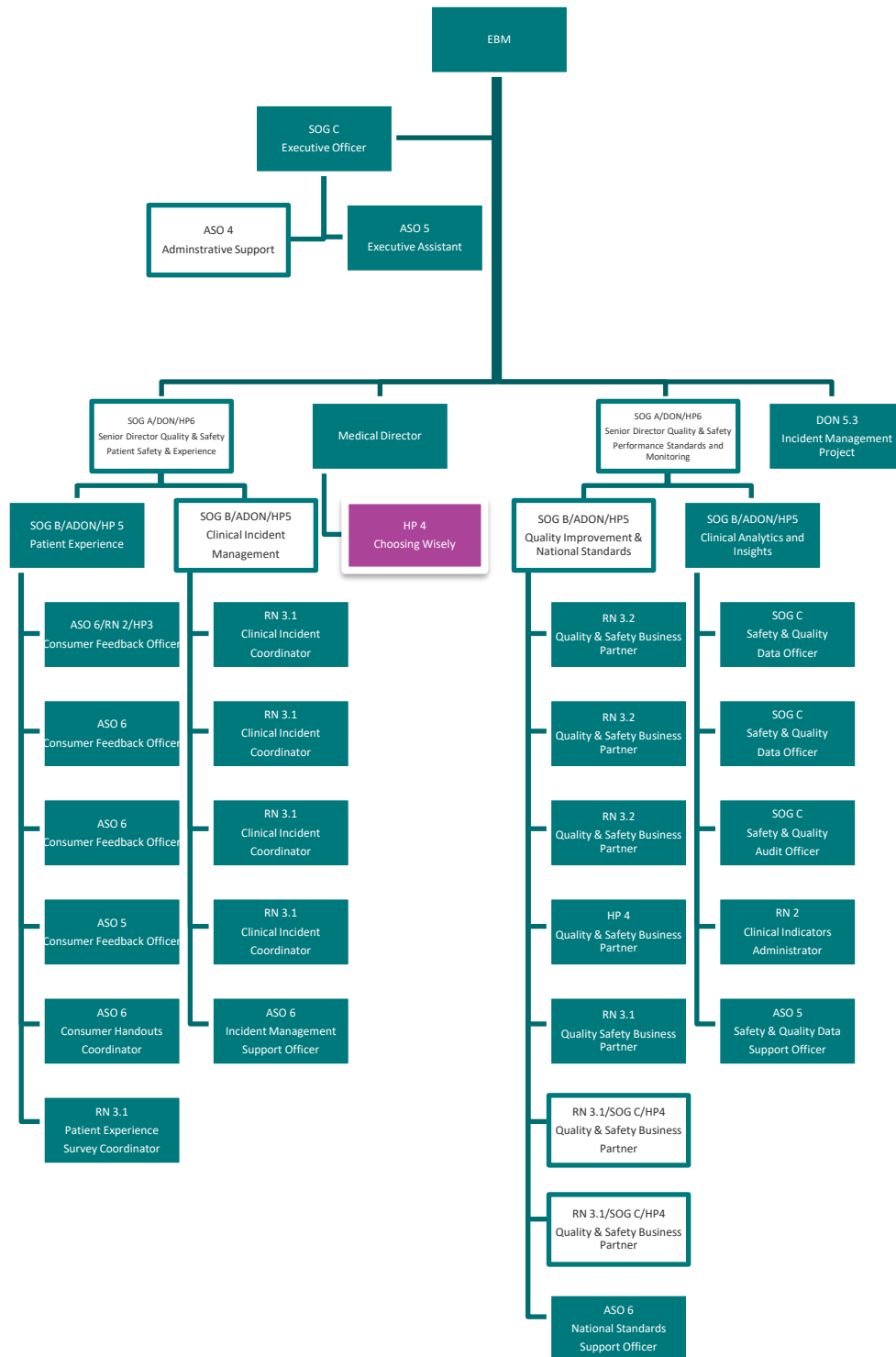
QSII consists of 4 branches, Patient Experience, Clinical Incident Management, Quality Improvement and Engagement, and Clinical Analytics and Insights. A 5th branch, Innovation and Improvement is presently led by an Acting Director, with no support staff. This position is filled on a temporary basis to September 2023. The current structure, *Current Structure 2023*, is overpage.

Background: The organisation structure for the Division of QSII was most recently reviewed in 2021. A working group of QSII staff members from all branches was set up to develop a proposal for a structure that was then sent for consultation with all staff and QSII. The agreed structure following this consultation, *Agreed Structure 2021*, is overpage. However, this structure was never embedded due to several changes in governance for QSII over the subsequent two years.

Key points to note include:

- The SOGA/DON/HP6 position has never been filled as it was no longer believed critical to the operational structure of the Division. The Division is relatively small in comparison to other Divisions in CHS with a headcount of approximately 35 staff. It was decided that an additional SOGA/RN5.5/HP6 could not be justified with such a small team.
- The DON 5.3 has been vacant following the subsequent retirement of the substantive position occupant. The funding for this position is being used to temporarily establish the 5th Branch (Innovation and Improvement), led by a temporarily appointed RN 4.3 as the Director of Innovation and Improvement.
- The HP 4 *Choosing wisely* position had time limited funding attached to it and it is no longer occupied.

Agreed Structure 2021

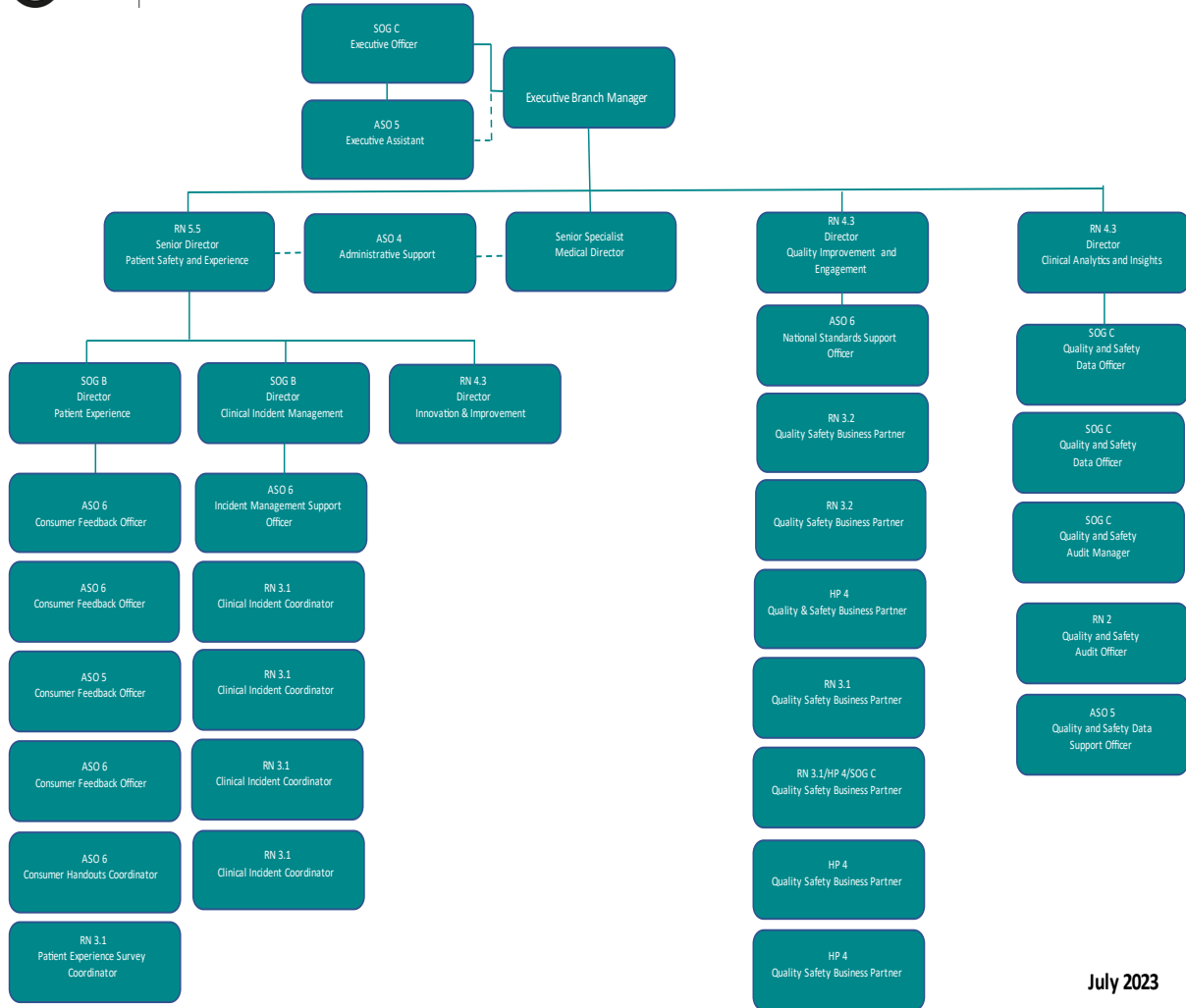


Current Structure 2023



ACT
Government
Canberra Health Services

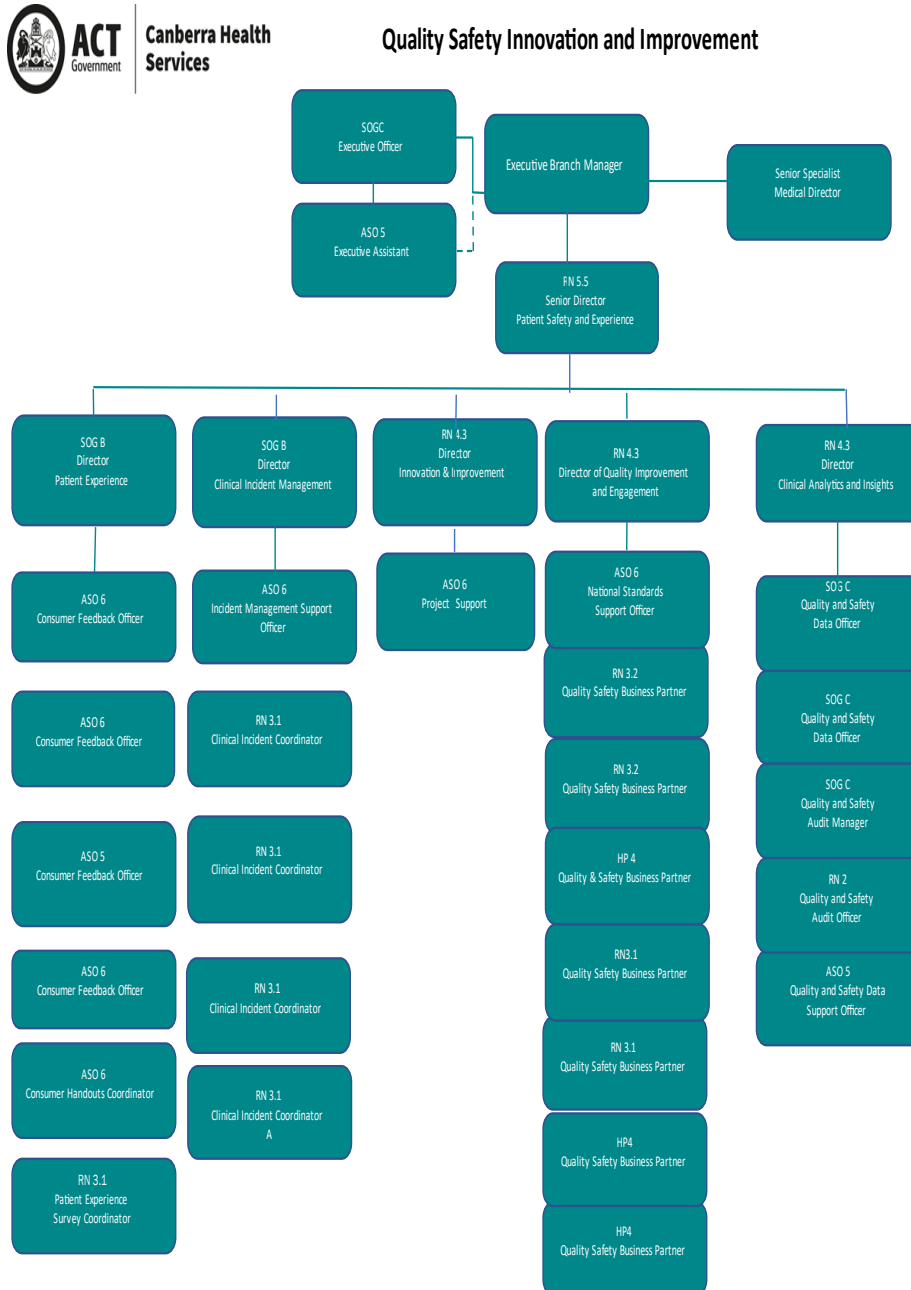
Quality Safety Innovation and Improvement



July 2023

5. Proposed New Structure

The following structure is proposed to meet the integrated and innovative approach moving forward.



The three key elements of the proposal include:

1. Shifting the accountabilities of two directors (the Director of Quality Improvement and Engagement and the Director of Clinical Analytics and Insights) who under the present structure report to the Executive Branch Manager, QSII align with fellow directors. This change will result in all 5 Director positions reporting to and being accountable to the Senior Director RN 5.5 role, an important next step as the Branches work to integrate their efforts more strategically. The current RN 5.5 Duty Statement

will need to be modified to reflect the proposed changes. Please see draft Duty Statement at **Attachment A.**

2. Formally establish the Division of Innovation and Improvement, to be led by an RN 4.3 position and supported with a multi-classified ASO6, HP3, RN 2 project role. The project role will be funded through labour costs. Please see draft Duty Statements at **Attachment B & C**
3. To reflect the operational requirements and aligned with these proposed changes, a work evaluation has been undertaken to confirm a reduction in administrative work requirements. Therefore, there is no longer a requirement for a dedicated ASO4 position. The work undertaken will shift to existing areas and the relevant streams of work.

This proposed new operating structure aims to address ongoing feedback from the team within QSII and the clients of QSII regarding QSII's inability to support continuous innovation and improvement to CHS. The addition of an Innovation and Improvement Branch will provide QSII with the long-sought ability to build contemporary capacity to innovate and re-design services and so further embed quality and safety into everyday practice across CHS.

6. Effects of the Change

4 positions will be affected in this change, as described below:

Position	Change
<ul style="list-style-type: none">• Administration Support Officer ASO4	<ul style="list-style-type: none">• There is no longer a requirement for a dedicated ASO4.
<ul style="list-style-type: none">• Director, Innovation and Improvement	<ul style="list-style-type: none">• Change in reporting line to Senior Director Patient Safety and Experience.
<ul style="list-style-type: none">• Director, Clinical Analytics and Insights	<ul style="list-style-type: none">• Change in reporting line to Senior Director Patient Safety and Experience.
<ul style="list-style-type: none">• Senior Director Patient Safety and Experience	<ul style="list-style-type: none">• Move from 3 to 5 direct reports.

7. Future model

7.1. Scope of the future model

QSII has previously been structured using a form and function model and this proposal makes no change to this approach. The new model involves 2 branches moving their responsibility and accountability from the EBM, QSII position to the role of the RN 5.5 position. Discussions with the two Directors involved indicate support for this change. All positions in these 2 branches will be unchanged, i.e., unaffected by this change. The formalising of the Innovation and Improvement Branch will be new to the Division but will be established under the same form and function model.

It is expected that the interrelationships between teams will be significantly enhanced by this change, as the work and accountabilities of all Directors will be fully integrated across their everyday activities.

7.2. Implementation of the future model

The proposed operating structure is designed to accurately reflect the service delivery expectations across the organisation. The changes will strengthen efficiencies, capabilities, and capacity across the division. It is expected that the proposed model within QSII will not have any direct external impacts.

7.3. Implications for not undertaking the change

Not making this change will mean a disconnect across the Branches in QSII and the long anticipated and widely hoped for establishment of an Innovation and Service Model Redesign team will not be established within current resources.

8. Consultation methodology

This proposal provides more detail in relation to the Division of Quality, Safety, Innovation and Improvement Restructure. There are still details that need to be determined and your feedback, suggestions and questions will assist in further refining the proposed structure.

Feedback can be provided via email to CHS.QSII@act.gov.au

Feedback is due by **COB 1 September 2023**.

In particular we are seeking responses to the following questions:

1. Do you have any concerns about the proposal so far, if so what are they?
2. Do you have any other feedback you would like to be considered in relation to the proposed change in structure?

For any further information relating to the Division of Quality, Safety, Innovation and Improvement restructure and subsequent consultation process, please contact Helen Milne, Executive Branch Manager QSII, on 0419 624 500 up until Friday, 25 August 2023. Following this date, any questions can be directed to Cathy Burns, Senior Director Patient Safety and Experience on 0481 006 874.

7. References

Document	Author
<i>Our Improvement and Innovation Framework 2022-2025</i>	<i>CEO, Canberra Health Services</i>

Attachment A



Canberra Health Services

POSITION DESCRIPTION

Directorate	Canberra Health Services	Reporting Relationships <pre>graph BT; A[Deputy CEO] --> B[Executive Branch Manager]; B --> C[Senior Director];</pre>
Division	Quality, Safety Innovation & Improvement	
Business Unit	Quality, Safety Innovation & Improvement	
Position Number	P30758	
Position Title	Senior Director	
Classification	RN 5.5	
Location	CHS	
Last Reviewed	23 March 2021 - DS	

Canberra Health Services (CHS) is focussed on the delivery of high quality, effective, person-centred care. We provide acute, sub-acute, primary and community-based health services, to the Australian Capital Territory (ACT) and surrounding regions. More information can be found on the [CHS website](#).

Our **Vision**: creating exceptional health care together

Our **Role**: to be a health service that is trusted by our community

Our **Values**: Reliable, Progressive, Respectful and Kind

POSITION OVERVIEW

Canberra Health Services (CHS) is focussed on the delivery of high quality, effective, person centred care. It provides acute, sub-acute, primary and community-based health services, to the Australian Capital Territory (ACT) and surrounding region. More information can be found on the CHS website: <https://www.health.act.gov.au/>

The Quality, Safety, Innovation and Improvement Division (QSII) supports the delivery of CHS' strategic approach to patient safety, quality improvement, national standards and accreditation with a focus on continuous quality improvements.

The Division will provide strategic leadership, oversight and advice on Canberra Health Services' Quality approach to deliver Exceptional Health Care Together and developing a culture of continuous quality improvement. This is achieved through:

- Safeguarding the high standards of care through the development of supporting policies, procedures, consumer engagement strategies, reporting and investigating reported incidents and communicating themed patient safety issues and risks to the organisation.

DUTIES

Under limited direction of the Executive Branch Manager you will provide leadership, strategic direction and coordination of incident management and patient experience and support a culture of quality assurance and continuous quality improvement. You will:

1. Provide high level strategic leadership related to Quality, Safety Innovation, and Improvement across the organisation.
2. Provide leadership to the Quality, Safety Innovation, and Improvement teams and manage the human, financial and operational resources of the team to maximise efficiency and effectiveness.
3. Lead and facilitate consultation, negotiation and liaison with all stakeholders, including executives, consumers/carers and non-government organisations to develop and implement an annual work plan to support the implementation of the CHS quality and safety agenda.
4. Establish and maintain effective working relationships across Canberra Health Services, and the Health Directorate as required, to facilitate the implementation of activities associated with the National Safety and Quality Health Service Standards, and safety and quality data for assurance and improvement.
5. Undertake other duties appropriate to this level of classification which contribute to the operation of the organisation.

ABOUT YOU

CHS is committed to workforce diversity and to creating an inclusive workplace. As part of this commitment, we welcome applications from all diversity groups. Aboriginal and Torres Strait Islander peoples, people with disability and people who identify as LGBTQIA+ are particularly encouraged to apply.

Behavioural Capabilities

1. Display a high-level understanding of quality and clinical governance frameworks and the National Safety and Quality Health Service Standards.
2. Patient/consumer/carer focus
3. High level of emotional intelligence and strong engagement skills
4. Proactive with strong organisational skills, able to work independently and within a team environment.

Position Requirements / Qualifications

Relevant: Eligible for registration with the Nursing and Midwifery Board through the Australian Health Practitioner Regulation Agency (AHPRA) qualifications and a minimum of 4 years' experience working professionally in a health care setting is preferred.

- CHS is leading the drive to digitally transform health service delivery in Australia through the implementation of a territory wide [Digital Health Record](#). Computer literacy skills are required which are relevant to this role as you will be responsible for completing required documentation and becoming a proficient user of the Digital Health Record and/or other Information Technology systems; once proficient, you will need to remain current with changes, updates and contingencies.

Desirable

- Have an understanding of how the [National Safety and Quality Health Service \(NSQHS\)](#) indicators align with this role.
- Fulfil the responsibilities of this role in alignment to the [CHS Exceptional Care Framework](#), [Clinical Governance Framework](#), [Partnering With Consumers Framework](#) and [all other related frameworks](#).

Please note prior to commencement successful candidates will be required to:

- Undergo a pre-employment National Police Check.
- Obtain a Compliance Certificate from OMU (Occupational Medicine Unit) relating to assessment, screening & vaccination processes against specified infectious diseases.
- Comply with Canberra Health Services Occupational Assessment, Screening and Vaccination policy.

WHAT YOU REQUIRE

These are the key selection criteria for how you will be assessed in conjunction with your resumé and experience.

1. Proven experience of leading safety and quality in a healthcare environment at a senior level including implementation of the National Safety and Quality Health Service Standards. While utilising data to drive change, and the ability to facilitate organisational change within a complex healthcare environment.
2. Demonstrated high level knowledge and involvement in patient experience and understanding the consumer perspective of health care, and in clinical incident management, including open disclosure.
3. Proven record of achievement in providing effective leadership and management at a senior level including the management of human and financial resources.
4. Demonstrated liaison and communication skills of a high order with the capacity and ability to influence, negotiate and communicate across all groups and levels of health employees, and with external stakeholders including consumers and carers.
5. Demonstrates understanding of, and adherence to, safety and quality standards, work, health and safety (WH&S) and the positive patient experience. Displays behaviour consistent with CHS's values of reliable, progressive, respectful and kind.

WORK ENVIRONMENT DESCRIPTION

The following work environment description outlines the inherent requirements of the role and indicates how frequently each of these requirements would need to be performed. Please note that the ACT Public Service is committed to providing reasonable adjustments and ensuring all individuals have equal opportunities in the workplace.

ADMINISTRATIVE	FREQUENCY
Telephone use	Occasionally
General computer use	Frequently
Extensive keying/data entry	Occasionally
Graphical/analytical based	Frequently
Sitting at a desk	Frequently
Standing for long periods	Occasionally

TRAVEL	FREQUENCY
Frequent travel – multiple work sites	Occasionally
Frequent travel – driving	Occasionally

PSYCHOSOCIAL DEMANDS	FREQUENCY
Distressed People e.g. Emergency or grief situations	Occasionally
Aggressive & Uncooperative People e.g. drug / alcohol, dementia, mental illness	Occasionally
Unpredictable People e.g. Dementia, mental illness, head injuries	Never
Restraining e.g. involvement in physical containment of clients/consumers	Never
Exposure to Distressing Situations e.g. Child abuse, viewing dead / mutilated bodies; verbal abuse; domestic violence; suicide	Occasionally

SPECIFIC HAZARDS	FREQUENCY
Working at heights	Never
Exposure to extreme temperatures	Never
Operation of heavy machinery e.g. forklift	Never
Confined spaces	Never
Excessive noise	Never
Low lighting	Never
Handling of dangerous goods/equipment e.g. gases; liquids; biological.	Never
Slippery or uneven surfaces	Never

PHYSICAL DEMANDS	FREQUENCY
Distance walking (large buildings or inter-building transit)	Frequently
Working outdoors	Never

MANUAL HANDLING	FREQUENCY
Lifting 0 – 9kg	Occasionally
Lifting 10 – 15kg	Never
Lifting 16kg+	Never
Climbing	Never
Running	Never
Reaching	Occasionally
Kneeling	Never
Foot and leg movement	Never
Hand, arm and grasping movements	Occasionally
Bending/squatting	Never
Bend/Lean Forward from Waist/Trunk twisting	Never
Push/pull	Never
Sequential repetitive movements in a short amount of time	Frequently

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Attachment B



Canberra Health Services

POSITION DESCRIPTION

Directorate	Canberra Health Services	Reporting Relationships <div style="border: 1px solid black; padding: 5px; text-align: center;">Executive Branch Manager Quality, Safety, Innovation and Improvement</div> <div style="text-align: center; margin: 5px 0;">↑</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Senior Director Quality, Safety, Innovation and Improvement</div> <div style="text-align: center; margin: 5px 0;">↑</div> <div style="border: 1px solid black; padding: 5px; text-align: center;">Innovation and Improvement Manager</div>
Division	Quality, Safety, Innovation and Improvement	
Business Unit	Quality and Safety Executive	
Position Number	58054	
Position Title	Innovation and Improvement Manager	
Classification	RN 4.3	
Location	Canberra Hospital	
Last Reviewed		

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Our **Role**: to be a health service that is trusted by our community

Our **Values**: Reliable, Progressive, Respectful and Kind

POSITION OVERVIEW

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The Quality, Safety, Innovation and Improvement (QSII) Division support the delivery of CHS' strategic approach to patient safety, quality improvement, national standards and accreditation with a focus on continuous quality improvements.

The Division will provide strategic leadership, oversight and advice on CHS' quality approach to deliver Exceptional Health Care Together and develop a culture of continuous quality improvement. This is achieved through:

- Safeguarding the high standards of care through the development of supporting policies, procedures, consumer engagement strategies, reporting and investigating reported incidents as well as communicating themed patient safety issues and risks to the organisation.
- Continually improving the quality of the services through active teaching, coaching, facilitation of improvement and quality assurance programs as well as the provision of information for service improvement.

DUTIES

Under limited direction of the Senior Director Quality, Safety, Innovation & Improvement, you will undertake key projects that sit within QSII. You will:

6. Lead and manage the planning and implementation of assigned projects and ensure all relevant stakeholders are identified and engaged during the planning, design and delivery phases of the projects.
7. Ensure the business need is clearly articulated and mapped to support effective organisational change management.
8. Ensure projects are managed in accordance with established frameworks and processes to guarantee appropriate governance over deliverables, utilising project management or quality improvement documentation.
9. Prepare high level reports on project performance and outcomes, including ministerial and executive briefs.
10. Undertake other duties appropriate to this level of classification which contribute to the operation of the organisation.

ABOUT YOU

CHS is committed to workforce diversity and to creating an inclusive workplace. As part of this commitment, we welcome applications from all diversity groups. Aboriginal and Torres Strait Islander peoples, people with disability and people who identify as LGBTQIA+ are particularly encouraged to apply.

Behavioural Capabilities

5. Display a high-level understanding of quality and clinical governance frameworks and the National Safety and Quality Health Service Standards.
6. Patient / consumer / carer focus.
7. High level of emotional intelligence and strong engagement skills.
8. Proactive with strong organisational skills and the ability to work independently as well as within a team environment.

Position Requirements / Qualifications

Mandatory

- Eligible for registration with the Nursing and Midwifery Board through the Australian Health Practitioner Regulation Agency (AHPRA).
- CHS is leading the drive to digitally transform health service delivery in Australia through the implementation of a territory wide [Digital Health Record](#). Computer literacy skills are required which are relevant to this role as you will be responsible for completing required documentation and becoming a proficient user of the Digital Health Record and/or other Information Technology systems; once proficient, you will need to remain current with changes, updates and contingencies.

Desirable

- Relevant tertiary qualifications and a minimum of four years' experience working professionally in a health care setting is preferred.
- Have an understanding of how the [National Safety and Quality Health Service \(NSQHS\)](#) indicators align with this role.
- Fulfil the responsibilities of this role in alignment to the [CHS Exceptional Care Framework](#), [Clinical Governance Framework](#), [Partnering With Consumers Framework](#) and [all other related frameworks](#).

Please note prior to commencement successful candidates will be required to:

- Undergo a pre-employment National Police Check.
- Obtain a Compliance Certificate from the Occupational Medicine Unit (OMU) relating to assessment, screening and vaccination process against specified infectious diseases.

WHAT YOU REQUIRE

These are the key selection criteria for how you will be assessed in conjunction with your resumé and experience.

6. Proven experience in leading safety and quality improvement activities in a healthcare environment at a senior level including the ability to undertake and deliver complex projects.
7. Demonstrated high level liaison and communication skills with the capacity and ability to engage and influence communication across all groups and levels of health employees, as well as with external stakeholders including consumers and carers.
8. Proven organisational and time management skills, with the ability to effectively manage others, and self, to deliver high quality work within agreed timeframes.
9. Demonstrated high level computer literacy skills, including the ability to prepare high quality written report and briefs, as well as interpret quality and safety data from a number of sources.
10. Demonstrates understanding of, and adherence to, safety and quality standards, work, health and safety (WH&S) and the positive patient experience. Displays behaviour consistent with CHS's values of reliable, progressive, respectful and kind.

WORK ENVIRONMENT DESCRIPTION

The following work environment description outlines the inherent requirements of the role and indicates how frequently each of these requirements would need to be performed. Please note that the ACT Public Service is committed to providing reasonable adjustments and ensuring all individuals have equal opportunities in the workplace.

ADMINISTRATIVE	FREQUENCY
Telephone use	Occasionally
General computer use	Frequently
Extensive keying/data entry	Occasionally
Graphical/analytical based	Frequently
Sitting at a desk	Frequently
Standing for long periods	Occasionally

TRAVEL	FREQUENCY
Frequent travel – multiple work sites	Occasionally
Frequent travel – driving	Occasionally

PSYCHOSOCIAL DEMANDS	FREQUENCY
Distressed People e.g. Emergency or grief situations	Occasionally
Aggressive & Uncooperative People e.g. drug / alcohol, dementia, mental illness	Occasionally
Unpredictable People e.g. Dementia, mental illness, head injuries	Never
Restraining e.g. involvement in physical containment of clients/consumers	Never
Exposure to Distressing Situations e.g. Child abuse, viewing dead / mutilated bodies; verbal abuse; domestic violence; suicide	Occasionally

SPECIFIC HAZARDS	FREQUENCY
Working at heights	Never
Exposure to extreme temperatures	Never
Operation of heavy machinery e.g. forklift	Never
Confined spaces	Never
Excessive noise	Never
Low lighting	Never
Handling of dangerous goods/equipment e.g. gases; liquids; biological.	Never
Slippery or uneven surfaces	Never

PHYSICAL DEMANDS	FREQUENCY
Distance walking (large buildings or inter-building transit)	Frequently
Working outdoors	Never

MANUAL HANDLING	FREQUENCY
Lifting 0 – 9kg	Occasionally
Lifting 10 – 15kg	Never
Lifting 16kg+	Never
Climbing	Never
Running	Never
Reaching	Occasionally
Kneeling	Never
Foot and leg movement	Never
Hand, arm and grasping movements	Occasionally
Bending/squatting	Never
Bend/Lean Forward from Waist/Trunk twisting	Never
Push/pull	Never

Sequential repetitive movements in a short amount of time	Occasionally
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Attachment C



Canberra Health Services

POSITION DESCRIPTION

Directorate	Canberra Health Services	Reporting Relationships
Division	Quality, Safety Innovation & Improvement	Senior Director quality, Safety, Innovation and Improvement
Business Unit	Innovation and Improvement	↑
Position Number		
Position Title	Innovation and Improvement Project Officer	Director Innovation and Improvement
Classification	ASO6/HP/RN2	↑
Location	CHS	
Last Reviewed		Innovation and Improvement Project Officer

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- Continually improving the quality of the services through active teaching, coaching, facilitation of improvement and quality assurance programs and the provision of information for service improvement

DUTIES

It is expected that the Innovation and Improvement Project Officer will support the Director to undertake key projects that sit within QSII. You will:

1. Provide coordination and support for the planning, design, implementation, and delivery phases of assigned projects. This includes project scheduling, communication, evaluation and secretariat support.
2. Establish and maintain productive and collaborative relationships with key stakeholders.
3. Prepare reports on project performance and outcomes, including ministerial and executive briefs.
4. Undertake other duties appropriate to this level of classification which contribute to the operation of the organisation.

ABOUT YOU

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Behavioural Capabilities

9. Able to work independently and collaboratively within a team environment
10. Display a high-level understanding of the National Safety and Quality Health Service Standards.
11. Patient/consumer/carer focus
12. High level of emotional intelligence, strong communication and engagement skills

Position Requirements / Qualifications

Mandatory

- CHS is leading the drive to digitally transform health service delivery in Australia through the implementation of a territory wide [Digital Health Record](#). Computer literacy skills are required which are relevant to this role as you will be responsible for

completing required documentation and becoming a proficient user of the Digital Health Record and/or other Information Technology systems; once proficient, you will need to remain current with changes, updates and contingencies.

Desirable

- Have an understanding of how the [National Safety and Quality Health Service \(NSQHS\)](#) indicators align with this role.
- Fulfil the responsibilities of this role in alignment to the [CHS Exceptional Care Framework](#), [Clinical Governance Framework](#), [Partnering With Consumers Framework](#) and [all other related frameworks](#).

Please note prior to commencement successful candidates will be required to:

- Undergo a pre-employment National Police Check.
Prior to commencing this role, a current registration issued under the [Working with Vulnerable People \(Background Checking\) Act 2011](#) is required.
- Comply with Canberra Health Services Occupational Assessment, Screening and Vaccination policy.

WHAT YOU REQUIRE

These are the key selection criteria for how you will be assessed in conjunction with your resumé and experience.

with your resumé and experience:

11. Proven ability to develop, support, implement and evaluate projects/programs and quality improvement activities.
12. Demonstrated ability to work effectively within a team environment, to multi-task, prioritise workloads and meet timelines within a complex health service.
13. Demonstrated high level communication skills including the ability to prepare high quality written reports and high-level computer literacy.
14. Evidence of the ability to successfully liaise, negotiate and communicate with a range of staff, consumers, carers, and service providers within a health care environment.
15. Demonstrates understanding of, and adherence to, safety and quality standards, work, health, and safety (WH&S) and the positive patient experience. Displays behaviour consistent with CHS's values of reliable, progressive, respectful, and

WORK ENVIRONMENT DESCRIPTION

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Graphical/analytical based	Frequently
Sitting at a desk	Frequently
Standing for long periods	Occasionally

TRAVEL	FREQUENCY
Frequent travel – multiple work sites	Occasionally
Frequent travel – driving	Occasionally

PSYCHOSOCIAL DEMANDS	FREQUENCY
Distressed People e.g. Emergency or grief situations	Never
Aggressive & Uncooperative People e.g. drug / alcohol, dementia, mental illness	Never
Unpredictable People e.g. Dementia, mental illness, head injuries	Never
Restraining e.g. involvement in physical containment of clients/consumers	Never
Exposure to Distressing Situations e.g. Child abuse, viewing dead / mutilated bodies; verbal abuse; domestic violence; suicide	Never

SPECIFIC HAZARDS	FREQUENCY
Working at heights	Never
Exposure to extreme temperatures	Never
Operation of heavy machinery e.g. forklift	Never
Confined spaces	Never
Excessive noise	Never
Low lighting	Never
Handling of dangerous goods/equipment e.g. gases; liquids; biological.	Never
Slippery or uneven surfaces	Never

PHYSICAL DEMANDS	FREQUENCY
Distance walking (large buildings or inter-building transit)	Frequently
Working outdoors	Choose an item.

MANUAL HANDLING	FREQUENCY
Lifting 0 – 9kg	Occasionally
Lifting 10 – 15kg	Never
Lifting 16kg+	Never
Climbing	Never
Running	Never
Reaching	Occasionally
Kneeling	Never
Foot and leg movement	Never
Hand, arm and grasping movements	Occasionally
Bending/squatting	Never

Bend/Lean Forward from Waist/Trunk twisting	Never
Push/pull	Never
Sequential repetitive movements in a short amount of time	Frequently

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