

**Health Select Committee Annual Review Questions**  
**Capital & Coast District Health Board – 2015/16**

**RESTRUCTURING/REVIEWS**

1 What restructuring occurred during 2015/16 and each of the previous four financial years? Please provide copies of any evaluations carried out prior to restructuring and details of the structural change; the objective of restructuring; staff increases or reductions as a result; and all costs associated with the change including costs of redundancy.

There are constant changes within the organisation to optimise resources and ensure best value for money. The term “restructuring” here is used in the case where there have been changes impacting across three DHBs, or changes that have resulted in redundancies. Changes in reporting lines have not been included.

Where teams have been merged across two or three of the DHBs the underlying purpose has been to achieve benefits of improved quality, safety and experience of care, and better use of resources. Merged teams achieve efficiencies and cost saving through on-going work to achieve shared platforms, processes and systems; one approach in areas of commonality, intellectual property sharing and cost efficiencies. The Laboratory integration is currently being evaluated externally.

See tables below for details.

Costs relating to redundancies are in question 87.

<b>2015/2016</b>		
<b>Details of the structural change</b>	<b>Staff increases or decreases</b>	<b>All costs of change including redundancy - Costs relating to redundancies are in question 87.</b>
The CCDHB Laundry service, which also included laundry services for Hutt Valley DHB, was transferred to a DHB owned company Allied Laundry Service.	With the outsourcing of Laundry services a total of 26 staff were made redundant.	There were costs associated with legal advice required given the commercial aspects of the transaction.
Two HRS teams each led by a manager were merged to rationalise the number of direct reports to the now GM People & Capability and to provide for a more cohesive and strategic approach to core HRS activity.	There was no increase or decrease in the numbers of staff but the configuration of the staffing resource was adjusted to better meet the needs of the business.	There were no costs as work was undertaken internally. There was one redundancy.
The Decision Support Unit at CCDHB was reconfigured into a Business Intelligence and Analytics team and a Clinical Coding and Data Quality Team. A third team had a change in reporting line.	Nil but the configuration of the staffing resource was adjusted to better meet the needs of the business.	Two staff exited through redundancy.
The 3 DHBs proceeded with the option of an integrated laboratory service covering both community and hospital based services. This saw the transition of existing staff from One Lab (Hutt Valley and CCDHB lab staff) and MedLab Central in the Wairarapa to a new provider, Wellington SCL with effect from 1 November 2015.	Staff transitioned to the new company on 1 November 2015. There were no redundancies.	Legal costs were incurred because of the commercial nature of the arrangements entered into. There were no redundancies.

Synergies and efficiencies were sought in a reconfiguration of the leadership of the payroll/ HRMIS teams at CCDHB and Hutt Valley DHB.	There was no increase or decrease in the numbers of staff but the configuration of the staffing resource was adjusted to better meet the needs of the business.	There were no costs as work was undertaken internally.
A service delivery review was undertaken in the Perioperative Unit.	There was a decrease of 0.05 FTE.	There was one partial redundancy. All costs including redundancy were \$1,732

**2014/2015**

<b>Details of the structural change</b>	<b>Staff increases or decreases</b>	<b>All costs of change including redundancy - Costs relating to redundancies are in question 87.</b>
Payroll, HR Systems and Projects. A proposal was confirmed to realign the FTE and functions within this group to improve leadership, meet increased demands and improve role clarity, accountability and further develop more consistent processes.	11 new roles were established and 12.24 roles disestablished. Reconfiguring the staffing resource including disestablishing vacancies and some fixed term roles saw a net reduction of 3.74 FTE.	Some costs were contained as the work was undertaken internally. There was one redundancy.
SIDU - enabling the most efficient operation of the SIDU Business Services Team so that it can achieve its role of effectively supporting the SIDU unit and the wider three DHBs.	Decrease of 1 FTE.	There was one redundancy.
Change Executive Assistant support to 3DHB Executive Leadership.	There was no increase or decrease in the numbers of staff.	There were no costs as work was undertaken internally. There were no redundancies as a result of this review.
Outsourcing of Immunisation Services.	There was a decrease in staff but no cost as the "sale or transfer" clause was applied.	There were no costs as work was undertaken internally. There were no redundancies as a result of this review.
Mental Health, Addictions, and Intellectual Disability Services came into a single service across the 3 DHBs. This integration was completed in February 2015.	15.6 FTE were disestablished within CCDHB's MHAID service and 19.5 FTEs were employed.  This was an increase of 3.9fte that operates across Wairarapa, Hutt Valley and Capital & Coast DHBs.	An external consulting group were engaged to support the change. The cost was approximately \$70,000.
Ministry of Health ceased funding and activity for the Antenatal HIV Screening Programme.	There was a decrease of 0.5 FTE.	There was one redundancy. All costs including redundancy were \$17,023.

**2013/2014**

<b>Details of the structural change</b>	<b>Staff increases or decreases</b>	<b>All costs of change including redundancy</b>
The Human Resources functions across Capital & Coast DHB, Wairarapa DHB and Hutt Valley DHB have been merged into a 3DHB Human Resources Services. There is one manager accountable for the combined team.	There were no immediate increases or decreases of staff	There were no costs as work was undertaken internally. There were no redundancies as a result of this review.

The Facilities Management functions across Capital & Coast DHB, Hutt Valley DHB and Wairarapa DHB have been merged with one manager accountable for the combined team.	There was an initial increase of 0.6 FTE staff.	There were no costs as work was undertaken internally. There were no redundancies as a result of this review.
The Finance, Payroll, ICT, Facilities Management, Hutt Valley Payroll and CCDHB Human Resource Management Information System (HRMIS) and Payroll were merged into a 3DHB Corporate Services Team with one manager accountable for the combined team.	Overall staff numbers remained the same.	There were no costs as work was undertaken internally. There were two redundancies as a result of this review at a combined cost of \$122,566.
There was a review of Te Mahoe to reflect reducing demand.	There was a reduction in referrals to the service which impacted on the hours/days of operation and a reduction in staff required.	There were no costs as work was undertaken internally. There were 6 people paid redundancy payments at a total cost of \$95,433.12
There was a review of the staffing requirements within the CCDHB laundry to reflect a reduction in capacity to process laundry and partial increase in outsourcing of laundry to another DHB laundry, Allied Laundry.	There was a reduction of 4 FTE	There were four redundancies as a result of this review at a total cost of \$132,242.
There was a review of staffing capability and roster mix within Radiology. There was a specific admin role on the permanent night shift supporting radiology. Over time, with changes to processes it got to the point that we no longer needed the night shift role	Overall staff numbers remained the same.	There was one redundancy at a cost of \$28,002.
There was a review of the laboratory service across the Hutt Valley DHB and Capital & Coast DHB (CCDHB) with One Lab team established.	There were no immediate increases or decreases in staff.	There were no redundancies as a result of this review. Costs of change totalled \$21,505.
Work was undertaken during this financial year on the proposed establishment of a single Sub-Regional Mental Health Addictions and Intellectual Disability Services.	There were no immediate increases or decreases in staff.	No costs were incurred in this financial year
In April restructures were undertaken of the Medical Physicists, Clinical Physiologists and Operations Managers within the Medicine and Cancer Directorate.	One Medical Physicist position was added; one Clinical Physiologist position was added and one Operations Manager role was added – this was a reconfiguration of an existing position.	All costs were contained within Business as Usual (BAU).

There was a restructure of the Service Integration & Development Unit (SIDU) in 2012/2013, when one team was created from the funding teams from the 3DHBs.	Reduction of 1 FTE	There was one redundancy.
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**2012/13**

Details of the structural change	Staff increases or decreases	All costs of change including redundancy
A review of the ICT teams was undertaken to better align the ICT function across the 3 DHBs to meet the increasing demands on this function while maintaining a focus on significant ICT work programmes within each DHB	There were 4 new roles and 6 staff affected. There were no redundancies.	There were no costs as work was undertaken internally.

2011/2012		
Details of the structural change	Staff increases or decreases	All costs of change including redundancy
No change projects identified		

2 Was any work conducted around mergers with other agencies in the 2015/16 year? If so, for each such project, what agencies were being considered for mergers?  
 No, however the 3 DHBs are continually looking at opportunities to improve service delivery improvement and cost effectiveness through shared functions and integrated service delivery.

3 Was any rebranding undertaken in the 2015/16 financial year? If so, what did the rebranding involve, how much was spent on rebranding, why was it undertaken, and was it carried out internally or externally? What rebranding was carried out in each of the previous four financial years?  
 No rebranding of Capital & Coast DHB has taken place this financial year or in the previous four financial years.

4 Are any inquiries or investigations currently being undertaken into performance by any external agency? If so, please provide the following details:  
 • The body conducting the inquiry/investigation  
 • The reason for the inquiry/investigation  
 • The expected completion date  
 CCDHB initiated a Clinical Service level review by PWC in 20/5/16 which was not completed until October 2016. The purpose of the review was to provide a transparent view of cost efficiency on service provision, identifying where Capital & Coast DHB is "winning and losing" in the services they provide.

**BUDGET INITIATIVES**

5 For each new spending initiative introduced over the last four Budgets (i.e. Budget 2012, Budget 2013, Budget 2014, and Budget 2015), what evaluation has been undertaken of its effectiveness during 2015/16 and what were the findings of that initiative? Please provide a copy of the evaluation reports. Where no evaluation has been completed, what provision has been made for an evaluation to occur and what is the timeframe for that evaluation?  
 Continuous monitoring and examination of outcomes. New spending initiatives introduced through DHBs Crown Funding Agreements are evaluated by the Ministry of Health. Any reports will be held by Ministry of Health.

## COST AND SERVICE CHANGES

6	<p>What new services, functions or outputs have been introduced in the last financial year? Please describe these and estimate their cost.</p> <ul style="list-style-type: none"> <li>Increased Theatre production We have increased theatre productivity at Kenepuru and Wellington to support an increase in the number of surgical procedures able to be performed. The investment has been in the workforce which includes Orthopaedic surgeons, Anaesthetists, Ophthalmologist, Anaesthetic technicians and nursing staff. The estimated costs are \$2.989m</li> <li>Additional beds resourced in ICU To support an increasing demand from both electives and acute patients. The investment has been in the nursing workforce with an estimated cost of \$220k</li> </ul> <p>Trauma service</p> <ul style="list-style-type: none"> <li>Trauma Services A Clinical Leader 0.1FTE and a senior nurse have been appointed to strengthen the coordination of the management of trauma within the DHB and to support the regional network that has been established. The estimated costs are \$108k.</li> <li>Gynae Oncology Services An investment has been made in the Gynae Oncology services to ensure the standards are able to be met. Additional resources have been approved and recruited as part of the first phase including an additional Senior Medical officer, a senior nurse and a data manager. The estimated costs are \$517k.</li> </ul> <ul style="list-style-type: none"> <li>New Nurse practitioner for gerontology for Kenepuru community services \$90K.</li> <li>Telestroke pilot is a new service model where remote neurologists (CCDHB) provide expert decision 24/7 support via videoconferencing equipment to less experienced clinicians at smaller hospitals (HBDHB, MDHB, NMDHB estimated cost is \$150K</li> <li>Project Energise commenced in April 2016. \$156,923.04 per annum, 3 year agreement</li> <li>Health Care Home commenced November 2015 - \$235,667 first year - \$1,134,576 in 2016/17</li> <li>Zero fee for 6-13 year olds – commenced 1 July 2015. - \$280,178 including Pharmacy excluding wash up</li> <li>Youth Forensics national service established \$5.8m</li> <li>Palliative Care additional funding – service improvements \$131k [\$1.3m 15/16 to 18/19]</li> <li>Hepatitis C – funding to develop service \$160k.</li> </ul>
7	<p>What services, functions or outputs have been cut, reduced, or had funding reprioritised from in the last financial year? Describe the service or function concerned and estimate the cost saving.</p> <p>Termination of pregnancy services have been reduced as a result of a reduction in demand. The service was reconfigured and resources were reallocated to other areas within the DHB. This has resulted in a saving of \$117k relating to personnel costs.</p> <p>Primary sexual health subsidies reduced \$390k. Immunisation outreach services \$144k.</p>
8	<p>What programmes or projects, if any, were delayed in the 2015/16 financial year and what was the reason for any delay in delivery or implementation?</p> <p>None.</p>

9

How much funding for specific projects, policies or programmes has been carried forward from the 2015/16 financial year to the current financial year? For each, please provide the following details:

- Name of project, policy or programme
- Amount of funding brought forward
- Amount of funding already spent
- Amount of funding originally budgeted for the project
- Estimation completion date.

Name of project, policy or programme	Amount of funding brought forward	Amount of funding already spent	Amount of funding originally budgeted for the project	Estimation completion date.
Palliative care services improvement	\$131,290.00	\$0.00	\$0.00	30/06/2019
Health Services for Emergency Quota Refugees	\$19,473.26	\$1,171,013.92	\$1,171,013.92	Ongoing
Tobacco Control and Community Smoking Cessation	\$50,500.00	\$394,566.00	\$445,066.00	Ongoing

**Breakdown of funding already spent on Health Services for Emergency Quota Refugees**

Refugee Trauma Recovery services	Refugee Mental Health Services	\$594,667.30
Well Health Trust	Refugee/new settlers Primary Health Care	\$576,346.62
		<b>\$1,171,013.92</b>

**Breakdown on funding already spent on Tobacco Control and Community Smoking Cessation**

Ora Toa PHO Ltd	ABC Facilitator (Smokefree)	\$100,000.00
Ora Toa PHO Ltd	Community Smoking Cessation Service	\$158,066.00
Compass Health	Primary Care Clinical Champion	\$48,000.00
SIDU	Smokefree DHB Coordinator	\$87,500.00
Data People	Cessation Data Support	\$1,000.00
		<b>\$394,566.00</b>

10

How many projects or contracts that were due to be completed in 2015/16 were shelved, curtailed or pushed into out years? For each, what was the project name, what was the total budgeted cost, what is the actual cost to date, what was its purpose and why it was it not completed in 2015/16?

None.

**USER CHARGES**

11 What user charges were collected in the last financial year and what was the revenue from each of them? How does this compare to the previous financial year?

<b>\$(000)</b>		
<b>Category Type</b>	<b>2014/15</b>	<b>2015/16</b>
Non-residents	1,666	1,749
Dental	885	439
Other	1,246	1,032
Total	3,797	3,220

**PROPERTY/CAPITAL WORKS**

12 How much funding was allocated to capital works in the last financial year? How does this figure compare to that allocated and that spent in the previous four financial years?

<b>Capital Expenditure ('\$000)</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Funding allocated	37,500	38,800	28,600	25,100	25,000	25,000
Actual cash flow spend	33,317	27,784	15,084	25,696	14,674	25,698

13 What land, building, and other assets were sold in 2015/16? What processes were undertaken for the disposal of these assets and how much did they sell for? How does that compare to each of the previous four financial years?

No land, building, and other assets were sold in 2015/16.

<b>Sale of Fixed Assets ('\$000)</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
Sale of F/Assets	0	0	0	0	0	0

14 How much floor space does your department, agency or organisation lease and what is the annual cost per square metre and total cost in each building of those leases? How does this compare with each of the previous four financial years?

Year	Building Count	Area m2	\$m2 cost	\$ Per Annum
2011	13	5,878	186	1,095,045
2012	13	5,676	172	978,283
2013	15	5,444	194	1,058,814
2014	15	5,455	197	1,074,837
2015	15	5,277	226	1,193,730

The increase in costs from 2014 to 2015 is due to moves by Mental Health in Porirua. They moved from Pember House into the BNZ building to have their footprint in one building. Cost per sq meter is higher as there are more modern buildings in the area.

Wellington	2011/12			2012/13			2013/14			2014/15			2015/16		
Address	Area m2	PER / \$m2	Gross rent Per annum	Area m2	PER / \$m2	Gross rent Per annum	Area m2	PER / \$m2	Gross rent Per annum	Area m2	PER / \$m2	Gross rent Per annum	Area m2	PER / \$m2	Gross rent Per annum
Life Centre, 21 Hania Street, Wellington - Premises	651.20	226.49	147,488	651.20	226.49	147,488	1,222.80	196.57	236,698	1,222.80	196.57	236,698	1222.8	\$ 205.43	251,198
Laughton House, 90-104 Tory Street, Wellington	715.00	195.00	139,425	715.00	195.00	139,425	715.00	200.00	143,000	715.00	204.22	146,018	715	\$ 207.49	148,354
Airways Building, Level 2, 36 Tacy Street, Kilbirnie	734.66	139.62	102,576	734.66	139.62	102,576	734.66	151.99	111,662	734.66	151.99	111,662	734.66	\$ 167.39	122,976
Pipitea House, 61 Thorndon Quay, Wellington	1,636.98	177.16	290,000	1,636.98	177.16	290,000									
<b>Porirua</b>															
Pember House, 3 Hagley Street, Porirua	998.00	191.67	191,290	998.00	127.33	127,072	499.00	135.82	67,772	499.00	135.82	67,772			
6 Hagley Street, Porirua	260.00	115.38	30,000	260.00	121.62	31,620									
Level 3 BNZ Building, 14 Hartham Place, Porirua	611.09	214.29	130,952	301.33	225.24	67,871	1,513.07	217.04	328,395	1,513.07	217.04	328,395	605.87	\$ 287.68	174,299
Level 8 BNZ Building, 14 Hartham Place, Porirua													605.87	\$ 259.67	157,325
Level 11 BNZ Building, 14 Hartham Place, Porirua													605.87	\$ 215.44	130,532
<b>Rest of New Zealand</b>															
Departmental Building, 31 Chapel Street, Masterton	17.60	295.45	5,200	17.60	295.45	5,200	17.60	295.45	5,200	17.60	295.45	5,200	17.6	\$ 246.21	4,333
29 Rathbone Street, Whangarei							10.81	638.30	6,900	10.81	638.30	6,900			
3 Osterley Way, Manukau, Auckland							202.00	200.00	40,400	202.00	200.00	40,400	185.20	\$ 228.94	42,400



77 Duke Street, Cambridge							60.55	244.81	14,824	60.55	244.81	14,824			
79 Bealey Avenue, Christchurch: Offices 3, 4 & 8							17.75	1,081.69	19,200	28.75	1,115.48	32,070	40.3	1,287.00	51,872
469 Moray Place, Dunedin							31.50	317.46	10,000	31.50	317.46	10,000			
Lvl 3, 34 London Street, Dunedin													31.5	380.95	12,000
75 Childers Road, Gisborne	19.20	580.10	11,138	25.20	526.79	13,275	25.20	526.79	13,275	25.20	526.79	13,275	25.2	575.11	14,493
Napier Health Centre, Wellesley Road, Napier	60.03	299.79	17,997	157.03	157.39	24,715	157.03	157.39	24,715	157.03	157.39	24,715	180.9	237.66	42,992
136 St Hill Street, Wanganui				37.00	179.46	6,640	37.00	183.05	6,773	37.00	186.71	6,908	37	239.73	8,870
Part FDU K 127 Shakespeare St Cambridge													69.05	168.51	11,636
288 Oxford Street, Levin	30.25	138.84	4,200	30.25	138.84	4,200									
268 Broadway Avenue, Palmerston North	111.41	163.36	18,200	111.41	163.36	18,200	200.00	150.00	30,000	200.00	150.00	30,000	200	102.25	20,450
The Rutland Centre, 54 Victoria Street	32.25	204.00	6,579												

15 Were any of your offices relocated in 2015/16? In each case please provide where did the office moved from and to, a breakdown of the cost of relocating, the amount of any saving or increase in rent paid resulting from the move, the floor space of the original and new office, and the reason for the relocation. Please also provide these details for each of the previous four financial years.

No offices were relocated in 2015/16.

16

How much was spent on each renovation, refurbishment or redecoration project in offices or buildings of the department, agency or organisation that cost more than \$5,000 in the 2015/16 financial year? For each, please provide the following details:

- A description of the renovation carried out
- Location of the project
- Name of provider(s) or manufacturer(s)
- Type of product or service generally provided by the above
- Cost of the project
- Completion date
- Whether tenders were invited, if so, how many were received
- List separately any single item of furniture or fixture worth more than \$2,500 with its cost.

Description	Location	Name of Provider/Manufacturer	Type of product/service	Project cost	Completion Date	Tender	Single Furniture or fixture > \$2,500
Refurbishment of office space; new offices, electrical, data, flooring etc.	BNZ Building	Capital Construction Ltd	Building-head contractor	\$467,852.14	10/08/2015	No: Lease specifies building company to be engaged	Joinery Items: reception desk
Accommodate 30 plus staff-Child & Adolescence Mental Health Services, 14 Hartham Place, Porirua		IRL Furniture	Office Furniture	\$56,943.10		Previous tender pricing secured	No
		HBG Limited	Office Partitioning	\$12,848.00		Previous tender pricing secured	No
Refurbishment of bathrooms/toilets, installation of new extract system	Ward 4, Kenepuru Hospital	Holmes Construction	Building-head contractor	Estimate \$713,885.56	23/05/2016	Yes	No
		Holmes Construction	Building-head contractor	\$719,798.34	15/02/2016	Yes	
		HBG Furniture	Furniture	\$11,866.00		No-specialised mental health furnishings	No
		BFG	Furniture-tables	\$1,698.00		No-specialised mental health furnishings	No
		Noel Leeming	TV, TV mounts, microwave	\$1,193.08		Yes-prices sought	No
Wellington Blood and Cancer Centre - Temporary Office Space, Wgtn Oncology		IBM NZ	Computer Hardware	\$55,498.00	30/03/2016	No individual trade costs below tender requirement threshold ie no main contractor	No
		Optitel Dobbins Irl Furniture	Electrical & Data Office Screens Office Furniture				

		Circuit Systems Fletchers BR Flooring Avia Builder	Electronic Security Building Works Flooring Repairs Building Works				
	Relocate Kenepuru Medical Typists, Ward Block, Kenepuru Hospital	Key Commercial Optitel BR Flooring Master Locksmiths NZ Window Shades Advanced Window Door services	New Kitchen Electrical & Data Flooring Locks Blinds Window Winding Gear	\$37,120.10	04/12.2015	Yes	No
	Refurbishment of Old Nurses Chapel to accommodate relocation of office space for Renal and associated support services	Fletcher Construction	Building-head contractor	\$213,000.00	1/03/2016	no	no
	Refurbishment of office space for 33 staff; new offices, electrical, data, flooring etc., 14 Hartham Place, Porirua	Capital Construction Ltd	Building-head contractor	355,805.74	6/12/2013	No: Lease specifies building company to be engaged	Joinery Items: reception desk
		IRL Furniture	Office Furniture	48,523.20		Yes	
		HBG Limited	Office Partitioning	29,151.00		Yes	
17	What offices were closed in 2015/16 and how much is the closure of each office expected to cost or save? What offices were closed in each of the previous four financial years?						
	No offices have been closed in 2015/16 or in the previous 4 financial years.						
18	What offices did your department, agency or organisation open in 2015/16 and how much is the opening of each office expected to cost or save? What offices were opened in each of the previous four financial years?						
	No offices have been opened in 2015/16 or in the previous 4 financial years.						
19	How many regional offices, other than your department, agency or organisation's head office, reduced their opening hours during the 2015/16 financial year listed by new and former opening hours, date of change, and location?						
	No regional services have reduced their opening hours during 2015/16 financial year.						
20	How many vehicles did your department, agency or organisation own during the 2015/16 financial year and to what office are each of these vehicles assigned by vehicle year and vehicle model? How many were owned during each of the previous four financial years and to what office are each of these vehicles assigned by vehicle year and vehicle model?						
	None – All vehicles are leased.						
21	What was the total amount spent on purchasing vehicles during the 2015/16 financial year and to what office were each of these vehicles assigned by vehicle year and vehicle model? How much was spent during each of the previous four financial years and to what office are each of these vehicles assigned by vehicle year and vehicle model?						
	None – All vehicles are leased.						

22 Were any labour and/or contractor costs been capitalised into capital project costs during the 2015/16 financial year, if so, for each project what is the breakdown by project of labour versus non labour costs?

Project Name	Spend 2015/16	Cost of Labour 2015/16	% of Spend
Surgical digital imagery upgrade	5,180.00	5,180.00	100.0%
Oncology ARIA upgrade	4,445.00	1,025.00	23.1%
Respiratory VMAX system upgrade	40,800.00	5,900.00	14.5%
Labs Information System Transition	539,519.80	196,215.00	36.4%
N CAMP 2015*	178,181.30	95,645.00	53.7%
N CAMP 2016*	3,675.00	3,675.00	100.0%
CSAP Server for Radiology	23,645.69	3,200.00	13.5%
National Maternity Database Upgrade	284,862.51	3,865.00	1.4%
Server microsoft upgrades	139,904.00	16,892.00	12.1%
Server Exchange upgrades	136,352.93	32,264.00	23.7%
Server Execution upgrades	206,006.00	161,936.00	78.6%
Webpas platform upgrade	344,899.82	24,125.00	7.0%
Wards Operational Centre project (IOC)	599,361.44	17,115.00	2.9%
	2,506,833.49	567,037.00	

\*NCAMP - National Collections Annual Maintenance Project

**ICT**

23 Does your department, agency or organisation have a policy about the use of personal email accounts (e.g. Gmail accounts) in the workplace; if so, what policies are in place and do those policies include a prohibition on the use of such accounts for official government business? How many breaches of any such policy during the last financial year were reported and how does this compare to each of the previous four financial years?

The DHB has a range of policies that outlines staff responsibility with regard to the DHB legislative requirements (e.g. Public Records Act, Official Information Act) and our obligations to maintain confidentiality and the privacy of patient information. There are guidelines on what information can be sent via email and staff are regularly reminded through training and awareness campaigns that personally identifiable information should not be sent by email. No breaches occurred in the previous financial year. Two previous breaches were recorded (one in 2013/2014 and one in 2014/2015).

The DHB has an email and texting policy and in this policy is a prohibition against use of personal, external email accounts, or the sending of unencrypted, sensitive information to external accounts. This policy is scheduled to be reviewed in 16/17 to make the guidance against use of externally hosted email accounts for work purposes more explicit.

24	<p>What IT projects, if any, were shelved or curtailed in the 2015/16 year and how much will have been spent on each project before it is shelved or curtailed?</p> <p>There were no ICT projects that were shelved or curtailed in the year 2015/16.</p>																																																																		
25	<p>What IT projects, if any, were completed or under way in the 2015/16 year? For each, please provide the following details:</p> <ul style="list-style-type: none"> <li>• Name of project</li> <li>• Initial estimated budget</li> <li>• Initial estimated time frame</li> <li>• Start date</li> <li>• Completion date or estimated completion date.</li> <li>• Total cost at completion or estimated total cost at completion.</li> </ul> <p>The table below presents the capital ICT projects for CCDHB that were completed or initiated in 2015/16.</p> <table border="1" data-bbox="118 619 1721 1396"> <thead> <tr> <th>Name of project</th> <th>Initial estimated budget</th> <th>Start date</th> <th>End date (Estimated)</th> <th>Total cost at completion or estimated total cost at completion.</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>Task management</td> <td>\$ 40,388.00</td> <td>20/01/2016</td> <td>30/06/2016</td> <td>\$ 81,626.72</td> <td>Completed</td> </tr> <tr> <td>CSAP Server upgrade for Radiology</td> <td>\$ 57,366.38</td> <td>1/12/2015</td> <td>29/02/2016</td> <td>\$ 23,645.69</td> <td>Completed</td> </tr> <tr> <td>Upgrading VMAX diagnostic</td> <td>\$ 45,860.00</td> <td>22/08/2016</td> <td>30/09/2016</td> <td>\$ 40,800.00</td> <td>Completed</td> </tr> <tr> <td>NCamp 15-16</td> <td>\$ 150,000.00</td> <td>30/05/2016</td> <td>31/03/2017</td> <td>\$ 145,000.00</td> <td>In Progress</td> </tr> <tr> <td>Server Execution</td> <td>\$ 625,000.00</td> <td>1/06/2014</td> <td>31/03/2016</td> <td>\$ 625,000.00</td> <td>In Progress</td> </tr> <tr> <td>Webpas Platform Upgrade</td> <td>\$ 500,000.00</td> <td>9/11/2015</td> <td>31/03/2017</td> <td>\$ 508,000.00</td> <td>In Progress</td> </tr> <tr> <td>Labs Transition costs</td> <td>\$ 570,000.00</td> <td>27/04/2015</td> <td>1/01/2017</td> <td>\$ 570,000.00</td> <td>In Progress</td> </tr> <tr> <td>ARIA Upgrade</td> <td>\$ 250,000.00</td> <td>7/03/2016</td> <td>22/12/2016</td> <td>\$ 250,000.00</td> <td>In Progress</td> </tr> <tr> <td>Endoscopy Reporting Solution</td> <td>\$ 195,000.00</td> <td>2/05/2016</td> <td>12/02/2017</td> <td>\$ 195,000.00</td> <td>In Progress</td> </tr> <tr> <td>National Maternity (Badgernet)</td> <td>\$ 325,415.00</td> <td>1/05/2013</td> <td>TBC</td> <td></td> <td>On Hold</td> </tr> </tbody> </table>	Name of project	Initial estimated budget	Start date	End date (Estimated)	Total cost at completion or estimated total cost at completion.	Status	Task management	\$ 40,388.00	20/01/2016	30/06/2016	\$ 81,626.72	Completed	CSAP Server upgrade for Radiology	\$ 57,366.38	1/12/2015	29/02/2016	\$ 23,645.69	Completed	Upgrading VMAX diagnostic	\$ 45,860.00	22/08/2016	30/09/2016	\$ 40,800.00	Completed	NCamp 15-16	\$ 150,000.00	30/05/2016	31/03/2017	\$ 145,000.00	In Progress	Server Execution	\$ 625,000.00	1/06/2014	31/03/2016	\$ 625,000.00	In Progress	Webpas Platform Upgrade	\$ 500,000.00	9/11/2015	31/03/2017	\$ 508,000.00	In Progress	Labs Transition costs	\$ 570,000.00	27/04/2015	1/01/2017	\$ 570,000.00	In Progress	ARIA Upgrade	\$ 250,000.00	7/03/2016	22/12/2016	\$ 250,000.00	In Progress	Endoscopy Reporting Solution	\$ 195,000.00	2/05/2016	12/02/2017	\$ 195,000.00	In Progress	National Maternity (Badgernet)	\$ 325,415.00	1/05/2013	TBC		On Hold
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26	<p>How much was spent for software licensing fees in the 2015/16 financial year and how does this compare with spending in each of the previous four financial years?</p> <p>The below totals include software licences and software maintenance contracts. There was a significant increase in the FY13/14 software and maintenance costs due to the transition from a perpetual licensing model to the All of Government subscription model. This change converted a large capital investment cost every 2-4 years into an annual licensing cost but enables the DHB to upgrade to newer versions of software without incurring additional licensing expense. It also provides the DHB with a high level of support from Microsoft including the opportunity to train and up-skill our staff on newer products.</p> <table border="1" data-bbox="118 1638 1469 1753"> <thead> <tr> <th>Software Licensing and Maintenance (\$millions)</th> <th>2010/11</th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> </tr> </thead> <tbody> <tr> <td>Actual spend</td> <td>4.12</td> <td>3.88</td> <td>4.32</td> <td>5.9</td> <td>5.39</td> <td>4.74</td> </tr> </tbody> </table>	Software Licensing and Maintenance (\$millions)	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Actual spend	4.12	3.88	4.32	5.9	5.39	4.74																																																				
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27

How many websites did your department, agency or organisation run in 2015/16 and for each, what is it called, what is its URL, when was it established, what is its purpose and what is the annual cost of operating it?

## Sites with cost to DHB in 2015/16

<http://3d.healthpathways.org.nz/index.htm>

HealthPathways provides a manual for general practice teams to manage and refer their patients to secondary, tertiary, and community services.

Cost: \$187,502 per annum.

Costs for 2015/16 across 3 DHBs (CCDHB, Hutt Valley and Wairarapa): \$580k (includes cost above plus additional development, Clinical Editor, coordinator etc).

<http://www.healthnavigator.org.nz/healthcare-in-nz/regions-by-dhb/capital-coast-wellington-porirua-kapiti-coast/>

The Health Navigator website was launched in June 2016 is the new information site for patients to find guidelines and criteria for services provided by the DHB.

Cost: \$56,390 in 2015/16 across 3 DHBs (CCDHB, Hutt Valley and Wairarapa).

<http://www.healthpoint.co.nz/>

The Healthpoint website was launched in September 1997 and provides information for patients and general practitioners. The information for patients includes descriptions of procedures, maps and general information about the services. The GP information is only available to medical practitioners and requires a password to access it.

Cost: \$40,000 per annum, which includes all the updated medical information and regular reviews.

<https://capitalhealth.carecentre.net.nz/>

This website was created in January 2012 and is an online candidate management and recruitment system.

Cost: \$38,240 in 2015/16.

<https://connectme.ccdhb.org.nz/login/index.php>

Connect Me was established August 2015 for administration, delivery and reporting of organisational, legislative and clinical training and development activity for CCDHB and MHAIDS 3DHB staff.

Cost: hosting \$13,200 and licencing \$11,175 per year.

[http://www.tekorowaiwhariki.org.nz/page/tekorowai\\_41.php](http://www.tekorowaiwhariki.org.nz/page/tekorowai_41.php) and <http://mentalhealthservices.org.nz/page/5-Home>

The Mental Health, Addictions and Intellectual Disability service run two websites. Te Korowai Whariki was launched in 2008 and the Mental Health Services site a year later. Both have information for consumers and families/whanau about available services, treatment programmes, contacts and locations in the lower North Island.

Cost for both: \$2,260 in 2015/16 across 3 DHBs (CCDHB, Hutt Valley and Wairarapa).

<http://www.wellingtongenetics.co.nz/>

Wellington Regional Genetics Laboratory launched this website in August 2013. Its purpose is to offer service information to health professionals, list of tests and referral information

Cost: \$2,076 in 2015/16.

<http://www.clinicaltrials.net.nz/>

The Clinical Trials Unit site was set up in October 2013 to communicate with potential clients.

Cost: \$585 in 2015/16.

<http://www.findamidwife.org.nz/>

The Women's Health Service established this website in April 2013 to help women in our region to find a midwife or Lead Maternity Career. The website also includes information on antenatal education session and education resources for pregnant women.

Cost: \$180 per annum.

## Sites with no cost to DHB in 2015/16

<http://www.ccdhb.org.nz/>

CCDHB's external website's domain name was registered and launched in 2001 when DHBs were established. The website includes information for patients and visitors as well as health promotional material and useful links. All the following websites below are linked to it.

Cost: No cost - hosted and maintained internally.

	<p><a href="http://www.wellingtonicu.com/">http://www.wellingtonicu.com/</a> The Intensive Care Unit website was launched in 2011 and supports ICU staff with clinical articles, training and education courses Cost: No cost to DHB. Website is maintained by staff.</p> <p><a href="http://cedor.org.nz/">http://cedor.org.nz/</a> Centre for Diabetes, Obesity and Edocrine Research. Site was established in November 2015 to advertise studies for potential volunteers and services for potential research contracts. Cost: (funded through grants and contracts) \$96 in 2015/16</p> <p><a href="http://ccdhubintranet/">http://ccdhubintranet/</a> Staff intranet with information and tools for staff. Cost: No cost – hosted and maintained internally.</p> <p><a href="https://sites.google.com/site/nursingandmidwifery/">https://sites.google.com/site/nursingandmidwifery/</a> A nursing and midwifery website was established in March 2011 to provide nurses and midwives of our district (including Primary, Aged and Residential Care) global access to news and resources with regard to professional development. Cost: No cost (free hosting) and maintained by staff.</p> <p><a href="http://www.genetichealthservice.org.nz/">http://www.genetichealthservice.org.nz/</a> In addition to the above the National Clinical Genetics Service has a website. Although not strictly tied to a DHB, Auckland and Capital &amp; Coast DHBs are the two providers to this. The website offers service information and advice to patients and health professionals. Cost: The site is hosted by the NZ Organisation for Rare Disorders who administer and cover operating cost.</p>
28	<p>How many data security issues were identified in 2015/16 and how many data security issues were there in each of the previous four financial years? If there were breaches, what were they and what are the titles of any reports into them?</p> <p>There were no successful external threats to data security or integrity that have resulted in service or operational disruption, or a breach of privacy or confidentiality in 2015/16 or any of the previous four financial years.</p>
29	<p>How many laptop computers, tablet computers and hard drives, if any, provided or paid for by your department, agency or organisation have been lost or gone missing in the 2015/16 financial year; and how many of these were returned to or found by the agency or organisation if any? How many were lost or missing and how many subsequently returned or found in each of the previous four financial years?</p> <p>There were 3 devices that were provided to staff by the DHB that were reported as lost or stolen in 2015/16. None of these were returned.</p> <p>Three were lost or stolen in 2014/15 and none were returned.</p> <p>We do not have records of devices that were lost or stolen before 2014/15.</p>
<b>REPORTS, PLANNING, AND EVALUATION</b>	
30	<p>Please provide a list of all reports that were prepared in 2015/16 relating to:</p> <ul style="list-style-type: none"> <li>• baseline update (if applicable)</li> <li>• value for money</li> <li>• savings identified</li> </ul> <p>Please refer to Question 4.</p>
31	<p>Please provide copies of the current work plan.</p> <p>N/A</p>
32	<p>Please list projects and major policy initiatives progressed in 2015/16.</p> <p>N/A</p>

33	Please provide copies of any reports made to the Minister in 2015/16 about performance against the agency or organisation's Statement of Intent, Statement of Corporate Intent, Statement of Performance Expectations or Output Plan.
	The Capital & Coast District Health Board Annual Report for 2015/16 has been tabled in the house.
34	How many evaluations of policies or programmes were completed in 2015/16? Please provide details of who carried out the evaluation, the cost of the evaluation, the date completed, and its main findings.
	Refer to question 5.
35	What reviews of capability were started or completed in 2015/16? What aspects of capability were or are being reviewed? Who undertook or is undertaking these reviews and when were or will they be completed?
	N/A
36	Please provide details of all monitoring, evaluation and auditing of programmes or initiatives undertaken or commissioned by your department, agency or organisation in the 2015/16 financial year (including details of all performance measures, targets and benchmarks and whether programmes contributed to desired outcomes in an efficient and effective manner).



Auditing is undertaken as part of the stewardship function of a DHB funder but is undertaken at a contract level not a programme level. Monitoring of contracts is undertaken as part of the stewardship role as well. Each year the investments are reviewed to ensure that they contribute to the priorities of the DHB and that the DHB meets its obligations of the Service Coverage Schedule under the Crown Funding Agreement and the Operational Policy Framework. The Annual Plan contains information about performance measures and targets that these contracts contribute towards. All services audited contributed to the DHBs Outcomes.

The following entities were audited by the Central Technical Advisory Services (TAS):

Provider
Te Waka Whaiora
The Mary Potter Hospice
Taeaomanino Trust
Kites Trust
Cosine Primary Healthcare – PHO Karori Medical Centre
Compass Health – PHO

#### Pharmacy Quality Audits (PQA) Schedule for 2015/2016

##### Capital & Coast

Alexander Pharmacy
Churton Park Pharmacy Limited
Newlands Pharmacy
Paraparaumu Beach Pharmacy
Unichem Molesworth Street Pharmacy
Unichem North City Pharmacy
City Medical Centre Pharmacy
Thorndon Pharmacy Limited
Unichem Wellington Central Pharmacy
After Hours Pharmacy
Craig's Chemist
Life Pharmacy Kapiti Coast
Life Pharmacy Kilbirnie
Mazengarb Pharmacy
Titahi Bay Pharmacy
Wellington UFS Pharmacy

##### Aged Care Audits 2015/16

Provider	Primary Service Type	Certification end date	Audit Type	Period of certificate
Presbyterian Support Central - Cashmere Hospital	Aged Care	14/06/2016 0:00	Surveillance Audit	no change from current regulatory instrument
Presbyterian Support Central - Kilmarnock Heights	Aged Care	<a href="#">30/01/2017 0:00</a>	Surveillance Audit	no change from current regulatory instrument
Summerset Care Limited - Summerset on the Coast	Aged Care	<a href="#">24/04/2017 0:00</a>	Surveillance Audit	four years
Te Hopai Trust Board	Aged Care	<a href="#">30/04/2017 0:00</a>	Surveillance Audit	no change from current regulatory instrument
Travelscapes Limited - Kapiti Rest Home	Aged Care	<a href="#">6/06/2017 0:00</a>	Surveillance Audit	no change from current regulatory instrument

Presbyterian Support Central - Huntleigh	Aged Care	<a href="#">20/07/2017 0:00</a>	HealthCERT Inspection	no change from current regulatory instrument
Charles Fleming Retirement Village Limited	Aged Care	<a href="#">12/08/2017 0:00</a>	Surveillance Report	no change from current regulatory instrument
Presbyterian Support Central - Longview Home	Aged Care	<a href="#">14/10/2017 0:00</a>	Surveillance Audit	no change from current regulatory instrument
Sprott Care Limited	Aged Care	<a href="#">17/01/2018 0:00</a>	Surveillance Audit	no change from current regulatory instrument
Millvale Lodge Lindale Limited	Aged Care	<a href="#">23/01/2018 0:00</a>	Surveillance Audit	no change from current regulatory instrument
Millvale House Waikanae Limited	Aged Care	<a href="#">22/02/2018 0:00</a>	Partial Provisional Audit	no change from current regulatory instrument
The Ultimate Care Group Limited – Churton Leigh Lifecare	Aged Care	<a href="#">30/04/2018 0:00</a>	Certification Audit	four years

#### Ministry of Health Audit and Compliance Audits

DHB Name	Audit File No.	Funding Stream	Audit or Investigation	Routine or Issue	No. of Audits
Capital & Coast	8608	CSS	Investigation	Issues	1
Capital & Coast	8634	CSS	Audit	Issues	1
Capital & Coast	8382	Pharmaceutical	Audit	Issues	1
Capital & Coast	8400	Capitation	Audit	ROUTINE	5
Capital & Coast	8837	CSS	Analysis	ISSUES	1
Capital & Coast	8858	CSS	Investigation	ISSUES	1
Capital & Coast	8883	HBSS	Audit	ROUTINE	1
Capital & Coast	8925	CSS	Audit	ISSUES	1
Capital & Coast	8896	Pharmaceutical	Audit	ROUTINE	1
Capital & Coast	8899	Pharmaceutical	Audit	ROUTINE	1
Capital & Coast	8837	CSS	Audit	ISSUES	1
Capital & Coast	8955	CSS	Audit	ISSUES	1
Capital & Coast	8962	CSS	Audit	ISSUES	1
Capital & Coast	10025	Pharmaceutical	Sundry Activity	ISSUES	1
Capital & Coast	10036	Pharmaceutical	Sundry Activity	ISSUES	1
Capital & Coast	10059	Pharmaceutical	Audit	ROUTINE	1
Capital & Coast	8962	CSS	Audit	ISSUES	1
Capital & Coast	10025	Pharmaceutical	Sundry Activity	ISSUES	1
Capital & Coast	10084	Pharmaceutical	Audit	ROUTINE	1
Capital & Coast	8604	Pharmaceutical	Audit	ISSUES	1
Capital & Coast	8899	Pharmaceutical	Audit	ROUTINE	1
Capital & Coast	10036	Pharmaceutical	Sundry Activity	ISSUES	1

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Capital & Coast	8899	Pharmaceutical	Audit	ROUTINE	1
Capital & Coast	10036	Pharmaceutical	Sundry Activity	ISSUES	1

**Internal Audits**

**Internal Audit Projects 2015/16**

Deloitte's Pay Process and the Holidays Act compliance
AMS – Payroll Configuration Health Check
PWC – Service Review FY14/15 – revenue, cost and volume analysis
DAA - Health and Safety Audit

**TAS Internal Audits**

3 Dimensional Fraud Review (November 2015)
SIDU PIR (March 2016)
Leave Management (October 2015)
Patient Funds (June 2016)
Information Security and Privacy Assessment (September 2015)

## GIFTS AND EXTERNAL RELATIONSHIPS

37	<p>What policies were in place in 2015/16 on accepting corporate gifts or hospitality? How did this compare to the previous financial year? Please list all corporate gifts or hospitality accepted by staff in the 2015/16 financial year with the following details:</p> <ul style="list-style-type: none"> <li>• Gift or hospitality accepted</li> <li>• Position of staff member who accepted</li> <li>• Estimated value</li> <li>• Date received</li> <li>• Name of the organisation or individual who paid for/gave the gift or hospitality.</li> </ul>
	<p>The DHB has a policy on staff gift register to provide guidance for the use of the Capital &amp; Coast District Health Board (CCDHB) staff gift register and the associated process. CCDHB is a publicly accountable organisation and the register is required to:</p> <ul style="list-style-type: none"> <li>• Manage any actual, potential or perceived conflict of interest; and</li> <li>• Ensure staff gifts and hospitality received from an external third party can withstand audit, parliamentary and public scrutiny</li> </ul> <p>The policy and tracking mechanism has only been in place since 2013/14 and has not changed since then.</p> <p>Refer to <a href="#">Appendix 1</a> for a list of gifts accepted. The DHB has a policy on staff gift register to provide guidance for the use of the Capital &amp; Coast District Health Board (CCDHB) staff gift register and the associated process. CCDHB is a publicly accountable organisation and the register is required to:</p> <ul style="list-style-type: none"> <li>• Manage any actual, potential or perceived conflict of interest; and</li> <li>• Ensure staff gifts and hospitality received from an external third party can withstand audit, parliamentary and public scrutiny</li> </ul> <p>The policy and tracking mechanism has only been in place since 2013/14 and has not changed since then.</p> <p>Refer to <a href="#">Appendix 1</a> for a list of gifts accepted.</p>
38	<p>What policies were in place in 2015/16 on the organisation giving gifts to external organisations or individuals? How did this compare to the previous financial year? Please list all gifts given to external organisations or individuals in the 2015/16 financial year. For each, please provide the following details:</p> <ul style="list-style-type: none"> <li>• Gift given</li> <li>• Name of external organisation or individual</li> <li>• Reason given</li> <li>• Estimated value</li> <li>• Date given.</li> </ul>
	<p>The gift policy on gifts paid to external organisations or individuals is part of Sensitive Expenditure Policy. The policy has not changed from the previous year.</p> <p>The DHB doesn't track the gifts paid to external organisations or individuals.</p>
39	<p>What policies were in place in 2015/16 on giving gifts to staff? How did this compare to the previous financial year? Please list all gifts given to staff exceeding \$100 in value in the 2015/16 financial year. For each, please provide the following details:</p> <ul style="list-style-type: none"> <li>• Gift given</li> <li>• Position of staff member</li> <li>• Reason given</li> <li>• Estimated value</li> <li>• Date given.</li> </ul>
	<p>The gift policy on giving gifts to staff is part of Sensitive Expenditure Policy. The policy has not changed from the previous year.</p> <p>Refer to <a href="#">Appendix 2</a>.</p>

40 What potential conflicts of interest were identified regarding the board, management or senior staff in 2015/16? For each, please provide the following details:

- Conflict identified.
- Whether or not any contract, policy, consent or other consideration has been entered into with any entity identified in any conflict in the last three financial years.
- Value of any contract, policy, consent or other consideration has been entered into with any entity identified in any conflict in each of the previous three financial years.
- Steps take to mitigate any possible conflict in granting any contract, policy, consent or other consideration which has been entered into with any entity identified in any conflict in each of the previous three financial years.

In relation to staff the DHB has a Conflicts of Interest policy and a process for declaring any conflicts of interests and the management of it. For Board members and Senior Staff members there is a Register of Interests that is addressed at every Board meeting for members to add or amend their interests. Members and staff are requested to identify any interest within any of the agenda items. If a potential interest is identified this is then discussed by the Board who decide firstly if there is any conflict arising from the interest and if a member can stay for discussion/ vote on the item and/ or has to leave the room while the item is discussed.

41 What non-government organisations, associations, or bodies, if any, was your department, agency or organisation a paid member of in 2015/16? For each, what was the cost for each of its memberships? How does this compare to each of the previous four financial years?

	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
National Asset Management Best Practice Group	-	-	-	\$5,000		
Fire Protection Association of NZ	\$300	\$300	\$300	\$300		
Site Safe	\$615	\$615	\$615	\$615	\$615	\$615
Health Round Table	\$44,262	\$44,326	\$48,364	\$34,876	\$43,862	\$46,326
Advisory Board Company	-	-	-	-	\$63,998	\$67,197

**INVOICES AND PROCUREMENT**

42 How many penalties for late payment of an invoice were incurred in the 2015/16 year and what was the total cost of that. How does this compare to each of the previous four financial years?

None.

43 How many and what proportion of invoices and bills received in the 2015/16 financial year were not paid on time, and how does this compare to each of the previous four financial years?

We do not track this information. Terms of payment are built into the Accounts Payable module. The authorisation of invoices for payment is dependent on the department who has received the goods or services. Once an invoice has been captured into the Accounts Payable it will be paid according to the terms in the system.

**ADVERTISING, POLLING, AND PUBLIC RELATIONS**

- 44 What polls, surveys or market research did your department, agency or organisation undertake in the last financial year and what were the total estimated costs of this work? Please provide a copy of the polling report(s) and the following details:
- Who conducted the work
  - When the work commenced
  - When it was completed (or due to be completed)
  - Estimated total cost
  - Whether tenders were invited; if so, how many were received.

**CCDHB Survey completed 01/07/2015 to 30/06/2016**

Please note surveys 1 – 25 have been conducted using survey monkey. There is no individual cost. We only pay a \$480 yearly subscription to survey monkey for all surveys.

Survey Number	Name of the Survey	Internal / External	Total responses received	Who conducted the work	When the work commenced
1	Staff Feedback Survey Gynaecology 2015	Internal	13	Surgery, Women and Children (SWC)	19/07/2015
2	Use of urinary test strips	Internal	138	details not available	8/09/2015
3	KSF Cancer Nurses Survey	Internal	57	Medicine, Cancer & Community (MCC)	26/08/2015
4	Wellington Blood and Cancer Chemotherapy Patient Survey 2015	Internal	173	MCC	20/07/2015
5	Community Pharmacy - Ideas for CCDHB's Share of \$750k One-Off Spend	Internal	10	SIDU	2/10/2015
6	World Thrombosis Day 13 October 2015	Internal	40	details not available	14/09/2015
7	Patient Safety Week 02/11 to 06/11 CCDHB-Plan	Internal	77	QIPS	28/10/2015
8	Patient Administration Services/PSA Career of choice project	Internal	224	Clinical Services	29/10/2015
9	Delirium survey for Allied Health staff	Internal	51	MCC	22/10/2015
10	Communications Survey - CCDHB	Internal	529	Corporate	13/07/2015
11	Medical Photography Survey November 2015	Internal	74	QIPS	10/11/2015
12	Survey – Diabetes Specialist Case Collaboration Model	Internal	14	SIDU	2/12/2015
13	6 North Project Survey:Jan 2016	Internal	17	Nursing & Midwifery	26/01/2016

14	Safety Thermometer Trial	Internal	13	Nursing & Midwifery	12/01/2016
15	Medication Education	Internal	12	QIPS	23/02/2016
16	CCDHB Celebrating Our Success in 2015 Awards Application	Internal	79	QIPS	15/02/2016
17	Mortality and morbidity meeting survey 2016	Internal	11	Chief Medical Officer	5/01/2016
18	Protected Quality Assurance Activity	Internal	10	QIPS	4/03/2016
19	Medication Education - Doctors	Internal	31	QIPS	23/03/2016
20	CCDHB International Nurses Day Awards 2016	Internal	23	Nursing & Midwifery	4/04/2016
21	Survey 2 Allied Health Professionals, Scientific & Technical Involvement in Health Pathways	Internal	29	Allied Health	26/04/2016
22	Doctor Survey for SAPU	Internal	6	QIPS	19/05/2016
23	Nurse Survey for SAPU	Internal	8	QIPS	19/05/2016
24	Survey of information Holdings and Processes	Internal	13	QIPS	22/03/2016
25	Gastroenterology Patient Survey	Internal	149	MCC	19/10/2015

**Below 2 main Patient surveys conducted through Cemplicity**

26	CCDHB Monthly In patient Experience Survey (inc child health services) & 40 questions.	External	400 a month	Cemplicity/ Point Associates Report/ CCDHB	1/11/2013
27	National Quarterly Survey (Mandatory) – Adult inpatients only & 20 questions.	External	400 a quarter	Cemplicity/ HQSC/ CCDHB	1/07/2014

45 How much was spent on advertising, public relations campaigns or publications in the last financial year? How does this compare to the cost of this in the previous four financial years?

	2011/12	2012/13	2013/14	2014/15	2015/16
Advertising	\$62,790	\$40,092	\$37,129	\$35,376	\$40,434
Publication - Annual Report	\$2,384	\$1,419	\$2,310	\$3,355	\$2,475

46

For each advertising or public relations campaign or publication conducted or commissioned in the 2015/16 financial year, please provide the following:

- Details of the project including a copy of all communication plans or proposals, any reports prepared for Ministers in relation to the campaign and a breakdown of costs
- Who conducted the project
- Type of product or service generally provided by the above
- Date the work commenced
- Estimated completion date
- Total cost
- Whether the campaign was shown to the Controller and Auditor-General
- Whether tenders were or are to be invited; if so, how many were or will be received.

Name and brief detail of the Advertisement, Campaign	Project Owner	Date the work commenced	Actual/estimated completion date	total costs	Were tenders invited
<b>Publications</b>					
Women's Health Service 2015 annual clinical report	Women's Health	Jun-16	Jun-16	9,597	No
<b>Maternity</b>					
5 things to do in the first 10 weeks of pregnancy campaign - back of the bus for 8 months	Women's Health	Apr-16	Sep-16	6,613	No.
Virtual tour of maternity services - printing of business sized cards for women	Women's Health	Apr-16	on-going	460	No
<b>Equipment Amnesty</b>					
Radio Advertising	Central Equipment Pool	Sep-15	Sep-15	2,299	No
<b>Other</b>					
RMO Road show Booklet	RMO Office	Nov-15		1,380	No
Celebrating our success	QUIPS	Jan-16	Apr-16	3,179	No
Quality accounts-Posters in Atrium	QUIPS	Nov-15	Jan-16	6,756	No



47 How many public relations and/or communications staff and contractors/consultants were employed in the last financial year; what was the total salary budget for these staff and how much were these staff paid broken down by salary band? How does that compare with each of the previous four financial years?

Salary Band	2011/12 Actual	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Actual
30 to 39k	-		-		
40 to 49k	-	1.0	1.0	1.0	1.0
60 to 79k	3.0	1.0		2.2	1.4
80 to 99k	1.0	1.0	1.0	-	1.0
100 to 109k	1.0	1.0	1.0	-	
120 to 129k	-			1.0	1.0
	5.0	4.0	3.0	4.2	4.4

48 How much was spent in 2015/16 on merchandise/promotional products (apparel, stationery, pen drives etc) carrying the branding of your department, agency or organisation or its campaigns, policies or marketing? How did this compare to each of the previous four financial years? For each invoice over \$1,000 in 2015/16 please provide the item purchased, the amount purchased, costs and the intended use.

Financial Year	Total \$
2012/13	5,086
2013/14	5,251
2014/15	8,268
2015/16	16,264
<b>Grand Total</b>	<b>34,869</b>

The Kia Ora Hauora - Māori Health Workforce Programme (KOH) is a national Māori workforce development programme aimed at building Māori workforce capacity and capability. CCDHB are the lead DHB on behalf of the Central Region DHB's and host the Central Region Coordination Centre. As part of the Central Region Coordination Centre function, merchandise is purchased to support the branding and marketing of Kia Ora Hauora as a programme. Mostly the merchandise is non-specific to an individual event. As such, merchandise has been used to support the following events during 2015/16:

Event
Incubator Health Careers Expo - Hastings
Ōtaki College Careers Day - MidCentral
Whānau day Ngāti Wehi Wehi Marae - MidCentral
Careers Day at Tararua College - Pahiatua
Nga Maia National hui - Wellington
Presentation to Year 7&8s - Whanganui

Morehu/More Vibe Community Day at Best Care Whakapai Hauora – MidCentral
Incubator Youth Symposium at Hastings Hospital – Hawkes Bay
Health Careers Day at Palmerston North Boys High School – MidCentral
Ngā Pou Mana (Māori Allied Health Professionals) AGM at Te Wānanga o Raukawa – MidCentral
Bachelor of Nursing Graduation Whitireia Polytechnic
Kura Putaiao Massey University
Te Ora Conference - Tai Wānanga – Tū Toa, Papaioea - MidCentral
HIS Leadership Sponsors Dinner – Te Aranga Marae, Hastings
Ratana celebrations – Ratana Pa, Whanganui
Pūhoro launch (Māori Academy of Science) Massey University, Palmerston North
Te Ra or Te Raukura Te Whiti Park, Waiwhetu, Lower Hutt
Orientation for Medicine, Physiotherapy and Radiation Therapy students. University of Otago, Wellington
Mana Tane Ora
Work Observation Week CCDHB
Work Experience Day CCDHB
Health and Wellbeing Expo Palmerston North
Ruapehu Whānau Transformation Expo. Ohakune
Careers NZ Professional Workshop Westpac Stadium, Wellington.
Health Careers Day Whanganui Hospital
Whanganui's Secondary School Careers Expo – Whanganui War Memorial
Hawkes Bay Today - Careers expo Pettigrew Arena, Taradale
Kapiti College - Senior Careers Expo
Tawa College Career Expo
The Careers Expo: Wellington
Incubator Health Careers Expo

49	How many press releases, if any, were released in the 2015/16 financial year? How many were released in each of the previous four financial years?					
		2010/11	2011/12	2012/13	2014/15	2015/16
	Press releases	Data not available		33	26	
	We have interpreted “press releases” to mean statements we have proactively issued to multiple media organisations or representatives. It does not include reactive statements that have been provided directed to individual reporters in response to individual enquiries.					
	We are only able to provide data for the past two financial years. The information was not recorded prior to 2014.					

**OFFICIAL INFORMATION AND PRIVACY**

50	In 2015/16, did your department, agency or organisation have an internal group of staff whose primary role was to support the Minister or their Office by processing information requests such as Parliamentary questions, Official Information Act requests, and ministerial correspondence; if so, what is the name of that group, how many staff were in the group, what was the cost of this, and where were they located? What were these numbers for each of the previous four financial years?					
	No					

51	What was the number of Official Information Act Requests received, responded to within 20 working days, responded to after 20 working days, transferred, and declined during 2015/16? What were these numbers for each of the previous four financial years?						
	Financial Year	OIA requests	Response within 20 working days	Response after 20 working days	Transferred	Declined	Withdrawn
	2015/16	260	174	66	5	1	14
	2014/15	159	117	31	6	-	5
	2013/14	168	117	49	-	-	2
	2012/13	138	88	48	-	1	1
	2011/12	82	54	28	-	-	-
	We have based our response on the date the OIA was received. If an OIA was received in one calendar year but responded to in another, it is only counted in the year it was received.						
	Where a clarification or extension was requested and the response was provided within the extended timeframe we have counted this as responded within 20 working days.						

52	What was the average response time for Official Information Act Requests during 2015/16? What was this number for each of the previous four financial years?					
		2011/12	2012/13	2013/14	2014/15	2015/16
	Average response time	23 working days	20 working days	22 working days	19 working days	20 working days
	These are approximate figures.					
	The average response time is taken from the date the original request was received to the date the response was sent – it includes extensions and time taken for the requestor to refine the scope of their request.					

53	How many complaints were received under the Privacy Act or Official Information Act during 2015/16 broken down by whether each has been upheld, dismissed, or still under investigation? How does this compare to each of the previous four financial years?																																																																		
	<table border="1"> <thead> <tr> <th></th> <th>2011/12</th> <th>2012/13</th> <th>2013/14</th> <th>2014/15</th> <th>2015/16</th> </tr> </thead> <tbody> <tr> <td><b>Complaints to Privacy Commissioner</b></td> <td>3</td> <td>8</td> <td>7</td> <td>2</td> <td>9</td> </tr> <tr> <td>Complaints upheld</td> <td>1</td> <td>0</td> <td>0</td> <td>0</td> <td>2</td> </tr> <tr> <td>Complaints dismissed (or withdrawn)</td> <td>2</td> <td>4</td> <td>4</td> <td>2</td> <td>4</td> </tr> <tr> <td>Further information released</td> <td>0</td> <td>4</td> <td>3</td> <td>0</td> <td>2</td> </tr> <tr> <td>Current</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>1</td> </tr> <tr> <td><b>Official Information Act Complaints to Ombudsman</b></td> <td>4</td> <td>0</td> <td>4</td> <td>1</td> <td>3</td> </tr> <tr> <td>Complaints upheld</td> <td>-</td> <td>0</td> <td>-</td> <td>0</td> <td>1</td> </tr> <tr> <td>Complaints dismissed (or withdrawn)</td> <td>-</td> <td>0</td> <td>-</td> <td>0</td> <td>2</td> </tr> <tr> <td>Further information released</td> <td>0</td> <td>0</td> <td>0</td> <td>1</td> <td>0</td> </tr> <tr> <td>Current</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> </tbody> </table> <p>Note the questions asked for the 2015/16 year are different to those in previous years (which only requested total numbers of complaints and whether further information was released). We cannot readily access the outcomes from the 2013/14 or 2011/12 Ombudsman complaints.</p>		2011/12	2012/13	2013/14	2014/15	2015/16	<b>Complaints to Privacy Commissioner</b>	3	8	7	2	9	Complaints upheld	1	0	0	0	2	Complaints dismissed (or withdrawn)	2	4	4	2	4	Further information released	0	4	3	0	2	Current	0	0	0	0	1	<b>Official Information Act Complaints to Ombudsman</b>	4	0	4	1	3	Complaints upheld	-	0	-	0	1	Complaints dismissed (or withdrawn)	-	0	-	0	2	Further information released	0	0	0	1	0	Current	0	0	0	0	0
	2011/12	2012/13	2013/14	2014/15	2015/16																																																														
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Complaints dismissed (or withdrawn)	2	4	4	2	4																																																														
Further information released	0	4	3	0	2																																																														
Current	0	0	0	0	1																																																														
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Complaints dismissed (or withdrawn)	-	0	-	0	2																																																														
Further information released	0	0	0	1	0																																																														
Current	0	0	0	0	0																																																														
54	What policies are in place for Official Information requests to be cleared by or viewed by the Minister's office?																																																																		
	Capital & Coast DHB does not have a policy for official information requests to be cleared by the Ministers office. As per our Official Information requests policy, OIA responses are sent to the Minister's office on a 'no surprises' basis after the response has been sent to the requestor.																																																																		
55	Does your department, agency or organisation have specific policies or procedures that apply to requests for information from media, bloggers, political parties, or OIAs deemed 'high risk' which differ to those for regular requests; if so, please provide full details of those policies?																																																																		
	No																																																																		
56	What instructions or directions from Ministers or their staff regarding the processing or handling of Official Information Act requests did the agency or organisation receive during 2015/16?																																																																		
	None																																																																		

57 Were any privacy issues identified in the 2015/16 financial year and in the previous four financial years? If so, what were they and what are the titles of any reports into them?

	2015/16	2014/15	2013/14	2012/13	2011/12
<b>Complaints to Privacy Commissioner</b>	9	2	7	8	3
Complaints upheld	2	0	0	0	1
Complaints dismissed (or withdrawn)	4	2	4	4	2
Further information released	2	0	3	4	0
Current	1	0	0	0	0
<b>Official Information Act Complaints to Ombudsman</b>	3	1	4	0	4
Complaints upheld	1	0	-	0	-
Complaints dismissed (or withdrawn)	2	0	-	0	-
Further information released	0	1	0	0	0
Current	0	0	0	0	0

Note the questions asked for the 2015/16 year are different to those in previous years (which only requested total numbers of complaints and whether further information was released). We cannot readily access the outcomes from the 2013/14 or 2011/12 Ombudsman complaints.

Individuals requesting information under the Privacy Act or Official Information Act are interested in access to personal or official information. This is important to requesters and CCDHB. However the more challenging information issues for CCDHB concern how personal medical information is collected, protected and used.

Human judgements are involved, and sometimes mistakes are made. Privacy awareness and training are important.

At a systemic level, the most challenging information and privacy issues for CCDHB involve technology that empowers the use and sharing of personal medical information. CCDHB is participating in the Government Chief Privacy Officer Privacy Self-Assessment Report process, and this involves a very wide ranging set of privacy capability and maturity assessment criteria. CCDHB is using this All of Government framework to guide the direction of its privacy and information management strategies.

**PERMANENT STAFF/GENERAL STAFFING BREAKDOWNS**

58 How many staff positions in the policy area were left unfilled in the 2015/16 financial year broken down by policy area in total? How did that compare with each of the previous four financial years? How is the agency or organisation continuing to carry out work in the absence of staff in these positions?

None. The DHB does not employ policy staff.

59

How many permanent staff were employed within your department, agency or organisation during the last financial year? How does this compare to each of the previous four financial years? Please breakdown by:

- Role (e.g. policy/admin/operational)
- Classification (full and part-time)
- Office (e.g. geographical location)

Please provide detailed explanations for any fluctuations in staff numbers of plus or minus 10%.

Note: table does not include fixed term contracts.

(The 2013/14 questionnaire answers included these and some duplicates.)

All Permanent Employees	2011/12			2012/13			2013/14			2014/15			2015/16		
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total
<b>ALLIED HEALTH PERSONNEL</b>	<b>590</b>	<b>304</b>	<b>894</b>	<b>610</b>	<b>302</b>	<b>912</b>	<b>612</b>	<b>306</b>	<b>918</b>	<b>601</b>	<b>325</b>	<b>926</b>	<b>594</b>	<b>341</b>	<b>935</b>
Kapiti	2	7	9	2	7	9	2	7	9	2	7	9	2	6	8
Kenepuru	39	28	67	41	28	69	36	29	65	35	31	66	43	34	77
Porirua	108	47	155	116	49	165	104	54	158	92	62	154	89	61	150
Wellington	441	222	663	451	218	669	470	216	686	472	225	697	460	240	700
<b>MANAGEMENT/ADMINISTRATION PERSONNEL</b>	<b>774</b>	<b>199</b>	<b>973</b>	<b>792</b>	<b>227</b>	<b>1019</b>	<b>784</b>	<b>224</b>	<b>1008</b>	<b>797</b>	<b>228</b>	<b>1025</b>	<b>790</b>	<b>225</b>	<b>1015</b>
Kapiti	1	1	2	1	1	2	0	2	2	1	2	3	1	1	2
Kenepuru	16	1	17	15	1	16	16	1	17	17	3	20	26	6	32
Porirua	64	17	81	67	20	87	61	20	81	69	23	92	60	19	79
Wellington	693	180	873	709	205	914	707	201	908	710	200	910	703	199	902
<b>MEDICAL PERSONNEL</b>	<b>633</b>	<b>165</b>	<b>798</b>	<b>659</b>	<b>176</b>	<b>835</b>	<b>660</b>	<b>190</b>	<b>850</b>	<b>704</b>	<b>190</b>	<b>894</b>	<b>719</b>	<b>212</b>	<b>931</b>
Kapiti	1	0	1	0	1	1	0	0	0	1	0	1	1	0	1
Kenepuru	32	2	34	24	1	25	29	1	30	25	0	25	33	3	36
Porirua	47	14	61	44	18	62	31	19	50	37	21	58	35	28	63
Wellington	553	149	702	591	156	747	600	170	770	641	169	810	650	181	831
<b>NURSING PERSONNEL</b>	<b>1055</b>	<b>1142</b>	<b>2197</b>	<b>1063</b>	<b>1234</b>	<b>2297</b>	<b>1027</b>	<b>1269</b>	<b>2296</b>	<b>979</b>	<b>1347</b>	<b>2326</b>	<b>980</b>	<b>1322</b>	<b>2302</b>
Kapiti	5	2	7	4	2	6	4	3	7	3	5	8	4	4	8
Kenepuru	99	154	253	92	166	258	90	167	257	88	167	255	119	175	294
Porirua	271	38	309	291	42	333	276	38	314	270	51	321	261	35	296
Wellington	680	948	1628	676	1024	1700	657	1061	1718	618	1124	1742	596	1108	1704
<b>SUPPORT PERSONNEL</b>	<b>170</b>	<b>12</b>	<b>182</b>	<b>184</b>	<b>11</b>	<b>195</b>	<b>175</b>	<b>9</b>	<b>184</b>	<b>176</b>	<b>7</b>	<b>183</b>	<b>164</b>	<b>8</b>	<b>172</b>
Porirua	13	1	14	12	1	13	10	0	10	10	0	10	9	0	9
Wellington	157	11	168	172	10	182	165	9	174	166	7	173	155	8	163
<b>Grand Total</b>	<b>3222</b>	<b>1822</b>	<b>5044</b>	<b>3308</b>	<b>1950</b>	<b>5258</b>	<b>3258</b>	<b>1998</b>	<b>5256</b>	<b>3257</b>	<b>2097</b>	<b>5354</b>	<b>3247</b>	<b>2108</b>	<b>5355</b>
Variance				3%	7%	4%	-2%	2%	0%	0%	5%	2%	0%	1%	0%

60 Please provide a breakdown by role (e.g. policy/administration/operational) and location of the agency or organisation's staff numbers in 2015/16 and each of the previous four financial years, by age and gender.

All employees by gender including fixed term exclude those with no defined gender. Previous included duplicates

All Employees including Casual and Fixed term but excluding undefined gender	2011/12			2012/13			2013/14			2014/15			2015/16		
	FEMALE	MALE	Total	FEMALE	MALE	Total	FEMALE	MALE	Total	FEMALE	MALE	Total	FEMALE	MALE	Total
<b>ALLIED HEALTH PERSONNEL</b>	<b>800</b>	<b>217</b>	<b>1017</b>	<b>835</b>	<b>217</b>	<b>1052</b>	<b>827</b>	<b>234</b>	<b>1061</b>	<b>835</b>	<b>220</b>	<b>1055</b>	<b>842</b>	<b>235</b>	<b>1077</b>
Kapiti	8	1	9	8	1	9	8	1	9	8	1	9	8	1	9
Kenepuru	64	8	72	66	8	74	59	9	68	61	10	71	73	14	87
Porirua	137	37	174	149	37	186	148	35	183	136	32	168	131	35	166
Wellington	591	171	762	612	171	783	612	189	801	630	177	807	630	185	815
<b>MANAGEMENT/ADMINISTRATION PERSONNEL</b>	<b>817</b>	<b>267</b>	<b>1084</b>	<b>873</b>	<b>267</b>	<b>1140</b>	<b>859</b>	<b>268</b>	<b>1127</b>	<b>873</b>	<b>283</b>	<b>1156</b>	<b>885</b>	<b>278</b>	<b>1163</b>
Kapiti	2	0	2	3	0	3	2	0	2	3	0	3	3	0	3
Kenepuru	25	2	27	21	1	22	22	1	23	23	3	26	42	6	48
Porirua	79	14	93	88	15	103	74	15	89	85	18	103	72	14	86
Wellington	711	251	962	761	251	1012	761	252	1013	762	262	1024	768	258	1026
<b>MEDICAL PERSONNEL</b>	<b>414</b>	<b>503</b>	<b>917</b>	<b>439</b>	<b>513</b>	<b>952</b>	<b>462</b>	<b>513</b>	<b>975</b>	<b>506</b>	<b>507</b>	<b>1013</b>	<b>568</b>	<b>504</b>	<b>1072</b>
Kapiti	0	1	1	1	0	1	0	0	0	0	1	1	1	0	1
Kenepuru	22	15	37	13	16	29	22	15	37	17	11	28	23	19	42
Porirua	41	29	70	38	30	68	32	23	55	39	26	65	44	27	71
Wellington	351	458	809	387	467	854	408	475	883	450	469	919	500	458	958
<b>NURSING PERSONNEL</b>	<b>2410</b>	<b>433</b>	<b>2843</b>	<b>2495</b>	<b>467</b>	<b>2962</b>	<b>2432</b>	<b>457</b>	<b>2889</b>	<b>2499</b>	<b>452</b>	<b>2951</b>	<b>2554</b>	<b>462</b>	<b>3016</b>
Kapiti	4	3	7	3	3	6	4	3	7	5	3	8	5	3	8
Kenepuru	260	13	273	259	15	274	257	16	273	261	16	277	287	28	315
Porirua	188	145	333	210	155	365	192	150	342	197	150	347	199	137	336
Wellington	1958	272	2230	2023	294	2317	1979	288	2267	2036	283	2319	2063	294	2357
<b>SUPPORT PERSONNEL</b>	<b>49</b>	<b>141</b>	<b>190</b>	<b>47</b>	<b>157</b>	<b>204</b>	<b>51</b>	<b>140</b>	<b>191</b>	<b>60</b>	<b>144</b>	<b>204</b>	<b>64</b>	<b>129</b>	<b>193</b>
Porirua	1	13	14	2	11	13	1	9	10	1	9	10	1	8	9
Wellington	48	128	176	45	146	191	50	131	181	59	135	194	63	121	184
<b>Grand Total</b>	<b>4490</b>	<b>1561</b>	<b>6051</b>	<b>4689</b>	<b>1621</b>	<b>6310</b>	<b>4631</b>	<b>1612</b>	<b>6243</b>	<b>4773</b>	<b>1606</b>	<b>6379</b>	<b>4913</b>	<b>1608</b>	<b>6521</b>

By Age band



All Employees by Age Band includes Fixed term and casual	2011/12								2012/13								2013/14								2014/15								2015/16							
	unk								unk								unk								unk								unk							
	noun	15-24	25-34	35-44	45-54	55-64	>=65	Total	noun	15-24	25-34	35-44	45-54	55-64	>=65	Total	noun	15-24	25-34	35-44	45-54	55-64	>=65	Total	noun	15-24	25-34	35-44	45-54	55-64	>=65	Total	noun	15-24	25-34	35-44	45-54	55-64	>=65	Total
<b>ALLIED HEALTH PERSONNEL</b>	5	68	320	236	211	143	35	1018	7	59	327	250	219	150	40	1052	6	56	304	271	226	155	43	1061	9	62	293	250	232	164	45	1055	9	67	295	256	237	168	45	1077
Wellington	4	63	252	174	157	90	23	763	5	53	261	184	155	100	25	783	5	53	242	199	167	109	26	801	8	57	237	188	170	119	28	807	8	58	240	187	170	121	31	815
Kenepuru	0	3	21	15	12	16	5	72	0	2	20	17	14	15	6	74	0	0	13	18	14	15	8	68	0	2	16	17	14	15	7	71	0	2	23	25	16	18	3	87
Porirua	1	2	46	45	38	35	7	174	2	4	46	45	47	33	9	186	1	3	48	51	42	29	9	183	1	3	38	43	45	28	10	168	1	7	30	42	48	27	11	166
Kapiti	0	0	1	2	4	2	0	9	0	0	0	4	3	2	0	9	0	0	1	3	3	2	0	9	0	0	2	2	3	2	0	9	0	0	2	2	3	2	0	9
<b>MANAGEMENT/ADMINISTRATION PERSONNEL</b>	1	79	194	238	299	212	62	1085	6	82	201	245	319	222	66	1141	15	79	194	236	311	230	64	1129	25	68	204	235	309	238	79	1158	25	50	202	235	310	243	100	1165
Wellington	1	74	181	214	253	183	57	963	6	80	184	224	268	193	58	1013	15	78	180	217	267	201	57	1015	23	67	194	211	256	206	69	1026	23	50	188	209	268	206	84	1028
Kenepuru	0	0	2	7	13	3	2	27	0	0	2	4	10	4	2	22	0	0	4	3	9	5	2	23	1	0	4	3	10	6	2	26	1	0	7	8	14	13	5	48
Porirua	0	5	10	16	33	26	3	93	0	2	13	17	40	25	6	103	0	1	9	16	34	24	5	89	1	1	5	21	42	25	8	103	1	0	7	17	27	23	11	86
Kapiti	0	0	1	1	0	0	0	2	0	0	2	0	1	0	0	3	0	0	1	0	1	0	0	2	0	0	1	0	1	1	0	3	0	0	0	1	1	1	0	3
<b>MEDICAL PERSONNEL</b>	6	16	426	231	146	74	19	918	14	13	419	249	156	81	20	952	19	24	422	241	156	91	24	977	23	21	449	241	156	101	23	1014	70	21	440	232	174	106	30	1073
Wellington	5	15	383	204	122	66	15	810	12	11	384	225	134	71	17	854	18	22	384	222	138	79	22	885	20	18	418	224	139	82	19	920	63	16	399	215	152	90	24	959
Kenepuru	0	1	24	6	3	1	2	37	1	2	17	4	3	1	1	29	0	2	25	4	4	1	1	37	2	3	15	1	5	1	1	28	2	5	23	5	4	1	2	42
Porirua	1	0	19	20	21	7	2	70	1	0	18	19	19	9	2	68	1	0	13	15	14	11	1	55	1	0	16	15	12	18	3	65	5	0	17	12	18	15	4	71
Kapiti	0	0	0	1	0	0	0	1	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	1	0	0	0	0	1
<b>NURSING PERSONNEL</b>	16	174	662	747	716	435	94	2844	21	178	715	749	705	481	113	2962	19	150	686	716	692	514	112	2889	36	176	676	696	698	542	127	2951	34	178	731	655	704	570	144	3016
Wellington	13	157	591	589	532	289	60	2231	18	158	637	578	520	332	74	2317	17	132	607	564	513	362	72	2267	33	160	596	554	508	386	82	2319	31	151	648	524	508	404	91	2357
Kenepuru	2	9	32	73	81	59	17	273	2	9	34	75	80	57	17	274	1	9	38	65	82	61	17	273	1	8	34	59	87	65	23	277	2	13	43	57	102	72	26	315
Porirua	1	8	39	82	101	85	17	333	1	11	44	94	105	88	22	365	1	9	41	85	96	87	23	342	2	8	45	81	102	87	22	347	1	14	40	72	91	91	27	336
Kapiti	0	0	0	3	2	2	0	7	0	0	0	2	0	4	0	6	0	0	0	2	1	4	0	7	0	0	1	2	1	4	0	8	0	0	0	2	3	3	0	8
<b>SUPPORT PERSONNEL</b>	0	10	27	35	40	58	20	190	1	14	26	37	45	62	19	204	2	15	17	32	50	51	24	191	2	14	24	32	49	57	26	204	2	13	23	29	46	50	30	193
Wellington	0	10	26	34	32	56	18	176	1	14	25	36	37	60	18	191	2	15	16	31	44	49	24	181	2	14	23	31	45	53	26	194	2	13	22	28	43	46	30	184
Porirua	0	0	1	1	8	2	2	14	0	0	1	1	8	2	1	13	0	0	1	1	6	2	0	10	0	0	1	1	4	4	0	10	0	0	1	1	3	4	0	9
<b>Grand Total</b>	28	347	1629	1487	1412	922	230	6055	49	346	1688	1530	1444	996	258	6311	61	324	1623	1496	1435	1041	267	6247	95	341	1646	1454	1444	1102	300	6382	140	329	1691	1407	1471	1137	349	6524



61

If your agency or organisation has a cap on the number of Full Time Equivalent (FTE) positions in 2015/16, what was the figure at which it was capped? How many FTEs were employed in 2015/16, and how does this compare to each of the previous four financial years?

FTE Actual -All Employees	2011/12			2012/13			2013/14			2014/15			2015/16		
	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total	Full Time	Part Time	Total
<b>ALLIED HEALTH PERSONNEL</b>	<b>631</b>	<b>203</b>	<b>834</b>	<b>653</b>	<b>208</b>	<b>861</b>	<b>660</b>	<b>213</b>	<b>873</b>	<b>651</b>	<b>218</b>	<b>869</b>	<b>656</b>	<b>244</b>	<b>900</b>
Kapiti	2	5	7	2	4	6	2	4	6	2	4	6	2	5	7
Kenepuru	41	16	57	44	16	60	37	17	54	35	22	57	45	27	72
Porirua	111	36	147	119	39	158	109	43	152	94	42	136	90	44	134
Wellington	477	146	623	488	148	636	512	148	660	520	150	670	519	168	687
<b>MANAGEMENT/ADMINISTRATION PERSONNEL</b>	<b>802</b>	<b>124</b>	<b>926</b>	<b>827</b>	<b>147</b>	<b>974</b>	<b>816</b>	<b>141</b>	<b>957</b>	<b>839</b>	<b>150</b>	<b>989</b>	<b>842</b>	<b>148</b>	<b>990</b>
Kapiti	1	1	2	1	1	2	0	1	1	1	1	2	1	1	2
Kenepuru	16	1	17	15	1	16	16	1	17	17	2	19	26	3	29
Porirua	65	8	73	68	13	81	61	12	73	70	14	84	60	13	73
Wellington	720	115	835	743	132	875	739	127	866	751	133	884	755	131	886
<b>MEDICAL PERSONNEL</b>	<b>657</b>	<b>93</b>	<b>750</b>	<b>685</b>	<b>97</b>	<b>782</b>	<b>681</b>	<b>112</b>	<b>793</b>	<b>728</b>	<b>117</b>	<b>845</b>	<b>744</b>	<b>134</b>	<b>878</b>
Kapiti	1	0	1	0	1	1	0	0	0	1	0	1	1	0	1
Kenepuru	32	1	33	24	1	25	29	1	30	25	0	25	33	3	36
Porirua	47	8	55	44	11	55	31	12	43	39	13	52	37	19	56
Wellington	577	83	660	617	86	703	621	100	721	663	103	766	673	112	785
<b>NURSING PERSONNEL</b>	<b>1103</b>	<b>831</b>	<b>1934</b>	<b>1112</b>	<b>902</b>	<b>2014</b>	<b>1058</b>	<b>950</b>	<b>2008</b>	<b>1006</b>	<b>1044</b>	<b>2050</b>	<b>1013</b>	<b>1070</b>	<b>2083</b>
Kapiti	5	1	6	4	1	5	4	2	6	3	4	7	4	3	7
Kenepuru	102	107	209	94	115	209	92	118	210	89	120	209	120	127	247
Porirua	287	28	315	304	30	334	285	29	314	278	43	321	269	34	303
Wellington	709	695	1404	710	756	1466	677	802	1479	636	876	1512	620	906	1526
<b>SUPPORT PERSONNEL</b>	<b>170</b>	<b>9</b>	<b>179</b>	<b>186</b>	<b>8</b>	<b>194</b>	<b>176</b>	<b>6</b>	<b>182</b>	<b>179</b>	<b>5</b>	<b>184</b>	<b>167</b>	<b>5</b>	<b>172</b>
Porirua	13	1	14	12	0	12	10	0	10	10	0	10	9	0	9
Wellington	157	8	165	174	7	181	166	6	172	169	5	174	158	5	163
<b>Grand Total</b>	<b>3363</b>	<b>1260</b>	<b>4623</b>	<b>3463</b>	<b>1361</b>	<b>4824</b>	<b>3391</b>	<b>1423</b>	<b>4814</b>	<b>3403</b>	<b>1533</b>	<b>4936</b>	<b>3422</b>	<b>1602</b>	<b>5024</b>

62

How many of the total staff employed are considered to be frontline staff and how many are considered back office staff (both in nominal terms and as a percentage of total staff) and how does that number compare to the number of frontline and back office staff in each of the past four financial years?

All Staff including fixed term and casual	2011/12	2012/13	2013/14	2014/15	2015/16
BackOffice	1235	1307	1283	1321	1354
Frontline	4823	5006	4965	5061	5170
Grand Total	6058	6313	6248	6382	6524
Frontline % of Total	80%	79%	79%	79%	79%

Front-line staff includes all clinical staff (doctors, nurses and allied health) plus other staff involved in clinical administration duties, such as ward clerks, ward receptionists, and clinical typists, booking enquiry clerks, clinical coders and co-ordinators. This definition has remained consistent over the past four years. Back office staff are equal to the management and support personnel from the table in question 29 less the medical typists that have been deducted and included in front line staff.

**CONTRACTORS/TEMPORARY CONTRACTS**

63 How many contractors and consultants, including those providing services, were engaged or employed in 2015/16 and what was the estimated total cost? How did this compare to each of the previous four financial years, both in terms of the number engaged and the total cost? For each consultant or contractor that has been engaged in the previous four financial years please provide the following details:

- Name of consultant or contractor
- Type of service generally provided by the consultant or contractor
- Details of the specific consultancy or contract
- Budgeted and/or actual cost
- Maximum hourly and daily rates charged
- Date of the contract
- Date the work commenced
- Completion date
- Whether tenders were invited; if so, how many were received
- Whether there are proposals for further or following work from the original consultancy; if so, the details of this work?

	2011/12	2012/13	2013/14	2014/15	2015/16
Total Expenditure	913,532	1,683,281	2,208,012	886,365	1,630,783
Count of Contractors	66	88	44	41	46

Please refer to [Appendix 3](#) for further details.

64 Were any contracts awarded in the last financial year which were valued at \$1 million or more? If so, please list by name of company contracted and total value of contract. How did this at compare with each of the previous four financial years?

<b>* Contracts ≥ \$1 million</b>	2011/12	2012/13	2013/14	2014/15	2015/16
Total value of contract (\$000)	125,478	144,916	132,779	286,945	328,112
Number of contracts awarded	52	60	53	91	100

Please refer to [Appendix 4](#) for further details.

65 What is the policy of your department, agency or organisation on the use of consultants and contractors as opposed to regular employees? Has this policy changed in the last financial year, if so, why and how?

The DHB has an Independent Contractors Policy outlining the arrangements for using contractors. This policy has not changed during the last financial year. The Health and Safety Policy as it relates to contractors and consultants has however been updated to reflect the new legislation.

66 How many consultants or contractors contracted in 2015/16 were previously employed permanently within your department, agency or organisation during the previous two financial years broken down by whether they had received a redundancy payment, severance or other termination package or not? How many contractors hired in each of the previous four financial years had previously been permanent employees in the agency or organisation in the previous two financial years?

We are not aware of any contractors hired in each of the previous three financial years had previously been permanent employees of CCDHB in the two years prior.

67 Were any consultants or agencies contracted to provide communications, media or public relations advice or services in the 2015/16 financial year; if so, with whom did they contract, what was the specific purpose or project, for what length of time and at what total actual or estimated cost? How does this compare to each of the previous four financial years?

<b>Agencies contracted to provide communications, media or public relations advice</b>	Victoria Moss t/a Jet Productions
Who did they contract	CCDHB, Clinical Support Services Directorate
Project	3DHB Laboratory Transition Project
Length of Time	1/05/2015 to 2/12 /2015
Actual/estimated costs	\$143,693
How does it compare to previous 4 years	One-off project as part of the labs transition project

68 How many temporary staff were contracted by your department, agency or organisation in the 2015/16 financial year, listed by purpose of contract, name of company or individual contracted, duration of temporary staff's service, hourly rate of payment and total cost of contract?

Headcount (some have multiple roles)	Costs
386.20	\$17,309,483.60

69 How many staff were hired on each of the following contract lengths: three-month or less, three-to-six month, or six-to-nine month in the 2015/16 financial year? How does this compare to the number hired on each of these contracts in each of the previous four financial years?

No of Months	2011/12	2012/13	2013/14	2014/15	2015/16
Between 0 to 3	45	39	40	42	38
Between 3 and 6	39	49	52	38	59
Between 6 to 9	41	62	44	26	45
	<b>125</b>	<b>150</b>	<b>136</b>	<b>106</b>	<b>142</b>

70 How many staff were employed on a fixed term contract in total in 2015/16? How does this compare to each of previous four financial years?

Fixed Term Contracts	2011/12	2012/13	2013/14	2014/15	2015/16
Number of Employees	253	268	266	305	386

**COLLECTIVE BARGAINING AND EMPLOYMENT ISSUES**

71 How many staff were hired in the last financial year whose contracts included a 90-day probationary period? Please provide a breakdown by role?

No staff were employed by the DHB on contracts that included a 90 day probationary period in the last financial year.

72

Please provide a summary of any collective employment agreement negotiations completed in the 2015/16 financial year including the cost of that, and an outline and timeline of negotiations to be conducted in 2015/16?

See table below.

<b>MECAs settled in 2015/2016</b>	<b>Date Ratified</b>	<b>Term for costing (months)</b>	<b>Total Cost of Settlement</b>
NZNO	25/08/2015	For the 29 months from 1 March 2015 to 31 July 2017	\$ 8,914,060
MERAS	7/10/2015	For the 29 months from 1 March 2015 to 31 July 2017	\$ 169,889
PSA Allied RoNZ	16/09/2015	For the 30 months from 1 May 2015 to 31 October 2017	\$ 2,678,818
PSA Nurses RoNZ	27/11/2015	For the 29 months from 1 May 2015 to 30 September 2017	\$ 1,754,088
PSA Administrative and Clerical (Lower North Island)	16/05/2016	For the 29.0 months from 1 January 2016 to 31 May 2018	\$ 1,415,200
APEX Medical Physicists	2/02/2016	For the 42 months from 1 March 2015 to 31 August 2018	\$ 174,385
APEX Radiation Therapists	17/12/2015	For the 40.0 months from 7 December 2015 to 7 April 2019	\$ 314,713
APEX MRT	11/04/2016	For the 40.0 months from 8 October 2015 to 7 February 2019	\$ 602,109
E tū	17/11/2015	For the 33.4 months from 1 September 2015 to 14 June 2018	\$ 350,293

<b>MECAs expired before 30 June 2016 and in negotiation at 30 June 2016</b>	<b>MECA Expiry Date</b>	<b>Status at 30 June 2016</b>
NZRDA	29/02/2016	In negotiation
APEX Psychologists	1/06/2016	In negotiation

Note: APEX Psychologists has now settled - ratified 19 August 2016

<b>MECAs commencing in 2016/2017</b>	<b>MECA Expiry Date</b>	<b>Status at 30 June 2016</b>
ASMS Senior Medical and Dental Officers	Expires 30/6/2016	In negotiation
APEX Sonographers (South of Auckland)	Expires 1/8/16	In negotiation
APEX Clinical Physiologists	Expires 7/12/16	

<b>Single Employer (CCDHB only) Collective Agreements settled in 2015/2016</b>	<b>Date Ratified</b>	<b>Term for costing (months)</b>	<b>Total Cost of Settlement</b>
FIRST Union & Central Amalgamated Workers Union	30/11/2015	For the 15 months from 1 November 2015 to 31 January 2017	\$31,200
FIRST Union	22/7/2015	For the 15 months from 1 March 2015 to 31 May 2016	\$42,300

73 How many staff were on collective and individual employment agreements respectively in the last financial year? How does this compare with the numbers of staff on collective and individual employment contracts for each of the previous four financial years?

Agreement	2011/12	2012/13	2013/14	2014/15	2015/16
Collectives	5528	5731	5681	5785	5910
Individuals	530	582	567	597	614
<b>Grand Total</b>	<b>6058</b>	<b>6313</b>	<b>6248</b>	<b>6382</b>	<b>6524</b>

74 Were any specific instructions, directions or advice received in relation to employment agreement matters from the State Services Commission or responsible Minister in the 2015/16 financial year? If so, please provide details.

The DHB applies the Government Expectations for Pay and Employment Conditions in the State Sector that have been in place since May 2012.

**LEAVE AND EAP**

75 How many days of annual leave did employees have accrued on average during 2015/16? How does this compare to each of the previous four years? What strategies are used to encourage employees to reduce annual leave balances?

Financial Year	2011/12	2012/13	2013/14	2014/15	2015/16
Average Days Accrued	11.2	11.7	11.7	11.5	10.9

Managers in the DHB are required to actively manage employee leave balances. Monthly reports are provided to managers to assist them in doing this and leave plans are required for all staff. HR provides support and guidance including providing annual leave guidelines.

76 How many annual leave applications did the agency or organisation cancel or refuse during 2015/16? How does this compare to each of the previous four financial years?

	2012/13	2013/14	2014/15	2015/16
<b>Request Cancelled</b>	1203	3388	3487	3746
<b>Request declined</b>	1070	3093	3331	3071

Cancelled requests may have been the result of an employee request.

77 How many employees sold their fourth week of annual leave in the 2015/16 financial year? How does this compare to each of the previous financial years since this policy came into effect?

Cashed Annual Leave Employees	2011/12	2012/13	2013/14	2014/15	2015/16
	97	111	170	78	131

78 How many days of sick leave did employees take on average during 2015/16? How does this compare to each of the previous four financial years? What strategies are used to reduce the amount of sick leave employees need to take?

All type of sick leave are used in this calculation

Finance Year	2011/12	2012/13	2013/14	2014/15	2015/16
Average Days Sick Leave Per Employee	4.7	4.7	4.9	5.0	4.9

Health and wellness of employees is actively supported to manage and minimise absences from the workplace and to promote a speedy return to work. Sick leave usage, including sickness levels and frequency, is monitored as part of regular review with managers and employees. The influenza vaccine programme is actively encouraged.

79 How much was spent on EAP or workplace counselling in the 2015/16 financial year and how did that compare to each of the previous four financial years?

EAP / Workplace Counselling	2011/12	2012/13	2013/14	2014/15	2015/16
Actual spend	73,485	54,396	57,638	84,566	104,362

**SECONDED STAFF**

80 What was the number and cost of staff seconded to Ministerial offices during 2015/16 and how many of these had their salaries paid by the department, agency or organisation rather than Ministerial Services? What were these numbers in each of the previous four financial years?

No staff were seconded to the Ministerial Office during 2015/16 or in the previous four financial years.

81 What was the turnover rate of staff seconded to Ministerial offices from the agency or organisation during 2015/16 and what was it for each of the previous four financial years?

Not applicable – see the response to question 80.

82 How many staff members were seconded in 2015/16 and how does this compare to the previous three financial years? For each staff member seconded, please provide the following details:

- How long they were seconded for (less than 6 months, 6-12 months, 12-24 months or 24 months or more);
- The role they were seconded to;
- The role they were seconded from;
- The reason for the secondment;
- The remuneration they have received over and above the remuneration they are contracted for in the role they have come from.

Three staff members were seconded.

Employee 1: seconded from their substantive position of Privacy Officer at CCDHB to an all of government privacy project at the Department of Internal Affairs. The secondment is for 12 months and is a professional development opportunity. An additional \$29,332 is being received over and above the remuneration they receive in their substantive role.

Employee 2: seconded from their substantive position of Business Analyst at CCDHB to a Business Analyst role at Central Technical Advisory Services (Central TAS). The reason for the secondment was to support the Central TAS Business Analyst work programme and to provide a professional development opportunity. No additional remuneration is received. The secondment was for a further 12 months in the 2015/16 year following a 12 month secondment in 2014/15.

Employee 3: Secondment from their substantive role of SMO to National Clinical Director, Cancer at Ministry of Health Sector Services from 2012 to April 2016.

83 Has your department, agency or organisation covered any travel or accommodation costs for any staff seconded from one role to another in 2015/16; if so, what was the total cost for each secondment, broken down by type of expenditure? How does this compare to the previous three financial years?

We do not collect this data.

**STAFF TURNOVER/TERMINATION OF EMPLOYMENT**

84 What was the staff turnover for 2015/16 and what was the staff turnover for each of the previous four financial years by category? Please provide this information both as a percentage and in numerical terms. Is the turnover rate cause for any concern, if so, what are the major issues and how will these be addressed in 2015/16?

Turnover has consistently been at acceptable levels. The high turnover in allied health and support personnel is primarily related to the outsourcing of the laboratories (for allied health) and laundry services (for support personnel). In addition the DHB is actively working to reduce turnover in all areas.

Category	2011/12	2012/13	2013/14	2014/15	2015/16
ALLIED HEALTH PERSONNEL	104	106	104	111	217
MANAGEMENT/ADMINISTRATION PERSONNEL	146	139	153	148	141
MEDICAL PERSONNEL	10	25	25	13	27
NURSING PERSONNEL	233	210	194	206	192
SUPPORT PERSONNEL	16	23	22	24	48
<b>Grand Total</b>	<b>509</b>	<b>503</b>	<b>498</b>	<b>502</b>	<b>625</b>

The above data as a percentage of all permanent employees, RMOs excluded.

Turnover by percentage	2011/12	2012/13	2013/14	2014/15	2015/16
ALLIED HEALTH PERSONNEL	12%	12%	11%	12%	23%
MANAGEMENT/ADMINISTRATION PERSONNEL	15%	14%	15%	14%	14%
MEDICAL PERSONNEL	3%	7%	7%	4%	7%
NURSING PERSONNEL	11%	9%	8%	9%	8%
SUPPORT PERSONNEL	9%	12%	12%	13%	28%
<b>Grand Total</b>	<b>11%</b>	<b>11%</b>	<b>10%</b>	<b>10%</b>	<b>13%</b>

85 What was the average length of service in your department, agency or organisation in the 2015/16 financial year and each of the previous four financial years? Please also provide this information broken down by age and gender.

The first table is the average length of service of all employees. If they were employed on the last day of the financial year then this is counted as their last day. RMOs are excluded.

age band	2011/12			2012/13			2013/14			2014/15			2015/16		
	FEMALE	MALE	Total	FEMALE	MALE	Total	FEMALE	MALE	Total	FEMALE	MALE	Total	FEMALE	MALE	Total
unknown	7.2	8.6	7.7	3.9	5.5	4.4	4.2	5.1	4.4	3.1	3.4	3.2	3.3	4.3	3.5
45-54	8.3	9.3	8.6	8.3	9.2	8.6	8.6	8.9	8.7	8.6	8.9	8.7	8.7	9.0	8.8
55-64	12.6	15.1	13.2	12.3	14.3	12.8	11.9	14.4	12.6	11.9	14.2	12.5	11.8	14.4	12.4
35-44	6.4	5.5	6.2	6.1	5.2	5.9	6.1	5.2	5.8	6.0	5.3	5.8	6.0	5.5	5.9
25-34	3.7	3.8	3.7	3.5	3.5	3.5	3.4	3.2	3.4	3.2	3.3	3.2	3.0	3.1	3.0
15-24	2.5	2.4	2.5	2.1	2.1	2.1	1.9	2.2	1.9	1.5	1.7	1.5	1.5	1.4	1.5
>=65	18.4	17.8	18.3	17.6	16.7	17.4	17.6	17.7	17.7	17.5	16.7	17.4	17.2	17.8	17.4
<b>Grand Total</b>	<b>7.7</b>	<b>8.5</b>	<b>7.9</b>	<b>7.4</b>	<b>8.2</b>	<b>7.6</b>	<b>7.6</b>	<b>8.3</b>	<b>7.8</b>	<b>7.6</b>	<b>8.4</b>	<b>7.8</b>	<b>7.7</b>	<b>8.6</b>	<b>7.9</b>



How many staff resigned during 2015/16, what were the reasons provided, and what are the possible implications for the agency or organisation? Please also provide the number broken down by age and gender.

The table below is for permanent employees excluding RMOs. The Payroll system does not have a mandatory reason for termination – hence the large number of ‘unknowns’. All reasons for leaving are included for clarity.

By Gender – excludes those of unknown gender (1 instance)

Reason	2011/12			2012/13			2013/14			2014/15			2015/16		
	FEMALE	MALE	Total	FEMALE	MALE	Total	FEMALE	MALE	Total	FEMALE	MALE	Total	FEMALE	MALE	Total
CAREER MOVE	22	9	31	21	4	25	16	3	19	7	1	8	13	0	13
CHANGE IN CAREER DIRECTION	5	2	7	5	2	7	5	1	6	0	0	0	4	2	6
COMPANY TRANSFER	8	0	8	4	0	4	5	0	5	0	0	0	1	0	1
CONVICTION-DRUG RELATED OFFENC	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
DECEASED	1	3	4	0	1	1	2	1	3	4	0	4	3	2	5
DISMISSAL	1	1	2	1	1	2	1	0	1	0	1	1	0	0	0
DISREGARDING CODE OF CONDUCT	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0
FAIL ADVISE INABILITY TO ATTEN	0	0	0	2	1	3	0	0	0	0	0	0	0	0	0
FAIL TO FOLLOW POLIC/PROC/PROT	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0
FIXED TERM PROJECT ENDED	5	1	6	2	2	4	8	5	13	1	1	2	2	0	2
FREQUENT LATENESS/ABSENTEEISM	0	0	0	1	1	2	1	0	1	0	0	0	0	0	0
HEALTH REASONS	4	1	5	7	5	12	3	1	4	0	0	0	0	0	0
INSUBORDIN FAIL TO OBEY INSTRU	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0
INSUFFICIENT SALARY	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0
LOW MORALE	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
MOVE AWAY FROM AREA	15	1	16	18	2	20	19	1	20	13	1	14	6	0	6
MOVE OVERSEAS	41	9	50	25	8	33	36	4	40	27	8	35	11	1	12
PARTNER TRANSFERRED	3	0	3	1	0	1	0	0	0	0	0	0	0	0	0
PERSONAL/FAMILY CIRCUMSTANCES	24	5	29	20	2	22	10	1	11	2	0	2	1	0	1
POOR WORKING CONDITIONS	0	0	0	0	0	0	0	1	1	0	1	1	0	0	0
REGISTRATION CANCELLED	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
RETIRED	14	5	19	19	3	22	8	9	17	15	3	18	5	5	10
RETIRED - EARLY RETIREMENT	0	0	0	0	0	0	0	0	0	0	0	0	4	1	5
RETIRED - ON MEDICAL GROUNDS	1	1	2	0	0	0	0	1	1	0	2	2	1	0	1
SEVERANCE - RESTRUCTURING	9	0	9	2	1	3	7	4	11	1	3	4	22	4	26
SEVERANCE-EARLY ENHN RETIRE	2	0	2	0	0	0	1	0	1	0	0	0	1	0	1
TERMINATION ON PARENTAL LEAVE	16	0	16	17	0	17	8	0	8	11	0	11	16	0	16
THEFT/MISAPP COMPANY PROPERTY	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
TRANSFER TO ANOTHER DHB	0	0	0	0	0	0	0	0	0	0	0	0	87	33	120
UNDERTAKE FURTHER EDUCATION	4	3	7	4	1	5	3	0	3	1	0	1	0	0	0
UNKNOWN	221	68	289	225	90	315	258	73	331	303	94	397	316	82	398
UNSUITABLE LOCATION OF WORK	0	1	1	1	0	1	0	0	0	0	0	0	1	0	1
<b>Grand Total</b>	<b>397</b>	<b>113</b>	<b>510</b>	<b>376</b>	<b>124</b>	<b>500</b>	<b>391</b>	<b>106</b>	<b>497</b>	<b>386</b>	<b>116</b>	<b>502</b>	<b>495</b>	<b>130</b>	<b>625</b>



By Age Band Row Labels	2011/12							2013/14							2014/15							2015/16													
	15-24	25-34	35-44	45-54	55-64	>=65	Total	15-24	25-34	35-44	45-54	55-64	>=65	Total	15-24	25-34	35-44	45-54	55-64	>=65	Total	15-24	25-34	35-44	45-54	55-64	>=65	Total							
CAREER MOVE	1	13	11	3	3	0	31	1	8	6	6	2	2	25	3	9	4	4	0	0	20	0	4	2	2	0	0	8	2	5	3	2	1	0	13
CHANGE IN CAREER DIRECTION	5	2	0	0	0	0	7	1	2	1	2	1	0	7	0	1	3	2	0	0	6	0	0	0	0	0	0	0	0	2	2	2	0	0	6
COMPANY TRANSFER	0	1	2	3	1	0	7	0	1	1	1	1	0	4	0	1	0	3	1	0	5	0	0	0	0	0	0	0	0	1	0	0	0	1	
CONVICTION-DRUG RELATED OFFENC	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
DECEASED	0	0	0	1	1	2	4	0	0	0	0	1	0	1	0	1	0	0	1	1	3	0	0	1	0	3	0	4	0	0	1	3	0	1	5
DISMISSAL	0	0	1	1	0	0	2	0	0	1	1	0	0	2	0	0	0	1	0	0	1	0	0	0	1	0	1	0	0	0	0	0	0	0	
DISREGARDING CODE OF CONDUCT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	
FAIL ADVISE INABILITY TO ATTEN	0	0	0	0	0	0	0	0	1	1	1	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FAIL TO FOLLOW POLIC/PROC/PROT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0
FIXED TERM PROJECT ENDED	1	2	2	0	1	0	6	1	0	2	0	1	0	4	0	2	3	3	4	1	13	0	0	2	0	0	0	2	0	0	0	1	0	1	2
FREQUENT LATENESS/ABSENTEEISM	0	0	0	0	0	0	0	0	2	0	0	0	0	2	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HEALTH REASONS	0	1	0	2	2	0	5	1	1	0	3	4	3	12	1	0	0	0	2	1	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0
INSUBORDIN FAIL TO OBEY INSTRU	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
INSUFFICIENT SALARY	1	0	0	0	1	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LOW MORALE	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	
MOVE AWAY FROM AREA	0	8	2	3	3	0	16	2	9	3	2	3	1	20	2	9	4	3	2	0	20	0	8	3	1	2	0	14	2	1	2	1	0	0	6
MOVE OVERSEAS	4	25	10	6	5	0	50	2	15	8	5	3	0	33	3	27	4	5	0	0	39	3	14	8	4	5	1	35	1	6	3	2	0	0	12
PARTNER TRANSFERRED	0	0	3	0	0	0	3	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PERSONAL/FAMILY CIRCUMSTANCES	0	14	5	6	4	0	29	1	5	6	6	4	0	22	0	3	1	5	2	0	11	0	1	1	0	0	0	2	0	0	1	0	0	0	1
POOR WORKING CONDITIONS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0
REGISTRATION CANCELLED	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RETIRED	0	0	0	0	1	18	19	0	0	0	0	2	20	22	0	0	0	0	1	16	17	0	0	0	0	1	17	18	0	0	0	0	2	8	10
RETIRED - EARLY RETIREMENT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	3	4	
RETIRED - ON MEDICAL GROUNDS	0	0	0	0	1	1	2	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1	2	0	0	0	0	0	1	1	
SEVERANCE - RESTRUCTURING	0	1	3	1	2	1	8	0	0	2	0	0	1	3	0	1	0	1	5	4	11	0	0	0	2	2	0	4	0	1	3	5	6	11	26
SEVERANCE-EARLY ENHN RETIRE	0	0	0	0	1	1	2	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	1	
TERMINATION ON PARENTAL LEAVE	1	6	9	0	0	0	16	1	7	9	0	0	0	17	0	2	6	0	0	0	8	0	9	2	0	0	0	11	0	9	6	1	0	0	16
THEFT/MISAPP COMPANY PROPERTY	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TRANSFER TO ANOTHER DHB	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6	26	28	24	22	13	119	
UNDERTAKE FURTHER EDUCATION	4	2	1	0	0	0	7	2	2	1	0	0	0	5	1	2	0	0	0	0	3	0	1	0	0	0	1	0	0	0	0	0	0	0	0
UNSUITABLE LOCATION OF WORK	0	0	0	1	0	0	1	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1
<b>Grand Total</b>	<b>17</b>	<b>76</b>	<b>50</b>	<b>27</b>	<b>26</b>	<b>23</b>	<b>219</b>	<b>12</b>	<b>53</b>	<b>42</b>	<b>28</b>	<b>23</b>	<b>27</b>	<b>185</b>	<b>10</b>	<b>58</b>	<b>27</b>	<b>27</b>	<b>20</b>	<b>24</b>	<b>166</b>	<b>3</b>	<b>37</b>	<b>19</b>	<b>12</b>	<b>15</b>	<b>19</b>	<b>105</b>	<b>11</b>	<b>50</b>	<b>52</b>	<b>41</b>	<b>33</b>	<b>38</b>	<b>225</b>

87 How many people received and how much was spent in total on redundancy payments, severance or other termination packages by the agency or organisation in the 2015/16 financial year? How does that compare to the number and amount spent in each of the previous four financial years?

Finance Year	Pay Item	Count of People	Total Cost
2011/12	SEVERANCE PAYMENT	13	\$ 264,569
2012/13	SEVERANCE PAYMENT	4	\$ 56,545
2013/14	SEVERANCE PAYMENT	11	\$ 376,897
2014/15	SEVERANCE PAYMENT	8	\$ 253,467
2015/16	SEVERANCE PAYMENT	32	\$ 899,681

Please note the numbers for 2011/12 and 2013/14 have changed, after review. Redundancy payments included 26 laundry staff who were offered other positions before they were paid severance pay which was reimbursed by Allied Laundry.

88 How much, in \$10,000 bands, of all individual total amounts, was paid out in redundancy, severance or other termination packages in the 2015/16 financial year? How does this compare to the individual total amounts paid out in redundancy, severance or other termination packages in each of the previous four financial years?

Severance Band	2011/12		2012/13		2013/14		2014/15		2015/16	
	People	Cost	People	Cost	People	Cost	People	Cost	People	Cost
0 to 9 K	3	\$21,058	1	\$6,174	1	\$2,033	1	\$9,565	1	\$7,894
10 to 19 K	4	\$52,760	2	29937.99	0	\$0	2	\$36,188	7	\$117,310
20 to 29 K	4	\$104,604	1	20432.28	2	\$49,002	0	\$0	4	\$96,264
30 to 39 K	0	\$0	0	0	6	\$203,294	4	\$138,190	20	\$678,212
40 to 49 K	2	\$86,147	0	0	0	\$0	0	\$0	0	\$0
50 to 59 K	0	\$0	0	0	1	\$59,519	0	\$0	0	\$0
60 to 69 K	0	\$0	0	0	1	\$63,050	1	\$69,523	0	\$0
<b>Total</b>	<b>13</b>	<b>\$264,569</b>	<b>4</b>	<b>56544.54</b>	<b>11</b>	<b>\$376,897</b>	<b>8</b>	<b>\$253,467</b>	<b>32</b>	<b>\$899,681</b>

**SALARIES AND BONUSES**

89 How much was spent on performance bonuses, incentive payments or additional leave in 2015/16 and each of the previous four financial years? Please provide a breakdown of the number of bonuses received during 2015/16 in \$5,000 bands. What were the specific criteria for such performance payments? Has there been any changes to the criteria since November 2008; if so, what specific changes and why?

Income Band	2011/12	2012/13	2013/14	2014/15	2015/16
0 to 4k	3			1	
5k to 9k	8	5			
10k to 14k	6	7	2	1	
15k to 19k	3	1			
20k to 24k	4	3	5		
30k to 34k		2		1	
35k to 39k					2
45k to 49k	1				
<b>Grand Total</b>	<b>25</b>	<b>18</b>	<b>7</b>	<b>3</b>	<b>2</b>

90 In \$10,000 bands, what are the income levels of all staff, and how does this compare with the salary levels for each of the previous four financial years? Please also provide this information by age and gender.

The below table shows the Income bands (i.e. salaries actually paid) for staff employed over the past 5 years. Please note this only includes staff paid via CCDHB payroll.

Salary Band	2011/12			2012/13			2013/14			2014/15			2015/16		
	FEMALE	MALE	Total	FEMALE	MALE	Total	FEMALE	MALE	Total	FEMALE	MALE	Total	FEMALE	MALE	Total
0 to 9 K	570	146	716	590	147	737	525	130	655	511	122	633	523	121	644
10 to 19 K	170	21	191	154	22	176	146	19	165	133	20	153	138	21	159
20 to 29 K	249	22	271	249	23	272	242	23	265	253	21	274	255	19	274
30 to 39 K	730	190	920	646	178	824	626	165	791	681	153	834	662	147	809
40 to 49 K	625	193	818	732	189	921	720	202	922	745	208	953	731	217	948
50 to 59 K	661	108	769	756	132	888	765	122	887	788	127	915	858	135	993
60 to 69 K	751	219	970	667	208	875	662	218	880	652	214	866	581	196	777
70 to 79 K	165	78	243	240	103	343	253	115	368	248	110	358	312	112	424
80 to 89 K	182	96	278	207	83	290	196	88	284	214	101	315	246	108	354
90 to 99 K	100	68	168	131	71	202	135	69	204	152	66	218	154	71	225
100 to 109 K	60	61	121	63	75	138	85	68	153	74	67	141	83	61	144
110 to 119 K	47	59	106	42	71	113	54	61	115	66	57	123	68	50	118
120 to 129 K	32	30	62	43	40	83	37	50	87	39	60	99	65	58	123
130 to 139 K	20	36	56	33	37	70	29	37	66	29	36	65	32	33	65
140 to 149 K	18	18	36	10	7	17	11	9	20	17	14	31	15	22	37
150 to 159 K	16	23	39	20	27	47	14	19	33	18	17	35	15	22	37
160 to 169 K	8	20	28	11	28	39	14	28	42	17	31	48	17	21	38
170 to 179 K	8	10	18	12	19	31	12	14	26	15	18	33	17	20	37
180 to 189 K	7	14	21	13	12	25	13	12	25	4	8	12	6	12	18
190 to 199 K	2	21	23	6	13	19	16	12	28	11	17	28	10	12	22
200 to 209 K	8	17	25	5	14	19	8	20	28	12	16	28	17	22	39
210 to 219 K	7	21	28	7	23	30	3	15	18	14	21	35	15	11	26
220 to 229 K	3	17	20	4	11	15	6	14	20	5	15	20	2	13	15
230 to 239 K	4	7	11	3	14	17	3	13	16	5	8	13	5	16	21
240 to 249 K	1	7	8	2	11	13	2	11	13	4	11	15	5	7	12
250 to 259 K	1	2	3	1	5	6	1	9	10	0	11	11	0	15	15
260 to 269 K	0	6	6	0	3	3	0	4	4	1	4	5	1	4	5
270 to 279 K	0	5	5	0	5	5	0	7	7	0	7	7	0	7	7
280 to 289 K	1	6	7	1	8	9	1	5	6	0	4	4	0	10	10
290 to 299 K	0	0	0	0	0	0	0	4	4	1	6	7	2	2	4
300 to 309 K	0	3	3	0	3	3	0	1	1	0	1	1	0	4	4
310 to 319 K	1	0	1	0	0	0	0	0	0	0	1	1	0	1	1
320 to 329 K	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0
330 to 339 K	0	0	0	0	0	0	1	1	2	1	0	1	0	0	0
340 to 349 K	0	0	0	0	0	0	0	0	0	0	0	0	1	1	2
420 to 429 K	1	0	1	1	0	1	1	0	1	0	0	0	0	0	0
460 to 469 K	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1
<b>0</b>	<b>4448</b>	<b>1524</b>	<b>5972</b>	<b>4650</b>	<b>1582</b>	<b>6232</b>	<b>4581</b>	<b>1565</b>	<b>6146</b>	<b>4710</b>	<b>1572</b>	<b>6282</b>	<b>4837</b>	<b>1571</b>	<b>6408</b>

Salary Band	2011/12								2012/13								2013/14								2014/15								2015/16								
	15-24	25-34	35-44	45-54	55-64	>=65	unknov	Total	15-24	25-34	35-44	45-54	55-64	>=65	unknov	Total	15-24	25-34	35-44	45-54	55-64	>=65	unknov	Total	15-24	25-34	35-44	45-54	55-64	>=65	unknov	Total	15-24	25-34	35-44	45-54	55-64	>=65	unknov	Total	
0 to 9 K	81	158	170	170	99	26	12	716	70	181	165	157	113	38	13	737	62	148	160	128	114	32	11	655	63	141	148	126	104	40	11	633	62	145	144	125	109	50	9	644	
10 to 19 K	20	29	68	43	18	12	1	191	18	30	61	42	13	11	1	176	27	26	45	42	16	9	0	165	14	27	40	40	20	10	2	153	8	29	43	44	25	9	1	159	
20 to 29 K	8	40	83	68	47	24	2	272	6	40	78	69	52	25	2	272	2	35	81	68	52	24	3	265	5	38	79	70	50	28	4	274	6	32	71	74	52	33	6	274	
30 to 39 K	84	183	192	221	180	58	3	921	92	163	184	189	141	53	2	824	74	145	173	188	149	58	4	791	79	156	181	184	155	62	17	834	80	154	185	177	139	65	9	809	
40 to 49 K	95	184	154	192	152	40	1	818	101	186	176	222	176	52	8	921	92	191	180	223	176	55	5	922	104	194	172	228	185	63	7	953	87	187	169	245	176	70	14	948	
50 to 59 K	41	265	195	148	98	22	0	769	39	315	217	173	119	23	3	889	34	298	213	184	132	21	6	888	44	300	209	190	144	20	8	915	54	354	198	197	152	30	8	993	
60 to 69 K	10	307	262	222	147	22	1	971	9	289	235	178	137	23	4	875	10	290	224	187	143	23	3	880	10	279	205	193	152	23	4	866	13	268	169	158	141	25	3	777	
70 to 79 K	7	76	62	63	31	3	1	243	9	78	75	104	67	8	2	343	20	78	84	99	73	15	1	370	13	72	83	92	81	15	2	358	9	88	89	114	91	25	8	424	
80 to 89 K	0	83	69	76	44	4	2	278	1	76	79	74	55	4	1	290	1	81	73	74	47	6	2	284	9	100	74	73	46	9	5	316	8	102	73	79	66	11	15	354	
90 to 99 K	1	63	32	49	19	4	0	168	0	77	28	59	30	6	2	202	0	66	35	59	34	7	3	204	0	71	44	49	43	8	3	218	1	73	43	47	49	6	6	225	
100 to 109 K	0	69	21	14	16	1	0	121	0	73	29	18	17	1	0	138	2	81	31	21	14	1	3	153	0	69	28	25	14	4	1	141	0	58	37	23	16	4	7	145	
110 to 119 K	0	58	23	16	7	2	0	106	0	59	26	14	9	0	5	113	0	67	25	14	7	1	1	115	0	73	20	20	4	3	3	123	0	65	11	21	9	3	9	118	
120 to 129 K	0	27	14	13	7	1	0	62	0	38	19	15	8	2	1	83	0	34	23	12	13	1	4	87	0	45	20	16	15	2	1	99	0	48	34	18	15	4	4	123	
130 to 139 K	0	22	18	13	2	1	0	56	0	27	24	15	3	1	0	70	0	20	23	15	4	3	1	66	0	18	21	16	6	3	1	65	0	21	18	12	9	3	2	65	
140 to 149 K	0	12	19	4	1	0	0	36	0	4	8	4	1	0	0	17	0	8	7	3	2	0	0	20	0	10	12	5	2	1	1	31	0	13	11	5	6	0	2	37	
150 to 159 K	0	5	16	10	7	1	0	39	0	10	20	9	8	0	0	47	0	9	14	3	7	0	0	33	0	9	10	7	8	0	1	35	0	8	18	5	5	1	0	37	
160 to 169 K	0	1	16	6	5	0	0	28	0	4	18	9	6	2	0	39	0	1	16	14	8	2	1	42	0	4	22	11	9	0	2	48	0	7	13	12	5	0	1	38	
170 to 179 K	0	0	11	7	0	0	0	18	0	0	21	8	2	0	0	31	0	0	16	7	2	1	0	26	0	1	14	10	6	1	1	33	0	0	17	11	7	1	1	37	
180 to 189 K	0	0	10	7	3	1	0	21	0	1	11	10	2	1	0	25	0	3	13	7	2	0	0	25	0	0	6	4	2	0	0	12	0	0	6	6	5	1	0	18	
190 to 199 K	0	0	5	11	4	2	1	23	0	0	10	6	2	0	1	19	0	0	10	14	3	1	0	28	0	2	14	9	3	0	0	28	0	1	6	10	4	0	1	22	
200 to 209 K	0	0	9	7	8	1	0	25	0	0	3	6	7	3	0	19	0	0	6	12	8	2	0	28	0	0	10	12	3	3	0	28	0	0	13	16	7	3	0	39	
210 to 219 K	0	0	5	17	6	1	0	29	0	0	8	14	7	1	0	30	0	0	3	7	8	0	0	18	0	0	6	9	16	4	0	35	0	0	9	6	8	3	0	26	
220 to 229 K	0	0	7	9	3	1	0	20	0	0	2	12	0	1	0	15	0	0	5	10	3	2	0	20	0	0	6	10	4	0	0	20	0	0	2	5	8	0	0	15	
230 to 239 K	0	0	0	6	5	0	0	11	0	0	5	8	3	1	0	17	0	0	2	11	2	1	0	16	0	0	1	8	3	0	1	13	0	0	8	9	3	0	1	21	
240 to 249 K	0	0	3	1	4	0	0	8	0	0	2	6	5	0	0	13	0	0	2	7	4	0	0	13	0	0	1	9	5	0	0	15	0	0	0	7	5	0	0	12	
250 to 259 K	0	0	0	3	0	0	0	3	0	0	1	4	1	0	0	6	0	0	1	4	5	0	0	10	0	0	1	7	3	0	0	11	0	0	1	11	3	0	0	15	
260 to 269 K	0	0	0	3	2	1	0	6	0	0	0	1	2	0	0	3	0	0	1	3	0	0	0	4	0	0	0	1	4	0	0	5	0	0	0	2	3	0	0	5	
270 to 279 K	0	0	2	1	1	1	0	5	0	0	0	3	1	1	0	5	0	0	0	4	3	0	0	7	0	0	0	5	2	0	0	7	0	0	1	3	3	0	0	7	
280 to 289 K	0	0	0	6	1	0	0	7	0	0	0	7	2	0	0	9	0	0	0	4	2	0	0	6	0	0	0	2	2	0	0	4	0	0	0	7	3	0	0	10	
290 to 299 K	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	0	0	4	0	0	0	3	4	0	0	7	0	0	0	0	4	0	0	4	
300 to 309 K	0	0	0	0	3	0	0	3	0	0	0	0	3	0	0	3	0	0	0	0	0	1	0	1	0	0	0	0	1	0	0	1	0	0	0	1	3	0	0	4	
310 to 319 K	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	1	0	1	
320 to 329 K	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
330 to 339 K	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	2	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	0	
340 to 349 K	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2	
420 to 429 K	0	0	0	0	0	1	0	1	0	0	0	0	0	1	0	1	0	0	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
460 to 469 K	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	
<b>Total</b>	<b>347</b>	<b>1582</b>	<b>1466</b>	<b>1407</b>	<b>920</b>	<b>230</b>	<b>24</b>	<b>5976</b>	<b>345</b>	<b>1651</b>	<b>1505</b>	<b>1437</b>	<b>992</b>	<b>258</b>	<b>45</b>	<b>6233</b>	<b>324</b>	<b>1581</b>	<b>1466</b>	<b>1427</b>	<b>1036</b>	<b>267</b>	<b>48</b>	<b>6149</b>	<b>341</b>	<b>1609</b>	<b>1427</b>	<b>1435</b>	<b>1096</b>	<b>300</b>	<b>75</b>	<b>6283</b>	<b>328</b>	<b>1653</b>	<b>1389</b>	<b>1452</b>	<b>1131</b>	<b>348</b>	<b>108</b>	<b>6409</b>	

**TRAINING, TRAVEL AND OTHER EXPENSES**

91 How much was spent on catering in the 2015/16 financial year? What policies were in place for the use of catering and were there any changes to these?

Catering costs for 2015/16 were \$158,260. Catering is mainly provided for those meetings where public is in attendance, extended-hour meetings or after-hour meetings. The DHB does not have a specific policy relating to catering but catering is covered under the Sensitive Expenditure policy.

92 How much was spent on domestic travel in the 2015/16 financial year and how does this compare to each of the previous four financial years? Please provide a list of the positions of the top twenty spenders on domestic travel for 2015/16 including the amount spent.

2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
\$587,537	\$560,983	\$684,632	\$675,922	\$680,038	\$579,758

Note – above is only staff travel and does not include travel for continuing personal development for medical staff or patient travel.

The top travellers were as below:-

Note – The Compulsory Care Coordinator and NIDCA National Manager relates to one of our national contracts where we have staff employed around the country. This travel is a requirement of the contract and is funded by the Disability Service Directorate, Ministry of Health.

Position	Total Travel
COMPULSORY CARE CO-ORDINATOR	\$ 21,330.89
NIDCA NATIONAL MANAGER	\$ 18,439.97
SMO - ONCOLOGIST	\$ 14,158.79
SMO - PSYCHIATRIST	\$ 12,427.08
REGIONAL MH PORTFOLIO MANAGER	\$ 10,062.57
NATIONAL OPERATIONS CO-ORDINATOR	\$ 9,677.73
BOARD MEMBER	\$ 8,655.50
REGIONAL PROGRAMME COORDINATOR	\$ 5,837.32
CROWN COORDINATOR	\$ 5,125.91
SMO - CONSULTANT PSYCHIATRIST	\$ 4,942.54
SMO - PAEDIATRIC NEUROLOGIST	\$ 3,601.96
COO	\$ 3,401.69
QUALITY IMPROVEMENT ADVISOR	\$ 3,196.40
EXECUTIVE DIRECTOR (OPERATIONAL)	\$ 2,857.45
MANAGER - RMO	\$ 2,848.95
MANAGEMENT UNIT	\$ 2,195.84
COMPULSORY CARE CO-ORDINATOR	\$ 2,187.00
SMO - CONSULTANT PSYCHIATRIST	\$



SENIOR MANAGER MENTAL HEALTH	\$ 2,159.34
RADIOLOGY MANAGER 3DHB	\$ 2,123.34
CARDIAC SONOGRAPHER	\$ 2,064.06
<b>Grand Total</b>	<b>\$ 137,294.33</b>

93 How much was spent on international travel in the 2015/16 financial year, how does this compare to each of the previous four financial years, and what proportion of operating expenditure does this represent? Please provide a list of the positions of all spenders on international travel for 2015/16, including the amount spent (broken down by travel, accommodation and other expenditure), locations travelled, reason visited and outcomes achieved. For any items of other expenditure greater than \$15,000 please provide details of what this was.

	2011/12	2012/13	2013/14	2014/15	2015/16
International travel cost	\$56,187	\$72,286	\$52,005	\$92,841	\$62,083
Total operating expenditure	\$939,901,000	\$881,878,000	\$958,166,000	\$1,000,261,285	\$1,033,145,073
<b>% of Total operating expenditure</b>	<b>0.01%</b>	<b>0.01%</b>	<b>0.01%</b>	<b>0.01%</b>	<b>0.01%</b>

94 How many staff have Koru Club memberships paid for by your department, agency or organisation, and how does this compare with each of the previous four financial years?

Total Koru membership paid by CCDHB. This includes membership paid for through Continued Medical Education.

Year	Doctors	Non-Doctors	Total
2011	13	0	13
2012	12	0	12
2013	10	4	14
2014	15	0	15
2015	18	0	18
2016	27	0	27

95 How many staff had the use of vehicles paid for by your department, agency or organisation in 2015/16; what are the estimated costs; how do these numbers compare to each of the previous four financial years?

	2011/12	2012/13	2013/14	2014/15	2015/16
<b>No. of Staff</b>	5	3	5	3	3
<b>Total Cost</b>	\$17,995	\$13,496	\$17,995	\$14,123	\$12,870

96 How much was spent on internal conferences and seminars, staff retreats, offsite training, or planning and teambuilding exercises, including travel costs, and what is the purpose of each in 2015/16? How does this compare to each of the previous four financial years? For each year please include:

- Purpose
- Venue
- Cost (including travel and accommodation costs)
- Activities undertaken

Refer question 97 and 98. Note that CCDHB does provide training, learning and development for its staff. Need for on-going training as part of practice certificates for clinical staff.

97 What are the measures used to evaluate the success or effectiveness for internal conferences or seminars?

For most conferences/seminars attended, a participant feedback process is used. KPIs are set for training prior to attending the training and measured post training. Acquired knowledge

	and application of skills in the workplace is measured through performance planning and development.					
98	How much was spent on staff training in 2015/16; and what percentage of the vote does the amount represent? How does this compare to each of the previous four financial years?					
		<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>
	Training:	\$7,328,000	\$7,900,000	\$7,815,000	\$7,600,069	\$8,854,315
	Total baseline expenditure:	\$939,901,000	\$881,878,000	\$958,166,000	\$1,000,261,285	\$1,033,145,073
	%	0.78%	0.90%	0.82%	0.76%	0.86%
99	What specific activities or events were conducted that contributed towards staff morale in the last financial year?					
	The implementation of the positive workplace environment plan is occurring. This includes a campaign on bullying and harassment prevention and leadership development activities. The DHB also provides team building in some areas, has Grand Rounds, staff forums, leadership forums, individual and team training and Christmas BBQs, There is recognition of staff via quality awards across the DHBs, including a separate allied health, scientific and technical awards celebration. In addition staff and their work are regularly recognised in newsletters. Some areas have also engaged in activities out of work such as fun runs and walking challenges.					
100	How much was spent on pay television in the last financial year? How much was spent in each of the previous four financial years and how much has been budgeted for the latest financial year?					
	The budget for the latest financial year is unavailable, as we do not budget at that level. This service is largely for rehabilitation patients staying long term in the Mental Health Division.					
101	What is the total amount spent, if any, on speaker's fees and/or speaker honorariums for year of the last five financial years by event, event date, speaker and amount received?					
	We do not collect this data.					
102	Does your department, agency or organisation pay travel and/or accommodation costs for guest speakers; if so what was the total amount of travel and/or accommodation costs paid over the last five financial years by speaker and event spoken at?					
	We do not collect this data.					

CCDHB Appendix 1 Q37

Company offering gift	Job Title	Date Received	Gift Value	Short Description	Description	Date Entered
Roche New Zealand	Consultant	03 Jul 2015	1,700	Flights and accommodation for conference	Economy return flight from Wellington to Melbourne, 3 nights accommodation at conference hotel during international cancer meeting in Sydney, 6 to 9 September 2015, and group transfer from airport to hotel and back.	03 Jul 2015
Baxalta	haemophilia CNS	01 Mar 2016	800	Flights and two nights accomodation (Baxalta booked so unsure of cost)	Return flight and two nights accomodation	03 Mar 2016
Boston Scientific	Senior Genetic Associate	28 Aug 2015	750	Airfares CHCH to Auckland and one nights accommodation	Airfares CHCH to Auckland for Boston scientific Heart Rhythm and inherited Cardiac diseases Symposium Sept 18-19 2015, and one nights accommodation in Auckland	25 Aug 2015
Boston Scientific	Nurse	18 Sep 2015	1,884	travel, attendance and accomodation to scientific meeting	Heart Rhythm & Inherited Cardiac Diseases Symposium at Lamgham hotel Auckland 18/19 sept 15. includes accom, flights, transfers and food	25 Aug 2015
BAYER	RADIOLOGY SMO	16 Sep 2015	9,000	Business class flight ticket, transport and accomodation to attend a Liver Imaging Symposium in Seoul, Korea	Travel from Wellington to Seoul Korea and back- Business class 16/9/15-20/09/15 via Auckland- overnight stay at Novotel Auckland on 16/9/15- attendance at the Bayer Asia Pacific Liver imaging symposium and any conference dinners/meals during the conference. I have attached my sponsorship agreement.	26 Aug 2015
Boston Scientific	Speciality Clinical Nurse Cardiac Rhythm Managemen	18 Sep 2015	1,800	Conference attendance	Heart Rhythm Conference Auckland NZ see attached document	28 Aug 2015
Pharmac	General Physician	18 Sep 2015	5,000	Funding for conference (CME)	Pharmac paid \$5000 towards Dr Cameron`s flights to Europe for ISAN 2015 (The International Society for Autonomic Neuroscience) in Milan.	19 Oct 2015
Aspen	SMO	21 Nov 2015	1,500	Flights and accommodation at conference	Flights from Wellington to Auckland, Auckland to Sydney and return. Accommodation for 2 nights in Sydney.	24 Nov 2015
Heart Rhythm New Zealand	Speciality Clinical Nurse Cardiac Rhythm Managemen	21 Oct 2015	2,128	Sponsorship to Asia Pacific Heart Rhythm Society Conference Melbourne	Sponsorship for Airfares and Conference Registration and accomodation	05 Nov 2015
AbbVie	Staff Nurse	14 May 2016	100	Meals	Grand Nurses Meeting in Wgton over the weekend @ The Icon, Rangimarie Rms 1,2 &3 Museum Of NZ Te Papa Tongarema	23 Mar 2016
Regeneron Pharmaceuticals	Paediatric Pharmacist	13 Apr 2016	4,000	Travel & accommodation to trial investigator meeting in Argentina	Regeneron have paid for flights & accommodation for relevant CCDHB staff to travel to Argentina to attend an investigator meeting for a paediatric drug trial we are participating in.	08 Apr 2016
AstraZenica	SMO	18 Mar 2016	400	Meeting attendance	Flights, Aiport pickup, lunch, attendance at meeting	12 Apr 2016
Abbvie	Staff Nurse	14 May 2016	150	meals	Study sessions, around the use of Biologic drugs for treatment of psoriasis at Te Papa Museum, 14/5/16 1030hrs-1630hrs, 15/5/160830hrs to 1500hrs. This includes lunches and a dinner.	20 Apr 2016
Abbvie	Reg Nurse	14 May 2016	110	Parking & meals during Grand Nurses Meeting.	parking for 2 days at Te Papa (Wgtn) Two lunches 1 dinner	02 May 2016
Aveena and Neutrogena	Midwife	28 Apr 2016	200	Sample packs of hand cream	Sample packs of hand cream (between 10 - 20 mls) were obtained by Jo for International Day of the Midwife. A pack of three samples will be given to 85 midwives / nurses employed within the maternity service to acknowledge the care they provide.	03 May 2016
Roche	SMO Admin Co-Ordinator	12 May 2016	500	Refreshment	Money for purchasing refreshments for a Regional Breast Cancer Study Group Meeting being held on Thurs 26 May.	18 May 2016
Baxter Healthcare	Clinical Dietitian	19 Apr 2016	1,600	Sponsorship to attend ICU Nutrition Symposium	Return flights to Sydney, shared return transfers from airport to hotel, two nights accommodation at Sheraton on the Park. Attendance at 2 day Nutrition symposium and conference dinner	20 May 2016
AstraZeneca	Respiratory SMO	18 Mar 2016	300	Travel to Auckland to attend educational event	Flights and taxi transfer paid for to attend a one day AstraZeneca supported educational event, the NZ Lung Day, which was attended by a large number of respiratory physicians and nurses from around New Zealand. Agenda attached for reference.	13 Jul 2016



CCDHB Appendix 2 Q39

Date Given	Estimated Value	Staff and Reasons
16-Dec-2015	104.35	FLOWERS - BEREAVEMENT - Staff
28-Oct-2015	120.87	GIFTS/FLOWERS - PACIFIC NURSES
12-Aug-2015	173.91	PETROL VOUCHERS
31-Mar-2016	200.00	GIFT VOUCHERS - CREEK FEST
10-Feb-2016	250.00	GIFT VOUCHER - GRATUITY
26-Aug-2015	433.13	GIFTS FOR CEO/FLOWERS- BOARD/FLOWERS BOARD BEREAVEMENT 07/08 2015

Capital & Coast DHB - Appendix 3 Q63

Please note: 2013-16 contractors are listed below

Name	Type of Service	FY 2013-14	FY 2014-15	FY 2015-16	Grand Total	Hourly rate/Daily Rate	Work Start date	completion date	Tenders y/n	Is more work proposed?
ABUILD CONSULTING ENGINEERS 2005 LTD	Payroll Improvements	7,600.00			7,600.00	Flat fee	Various		N	Y
ADVANCED MANAGEMENT SYSTEMS	Payroll Improvements	76,379.53	28,020.56	27,184.84	131,584.93	Flat fee	Various		N	Y
AECOM CONSULTING SERVICES (NZ) LIMITED	Review and report of emergency electrical sup		2,703.09	25,500.00	28,203.09	Flat fee	Various		N	Y
AITCH	IT consulting			7,000.00	7,000.00	Flat fee	Various		N	Y
AON NEW ZEALAND LIMITED	Actuarial Valuation	14,645.00	13,200.00	27,200.00	55,045.00	Flat fee	Various		N	Y
ARROW CONSULTANCY 2004 LTD	Coaching		1,075.00	4,525.00	5,600.00	Flat fee	Various		N	Y
BECA CARTER HOLLINGS & FERNER LIMITED	Engineering		21,883.50		21,883.50	Flat fee	Various		N	Y
BERENTSON-SHAW, JESSICA	Consultancy		1,200.00		1,200.00	Flat fee	Various		N	Y
BIZWORKS LIMITED	Web development			5,000.00	5,000.00	Flat fee	Various		N	Y
BUSINESS SKILLS TRAINING LIMITED	Consultancy		6,000.00		6,000.00	Flat fee	Various		N	Y
CAPITAL CONSTRUCTION LTD	Facilities	16,608.46			16,608.46	Flat fee	Various		N	Y
CAWDOR ASSOCIATES	Consultancy	8,707.50		10,525.00	19,232.50	Flat fee	Various		N	Y
CCM ARCHITECTS LIMITED	Architectural services	43,382.82			43,382.82	Flat fee	Various		N	Y
CEMPlicity LTD	Consultancy		6,103.11	7,042.05	13,145.16	Flat fee	Various		N	Y
CITRIX SYSTEMS ASIA PACIFIC PTY LTD	IT consulting			12,007.25	12,007.25	Flat fee	Various		N	Y
CLENDON BURNS & PARK LTD	Facilities	24,215.00	26,000.00	13,492.82	63,707.82	Flat fee	Various		N	Y
COLLIERS INTERNATIONAL (WGTN VALUATION)	Valuation Services	26,050.00	13,400.00	12,500.00	51,950.00	Flat fee	Various		N	Y
COMMUNIO	Survey	12,000.00			12,000.00	Flat fee	Various		N	Y
CONTINUOUS IMPROVEMENT SERVICES LTD	Consultancy	141,637.50			141,637.50	Flat fee	Various		N	Y
CSSD CONSULTANCY SERVICES	Consultancy	45,240.00	8,375.65		53,615.65	Flat fee	Various		N	Y
DAA GROUP LTD	Health & Safety			24,677.64	24,677.64	Flat fee	Various		N	Y
DELOITTE	Consultancy		2,000.00	90,042.63	92,042.63	Flat fee	Various		N	Y
DEPARTMENT OF INTERNAL AFFAIRS - HOUSE	GCIO REVIEW				-	Flat fee	Various		N	Y
DESIGNGROUP STAPLETON ELLIOTT	Consultancy	8,200.00			8,200.00	Flat fee	Various		N	Y
DIGITAL SCANNING SOLUTIONS	Consultancy	23,530.00	21,758.75	12,463.75	57,752.50	Flat fee	Various		N	Y
Dr Ken Greer – Clinical Advisor	SIDU Projects	75,320.00			75,320.00	Flat fee	Various		N	Y
DUNNING THORNTON CONSULTANTS LTD	Consultancy		12,675.00	9,260.00	21,935.00	Flat fee	Various		N	Y
ENERGY MANAGEMENT PLANNERS AND PROJECT	Energy improvement	13,311.00	12,795.00	6,777.00	32,883.00	Flat fee	Various		N	Y
ERNST & YOUNG LTD	Consultancy	105,000.00			105,000.00	Flat fee	Various		N	Y
FGI (NZ) LIMITED	Coaching		261,278.77	390,247.03	651,525.80	Flat fee	Various		N	Y
FUJITSU NEW ZEALAND LTD	IT consulting			6,428.57	6,428.57	Flat fee	Various		N	Y
GENESIS CONSULTING GROUP LIMITED	CIO			170,461.30	170,461.30	Flat fee	Various		N	Y
Health & Management Solutions	SIDU Projects	29,100.00			29,100.00	Flat fee	Various		N	Y
HEALTH PARTNERS CONSULTING GROUP LIMITED	Consultancy	95,000.00	78,249.73		173,249.73	Flat fee	Various		N	Y
HEALTH PLANNING & PROJECTS LTD	Consultancy	105,060.00		86,280.00	191,340.00	Flat fee	Various		N	Y
HEALTHLINK LIMITED	Consultancy	6,900.00			6,900.00	Flat fee	Various		N	Y
HIKITIA ROPATA	Consultancy			8,760.00	8,760.00	Flat fee	Various		N	Y
HOLMES FIRE AND SAFETY LTD	Facilities	6,350.00		5,800.00	12,150.00	Flat fee	Various		N	Y
HOLMES WELLINGTON LIMITED	Facilities	22,485.35			22,485.35	Flat fee	Various		N	Y
ISOFT NEW ZEALAND & PACIFIC ISLANDS LIMITED	Consultancy	27,360.00			27,360.00	Flat fee	Various		N	Y
JOHN BISSETT ASSOCIATES INTERNATIONAL	Consultancy	37,711.29			37,711.29	Flat fee	Various		N	Y
LAB-WORKS ARCHITECTURE LIMITED	Architectural services	10,211.25	1,047.38	15,895.50	27,154.13	Flat fee	Various		N	Y
LEANNE INDER	Consultancy				-	Flat fee	Various		N	Y
LEANNE TOMLINSON	IT consulting		8,580.00		8,580.00	Flat fee	Various		N	Y
LEARN-ABILITY	Coaching			13,703.60	13,703.60	Flat fee	Various		N	Y
MARARA REWETI-STEVENS	Consultancy		4,156.00		4,156.00	Flat fee	Various		N	Y
MAYCROFT CONSTRUCTION LTD	Facilities	14,996.00			14,996.00	Flat fee	Various		N	Y
MAYNARD PAUL WILLIAM	Consultancy	202,444.20		22,499.57	224,943.77	Flat fee	Various		N	Y
MECHANICAL ENVIRONMENTAL LTD	Facilities	6,030.00	500.00		6,530.00	Flat fee	Various		N	Y
MILNER CONSULTING LIMITED	Consultancy	74,818.78	5,850.00		80,668.78	Flat fee	Various		N	Y
MOBILE MENTOR NEW ZEALAND LIMITED	Coaching			13,501.00	13,501.00	Flat fee	Various		N	Y
McHale Group	SIDU Projects	48,127.00			48,127.00	Flat fee	Various		N	Y
NETWORK COMMUNICATIONS (NEW ZEALAND)	Consultancy	67,664.26	6,703.30		74,367.56	Flat fee	Various		N	Y
NEW ZEALAND BREASTFEEDING AUTHORITY	Consultancy				-	Flat fee	Various		N	Y
NOREEN ROCHE - KAPITI MIDWIVES	Coaching		2,295.65	7,547.83	9,843.48	Flat fee	Various		N	Y

PACIFIC CONSULTING GROUP LIMITED	Facilities	10,000.00			10,000.00	Flat fee	Various	N	Y
PELORUS ARCHITECTURE LIMITED	Architectural services	38,477.85		5,697.60	44,175.45	Flat fee	Various	N	Y
PHOENIX PRODUCTIONS LIMITED	Consultancy		15,940.00		15,940.00	Flat fee	Various	N	Y
PILLAI CONSULTING LIMITED	Finance Consulting	160,790.00			160,790.00	Flat fee	Various	N	Y
PONNIAH ANUSHIYA	Various management	37,440.00	11,520.00		48,960.00	Flat fee	Various	N	Y
PRICEWATERHOUSE COOPERS	Consultancy		20,500.00	67,957.67	88,457.67	Flat fee	Various	N	Y
RASCANNEIL	Improvement Initiatives	157,828.90	189,900.00	213,473.04	561,201.94	Flat fee	Various	N	Y
RIDER LEVETT BUCKNALL WELLINGTON LT	Facilities	6,610.00	2,720.00	5,630.00	14,960.00	Flat fee	Various	N	Y
RMK CONSULTING LIMITED	Consultancy			10,799.91	10,799.91	Flat fee	Various	N	Y
RPH Consulting	SIDU Projects	51,261.00			51,261.00	Flat fee	Various	N	Y
ROPER VICTORIA	Consultancy		2,539.12	1,634.78	4,173.90	Flat fee	Various	N	Y
ROSEMARY SWINDELLS	Public relations		4,080.00		4,080.00	Flat fee	Various	N	Y
SAPERE RESEARCH GROUP	Consultancy			29,316.38	29,316.38	Flat fee	Various	N	Y
SIRDAR NEW ZEALAND GROUP LIMITED	Consultancy	46,380.00	32,240.00	-	78,620.00	Flat fee	Various	N	Y
STANDARDS NEW ZEALAND	Consultancy			100,746.11	100,746.11	Flat fee	Various	N	Y
STEPHENSON & TURNER (NZ) LTD	Architectural services	29,400.00			29,400.00	Flat fee	Various	N	Y
STRATEGIC PAY LIMITED	Consultancy		1,313.00	3,146.15	4,459.15	Flat fee	Various	N	Y
STUDIO OF PACIFIC ARCHITECTURE LTD	Architectural services		4,163.25	924.00	5,087.25	Flat fee	Various	N	Y
SUNNIVA ZOETE	HR services		4,858.91	9,472.83	14,331.74	Flat fee	Various	N	Y
TAX TEAM LIMITED	Consultancy			74,485.65	74,485.65	Flat fee	Various	N	Y
TERRY SARTEN	Consultancy			5,394.56	5,394.56	Flat fee	Various	N	Y
The Hairy Monkey	SIDU Projects	66,600.00			66,600.00	Flat fee	Various	N	Y
The Manus Group	SIDU Projects	43,800.00			43,800.00	Flat fee	Various	N	Y
THE LEADERSHIP DEVELOPMENT CENTRE	Coaching		5,000.00	5,000.00	10,000.00	Flat fee	Various	N	Y
THE RESEARCH TRUST OF VICTORIA UNIVE	Statistical Consultancy		8,640.00		8,640.00	Flat fee	Various	N	Y
TMG ASSOCIATES LIMITED	Consultancy	50,200.83	5,250.00		55,450.83	Flat fee	Various	N	Y
TRACEY DAVIES	Consultancy			7,569.57	7,569.57	Flat fee	Various	N	Y
TREGASKIS BROWN LTD	Finance Consulting	113,138.87			113,138.87	Flat fee	Various	N	Y
UXC RED ROCK CONSULTING	Consultancy		14,800.00		14,800.00	Flat fee	Various	N	Y
VECTOR CONSULTING GROUP	Consultancy			26,464.63	26,464.63	Flat fee	Various	N	Y
ViFX SERVICE MANAGEMENT LTD	Consultancy			21,400.00	21,400.00	Flat fee	Various	N	Y
VODAFONE NEW ZEALAND LTD	Contact Centre Consultancy		14,880.00		14,880.00	Flat fee	Various	N	Y
WRITE LIMITED	Consultancy		2,170.00	5,347.50	7,517.50	Flat fee	Various	N	Y
<b>Grand Total</b>		<b>2,208,012.39</b>	<b>886,364.77</b>	<b>1,630,782.76</b>	<b>4,725,159.92</b>				

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Vendor Name	2011-12	2012-13	2013-14	2014-15	2015-16
ACCESS HOMEHEALTH LIMITED	4,716,571	5,588,444	5,779,844	6,667,553	6,824,770
ACCIDENT COMPENSATION CORPORATION - WN				1,832,877	
ACURITY HEALTH GROUP LIMITED				4,905,133	4,721,354
AGE CONCERN NEW ZEALAND INCORPORATED				1,063,057	1,066,663
Air New Zealand		8,148,016			
ALLIED LAUNDRY SERVICES LTD				1,780,568	2,045,793
ARJO HUNTLEIGH LTD			1,683,060		1,467,267
ASHLEIGH COURT PHARMACY LTD T/A ASHLEIGH COURT PHARMACY	1,015,559			1,091,320	1,064,198
BAXALTA NEW ZEALAND LTD					1,745,643
BAXTER HEALTHCARE LTD	9,600,000		2,200,000	8,484,371	8,730,494
BAYER NEW ZEALAND LIMITED				2,530,000	1,967,527
BECTON DICKINSON NZ	1,207,000			2,566,138	2,381,313
BIOTRONIK AUSTRALIA PTY LTD		1,030,000			1,043,937
BOSTON SCIENTIFIC CORPORATION			1,028,131	3,077,961	2,937,655
BP Oil New Zealand Ltd		2,408,296			
BROOKLYN PHARMACY LIMITED T/A BROOKLYN PHARMACY		1,037,474	1,102,458	1,168,637	1,279,310
BUPA CARE SERVICES NZ LIMITED@CC-2135662	5,080,229	6,789,060	6,886,933	7,119,317	7,988,909
CareDirect		1,400,000			
Carestream Health	2,412,000				
CENTRAL REGION TECHNICAL ADVISORY SERVICES				4,985,539	5,875,900
CONTACT ENERGY LIMITED				4,253,223	3,466,724
COVIDIEN NEW ZEALAND LIMITED				3,915,198	4,336,127
CULPAN DISTRIBUTORS LIMITED			1,094,391	1,343,562	1,472,385
CUSTOM FLEET (NZ) LTD				1,561,143	1,376,610
DePuySynthes			5,489,071		
DOUGLAS PHARMACEUTICALS LIMITED				2,067,745	2,776,537
DRUMMONDS TAWA PHARMACY (2000) LIMITED T/A UNICHEM DRUMMONDS	1,264,720	1,177,475	1,053,972	1,142,612	
EMERGE AOTEAROA LIMITED					5,201,168
FLETCHER CONSTRUCTION NZ LTD				2,768,586	11,781,302
FUJITSU NEW ZEALAND LTD				3,062,650	3,509,348
GAMBRO PTY LTD				2,053,653	
GE HEALTHCARE					1,409,306
GENESIS ENERGY				1,744,894	1,665,279
Geneva		1,400,000			
Gen-i/Telecom	5,360,000				
HARBOUR CITY PHARMACY (2011) LIMITED T/A AMCAL CUBA MALL		1,011,049			
HAWKES BAY PHARMACIES LTD T/ARADIUS CARE PHARMACY COASTLANDS	2,821,409	2,617,808	1,307,223	2,953,060	3,291,403
HEALTHCARE LOGISTICS				17,226,666	17,818,318
HEALTHCARE OF NEW ZEALAND LIMITED	2,635,271				
HENRY W JASIONOWICZ LIMITED T/A NEWLANDS PHARMACY	1,179,926	1,242,458	1,186,588	1,384,207	1,486,861
HOLMES WELLINGTON LIMITED					1,220,730
IBM New Zealand Ltd			1,772,303		
IHAKARA PHARMACY LIMITED				1,228,728	1,227,776
INTERMED MEDICAL LTD	2,210,408			2,221,800	2,262,737
J. A. ALEXANDER LIMITED T/A ALEXANDER PHARMACY	1,564,261	1,718,711	1,710,832	2,134,281	2,498,663
JANSSEN-CILAG PTY LTD				1,971,505	2,048,722
J-MALL PHARMACY LIMITED T/A LIFE PHARMACY JOHNSONVILLE	2,063,119	2,242,336	2,034,906	2,174,428	2,117,224
JOHNSON & JOHNSON MEDICAL (NEW ZEALAND)		1,413,756		1,809,436	1,996,768
JOHNSON & JOHNSON ORTHOPAEDICS				2,445,162	4,110,591
JOHNSONVALE HOME TRUST BOARD	1,526,937	1,698,757	2,138,273	2,381,068	2,193,131
JOHNSONVILLE MEDICAL CENTRE PHARMACY LIMITED	2,166,504	2,141,392	1,695,102	2,013,824	2,021,051
K & C B GOVIND LIMITED T/A CANNONS CREEK PHARMACY	1,547,691	1,514,855	1,426,220	1,621,559	1,699,056
KAPITI RETIREMENT TRUST@CC-1146206	1,849,297	2,141,196	1,981,511	2,243,192	2,224,889
KAPITI ROAD MEDICAL CENTRE PHARMACY LIMITED		1,005,486			
KARORI MALL PHARMACY LIMITED T/A UNICHEM KARORI MALL PHARMACY	2,079,989	2,266,597	2,064,804	2,507,133	2,712,578
KHANDALLAH PHARMACY (1971) LIMITED T/A KHANDALLAH PHARMACY		1,351,398	1,377,751	1,575,077	1,595,793
KILBIRNIE PHARMACY (2003) LIMITED T/A KILBIRNIE PHARMACY	1,477,019	1,509,420	1,435,557	1,658,169	1,718,960
KONICA MINOLTA BUSINESS SOLUTIONS NZ LTD				1,105,042	1,106,227
KTVN INVESTMENTS LIMITED				1,027,738	1,021,638
MA BELLE HELENE LIMITED T/A MAZENGARB PHARMACY	1,076,713	1,058,856	1,017,929		1,381,074
MANA PHARMACY LIMITED	2,013,090	2,141,553	2,080,296	2,497,580	2,653,375
MARSH LIMITED - WELLINGTON				1,207,078	1,851,948
MEDTRONIC AUSTRALASIA PTY LTD		1,161,000		3,577,714	4,815,568
MEDTRONIC NEW ZEALAND LIMITED				1,750,581	2,812,242
METLIFECARE COASTAL VILLAS LIMITED@CC-1993551	1,028,351	1,257,578	1,135,728	1,407,083	1,436,220
MILLVALE HOUSE MIRAMAR LIMITED@CC-3550097		1,434,285	1,424,258	1,511,526	1,559,112
MILLVALE HOUSE WAIKANAE LIMITED@CC-2621186	1,196,764	1,407,076	1,391,000		1,417,976
MILLVALE LODGE LINDALE LIMITED@CC-4101945				1,610,623	1,558,755
MIRAMAR HEALTHCARE PHARMACY LIMITED	2,992,504	3,082,243	2,764,402	3,365,333	3,438,483
MISSION RESIDENTIAL CARE LIMITED	2,223,265				
MISSION RESIDENTIAL CARE LIMITED@CC-1146235		2,900,174	2,747,890	3,221,536	3,019,138
NEW ZEALAND BLOOD SERVICE				13,936,701	15,381,500
NEWTOWN MALL CHEMISTS LIMITED T/A NEWTOWN MALL PHARMACY	4,697,057	4,853,648	4,852,424	5,505,889	6,001,268
NGAIO PHARMACY LIMITED	1,035,481	1,116,299		1,110,652	1,141,962
NORTH CITY PHARMACY 2005 LIMITED T/A NORTH CITY PHARMACY	1,158,164	1,210,984	1,206,679	1,458,639	
OBEX MEDICAL LTD		7,190,028		2,263,288	2,750,153
OCEANIA CARE COMPANY LIMITED@CC-2564532	3,665,516	4,673,060	4,394,931	4,784,688	4,932,705
OLYMPUS NEW ZEALAND LTD					1,664,425
ORBIT CORPORATE TRAVEL				2,752,392	2,662,916
PACIFIC RADIOLOGY LIMITED				2,375,037	2,695,362
PARKWOOD TRUST INCORPORATED@CC-1146152		1,630,504	1,482,238	1,804,370	1,937,092
PFIZER NEW ZEALAND LIMITED				1,331,723	4,150,053
PHARMAC SEMINAR SERIES				1,200,050	
PHILIPS MEDICAL SYSTEMS					1,083,690
PORIRUA PHARMACY (1986) LIMITED T/A PORIRUA PHARMACY	1,689,442	1,645,956	1,665,731	1,883,064	1,919,035

Vendor Name	2011-12	2012-13	2013-14	2014-15	2015-16
PRESBYTERIAN SUPPORT CENTRAL	10,951,001	6,008,539	9,111,484	6,667,553	6,989,884
PRESBYTERIAN SUPPORT CENTRAL@CC-1146076	1,056,878	7,626,070	7,192,546	7,563,118	7,294,098
PTL INVESTMENTS LIMITED T/A WHITBY PHARMACY		1,653,500	1,618,308	1,974,956	2,179,140
RADIUS PHARMACY WAIKANAЕ LTD T/A UNICHEM WAIKANAЕ HEALTH PHA	1,567,896	1,650,691	1,087,278	1,922,184	2,078,349
RAUMATI ROAD PHARMACY LIMITED	1,759,611	1,732,156	1,655,956	1,988,549	2,151,562
REM SYSTEMS LTD				2,005,061	2,904,747
ROCHE DIAGNOSTICS NZ LTD			1,000,000	2,224,273	1,005,908
ROYAL NEW ZEALAND PLUNKET SOCIETY INCORPORATED					1,012,665
RYMAN HEALTHCARE LIMITED@CC-1187149	4,515,908	5,876,867	6,387,063	9,063,843	9,415,361
SANFORD PHARMACY LIMITED T/A UNICHEM KAPITI COAST PHARMACY	1,797,240	1,904,595	1,761,356	1,887,109	1,228,647
SIMON'S PHARMACY LIMITED T/A UNICHEM SIMON'S PHARMACY	1,253,822	1,465,696		1,735,220	2,043,994
SMITH & NEPHEW LTD	1,698,630		2,597,529		1,235,148
SOUTHERN CROSS HEALTHCARE				6,568,576	2,656,591
SPARK NEW ZEALAND TRADING LIMITED				2,505,104	2,538,369
SPOTLESS SERVICES (NZ) LTD - AK				19,162,549	19,933,881
SPROTT CARE LIMITED@CC-2367660	2,126,282	2,720,352	2,440,002	2,717,510	2,638,472
ST JUDE MEDICAL NEW ZEALAND LTD				1,631,754	2,042,846
Staples	1,568,767				
STRATHMORE PARK PHARMACY 2001 LIMITED T/A STRATHMORE PRK PHY	1,107,024	1,121,999		1,057,754	1,066,011
SUMMERSET CARE LIMITED@CC-1198029	1,426,728	1,568,119	1,464,142	1,502,487	1,864,281
SYNTHESE NEW ZEALAND LTD					1,255,246
TE HOPAI HOSPITAL LIMITED@CC-2671280	2,074,191	2,815,374	2,628,355	4,050,482	5,310,208
THE ULTIMATE CARE GROUP LIMITED@CC-2442040	3,872,301	4,863,020	4,407,569	4,349,656	4,160,130
TITAHИ BAY PHARMACY LTD T/A TITAHИ BAY PHARMACY @CMS-606709	1,397,436	1,663,769	1,483,124	1,889,015	1,947,160
UNIVERSITY OF OTAGO, USL				7,273,466	6,329,220
VARIAN MEDICAL SYSTEMS AUSTRALASIA PTY L			5,718,968	2,147,441	6,121,675
VILLAGE AT THE PARK CARE LIMITED	2,529,870	2,588,864	2,551,393	2,886,461	2,805,404
VINCENTIAN HOME FOR THE ELDERLY BERHAMPORE LIMITED@CC-1163833	1,346,373	1,709,584	1,611,792	1,509,572	1,537,577
WAIKANAЕ COUNTRY LODGE LIMITED@CC-1146281	1,553,737	2,137,084	2,096,063	2,072,838	2,432,647
WAIKANAЕ PHARMACY 2012 LIMITED T/A WESTBURY PHARMACY	2,367,096	1,312,209	2,174,646	1,868,543	2,675,679
WAITANGIRUA PHARMACY LIMITED	1,312,009	1,296,530	1,178,956	1,444,333	1,431,669
WHITBY PHARMACY LIMITED					
WILLIS STREET PHARMACY LTD T/A UNICHEM ISLAND BAY PHARMACY	1,641,261	1,727,046		1,851,790	2,002,748
WILLIS STREET PHARMACY LTD T/A UNICHEM WELLINGTON CENTRAL					1,049,668
Zimmer New Zealand Ltd		1,856,910			
	125,478,319	144,916,202	132,778,964	286,944,553	328,111,668