



HEALTH AND PRODUCTIVITY MANAGEMENT SYSTEMS  
MONITORING TOOL  
FOR THE PUBLIC SERVICE  
ANNEXURE D

## TABLE OF CONTENT

1.	INTRODUCTION	3
2.	QUARTERLY / ANNUAL REVIEW ON POLICY SYSTEMS IMPLEMENTATION	5
3.	HPM SYSTEM ELEMENTS	6
3.1	ELEMENT 1: COMMITMENT AND HPM POLICY	6
3.2	ELEMENT 2: PLANNING OF HPM SYSTEM	8
3.3	ELEMENT 3: IMPLEMENTATION AND OPERATION OF HPM SYSTEM	9
3.4	ELEMENT 4: HPM SYSTEM EVALUATION, CORRECTIVE AND PREVENTATIVE ACTION	22
3.5	ELEMENT 5: HPM SYSTEM REVIEW	27

## 1. INTRODUCTION

DPSA has developed several policy documents in 2007/8 for EH&W in the Public Service to coordinate the programmes and services that are offered in a unified manner. These documents are the following:

- EH&W Strategic Framework with the following pillars:
  - HIV and AIDS & TB Management
  - Health and Productivity Management
  - SHERQ Management (Safety, Health, Environment, Risk, and Quality)
  - Wellness Management
  
- The following Drafts:
  - Policy Implementation Guides
  - Step-by-Step System Implementation Guides
  - System Monitoring Tools

The intention with this HPM System Monitoring Tool is to provide a framework within which Government Departments can develop and maintain an HPM Management System. It is based on the AMS management system standard (AMS 16001: 2003).

This HPM System Monitoring Tool has been developed to be compatible with the ISO 9001:2000 and the ISO 14001:1996 management systems standards as well as the OHSAS 18001:1999, in order to facilitate the integration of quality, environmental and occupational health and safety management systems of a department, should they wish to do so. This Monitoring Tool will be reviewed or amended when considered appropriate. Reviews will be conducted when new editions of AMS 16001, ISO 9001, ISO 14001 or OHSAS 18001 are published, to ensure continuing compatibility.

The requirements in this Monitoring Tool establish the basic commitment of every department to document and sustain an HPM management system. The system must include a clearly mapped out departmental structure and documentation covering planning activities, responsibilities, practices, procedures and processes for achieving the requirements of the HPM management system. Resources must also be provided for developing, implementing, achieving, reviewing and maintaining the HPM policy.

The AMS management system standard (AMS 16001: 2003) is based on five principles to which department's that are developing HPM systems should subscribe. These principles or elements are:

- Commitment and HPM Policy;
- Planning of the HPM system;
- Implementation and operation of the HPM system;

- HPM system evaluation, corrective and preventive action; and
- HPM review

**2. QUARTERLY /ANNUAL REVIEW ON POLICY SYSTEM IMPLEMENTATION**

Name of the Organization/Department .....

Date of review.....

Responsible Person.....

**RATING SCALE:**

Value (%)	Description	Award
25 %	No evidence / ineffective / existing system but not implemented	1 ribbon
50 %	Some evidence / partially effective	2 ribbons
75%	Evidence delivery / meets all output and requirements / fully effective	3 ribbons
100%	Evidence over and above expectation / Exceeded outputs/ excellent	4 ribbons

**TOTAL score in % for each quarter**

Quarters	Score	Continual Improvement plan
Quarter 1: April-June		
Quarter 2: July-September		
Quarter 3: October –December		
Quarter 4:January-March		
ANNUAL		

### 3. THE HPM SYSTEM ELEMENTS

The monitoring of the system elements are set out in the table below. The table can be interpreted in the following way:

- **ELEMENT :** The standard that should be maintained and monitored
- **CRITERIA :** The measures that are used to assess performance
- **YES/NO:** Tick yes when system is in place and no when not
- **% or Number:** To be filled where relevant
- **COMMENT:** Any information that might add value to the monitoring

1. COMMITMENT AND HEALTH AND PRODUCTIVITY MANAGEMENT (HPM) POLICY					
ELEMENT	CRITERIA	RESULTS			COMMENT
		YES	NO	% No.	
<b>1.1 COMMITMENT</b>  INTENT: Ensure ongoing commitment to the HPM management system by establishing an appropriate HPM management strategy, plan and policies to address the potential impact of HPM	HPM strategy, plan and policies are established  HPM strategy, plan and policies are supported by top management				
<b>1.2 INITIAL REVIEW (COLLECTION OF BACKGROUND INFORMATION)</b>  INTENT: To determine the current department and/or community with regard to HPM management and its impacts	Initial HPM management review conducted  Assessment of HPM was conducted in department and community  Data was analysed and used to inform future planning  Report was compiled and distributed				
<b>1.3 HPM POLICY</b>  INTENT: Develop an HPM policy that acts as a foundation for the entire HPM management system	Documented HPM management policy signed and approved by top management  HPM management policy is implemented in the department  No. of HPM management policies that are distributed in the department  No. of managers and employees trained to implement the policy  No. of departments/ institutions that				

	comply with implementation of policy guidelines				
ELEMENT	CRITERIA	RESULTS			COMMENT
		YES	NO	% No.	
<b>4 HPM DETERMINANTS, THE IMPACT AND EVALUATION OF HPM RELATED RISKS</b>  INTENT: Identify and assess HPM risks through a dynamic, formal, structured and holistic process to facilitate effective risk reduction plans and actions	Documented procedures for ongoing identification of HPM determinants of the department, impact assessment and evaluation of significant risks				
<b>1.5 LEGAL AND OTHER REQUIREMENTS</b>  INTENT: Facilitate compliance with applicable legislation and other requirements such as certification standards, corporate policies, customer agreements, industry codes of practice, permits etc.	Procedure(s) developed for identification of applicable current and future legal and other regulatory requirements				
<b>2. PLANNING OF HPM MANAGEMENT SYSTEM</b>					
ELEMENT	CRITERIA	STATUS/RESULTS			COMMENT
		YES	NO	% No.	
<b>2.1 HPM MANAGEMENT SYSTEM OBJECTIVES AND TARGETS</b>  INTENT: Identify and assess HPM management objectives and targets	HPM management objectives and targets documented at each relevant function or level within the department				
<b>2.2 HPM ANAGEMENT</b>	Plan(s) established that indicate(s):				

<p><b>SYSTEM PLAN(S)</b></p> <p>INTENT: Establish objectives and targets and achieve them within a specified time frame</p>	<p>Create, maintain and use critical path analysis and plan</p> <p>Plan(s) developed for operational controls and management of HPM</p>				
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3. IMPLEMENTATION, OPERATIONAL CONTROLS AND MANAGEMENT OF HPM MANAGEMENT SYSTEM					
ELEMENT	CRITERIA	RESULTS			COMMENT
		YES	NO	% No.	
<p><b>3.1 STRUCTURE,RESPONSIBILITY AND ACCOUNTABILITY FOR HPM MANAGEMENT SYSTEM</b></p> <p>INTENT: Identify and provide the appropriate specialized human skills, technological and financial resources to implement the department's HPM management system</p>	<p>Responsibility and authority for keeping the department's performance in line with its HPM management policy identified</p> <p>Sufficient human, technical and financial resources provided to implement the HPM management system and demonstrate commitment to continual improvement</p> <p>Top management appoints specific management representative(s) who have defined roles, responsibilities and authority</p> <p>All line managers assigned in writing with HPM management duties as part of routine duties and responsibilities</p> <p>HPM Champion portfolio established at top management level (board level or executive level)</p> <p>Subordinate portfolios established at business unit level and may include:</p> <p>Health and safety committee</p> <p>EH&amp;W programme coordinator</p> <p>Management information analyst</p> <p>Health and Safety representatives / peer educators</p> <p>Treatment adherence consultant (W/A)</p> <p>Disease management – medical personnel</p> <p>Number of appointees attended appropriate awareness course(s) or education</p> <p>EH&amp;W programme coordinator appointed as management representative</p>				

	<p>Criteria for the selection of peer educators available</p> <p>Treatment Adherence Consultant holds appropriate qualifications (medical/ pharmaceutical/ nursing)</p>				
<p><b>3.2 HPM MANAGEMENT COMMITTEES</b></p> <p>INTENT: HPM management committees established and operating effectively to comply with policy</p>	<p>Health and Safety committee(s) established with representation from all levels of the department</p>				
<p><b>3.3 HPM MANAGEMENT INFORMATION AWARENESS, EDUCATION AND COMPETENCE</b></p> <p><u>Information and Awareness raising programme(s)</u></p> <p>INTENT: To provide correct and up to-date information on how diseases are and are not transmitted, dispel myths surrounding diseases, and highlight how diseases can be prevented, medical aspects of the disease, the impact of diseases on individuals and possibilities for care, support and treatment</p>	<p>HPM management information and awareness needs identified and documented</p> <p>Induction on HPM awareness training conducted</p> <p>Information and awareness-raising programme(s) developed and implemented</p>				
ELEMENT	CRITERIA	RESULTS			COMMENT
		YES	NO	% No	
<p><u>Education programme(s)</u></p> <p>INTENT: To go beyond just providing Information through campaigns and programmes by aiming to provide people with skills that can help them to adopt behaviours that will protect them from diseases through a two way process of sharing and</p>	<p>Education needs and levels are identified</p> <p>All employees and the community members who can contribute to the increase in risk of exposure for certain groups or individuals are identified and appropriately educated</p> <p>Education programmes are developed and implemented through consultations between stakeholders</p>				

understanding	<p>Education schedule documented and adhered to</p> <p>Number of employees educated on all standards, procedures and work instructions related to their responsibilities in terms of the HPM system before commencement of duties</p>				
<p><b><u>Competency</u></b></p> <p>INTENT: To include competency assessment as part of the education programme</p>	<p>Competency tests developed for all levels required including management</p> <p>Appropriate percentage of complete staff complement educated to at least general level of HPM management each year</p> <p>Sufficient ratio of HPM peer educators nominated and appointed in writing</p> <p>Sufficient ratio of HPM counsellors nominated and appointed in writing</p> <p>All staff informed of HPM peer educator and counsellor nomination criteria and functional requirements</p> <p>Names of counsellors and peer educators circulated/displayed</p> <p>Areas of their activity displayed on a plan or in writing</p> <p>Duties and responsibilities known and communicated</p> <p>Departmental scope and duties clearly defined</p> <p>All HPM counsellors appropriately educated</p> <p>Peer educators able to recognise the need to refer HPM infected people for counselling</p> <p>All HPM counsellors and peer educators attended additional relevant courses</p> <p>Line management educated accordingly</p> <p>HPM counsellors and peer educators</p>				

	<p>are familiar with the specific HPM education needs in their areas.</p> <p>Counsellors and peer educators received education in company standards and procedures</p> <p>HPM counsellors and peer educators re-educated as specified</p> <p>Education records available and up-to-date</p>				
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ELEMENT	CRITERIA	RESULTS			COMMENT
		YES	NO	% No	
<u>Policy requirements for all employees</u>	<p>HPM booklet with requirements given to all new employees</p> <p>Booklets contain the HPM policy</p> <p>Documented record is kept of all books that are issued</p> <p>Requirements are explained to all and especially to those of other language groups</p> <p>HPM programme coordinator advises employees on appropriate care and support programmes</p> <p>Medical interventions available (e.g medical surveillance, disease management etc.)</p> <p>Employees advised and help-line facility available</p>				
<u>Education outcomes and reviews</u>	<p>System established to monitor suitability and effectiveness of education programme</p> <p>System established to track education outcomes per employee</p>				
<p><b>3.4 HPM MANAGEMENT SYSTEM COMMUNICATION</b></p> <p>INTENT: Share HPM information with interested and affected parties.</p>					
<u>Internal communication</u>	<p>Systems for effective HPM communication are established</p> <p>In-house newsletter or bulletin established and available, containing HPM articles in each issue</p>				
<u>External communication</u>	<p>Relevant parties which may be influenced by company practices, school activities, sport activities, institutional activities identified</p>				

	<p>Relevant and interested parties able to access information on company HPM management performance</p> <p>Systems established to ensure adequate response to communications received from external and interested parties</p>				
<p><b><u>Annual report</u></b></p> <p>INTENT: Demonstrate transparency and serve as a formal communication tool on HPM risk management progress and performance, reaching all interested and affected parties.</p>	<p>HPM management system performance included</p> <p>Published annual report which includes HPM aspects</p> <p>HPM-related cost items as well as medical treatment, lost time due to diseases statistics and trends</p> <p>Feedback from the HOD that acknowledges the employees' role</p> <p>Copies of Annual Report circulated to employees' representation</p>				
<p><b><u>HPM management System performance communication display</u></b></p> <p>INTENT: Create general awareness of current HPM performance status</p>	<p>HPM management system performance criteria identified and communicated</p> <p>HPM system performance communication displayed</p> <p>Communication on performance of HPM system kept up to date</p> <p>Red ribbon rating displayed</p>				

ELEMENT	CRITERIA	RESULTS			COMMENT
		YES	NO	% No	
<p><b>3.5 HPM MANAGEMENT SYSTEM DOCUMENTATION</b></p> <p>INTENT: Facilitate effective documentation of HPM</p>	<p>HPM system documented and available for review</p> <p>System procedures describing how requirements of the core clauses of the HPM Standard (AMS 16001: 2003) are addressed by the department</p> <p>Work instructions available, providing detail on how operations with potential impact are performed in order to minimise impact</p> <p>Procedures, activities and information are documented in paper, electronic or other suitable form, where absence of documents could lead to deviations from policies, objectives and targets</p> <p>Documentation system established to control all documents to ensure: approval of documents before use, only relevant issues are in use and outdated issues are archived,</p> <p>Documents are readily identifiable, available and reviewed regularly and kept relevant</p> <p>Reports are suitably archived and safeguarded</p>				
<p><b>3.6 HPM MANAGEMENT SYSTEM DOCUMENT CONTROL</b></p> <p>INTENT: Facilitate effective document control and how to use the existing systems and identify necessary precautions</p>	<p>Procedures for the control of documents required by the AMS Standard (AMS 16001: 2003) documented and implemented</p> <p>Controlled documents such as manuals, system procedures and work instructions issued only to authorised personnel</p> <p>Documents are regularly reviewed, amended and approved</p> <p>Current documents can be located at locations where it is considered essential for the HPM to be effective</p> <p>Obsolete documents promptly</p>				

	<p>removed</p> <p>Obsolete documents retained for knowledge preservation</p> <p>Documentation legible, dated and readily identifiable, maintained in an orderly manner and retained for a specific period</p> <p>Procedures and responsibilities established and maintained concerning the creation and modification of various types of documents</p> <p>Review done of the effectiveness of the existing system</p>				
<p><b>3.7 OPERATIONAL CONTROLS AND MANAGEMENT OF HPM MANAGEMENT SYSTEM</b></p> <p>INTENT: Ensure that control measures are prepared and implemented to maintain and improve the HPM management system performance in accordance with policy requirements</p>	<p>Those issues and activities associated with significant HPM determinants identified</p> <p>Documented procedures established to cover situations where their absence could lead to deviations from the HPM policy and the objectives and targets</p> <p>All activities that may interact with the status of the HPM system should be identified and evaluated</p>				



ELEMENT	INDICATOR	RESULTS			COMMENT
		YES	NO	% No	
<u>System control procedures</u>	<p>Operational criteria available in the form of documented procedures for management of employees, children, members, patients etc. and employee benefits</p> <p>The process for selecting HPM system controls and management procedures needs to be recorded, up-to-date and justifiable and include:</p> <ul style="list-style-type: none"> <li>• Planning</li> <li>• Written standards, procedures and/or plans</li> <li>• Communication</li> <li>• Implementation</li> <li>• Auditing</li> </ul>				
<p><u>Infectious disease transmission reduction</u></p> <p>INTENT: Preventing the spread of infectious diseases through reducing the rate of transmission from infected to uninfected people.</p>	<p>Providing knowledge and awareness on issues such as safer sex, drug use, non-sharing of needles, use of alcohol, adherence to medication etc.</p> <p>Wellness management</p> <p>Rights of persons with infectious diseases and related legal and ethical issues are protected</p> <p>Women's and children's rights are protected</p> <p>Counselling, care and support facilities for family of spouses, life partners, children, orphans and immediate affected employees are established and utilised</p> <p>Poverty-related issues such as tuberculosis (TB), exploitation of women and children for exchange of income</p>				

ELEMENTS	CRITERIA	YES	NO	% No	COMMENT
<p><b><u>Early diagnosis and treatment</u></b></p> <p>Early diagnosis and effective complete treatment of diseases can reduce the risk of transmission</p>	<p>Early diagnosis of diseases are conducted with appropriate treatment</p> <p>Diagnostic and treatment service done together with an education and primary prevention programme</p> <p>Services provided in the workplace integrated with other health services to prevent fear of discrimination.</p>				
<p><b><u>Care for people with communicable and non communicable diseases</u></b></p> <p>Disease management can be kept affordable by keeping people with communicable and non communicable diseases out of hospital through early intervention</p>	<p>Where health-care services exist, appropriate treatment provided. Where not available, people are informed about the location of available outside services</p> <p>Promotion, assistance, training and establishment of home-based care concepts and units</p> <p>Effective primary care services provided to manage diseases</p> <p>Frequency and severity of opportunistic infections recorded, assessed and communicated</p> <p>People in the terminal stage managed through the use of hospice services and palliative care</p>				
<p><b><u>Counselling</u></b></p> <p>Counselling should not only provide information but enable the person to choose various options while providing a psychologically and emotionally supportive relationship:</p>	<p>Includes spouses, life partners, children, orphans and immediate family of employees</p> <p>Counselling and other forms of social support to infected and affected workers, their families, friends and co-employees provided</p> <p>Number of counsellors received specialised training, e.g. counselling training programme</p> <p>Confidentiality code of conduct maintained</p> <p>Facilities, services and names of professionals and self-help groups within local community identified and communicated</p>				

	<p>Time-off for counseling and treatment of employees</p> <p>Support to the employees at no cost</p> <p>Employees advised of their rights and benefits in relation to statutory social security programmes, occupational schemes and any life-skills programmes, which may help employees cope</p> <p>In event of occupational exposure to infection or disease, employees provided with reasonable paid time off for counselling purposes.</p>				
<u>Family assistance for people with HPM</u>	<p>Family assistance programme implemented in consultation with all stakeholders and community-based workers and agencies</p> <p>Include compassionate leave; referrals to support assistance, including self-help groups</p> <p>Assistance to obtain alternative employment for effected family members without interfering with schooling of children</p> <p>Support for formal education for children who lost one or both parents due illness</p> <p>Legal information advice and assistance; legal processes of illness and death such as financial issues, preparation of wills and succession plans, occupational schemes</p>				
ELEMENTS	CRITERIA	RESULTS			COMMENT
		YES	NO	% No	
<u>Ancillary health services</u>	<p>National health programme and workforce health risk profile considered in development of programme</p> <p>Primary health care support framework developed and implemented</p> <p>Liaison with HR/management</p>				

	<p>Rehabilitation</p> <p>Ill health/incapacity policy guidelines (PILIR)</p> <p>Management of employees temporarily or permanent medically unfit for employment</p>				
<p><b><u>Supplier, contractor and contracts control</u></b></p> <p>INTENT: HPM risks associated with contractors and contracts managed.</p>	<p>Policy, standards and guidelines for contractors cover the general procedures to be followed</p> <p>Contractor HPM performance taken into account upon selection</p> <p>All compliance requirements documented, accepted and verified</p> <p>Contractor can demonstrate means and competence to comply</p> <p>Contractors and their worksites subject to scheduled HPM compliance inspections</p> <p>Formal induction education provided, including all relevant HPM determinants</p> <p>HPM risk liability associated with contracts identified, assessed and managed</p> <p>Reports considered and actioned by management</p> <p>All reports forwarded to management (assigned person or deputy)</p> <p>Management take action on the reported findings and recommendations</p> <p>Feedback given to the HPM coordinators who submit the reports</p> <p>Action/progress communicated to all employees in affected areas</p> <p>Emergency response personnel appointed</p>				

<p><b>3.8 EMERGENCY RESPONSE AND CONTROL OF THE HPM MANAGEMENT SYSTEM</b></p> <p>INTENT: Provide adequately equipped and trained emergency response to accidental and uncontrolled events</p>	<p>Procedures detailing the potential for and response to accidental occupational exposure to accidents and uncontrolled events</p> <p>Procedures, developed, communicated and regularly reviewed</p> <p>Procedures include:</p> <ul style="list-style-type: none"> <li>• Methods to assess the potential for accidents and emergencies</li> <li>• Prevention measures</li> <li>• Plans for responding immediately to exposure incidents</li> <li>• Plans for mitigating the impacts associated with exposure incidents</li> <li>• Emergency exposure team identified and include both the workplace, outside workplace</li> <li>• Arrangements with local emergency services and regulators</li> <li>• Location and type of emergency response facilities identified</li> </ul>				
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4. HPM MANAGEMENT SYSTEM EVALUATION, CORRECTIVE AND PREVENTIVE ACTION					
ELEMENT	CRITERIA	RESULTS			COMMENT
		YES	NO	% No	
<p><b>4.1 EVALUATION, CORRECTIVE AND PREVENTION</b></p> <p>INTENT Development of corporate memory of HPM to facilitate effective communication internally and externally and changing people's behaviour with regard to HPM</p>	<p>The impact of HPM in the workplace and/or community monitored by:</p> <p>Maintaining records on sickness or absence</p> <p>Identifying root causes for absenteeism and presenteeism</p> <p>Frequency of employees taking special or compassionate leave</p> <p>Staff turnover (by reason for departure)</p> <p>Death by cause (the actual cost of illness to employees)</p> <p>Actual expenditures in employee benefits, e.g. group life insurance, pensions, medical aid</p> <p>The effectiveness and impact of the HPM system monitored and evaluated by:</p> <p>Tracking performance of key indicators, including how well objectives and targets are met</p> <p>Behavioural changes to be measured by identification of indicators as well as monitoring and evaluation of these indicators</p> <p>Internal audits conducted to periodically evaluate compliance with applicable laws and regulations.</p> <p>Key characteristics of the HPM system and departmental activities that can have significant impacts on performance of the system, identified and monitored.</p> <p>Number of employees volunteering to become peer educators, which indicates level of awareness and</p>				

	<p>motivation around HPM as well as behavioural change</p> <p>Monitoring, screening and regular testing programmes evaluated according to appropriate frequency</p> <p>Monitoring equipment calibrated and maintained</p> <p>Monitoring requirements linked to identified risks and impacts</p> <p>Monitoring programme developed and implemented (community activities facilities, services, risks, resources, reporting)</p>				
<b><u>Reports considered and actioned by management</u></b>	<p>All reports forwarded to management (assigned person or deputy)</p> <p>Management take action on the reported findings and recommendations</p> <p>Feedback given to the HPM coordinators/ peer educators who submit the reports</p> <p>Action / progress communicated</p>				
<b><u>Baseline medical examination</u></b>	<p>Baseline medical examinations for all employees meet all medical surveillance standards</p> <p>Personal confidential medical files available for each employee</p> <p>Reports of baseline medicals kept</p>				

ELEMENT	CRITERIA	RESULTS			COMMENT
		YES	NO	% No	
<u>Regular medicals carried out and screening programme</u>	<p>All job category records include necessary medical examinations/restrictions and are matched to employees per area/risk</p> <p>Pre-employment/placement records</p> <p>Exit examinations (Employees undergo medical examination before moving to another company)</p> <p>Monitoring of all health care workers, including blood product handlers at hospitals, clinics and laboratories</p> <p>Job categories for regular medical surveillance identified and recorded</p> <p>Medicals conducted for the above at scheduled intervals</p> <p>Identification and notification of occupational disease or exposures</p> <p>Remedial action where necessary</p> <p>Certification of unit to work when boarded</p> <p>Group/departmental records, reports and statistics (trends)</p> <p>Results from medical and biological surveillance programmes analysed,</p> <p>Trends identified and occupational health status of workforce determined</p> <p>Clinic visits linked to medical examinations</p>				



ELEMENT	CRITERIA	RESULTS			COMMENT
		YES	NO	% No	
<p><b>4.2 HPM MANAGEMENT SYSTEM, INCIDENTS, NON-CONFORMANCES, CORRECTIVE AND PREVENTIVE ACTION</b></p> <p>INTENT: Prevent non-conformances of the HPM management system requirements such as policy and standards.</p>	<p>System established to identify non-conformances (drug use, alcohol abuse, sexual assault etc.) and incidents (during play, sports other) in the HPM system</p> <p>Procedures defining the responsibility and authority for handling and investigating non-conformances and exposure incidents whether (occupational) or extra curricular identified and implemented</p> <p>Procedures cover responsibilities for carrying out corrective and preventive actions</p> <p>Root causes for non-conformances identified e.g. drug use, rape, exploitation, alcohol abuse</p> <p>Changes to documentation, as a result of the corrective action, recorded</p> <p>Solution communicated</p> <p>Effectiveness of the corrective action evaluated.</p> <p>System continually improved.</p>				

<p><b>4.3 HPM MANAGEMENT SYSTEM RECORDS</b></p> <p>INTENT: To establish and maintain procedures for the identification, maintenance and distribution of HPM related records.</p>	<p>Procedures ensuring the identification, maintenance and disposal of HPM records available</p> <p>Records include:</p> <ul style="list-style-type: none"> <li>• Training records</li> <li>• Results of internal HPM management system audits</li> <li>• Reviews</li> <li>• HPM determinant assessment</li> <li>• Results of legislative assessments and monitoring</li> <li>• Objectives and targets</li> <li>• Incident reports</li> <li>• Requests for corrective and preventive action</li> <li>• Monitoring results and sampling data</li> <li>• Internal communications such as memos, leaflets and handouts</li> <li>• External communications with community, customers, contractors, suppliers and other stakeholders</li> <li>• Medical equipment maintenance records</li> </ul>				
<p><b>4.4 HPM MANAGEMENT SYSTEM AUDIT</b></p> <p>INTENT: Review and continuously improve the management, compliance and effectiveness of the programme</p>	<p>Periodic systems audit carried out to determine if the requirement for the HPM system has been met</p> <p>To determine if system has been implemented and maintained</p> <p>Effectively meet the department's objectives and targets</p> <p>Previous audit results and non-conformances reviewed and closed</p>				

5. HPM MANAGEMENT SYSTEM REVIEW					
ELEMENT	CRITERIA	RESULTS			COMMENT
		YES	NO	% No.	
<p><b>5.1 HPM MANAGEMENT SYSTEM REVIEW</b></p> <p>INTENT: Ensure sustainable and continuous improvement and effectiveness</p>	<p>Full HPM performance reviewed by management</p> <p>Any recommendations for system changes actioned</p> <p>HPM system review considers statistics, audit results, and other performance indicators</p> <p>Other relevant parties provided access to results of review</p> <p>Policy periodically reviewed to reflect changing conditions and information</p> <p>Review frequency identified</p> <ul style="list-style-type: none"> <li>• Documented</li> <li>• Sustainability</li> </ul> <p>Performance indicators related to HPM identified and documented</p>				