

# quality*Futures*

An overview of the Quality and Safety Standards  
Framework for Tasmania's Agency Funded  
Community Sector 2009 - 2012

Exposure Draft – May 2009

The Office for the Community Sector gratefully acknowledges the following groups for their contribution to the development of the Framework:

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Accreditation providers.

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Department of Health and Human Services

Environmental Health - Joe Conti, Eric Johnson and Stewart Quinn;

Facilities Management;

Housing Tasmania; and

Planning and Performance Unit– Kylie Cantwell.

Department of Communities – Queensland Government;

Department of Human Services – Victorian Government;

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Health Commission – South Australia.

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A message from the Secretary of the Department of Health and Human Services

To be inserted

A message from the Director of the Office for the Community Sector

To be inserted

# Working in partnership for all Tasmanians

## Tasmania's Community Sector

Every day, community sector organisations provide valuable services to Tasmanians. Community sector organisations embrace a wide range of community, voluntary and not for profit activities aimed at improving the health and well-being of Tasmanians through services such as disability services, children and family services, direct assistance to older Tasmanians, people seeking housing, and counselling and treatment of people who have health issues such as diabetes or cancer.

The *Quality and Safety Standards Framework for Tasmania's Agency Funded Community Sector 2009 - 2012* outlines the Department of Health and Human Services' (the Agency) expectations of community sector organisations that receive Agency funding.

## The Department of Health and Human Services

The Department of Health and Human Services is the largest Tasmanian State Government agency. The Agency is responsible for delivering integrated services that maintain and improve the health and wellbeing of individual Tasmanians, and the Tasmanian community as a whole.

Each year, the Agency provides in excess of one and a half million occasions of service to consumers. In addition to the services it provides directly, the Agency also contracts, or provides funding for, a wide range of services delivered within the private and community sectors.

More than two hundred community sector organisations are funded for the delivery of services to Tasmanians. This is the second largest area of Agency investment into health and human services; the first being the Royal Hobart Hospital. It is expected that this investment will increase during 2009 – 2012 as the Agency looks to the community sector to increasingly deliver services on its behalf.

## The Office for the Community Sector

The Office for the Community Sector was established in April 2008 as an initiative of Mr David Roberts, Secretary, Department of Health and Human Services. The Secretary, along with the Agency, recognised the increasing importance of ensuring sustainable and progressive partnerships with Tasmania's growing community sector. The role of the Office for the Community Sector is to support the delivery of efficient and effective community sector services to all Tasmanians.

Working in partnership with the community sector, the Office for the Community Sector has identified three key platforms to launch its activities into the future. These platforms are:

- strategic development;
- quality and safety; and
- finance and performance.

These platforms support an overarching reform agenda to further encourage social innovation across government, industry and the community sector.

## The Integrated Financial and Performance Framework

As part of the Agency reform process, the *Integrated Financial and Performance Framework* has been developed to facilitate the effective delivery of grants payments from the Agency to community sector organisations for funding a range of services across Tasmania. As a key component of performance for the provision of quality and safe services, the *Integrated Financial and Performance Framework* sets out the:

- principles and processes of administering, monitoring and acquitting of grants;
- roles and responsibilities of key stakeholders including Agency Units, the Office for the Community Sector and community sector organisations; and
- role of quality and safety in ensuring effective, efficient and sustainable services to Tasmanian consumers.

# The principles of the Quality and Safety Standards Framework

## The Quality and Safety Standards Framework will:

- focus on consumer outcomes;
- focus on continuous quality improvement;
- minimise additional regulatory burden on community sector organisations;
- be evidence based, efficient, effective and sustainable;
- be based on nationally recognised standards, both generic and service specialist;
- integrate existing processes and templates in so far as possible;
- align the quality requirements of each community sector organisation with its service volume, resources and service type; and
- foster a culture of partnership through processes and systems that enhance working relationships and a commitment to transparency and accountability.

## Agency funded community sector organisations will:

- be required to engage in a continuous quality improvement plan based on nationally recognised Generic and Service Specialist Standards;
- undergo monitoring, review and evaluation of their contractual requirements, including those relating to quality, safety and quality improvement;
- continue with their current accreditation framework or, if seeking accreditation, select an appropriate framework that is inclusive of relevant national standards; and
- be required to demonstrate that they are meeting compliance target dates with the Fundamental Elements of the Generic Standards before a request for additional funding would be considered by the Agency.

For those community sector organisations not currently receiving funding from the Agency, and are applying for Agency funding, demonstrated compliance with the Fundamental Elements of the Generic Standards, up to that point in time and including the current reporting period, is a pre-requisite together with a commitment to engage in continuous quality improvement.

## About the Standards

### Why are standards important?

Standards are one element of a quality and safety framework. Standards establish a common language which defines quality and safety, and actively contributes towards ensuring that products, services and systems are safe, reliable and consistently performed at an effective and sustainable level.

Standards provide:

- the expectations of a service or product;
- the foundation for continuous quality improvement;
- the requirement for the protection of safety and human rights, thereby maximising safety for consumers and service providers;
- a foundation for measuring performance;
- the basis for feedback and evaluation of consumer outcomes; and
- accountability against a range of legislative and regulatory requirements, social expectations, human rights and evidence based practice.

## What or who do the Standards cover?

Standards cover people who use services (consumers) and people who provide the services to consumers (service providers).

Standards assist:

- consumers by ensuring that they receive individually tailored, culturally sensitive services delivered in a manner that protects and enhances their individual rights and meets their identified needs;
- consumers by ensuring that services are provided by staff and volunteers who are appropriately selected, competent, and supported in performing their role; and
- community sector organisations to develop services that are consumer focused, based on a clear vision and set of organisational values, and strong and transparent decision-making processes.

## What are the Standards?

The Standards for community sector organisations are divided into two categories:

- **Generic Standards**, including health and safety standards. Generic Standards apply to every community sector organisation, regardless of the number or type of service provided; and
- **Service Specialist Standards** that reflect the type of service provided such as accommodation for people with disabilities, support to families to promote child safety, support for and treatment of people with mental health and alcohol and drug issues, diabetes, cancer and support for older Tasmanians.

The Fundamental Elements within the six Generic Standards of the Framework require compliance. Some Generic Standards are based on legislative requirements, such as fire safety, food safety, and provision for a range of consumer rights such as respecting privacy and confidentiality. Other Generic Standards support the right of consumers to provide feedback, and the importance of governance structures to ensure a community sector organisation's clarity of vision, value-base, accountability, efficiency and effectiveness when administering public funds.

The Service Specialist Standards may require compliance and community sector organisations will need to demonstrate continuous quality improvement against these Standards.

## Who selects the Standards?

In consultation with a variety of stakeholders, the Office for the Community Sector has selected a set of Generic Standards that reference a range of national standards frameworks, and a number of Standards Frameworks used by other states/territories. The Office for the Community Sector is responsible for analysing and assessing performance against the Generic Standards, both at an organisational, and sector wide level.

In conjunction with the Office for the Community Sector, and in consultation with community sector organisations, Agency Units select the Service Specialist Standards from the relevant national standards frameworks. Agency Units are responsible for analysing and assessing improvement against these standards. Applicable standards include the *National Standards for Disability Services*, *National Standards for Mental Health Services* and the *Tasmanian Supported Accommodation Assistance Program (SAAP) Service Standards*.

## How will the Standards be introduced to community sector organisations?

The Standards will be introduced in July 2009, and compliance with the Fundamental Elements of the Generic Standards will be required at set dates during the three year period 2009 to 2012. This will provide a transitional phase for community sector organisations to have the time and opportunity to achieve compliance. Community sector organisations will be required to demonstrate continuous quality improvement against the Fundamental Elements of the Generic Standards prior to, and following compliance during 2009 to 2012.

## What about community sector organisations that are being externally accredited?

The Office for the Community Sector recognises that some community sector organisations may already have or are presently engaged in processes to seek accredited status with national standards bodies such as the Quality Improvement Council (QIC) or the Australian Council for Health Standards (ACHS). As an alternative to completing the *Self Report*, these accredited community sector organisations may choose to provide a copy of audit/review reports, improvement plans and any other related documentation as evidence of engagement in continuous quality improvement.

Generally, such evidence will be satisfactory to meet the requirements of this Framework. However, there may be occasions when the Office for the Community Sector will require additional evidence.

# How will the Standards be monitored?

## Core Monitoring

Core Monitoring requires a community sector organisation to provide a self-report of their continuous quality improvement against both the Generic Standards and Service Specialist Standards, and compliance with the Fundamental Elements of the Generic Standards at the pre-determined dates.

A copy of the *Self Report* is submitted to the Office for the Community Sector every six months, on a pre-supplied, self-directed template. The *Self Report* contains a number of questions supporting the Elements within the Generic Standards which will provide guidance towards continuous quality improvement activities.

The Office for the Community Sector will analyse the *Self Report* to ensure that continuous quality improvement is being undertaken and that compliance with the Fundamental Elements of the Generic Standards is met by the specified date. Agency Units will analyse improvement against, or compliance with, the Service Specialist Standards.

Audits will be periodically undertaken by the Office for the Community Sector, and / or Agency Units, to support and verify the continuous quality improvement activities of community sector organisations.

## Desktop Reviews

Desktop Reviews will be conducted internally by the Office for the Community Sector every three months. This process provides a structured approach to the Office for the Community Sector to monitor and support community sector organisations. Every second Desktop Review will include an analysis of the community sector organisation's *Self Report*.

Desktop Reviews gather and analyse a range of information that may include consumer feedback, serious incident reports and any other organisational issues including financial matters. Desktop Reviews will also provide the Office for the Community Sector with a regular process for revisiting any area of concern or need for support arising from previous *Self-Reports*.

## Service Reviews

Service Reviews will be undertaken to analyse ongoing, systemic service or financial related concerns, or to understand and celebrate service innovation.

Service Reviews may be initiated by the Agency or the community sector organisation on an as required basis and involve all partners and stakeholders, and will be quality and outcome focussed.

## What does the Framework require?

The Framework contains the following six Generic Standards:

- Safe Environment;
- Consumer Focus;
- Workforce;
- Incidents and Feedback;
- Consumer Information; and
- Governance.

Within each of the Generic Standards there are a number of **Fundamental** and **Supplementary** Elements<sup>1</sup>.

Fundamental Elements are mandatory and evidence is required to demonstrate compliance by a predetermined date. Some of the Fundamental Elements of the Framework are supported by legislation, such as the *Food Act 2003*, and do not override, or replace, these legislative requirements. Supplementary Elements do not require mandatory reporting.

Community sector organisations will be required to demonstrate continuous quality improvement against the Standards during the 2009 to 2012 period. Community sector organisations that are achieving a high level of continuous quality improvement against the Fundamental Elements are strongly encouraged to undertake work in relation to the Supplementary Elements.

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<sup>1</sup> Standard 2: Consumer Focus, Standard 4: Incidents and Feedback and Standard 5: Consumer Information are comprised of only Fundamental Elements.

## Demonstrating Compliance

To demonstrate compliance with the Fundamental Elements of the Generic Standards, supporting evidence may include, but is not limited to:

- regulation forms or reports issued by regulators. These documents may evidence compliance with fire safety or food safety where relevant;
- documents such as policies and procedures, strategic plans, quality improvement plans, orientation manuals and other published material;
- records to evidence staff implementation of policies and procedures;
- assessment of staff awareness of processes and requirements;
- consumer feedback regarding the level of satisfaction with their outcomes;
- examples of consumer involvement in individual and strategic planning;
- observations and staff feedback processes led by the Office for the Community Sector and/or other Agency Unit staff;
- formal audits;
- recent reports, service reviews and evaluations undertaken by a competent, independent third party and supported by an implementation plan that is currently being actioned; and/or
- accreditation documentation.

## Compliance dates

Compliance with the Fundamental Elements of the Generic Standards are required by the following dates:

Standard	Compliance Date
Safe Environment	31 December 2009
Consumer Focus	30 June 2010
Workforce	31 December 2010
Incidents and Feedback	30 June 2011
Consumer Information	31 December 2011
Governance	30 June 2012

## Reporting periods

Every six months, community sector organisations are required to provide a copy of the *Self Report* to the Office for the Community Sector demonstrating continuous quality improvement processes undertaken against all of the Standards. The reporting periods, and the dates reports are to be submitted to the Office for the Community Sector are:

Reporting Period	Self Report Due
1 July 2009 – 31 December 2009	31 January 2010
1 January 2010 – 30 June 2010	31 July 2010
1 July 2010 – 31 December 2010	31 January 2011
1 January 2011 – 30 June 2011	31 July 2011
1 July 2011 – 31 December 2011	31 January 2012
1 January 2012 – 30 June 2012	31 July 2012

## Monitoring incidents, compliments and complaints

The *Incidents and Feedback* Standard includes Fundamental Elements associated with reporting consumer related compliments, complaints and incidents.

Policy and process requirements and templates relating to the recording and reporting of incidents, complaints and compliments will be provided to all community sector organisations.

The most serious consumer related incidents require a report to the relevant Agency Unit as soon as possible after the incident.

In investigating serious incidents, appropriate collaboration will occur between all stakeholders. The Office for the Community Sector will undertake a leadership role, to provide independence and ensure appropriate communication and processes are followed.

For less serious incidents or complaints, and when compliments are provided, the community sector organisation will record non-identifiable data on a pre-supplied template, and submit it to the Office for the Community Sector in accordance with the reporting timelines outlined on page sixteen. The Office for the Community Sector will analyse and trend incidents, compliments and complaints data, across the community sector.

## Is feedback provided?

As part of the Office for the Community Sector's commitment to building and progressing sustainable relationships and social innovation, feedback will be provided to community sector organisations following the submission of every *Self Report* and *Service Review*.

In addition to formal feedback processes, the Office for the Community Sector will continue to maintain informal, collaborative relationships with community sector organisations and Agency Units on an ongoing basis.

# Evaluation of the Standards Framework

Evaluation is an important component of continuous quality improvement. As such, an evaluation will commence in 2011 and examine the Framework's selection of the Generic Standards, monitoring process, and outcomes for all stakeholders.

Community sector organisations, consumers and stakeholders, Agency Units and the Office for the Community Sector will be invited to participate.

## Who can community sector organisations contact if they have questions or concerns?

The Quality and Safety Team in the Office for the Community Sector is a resource to all Agency funded community sector organisations, and will provide support throughout 2009 – 2012.

Implementation of the Framework will include information and education to community sector organisations about the Generic Standards and completion of *Self-Reports*. It is expected, that as community sector organisations progress through the Framework, the need for additional education and/or training may be identified.

Depending on the support required, the Quality and Safety Team will either provide direct assistance to community sector organisations, or provide information or referrals to alternate sources.

As discussed during community sector consultations in mid 2008, the Office for the Community Sector invites community sector organisations to continue with the conversations necessary for a successful partnership in this new phase of quality and safety in Tasmania.

Please contact the Office for the Community Sector, Quality and Safety Team, if we can be of any assistance to you on:



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# The Standards

# Safe Environment

## Outcome

Consumers receive services in an environment that is safe.

## Elements

### Fundamental

- Fire
- Medication
- Food<sup>2</sup>
- Health and Safety

### Supplementary

- Disaster Management
- Environmental Management

## Why is this standard important for...

### ...consumers?

Continuous quality improvement against this Standard gives consumers confidence that the services they receive are safe, and employ processes that uphold their human rights. It also encourages consumer feedback on safety matters.

### ...organisations?

Continuous quality improvement against this Standard assists community sector organisations to provide services that minimise risk to consumers, by providing a safe working environment, meeting legislative requirements and enabling staff and volunteers to be trained to effectively respond to challenging situations.

## Compliance Date

Demonstrated compliance with the Fundamental Elements of this Standard is required by 31 December 2009.

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<sup>2</sup> Compliance with the *Food Act 2003* is required by 1 June 2009 and evidence of this compliance is required by the Office for the Community Sector in line with the reporting timelines.

# 2 Consumer Focus

## Outcome

Consumers receive services that respect their rights and are responsive to their needs and desires.

## Elements

### Fundamental

- Health and Wellbeing
- Lifestyle
- Service Coordination
- Cultural Diversity
- Individual Safety
- Community Participation and Inclusion
- Rights and Responsibilities

## Why is this standard important for...

### ...consumers?

Continuous quality improvement against this Standard gives consumers confidence that the service supports them to develop and maintain health, wellbeing and meaningful participation in activities and the community, achieve positive lifestyle outcomes, and respect for consumer choice.

### ...organisations?

Continuous quality improvement against this Standard assists community sector organisations to base service delivery on, and have consultative planning processes in place, that meet the individual needs of consumers.

## Compliance Date

Demonstrated compliance with the Fundamental Elements of this Standard is required by 30 June 2010.

# 3 Workforce

## Outcome

Consumers receive services that are provided by well trained and supported staff and volunteers.

## Elements

### Fundamental

- Recruitment
- Professional development
- Sustainability
- Roles and Responsibilities

### Supplementary

- Sustainability
- Workforce Diversity
- Capacity Building

## Why is this standard important for...

### ...consumers?

Continuous quality improvement against this Standard gives consumers confidence that the service employ staff and volunteers that are professional, competent and supported to effectively respond to consumer needs.

### ...organisations?

Continuous quality improvement against this Standard assists the community sector organisation's workforce to conduct themselves in a professional manner, be aware of their roles and responsibilities, and to contribute towards the achievement of the organisation's goals and a culture of ongoing learning. It also contributes towards the satisfaction of the organisation's workforce.

## Compliance Date

Demonstrated compliance with the Fundamental Elements of this Standard is required by 31 December 2010.

# 4 Incidents and Feedback

## Outcome

Consumers receive services from community sector organisations that appropriately manage incidents and actively seek and respond to feedback.

## Elements

### Fundamental

- Compliments
- Complaints
- Incidents

## Why is this standard important for...

### ...consumers?

Continuous quality improvement against this Standard gives consumers confidence to provide feedback regarding the services they receive. It also supports consumers to have an appropriate level of involvement in addressing incidents.

### ...organisations?

Continuous quality improvement against this Standard assists the community sector organisation to handle complaints or incidents in a respectful, consistent and transparent manner, that encourages consumer participation, and uses learned knowledge to enhance service delivery. It also contributes to a culture where consumers are encouraged to provide feedback.

## Compliance Date

Demonstrated compliance with the Fundamental Elements of this Standard is required by 30 June 2011.

# 5 Consumer Information

## Outcome

Consumers receive services that recognise and respect their right to privacy and confidentiality.

## Elements

### Fundamental

- Collection
- Handling
- Security

## Why is this standard important for...

### ...consumers?

Continuous quality improvement against this Standard gives consumers confidence that their personal information is appropriately managed and that their privacy and confidentiality is respected.

### ...organisations?

Continuous quality improvement against this Standard assists community sector organisations to recognise and meet their legal and ethical obligations in respecting the rights of consumers to privacy and confidentiality.

## Compliance Date

Demonstrated compliance with the Fundamental Elements of this Standard is required by 31 December 2011.

# 6 Governance

## Outcome

Consumers receive services that are effectively and efficiently managed.

## Elements

### Fundamental

- Culture and Values
- Financial Reporting
- Communication
- Decision Making
- Legislation and Regulations
- Policy
- Risk Management

### Supplementary

- Collaboration and Participation
- Strategic Planning
- Evidence Based Practice

## Why is this standard important for...

### ...consumers?

Continuous quality improvement against this Standard gives consumers confidence that the services they receive are contemporary, sustainably managed, coordinated and responsive. It also supports consumers and other stakeholders to contribute towards decision making processes and enables effective communication.

### ...organisations?

Continuous quality improvement against this Standard assists the community sector organisation to utilise robust strategic management processes and acknowledge and undertake its roles and functions to meet its contractual obligations and legal responsibilities. It also contributes to the recognition that positive consumer outcomes are integral to the organisation, and recognises the importance of consumer participation.

## Compliance Date

Demonstrated compliance with the Fundamental Elements of this Standard is required by 30 June 2012.

# Glossary

Accreditation	A process in which certification of competency is achieved against a set of pre-defined standards.
Agency	The Department of Health and Human Services.
Agency Units	The Departmental and Operational Units within the Agency that purchase services from community sector organisations.
Community Sector Organisation	Any Agency funded organisation that provides services through a Funding Agreement.
Complaint	Any written or verbal expression of dissatisfaction or concern regarding any service provision or support.
Compliance	Defined as conforming to a specification or policy, standard or law that has been clearly defined.
Compliance Date	In the case of the Generic Standards, compliance date is the required timeline for achievement of the acceptable minimal level of performance against the Fundamental Elements of the Standard.
Compliment	An expression or implication of praise.
Consumer	A person who directly or indirectly receives services from an Agency funded Community Sector Organisation.
Continuous Quality Improvement	An ongoing approach to quality that has an emphasis on organisational systems and processes, and utilises objective data and stakeholder input.
Elements	Represent key quality indicators (such as <i>Risk Management</i> and <i>Sustainability</i> ) to which related questions are aligned. Within this Framework, Elements are referred to as either Fundamental or Supplementary.
Fundamental Elements	Are mandatory and evidence is required to demonstrate compliance by the predetermined date.
Funding Agreement	The contractual arrangement between the Agency and a community sector organisation that defines the services to be delivered and the terms and conditions of the funding.

Health and Safety	Protecting the health, safety and welfare of both the consumers who access the service and the people engaged in work or employment.
Incident (Consumer related)	An event or circumstance that could have, or did lead to harm, loss and / or damage resulting from, or impacting upon, service provision to consumers.  Also refer to the <i>Incident Monitoring Policy</i> .
Quality	Meeting and exceeding the needs and expectations of consumers and stakeholders.
Staff	Any person in a paid role who has been hired by the organisation to perform specific tasks.
Stakeholders	Individuals or community sector organisations that have a key interest in an organisation or a consumer's outcomes and health and wellbeing. A stakeholder can affect, or be affected by, the actions of the organisation.
Standards	Establish a common language which defines quality and safety, and actively contributes towards ensuring that products, services and systems are safe, reliable and consistently performed at an effective and sustainable level.
Supplementary Elements	Additional Elements that extend the quality improvement activities of Community Sector Organisations that are achieving a high level of continuous quality improvement against the Fundamental Elements.
Vision	Focusing on the future, a Vision, or Vision Statement, outlines what, and where, the organisation wants to be. It is meant as a source of inspiration for staff, volunteers and consumers and provides clear decision-making criteria.
Volunteer	A person who performs, or offers to perform, a service out of his or her own free will, often without monetary payment.



**Tasmania**  
Explore the possibilities

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