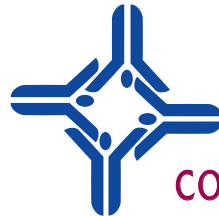


COUNCIL FOR MEDICAL SCHEMES

Regulatory Plan and Budget 2009/10



COUNCIL FOR MEDICAL SCHEMES

STRATEGIC OBJECTIVES

Secure an appropriate level of protection of beneficiaries of medical schemes and the public by authorizing the conduct of medical schemes business and monitoring the financial performance of schemes.

Provide support and guidance to trustees and promote understanding of the medical schemes environment by trustees, beneficiaries and the public.

Foster compliance with the Act by medical schemes, administrators and brokers and initiate enforcement action where required.

Investigate and resolve complaints raised by beneficiaries and the public.

Monitor the impact of the Act, research developments, and recommend policies options to improve the regulatory environment.

Foster the continued development of the CMS as an employer of choice.

Develop strategic alliances nationally, regionally and internationally.

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PART 1: REGULATORY PLAN

Operational Units

Accreditation

Purpose Statement

We serve beneficiaries of medical schemes, brokers, administrators and managed care organizations by assessing the extent to which these entities meet the conditions set out for accreditation by the Medical Schemes Act, including whether applicants' are fit and proper, have the necessary infrastructure and are financially sound. We perform our tasks knowing what and how the work must be done, by ongoing support to the team, by ensuring that team members are competent and continued learning as well as effective communication is practiced.

By doing this we contribute towards the Council for Medical Schemes objectives ensuring that entities contracting with medical schemes have been duly accredited as required by the Act.

Provide support and guidance to trustees, and promote understanding of the medical schemes environment by trustees, beneficiaries and the public

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Promote sound corporate governance of medical schemes and accredited entities. (PIG)	Participate in dedicated training sessions, and workshops in relation to accreditation matters as required	Training workshops on request by the Education and Training Unit.	Improve governance and decision making in schemes and accredited entities.

Foster compliance with the Act by broker and broker organisations

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Ensure accreditation of brokers in terms of the Act. (WIG)	Review and process applications for accreditation of brokers and broker organizations.	<ul style="list-style-type: none"> 80% Of new applicants accredited or accreditation renewed within 14 days of receipt of all relevant information. 	All brokers are accredited in terms of the Act. Accredited brokers are fit and proper to render broker services.
	Verify license status of applicants in terms of FAIS Act with the Financial Services Board.	<ul style="list-style-type: none"> 100% accredited within 30 days of receipt of all relevant information. 	Ensure that accredited brokers comply with FAIS requirements.
	Maintain database for broker accreditation.	Complete records are maintained.	Stakeholders have direct access to reliable information from on-line web-based facilities
	Send renewal notification to brokers before expiry of accreditation.	Notification sent at least 120 days before expiry of accreditation.	Ensure timeous accreditation.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Resolve complaints against brokers. (PIG)	Investigate and resolve complaints against accredited brokers and broker organizations.	Complaint investigated and resolved within 30 days of receipt of all relevant information.	Ensure compliance with the Act and accreditation requirements.
	Manage disciplinary procedures pertaining to suspension and withdrawal of accreditation, including liaison with FAIS Ombud and Financial Services Board.	Report to Registrar within 6 weeks of receipt of all relevant information.	Ensure compliance with the Act.
	Publication of suspension / withdrawal of broker accreditation on the Council website as determined.	Notice within 5 days of decision.	Database correctly reflects accreditation status of disqualified entities. Stakeholders are notified of disqualifications and reasons for actions taken against them.
Contribute to policy development and improvement of regulatory framework. (WIG)	Liaison with FSB and other representative bodies/organizations.	Meetings every quarter.	Greater efficiency through better understanding of dual regulatory requirements
	Represent the Registrar in meetings of the FAIS Advisory Committee.	Meetings every quarter.	
	Analyse comments from stakeholders on the draft policy changes to review broker remuneration	Analyse and report back on comments by April 2009	
	Consider applications from administrators to be accredited as brokers	Determine specific conditions to address specified conflict of interest in consultation with RDC.	Administrators are accredited as brokers in line with prevailing legislation.
		Circular letter issued in April 2009	Greater certainty of regulatory response by stakeholders

Foster compliance with the Act by Administrators

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Accreditation of administrators (WIG)	Liaise with and provide training to administrators and schemes regarding standards, administration requirements and accreditation procedures in terms of the Act.	Conduct an industry workshop in collaboration with the Financial Supervision Unit by March 2010.	Enhanced understanding of the administration requirements and accreditation procedures.
	Manage the accreditation of new entities and prepare reports	Application assessed within 2 months of all relevant information received, Evaluation report prepared, considered by the steering committee and finalized for submission to the Council Exco within 3 months after evaluation.	Accreditation in compliance with the Medical Schemes Act.
	Manage the renewal of administrator accreditation process taking into account contract reviews, assessment of financial soundness and on-site evaluations where appropriate.	Report prepared within 3 months of receiving all relevant information or on conclusion of further analysis in the event of an on-site evaluation as may be required. 5 Renewal evaluations completed and findings reports prepared by June 2009 and 6 by September 2009.	Administrator accreditation renewal process done in accordance with the Medical Schemes Act and Council directives.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Participate in meetings of Council Exco to consider applications.	Reports for meeting 2 weeks in advance.	Administrators are accredited in terms of the Act.
Evaluation of compliance by self-administered medical schemes with administration standards (WIG)	Conduct on-site evaluations of 6 self-administered medical schemes to evaluate compliance of their resources, systems, skills and capacity with the relevant administration standards.	1 Evaluation(s) completed and findings report(s) prepared by June 2009; 4 by September 2009; 5 by December 2009; and 6 by March 2010.	Ensure self-administered medical schemes comply with relevant standards in respect of administration and are effectively and appropriately administered.
		Evaluation report prepared, considered by the steering committee and finalized for submission to the Council within 3 months after evaluation.	Self administered schemes comply with administration standards.
	Participate in meetings of Council Exco to consider evaluations.	Reports for meetings 2 weeks in advance.	Schemes are provided with requisite documentation as proof of compliance.
Ensure compliance by administrators with the financial solvency requirements of accreditation. (WIG)	Ensure submission of Regulation 22 and 25 annual reports within 4 months after administrator financial year end.	Regulation 22 and 25 reports received.	Administrators comply with regulatory requirements.
	Analyse Regulation 22 and 25 reports and prepare findings report on extent of compliance with recommendations.	Quarterly report to the Registrar.	Administrators are financially sound.
	Make recommendations regarding action to be taken to effect compliance.	Compliance with the recommendations are followed up and monitored.	Appropriate action is taken against perpetrators.
Ensure compliance with accreditation conditions. (PIG)	Evaluate responses to conditions imposed and make recommendations regarding continued accreditation status if required.	Report to the Registrar prepared within one month of receiving all relevant information or on conclusion of further analysis in the event of a follow up on-site	Administrators comply fully with conditions imposed.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
		evaluation as may be required.	
Resolve complaints against accredited administrators. (PIG)	Investigate complaints against accredited administrators.	Complaint investigated and resolved within 30 days of receipt of all relevant information.	Ensure compliance with the Act and accreditation requirements.
	Manage disciplinary procedures pertaining to suspension and withdrawal of accreditation.	Recommendations to the Registrar within 2 months of evaluation of all information available.	Database correctly reflects accreditation status of disqualified entities.
	Publication of suspension/withdrawal on Council website and as determined.	Notice within 5 days of decision.	Stakeholders are notified of disqualifications and reasons for actions taken against them.

Foster compliance with the Act by managed care organisations

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Effect accreditation of managed care organizations (WIG)	Perform accreditation evaluations of new entities and prepare findings reports.	Report prepared within 2 months of receipt of all relevant information.	Accreditation in compliance with Medical Schemes Act.
	Manage the renewal of accreditation of previously accredited entities by means of desk based analysis, contract reviews and assessment of financial soundness.	10 evaluations completed and findings reports prepared by June 2009; 18 by September 2009; 23 by December 2009 and 31 by March 2010.	Managed care entities are fit and proper and financially sound. Failures to comply are managed appropriately.
	Participate in meetings of Council Exco to consider applications.	Reports for meetings 2 weeks in advance.	Managed care organizations are accredited in terms of the Act.
	Monitor compliance with conditions imposed and make recommendations re continued accreditation status.	Recommendations to Registrar within 10 days of conditions coming due and status reports in September 2009 and February 2010.	Accreditation in compliance with MSA and conditions imposed by the Council.
Contribute to policy development and improvement of regulatory framework (WIG)	Finalise and implement value proposition template taking responses from current accredited entities into account	Template by June 2009.	Better understanding of the value added to members by managed care interventions.
	Managed care workshop	Conduct managed care workshop by February 2010	Improved communication with industry. Greater certainty of policy and operational matters in place.
	Assess impact and assist in determining requirements for infrastructure to conduct on-site evaluations of managed care organizations	Infrastructure and processes to be determined by October 2009	Conduct on-site evaluations of Managed care organizations and ensure accreditation based on actual findings.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Liaison with managed care organizations	Establish discussion forum for managed care by June 2009	Improved communication and greater co-ordination in regulatory decision-making.
Resolve complaints against accredited entities. (PIG)	Investigate complaints against accredited managed care entities.	Complaint investigated and resolved within 30 days of receipt of all relevant information.	Ensure compliance with Act and accreditation requirements.
	Manage disciplinary procedures pertaining to suspension and withdrawal of accreditation.	Recommendations to the Registrar within 2 months of evaluation of all information available.	Database correctly reflects accreditation status of disqualified entities
	Publication of suspension/withdrawal on council website and as determined.	Notice within 5 days of decision.	Stakeholders are notified of disqualifications and reasons for actions taken against them.
Contribute to financial soundness of managed care entities. (WIG)	Ensure submission of annual financial statements by risk bearing managed care entities within 6 months after financial year end.	Dispatch circular letter to stakeholders by April 2009.	Risk bearing managed care entities are financially sound.
	Review financial status of accredited entities and take action where appropriate.	Report on financial position of risk bearing managed care entities.	Ensure effective compliance with Act and accreditation requirements.

Foster the continued development of the CMS as an employer of choice

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Manage performance of staff in line with the care and growth model. (WIG)	Perform 2 performance evaluation sessions for staff.	First performance evaluation session by October 2009, second by March 2010.	Improved performance culture.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Monthly feedback meetings with staff.		
Financial management. (WIG)	Make and justify budget proposals for expenditure and revenue. Report on progress and performance in line with operational plans and budget.	Compliance with internal controls; annual budget submissions by second week of February 2009; manage spending within approved budget and plan.	Ensure compliance with internal financial controls and the PFMA in relation to the unit.

Risk Management System

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Effective, efficient and transparent system of risk management (WIG)	Update risk register with risk identified during – <ul style="list-style-type: none"> - Planning workshop; - Unit meetings; - Day to day activities; and - Monthly discussion meetings with risk manager / deputy CFO 	Up to date risk register indicating – <ul style="list-style-type: none"> i) Risks identified; ii) Risk rating; iii) Current controls; and iv) Action plans with due dates 	Achievement of unit objectives.
	Current Risk: Suspension of MCOs not posted on CMS website results in unlawful activities of accredited entities as incorrect information is published.	Notice of suspension/withdrawal on council's website and/or circular and/or press release within 5 days of decision	Improve CMS master database / current system to automatically generate a portal which indicates suspensions/withdrawals

Accreditation Budget

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
Accreditation Costs	180 000	16 116	4 544	21 484	20 724	22 584	22 584	15 024	17 004			39 936		180 000
Refreshments	4 000			1 000			1 000			1 000			1 000	4 000
Salaries	3 472 781	267 137	267 137	267 137	267 137	267 137	267 137	267 137	267 137	267 137	267 137	267 137	534 274	3 472 781
Stationery	40 000			10 000			10 000			10 000			10 000	40 000
Staff Training	181 000	19 800	9 000		14 000	10 000	15 000	8 500	9 700	6 000	4 000	45 000	40 000	181 000
Travel	17 000			4 250			4 250			4 250			4 250	17 000
TOTALS	3 894 781	303 053	280 681	303 871	301 861	299 721	319 971	290 661	293 841	288 387	271 137	352 073	589 524	3 894 781

Notes:

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Benefits Management

TEAM PURPOSE STATEMENT

We serve beneficiaries of medical schemes and the public in general by reviewing and approving changes to contributions paid by members and benefits offered by schemes in order to assist beneficiaries to access affordable and appropriate quality healthcare. We also analyse and approve other rules of medical schemes to ensure consistency with the Medical Schemes Act.

By doing this we help the Council for Medicals Schemes ensure that rules of medical schemes are fair to beneficiaries and are consistent with the Act.

Provide support and guidance to trustees, and promote understanding of the medical schemes environment by trustees, beneficiaries and the public

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Promote sound corporate governance of medical schemes . (PIG)	Participate in BOT training workshops on scheme rules, the Act/Regulations and clinical governance, in line with training targets	Presentations to trustees on scheme rules and the Act/Regulations	Improved corporate and clinical governance of BoT and medical advisors
	Participate in training of providers and Medical Advisors and identified stakeholders	Presentation to providers & identified stakeholders on PMB's as and when required	Increased awareness and understanding of the regulatory environment by providers

Secure an appropriate level of protection for beneficiaries of medical schemes by authorizing the conduct of the business of medical schemes

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Ensure fair treatment of beneficiaries and the public by ensuring compliance of registered rules (PIG)	Monitor marketing materials and all application forms of 2 high impact schemes per analyst every quarter to assess consistency with registered rules	Quarterly report to SMM, in June, September, January and March of each year	Improved protection of beneficiaries
Ensure compliance by all schemes in their rules with the Act, amended regulations and revised model rules (WIG)	Circulate to schemes the dates for submission of contributions and benefits changes. Advise schemes that there will be no marketing of contributions and benefits prior to their approval and that transgressors will be penalized	Circular outlining revised process for submission of contributions and benefits by June 2009	Contributions and benefits changes are evaluated and approved prior to implementation by schemes

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Ensure submission by schemes of Appendix 1 and Annexes A and B on contributions and benefit changes by 1 October 2009	Appendix 1 and Annexes A and B received by 1 October 2009	Ensure that rules are registered by 31 December 2009
	Review and approve contributions and benefit changes	Online submission of contribution on Appendix 1; and benefit schedules by 1 October 2009. Recommendations to Registrar on annual contributions and benefits changes for each scheme	Contributions and benefits changes are approved and registered by 31 December 2009
		Publish list of approved open schemes on website no later than 2 nd week in November 2009 and restricted schemes options in mid December 2009	Ensure that stakeholders make informed decisions
	Monitor interim contribution and benefit changes	Applications analysed within 7 days of receipt with recommendations to Registrar within 10 days	Improved protection of beneficiaries
	Analyse and recommend rest of rule amendments for approval	Submit recommendations to Registrar within 7 working days from date of receipt	Rules are consistent with legislation
	Communicate reasons for not registering rules to schemes	Letter within 7 days of analysis of rules	Effective and improved customer service
	Make available information on rejected/approved rules to internal staff	Publish information on sharepoint once the Registrar has taken a decision	Improved responsiveness to stakeholders
	Interpret and guide stakeholders with regards to contents of model rules	Communicate to stakeholders, as required	Improve certainty in rule approval
	Analyse applications for registration of new schemes Analyse applications for	Recommendation to the Head within 14 days of receipt Recommendations to the Head	

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	registration of new and restructure options	within 10 days of receipt	
	Monitor conditions imposed on schemes during the rule amendment process which includes monitoring in terms of Section 33 and Regulation 29(4) (WIG)	Monthly review of schemes reports for compliance with conditions	Protection of risk pools and improved customer relations
		Recommendations to the Head within 7 days of receipt	Improved governance
	Publish in the gazette a notification of the registration of medical schemes	February of each year	Informed stakeholders
	Maintenance and update of Master Data Base	As and when required	Ensure consistent flow of correct data within the organization
	Send a circular to schemes regarding contact and management details which have changed	Circular to be sent by end April	Ensure that less requests are sent for update during the quarterly submissions
	Managed amalgamations in compliance with the approved exposition and prevailing legislation	Prepare a report based on amalgamation documents within 21 days	Ensure compliance with relevant provisions upon amalgamation of schemes
	Manage liquidation procedures in compliance with the approved exposition and prevailing legislation	Report base on exposition document within 14 days	Protection of risk pools
	Analysis of business plans where schemes change administration and managed care entities	Schemes to submit business plans as and when the move is anticipated in order to determine the impact on health and non-healthcare expenditure as a result of the move Recommendations to Head within 7 days of receipt	Protection of risk pools

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Send a circular to schemes regarding submission of the business plans when changing administrators	Circular to be sent by end April 2009	
Clinical support in relation to benefits	Render appropriate clinical advice and support to analysts responsible for rules	Advice provided within 7 days request	Evidence based and compliant benefit schedules, which facilitate access to appropriate quality healthcare

Investigate and resolve clinical complaints raised by beneficiaries and the public

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Adjudication of complaints (WIG)	Rendering of appropriate clinical advise to complaints analysts	Advice provided to Complaints analysts within 1 week of request	Appropriate resolution of clinical complaints, resulting in greater protection and fair treatment of consumers
	Documenting of classification and recommendations made to the Complaints Analysts	Preparation of clinical complaint classification for quarterly report to SMM	

Monitor the impact of the Act, research and developments and recommend policy options to improve the regulatory environment

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Participate in the managed healthcare accreditation process	Support with regards to clinical components of the managed care	Advice provided within 2 weeks of request	To ensure appropriate managed care standards

Foster the continued development of the Council as an employer of choice

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Manage performance in line with care and growth Feedback and bi-weekly with staff	Implement the performance management system with staff Arrange unit meetings on a monthly basis with Head and bi-weekly amongst analysts	Bi-annually in Sep 2009 and March 2010 Monthly and bi-weekly	Staff who understand performance and are performance driven Staff who are informed and understand what is expected
Management of the Unit budgets	Ensure that the budget is properly managed	Compliance with internal controls and containment of spending within approved budgets	Ensure compliance with internal financial controls and the PFMA

Benefits Management Budget

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
Refreshments	2 220	185	185	185	185	185	185	185	185	185	185	185	185	2 220
Printing	6 600										6 600			6 600
Salaries	3 638 401	279 877	279 877	279 877	279 877	279 877	279 877	279 877	279 877	279 877	279 877	279 877	559 754	3 638 401
Stationery	12 742	5 929				2 271				2 271			2 271	12 742
Staff Training	99 253	31 498	7 855	16 900			12 000		31 000					99 253
Subscriptions	800										800			800
Travel	26 400	2 200	2 200	2 200	2 200	2 200	2 200	2 200	2 200	2 200	2 200	2 200	2 200	26 400
TOTALS	3 786 416	319 689	290 117	299 162	282 262	284 533	294 262	282 262	313 262	284 533	289 662	282 262	564 410	3 786 416

Notes:

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Communication

TEAM PURPOSE STATEMENT

Creating optimal awareness and understanding of regulatory and policy developments and industry trends in the medical schemes environment among principal officers, trustees, beneficiaries, the media, Council and staff, and other stakeholders.

Our core strategic objective (WIG)

Effectively and proactively communicating to medical schemes, beneficiaries, the media, Council and staff, and other stakeholders the key developments in the regulatory and policy environment, and the stance and attitude of the Council for Medical Schemes (CMS) to these developments

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Proactively (as far as possible) identify key issues in consultation with relevant managers (to develop strategic messaging on these key issues) (WIG)	<ul style="list-style-type: none"> Meeting with all Unit Heads to identify key issues requiring message content development by mid-February 2009 Developing a priority list of issues for message content development by end of February 2009 Presenting the priority list to the Registrar by end of February 2009 	<ul style="list-style-type: none"> List of \pm five (5) issues that are our priorities by end of February 2009 Approval from the Registrar and/or SMM and/or Council, as the case may be, of priority issue list for messaging by mid-March 2009 (as it informs strategic messaging for the entire financial year 2009-10) 	<ul style="list-style-type: none"> Internal consensus on key issues which require strategic messaging in the financial year 2009-10
Develop strategic messaging on priority issues (as determined above) (WIG)	<ul style="list-style-type: none"> Internal workshops (with relevant Units) on each communication priority area to brainstorm appropriate messaging by mid-March 2009 Preparation of draft messaging script (speaker notes) for each of the \pm five (5) priority issues by mid-March 2009 Presentation of draft messaging to the Registrar by mid-March 2009 Communicating messaging to SMM and/or all staff, as appropriate (while briefing the Call Centre in person) by end of March 2009 	<ul style="list-style-type: none"> One workshop with relevant Units every two months Draft messaging scripts (speaker notes) on top three (3) issues by mid-March 2009 Approval from Registrar and/or SMM and/or Council, as the case may be, for messaging within one (1) week of developing draft script Draft messaging script on remaining two (2) issues by mid-May 2009 Briefing SMM and/or all staff of messaging within one (1) week of approval (while the Call Centre is briefed in person) 	<ul style="list-style-type: none"> Effective and proactive communication to medical schemes, beneficiaries, the media, Council and staff, and other stakeholders on the key developments in the regulatory and policy environment, and the CMS stance and attitude to these developments Clear and consistent communication on key messages by all staff interacting with the public and media on these issues

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Use various tools to convey the key messages to stakeholders, based on the priorities list developed above (WIG)	<ul style="list-style-type: none"> Identifying the most appropriate communication channels for each key issue (ongoing) Establishing an Editorial Committee for <i>CMS News</i> Publishing Annual Report 2008-09 Organising road shows for Annual Report 2008-09 Launching Annual Report 2008-09 (press conference) Addressing key issues in <i>CMS News</i>, <i>CMScript</i> and <i>Masihambisane</i> Preparing Circulars, editorials, opinion pieces and press releases on key issues Organising press conferences (proactive) to discuss key issues Attending to media enquiries (reactive) Compiling PFMA reports Coordinating invites to radio and TV interviews and panel discussions 	<ul style="list-style-type: none"> Developing appropriate articles for <i>CMS News</i>, <i>CMScript</i> and <i>Masihambisane</i>, where appropriate Content development: drafting Part 1 of the A/R by end of May 2009 Editing Part 1 of the A/R by 23 June 2009 Editing Part 2 of the A/R by 10 July 2009 Coordinating the design and layout of the A/R by 04 August 2009 Printing of A/R 05-21 August 2009 Delivery of our A/R by 21 August 2009 Delivery of our A/R to the Minister by 27 August 2009 Presentation of our A/R at Council and EXCO meetings on 28 August 2009 Organising and attending the official launch of A/R (provisionally on 31 August 2009) Organising and attending A/R road shows in Johannesburg, Durban and Cape Town in the first two weeks of September 2009 <i>CMS News</i> to be published quarterly: June, September, December 2009 and March 2010 Circulars, editorials, opinion pieces and press releases at least once a month Press conferences to be organised quarterly: May, August (launch of A/R), November 2009 and February 2010 	<ul style="list-style-type: none"> Creating optimal awareness and understanding of regulatory and policy developments and industry trends in the medical schemes environment among POs, trustees, beneficiaries, the media, Council and staff, and other stakeholders

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
		<ul style="list-style-type: none"> PFMA reports to be published quarterly: June, September, December 2009 and March 2010 Coordination of invites to radio and TV shows (ongoing) 	

Our secondary strategic objective (PIG)

Endeavoring to assist and support other Units in the achievement of their strategic objectives from a communications perspective

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Editing (PIG)	<ul style="list-style-type: none"> Determining how we can assist other Units with editing by end of April 2009 Agreeing with other Units on the nature and timing of the support they need (new SOP) Editing for other Units from time to time, as agreed beforehand Editing two (2) brochures for the Education and Training Unit, as agreed Ensuring these two (2) brochures are printed for the Education and Training Unit, as agreed 	<ul style="list-style-type: none"> Helping other Units, as and when we can, to produce quality publications 	<ul style="list-style-type: none"> Other Units achieve their strategic objectives from a communications perspective, where possible
Ensuring brand consistency in Units (PIG)	<ul style="list-style-type: none"> Determining which templates are required by which Units by end of March 2009 	<ul style="list-style-type: none"> Developing standard templates (with specifications) for the different publications of all the Units by end of March 2009 	<ul style="list-style-type: none"> Uniform branding among Units

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Providing advice on the publishing process, which includes design and layout (PIG)	<ul style="list-style-type: none"> Determining with each Unit how exactly Communications can assist by end of March 2009 	<ul style="list-style-type: none"> Clarification of the publishing process (ongoing) 	<ul style="list-style-type: none"> Support for other Units in the achievement of their strategic objectives from a communications perspective
Participating in other Units' workshops and seminars, when required (and if possible) (PIG)	<ul style="list-style-type: none"> Identifying seminars and workshops in consultation with other Units where the Communications Unit can assist other Units with strategic messaging based on our priority issues list by end of March 2009 	<ul style="list-style-type: none"> A list of workshops and seminars for strategic messaging by end of April 2009 	<ul style="list-style-type: none"> Units are supported in the achievement of their strategic objectives from a communications perspective Internal consensus on how Communications can assist

Communication Budget

Budget	Total	Month												
	Budget	April	May	June	July	August	Sept	Oct	Nov	December	Jan	Feb	March	TOTALS
														0
Media and Promotion	867 500	9 000	50 000	110 000	72 500	260 000	59 833	46 833	46 833	72 500	70 000	70 000		867 500
News Letters	236 000	500	58 000	500	58 000	500	58 000	500	500	500	500	500	58 000	236 000
Consultancy Fees	160 000			40 000			40 000			40 000			40 000	160 000
Refreshments	30 000	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	30 000
Printing (Brochures & Pamphlets)	100 000		0	0	50 000		50 000		0	0	0	0	0	100 000
Salaries	925 288	71 176	71 176	71 176	71 176	71 176	71 176	71 176	71 176	71 176	71 176	71 176	142 352	925 288
Stationery	5 000	600	400	400	400	400	400	400	400	400	400	400	400	5 000
Staff Training	44 800		9 000		35 800					0	0	0	0	44 800
Subscriptions	560	560												560
Travel	20 000	9 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	20 000
TOTALS	2 389 148	93 336	192 076	225 576	291 376	335 576	282 909	122 409	122 409	188 076	145 576	145 576	244 252	2 389 148

Notes:

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Complaints Adjudication

TEAM PURPOSE STATEMENT

We serve the beneficiaries of medical schemes and the general public by investigating and resolving complaints and disputes they have in relation to the affairs of their medical schemes in order to help them achieve an unbiased and transparent dispute resolution.

By doing this, we help Council for Medical Schemes to ensure adequate protection of interests of beneficiaries at all times.

Investigate and effectively resolve complaints raised by beneficiaries and the public.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Determination of jurisdiction in respect of complaints raised by beneficiaries (WIG)	Determine whether the matter falls within the jurisdiction of Council for Medical Schemes	Correspondence acknowledging receipt sent to the complainant within 2 days where the matter falls within Council's jurisdiction Refer matter to the relevant statutory body within 2 days where the matter falls outside Council's jurisdiction and inform member of the referral	Informed members and enhanced customer service
Investigation of complaints raised by beneficiaries (WIG)	Analyze complaints raised by beneficiaries as required by section 47 of the Medical Schemes Act	Analysis done within 4 days of receipt of complaint	Providing excellent customer service
	Send correspondence to the complainant advising of the status of the complaint; and	Send correspondence within 4 days of receipt of complaint; and	Informed members
	Send correspondence to the scheme for comments as prescribed	Send correspondence within 4 days of receipt of complaint	Ensure compliance with the provisions of the Act
Resolve complaints (WIG)	Analyze responses from schemes to make decisions or rulings	80% of decisions will be made in sixty days. 20% of decisions to be made in	Speedy resolutions of complaints

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
		ninety days	
	Advise parties in writing of the decision made	Within a day of making a decision	Informed parties
	Facilitate mediation meeting between the parties and resolve the complaint where there is a dispute of facts or where the need arises	Mediation meeting within 8 days of receipt of a response from the scheme	Transparent dispute resolution process Improved confidence in the complaints resolution processes
Handling appeals in terms of section 48 of the Medical Schemes Act (PIG)	Refer Notices of Appeal, indexed and paginated documentation to the Secretariat of Council's Appeal committee Appearance before the committee when a need to provide information arises Develop and keep a score board on all appeals lodged against our decisions and identify constraints, if any, in respect of overturned decisions	Within a day of receipt of a Notice of Appeal	Appeals are dealt with by Council effectively Greater understanding of interpretation of Act and improved consistency of decisions
Handling appeals in terms of Section 50 of the Medical Schemes Act (PIG)	Refer Notices of Appeal, indexed and paginated documentation to the Secretariat of the Appeal Board. Provide input to the Appeal Board when an obligation to provide information arises	Within a day of receipt of the Notice of Appeal	Appeals are dealt with effectively

Secure an appropriate level of protection for beneficiaries of medical schemes by monitoring the conduct of medical schemes

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Monitoring non-compliance with the provisions of the Medical Schemes Act (WIG)	Identify medical schemes that do not comply with the legislation through an assessment of complaints received	Report non-compliance issues by compiling bi-weekly reports and monitoring the developments as per feedback from Compliance unit	Improved compliance and performance within medical schemes
	<p>Monthly communication of information received to other units</p> <p>Participate in RDC meetings and provide input on:- appeals that will serve before the Appeal committee and highlight complaints that may impact on strategic and policy issues</p>		Greater understanding of interpretation of Act and improved consistency of decisions
Improvement of the complaints database.	Providing data and assistance to Research and Monitoring Unit in improving the complaints database.		Accurate monitoring of the medical schemes environment.
Render quality advice to beneficiaries on provisions of the Medical Schemes Act (PIG)	Consult with beneficiaries of medical schemes	Prompt attendance upon request	Improved customer service as per customer service questionnaire

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Provision of accurate information to stakeholders (WIG)	Conduct training of Legal Officers on specific aspects of the Act and interpretation thereof	On a monthly basis	Improved understanding of the medical scheme industry

Provide guidance and support to trustees, and promote an understanding of the medical schemes environment by trustees, beneficiaries and the public

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Provision of accurate information to stakeholders	Participate in the training of Board of Trustees and consumer groups	As per the unit targets & on request by the Compliance unit	Greater awareness by stakeholders on complaints resolution processes
	Four Trustee training sessions Eight consumer education workshops		
	Radio Talk Shows	On request by the Compliance unit and the public	

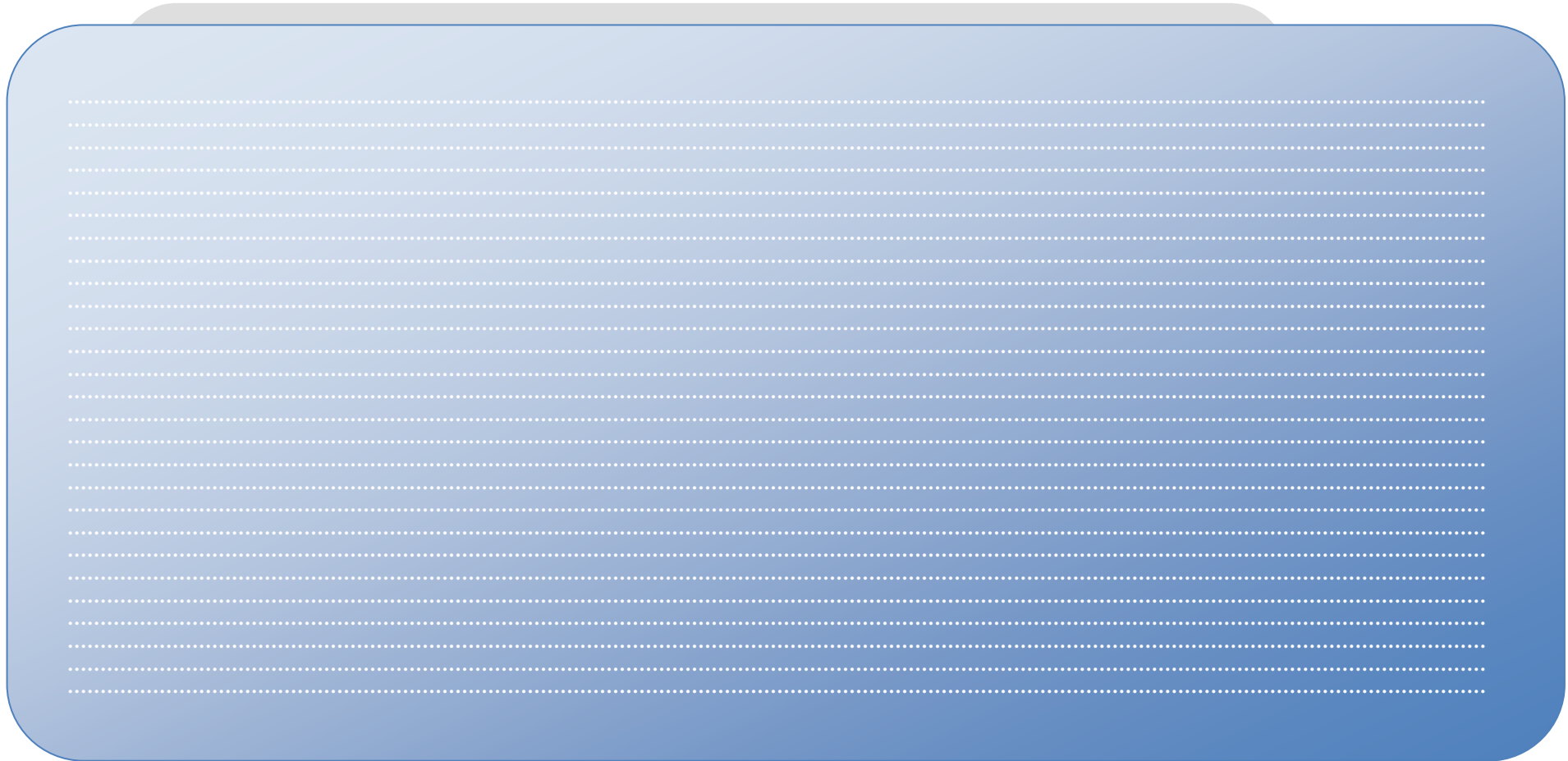
Foster continued development of the CMS as an employer of choice

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Manage the unit in accordance with growth and development principles	Monitor and manage the performance of unit members	Conduct performance appraisals twice a year.	To enhance CMS as employer of choice
	Hold monthly meetings with unit members		Foster a culture of feedback and performance
Manage and monitor the expenses of the unit	Expenditure monitored in accordance with the budget	Proper internal controls	Ensure compliance with internal controls and adherence to the PFMA

Complaints Adjudication Budget

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
Refreshments	1 500	125	125	125	125	125	125	125	125	125	125	125	125	1 500
Salaries	2 855 749	219 673	219 673	219 673	219 673	219 673	219 673	219 673	219 673	219 673	219 673	219 673	439 346	2 855 749
Staff Training	120 545	16 000	28 200		30 000	30 150		12 000				4 195		120 545
Stationery	11 200	933	933	933	933	933	933	933	933	933	933	933	933	11 200
Travel	7 000	583	583	583	583	583	583	583	583	583	583	583	583	7 000
														0
TOTALS	2 995 994	237 315	249 515	221 315	251 315	251 465	221 315	233 315	221 315	221 315	221 315	225 510	440 988	2 995 994

Notes:



Compliance

TEAM PURPOSE STATEMENT

We serve members of medical schemes and the public in general by analysing, reviewing and investigating information on possible transgressions of the Medical Schemes Act and taking appropriate actions to enforce compliance with the Act. We also provide training and education interventions in order to increase understanding of medical schemes by consumers and promote good corporate governance from trustees.

By doing this we help the Council for Medical Schemes foster compliance with the Medical Schemes Act and take proportionate actions to promote a culture of compliance with legislation.

Foster compliance with the Act by medical schemes, brokers, administrators and managed health Care organisations & initiate enforcement actions where required

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Develop compliance profile for schemes, brokers, administrators and Managed Healthcare Organisations	Analyse non-compliance reports submitted by various units; Rate the level of compliance for schemes, brokers administrators and managed healthcare organisations.	A compliance profile report for scheme, brokers, administrators and Managed Health Care Organisations.	Co-ordinated enforcement of compliance with the Act
Ensure schemes comply with identified priorities – GOVERNANCE	Monitoring and inspection of schemes to ensure good governance (including conflicts of interest with specific reference to procurement to ensure schemes get value for money).	One governance inspection per quarter; reports in June, September, December 2009 and March 2010. Prosecution of non-compliance.	Enforcement of compliance with the Act. Monitoring compliance with the Registrar's directives.
Ensure schemes comply with identified priorities – NON HEALTHCARE EXPENDITURE	Monitoring and inspection of schemes to check for compliance with non-healthcare expenditure Prosecution of non-compliance.	One inspection per quarter; reports in June, September, December 2009 and March 2010 Charges laid within 2 weeks of decision.	Enforcement of compliance with the Act. Monitoring compliance with the Registrar's directives. Compliance with the MS Act.
Full inspection of non-compliant schemes	Inspection triggered by auditor interviews, market intelligence, financial or governance concerns.	Initiate inspection within 10 days of concerns being raised. Inspection report within 6-8 weeks.	Monitoring scheme compliance in terms of inspection report.
Investigation of non compliance	Investigations triggered by requests from other units, information received, market intelligence or any other source.	Initiate investigation within 10 days of complaint being received and captured onto the case management system.	Monitoring scheme compliance in accordance with the outcome of the investigation.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Initiate criminal investigations	Identify criminal charges; prepare statements and documents regarding criminal charges.	Assist prosecuting authorities with regard to investigating and prosecution of criminal case; monitor progress.	Successful prosecution and strengthened relationships between CMS and various enforcement agencies.
Ensure compliance with provisions of the MS Act and Regulations	Follow up and monitor non-compliance by schemes recorded in quarterly reports (outstanding matters only).	Quarterly – within one month of receiving report – finalisation of matters within 6 weeks of initiation.	Schemes complying with the MS and Regulations.
	Continuous monitoring of the impact of regulatory interventions.	Report on the impact, or lack thereof, of the regulatory framework on the medical schemes environment.	A relevant and updated medical scheme legislative framework.

Foster compliance with the Act by medical schemes and initiate enforcement actions where required

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Accreditation of administrators	Participation in administrator accreditation review processes, including evaluation of reports.	Assistance provided on request of Accreditation Unit.	Accreditation in compliance with Medical Schemes Act.
Enforce rulings made by the Registrar, including persistent non-adherence	Advise Legal Services of persistent non-adherence for possible court action.	Memorandum to Legal Services concerning persistent non-adherence.	Persistent non-compliance with rulings dropped.
Preparation of exemption applications for Council	Provide recommendations to the Registrar in respect of applications for exemptions.	Recommendations submitted (1) week prior to Regulatory Decisions Committee meeting.	Adherence to the MS Act and Regulations by schemes.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Develop Standard Operating Procedures for Enforcement Processes	Group contraventions of the Act into categories according to similarity of enforcement approaches	Document categorising contraventions by end of June 2009	More effective and timeous enforcement interventions
	For each category, develop and present to an internal workshop draft SOPs detailing the processes for:	Document with draft SOPs developed and work-shopped internally by mid July 2009 Tabling of enforcement manual at Council by August 2009	Greater certainty of regulatory response by stakeholders
	Investigating the matter		
	<ul style="list-style-type: none"> Determining whether or not an infraction has occurred Enforcement measures to remedy the issue. Finalise the draft SOPs into an enforcement manual 	Website publication of manual by end October 2009	Manual is used for trustee training.
Support the enforcement activities of the Regulatory Decisions Committee (RDC)	Implement the programmes and decisions of the RDC on demarcation and other priorities of CMS.	As per resolutions of the RDC	Greater co-ordination in regulatory decision-making.
	Participate and assist with the development of regulations to the Short-Term Insurance Amendment Act to address demarcation	As per the National Treasury timelines.	

Develop strategic alliances nationally, regionally and internationally:

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Conclude Memorandum of Understanding with relevant stakeholders such as the FSB	Prepare and enter into an MOU with relevant stakeholders.	Formal signed MOU's and implementation thereof.	Strengthened regulatory capacity of the Council.

Provide guidance and support to trustees; promote an understanding of the medical schemes environment by trustees, beneficiaries and the public

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
TRUSTEE TRAINING Promote an understanding of the Medical Schemes Act by boards of trustees	Categorisation of schemes	Schemes identified as per framework (Red, Orange, Green)	Targeted training intervention Improved governance and decision making within boards.
	Conduct skills audit	Identification of priority areas of BOT training such as pricing, governance, contracting etc.	Provision of relevant training to BOT
	In-house training and involvement of external experts on providing training as per training needs analysis of scheme (Red Schemes).	Provide training as per schemes requirements Provide training support on a quarterly basis	Improved trustees understanding of the need for protection of risk pooling. Improved performance based on needs of particular scheme at time of undergoing training.

Identification of contracted service providers and establishing relationships with accredited training of service providers for Orange & Green Schemes	Develop Memorandum of Understanding	Improved governance and decision making. Strengthened capacity of BOT on scheme's affairs Ensure objective training provided to trustees
Development of Trustee Training Manual, TIP and training guide	Updated trustee training manual, TIP and training guide in-line with Amendment Bill Online training Manual	Readily available training manual Monitored impact, progress and quality of training
Annual Training Audit	Consolidation of training data	Enhanced quality of data submitted by medical schemes and efficient use of resources by both CMS and external parties.
Coordinate Training Requirements of Units	Training of administrators, schemes and auditors on preparation of the returns 2 sessions per year (Cape Town & Gauteng)	Coordinated activities of the Council

Promote an understanding of the medical schemes environment by beneficiaries and the public

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
CONSUMER EDUCATION			
	Provide training on Consumer Open Days to the ff: <ul style="list-style-type: none"> • Consumer groups • Trade unions (Federations) • HR Practitioners and EAPs (IPM and Chamber of Commerce) • Health Organisations • Health Care Providers (IPA's and Specialist Groups)	Two Train the Trainer education sessions per group annually in Major Centres.	Improved understanding of medical schemes environment and active participation. Increased understanding of cost containment, governance and risk pooling to improve sustainability of medical schemes
	Outreach and Awareness	Participate in Consumer Focus Programmes (Soweto TV, Speak Out - SABC 2) Participating in selected target specific Outside Radio Broadcast invitations. Using media (radio slots) to inform of new trends and to educate the public. Coordination of Exhibitions(Joburg Easter Festival, Royal Show, Pretoria Show)	Increased consumer awareness on the role of CMS
	Participate in Consumer Month activities	Coordinating and supporting provincial activities during Consumer Month.	Informed and educated consumers and stakeholders; Fair Treatment of beneficiaries of

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
		Celebration of World International Consumer Rights Day – 15 March.	schemes
		Coordination of In-house Consumer Day activities	Informed / educated consumers
	Liaising with internal stakeholders (e.g. Adjudications; Call Centre; BMU)	To establish trends that infringe on consumer rights - Consumer Alerts.	Informed and updated consumers/stakeholders on regulatory changes
	Liaising with external stakeholders. (e.g. NCF, Regulators, Provincial Consumer Affairs Offices)	Joint national campaigns. Participate in Consumer Protection Forum and National Consumer Education Committee activities.	Increased consumer awareness and coordinated education activities
	Formalising relationships with key stakeholders (e.g. regulators and Actuaries Without Frontiers – AWF)	Develop Memorandum of Understanding	
	Inform the content of the educational material	As required.	Informed consumers and stakeholders
	Tracking the impact of Education interventions	Collated feedback from Units (call centre, complaints ect.) on public interaction with CMS	Awareness on impact of regulatory interventions

Foster the continued development of the Council as an employer of choice

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Manage performance in line with the care and growth principles	Implement the performance management system with staff.	Bi-annually – September 2009 and March 2010.	Staff who understand performance and are performance driven.
Feedback meetings with staff	Arrange unit meetings and one-on-one meetings with staff.	Monthly.	Staff who are informed and understand what is expected.
Management of the Compliance Unit budget	Ensure that the unit budget is properly managed.	Manage Variances of budgets.	Meet budget targets.
Manage Unit budget	Management of Unit budget in line with Operational Plan and PFMA	Variances on budget are managed within the requirements of the PFMA	Objectives achieved within scope of budget

Compliance Budget

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
Consumer Education	657 900	37 900	40 000	100 000	120 000	50 000	120 000	30 000	20 000	15 000	5 000	10 000	110 000	657 900
Investigation Costs	650 000			162 500			162 500			162 500			162 500	650 000
Refreshments	3 000	250	250	250	250	250	250	250	250	250	250	250	250	3 000
Salaries	3 352 635	257 895	257 895	257 895	257 895	257 895	257 895	257 895	257 895	257 895	257 895	257 895	515 790	3 352 635
Stationery	6 000	500	500	500	500	500	500	500	500	500	500	500	500	6 000
Staff Training	116 530	10 000	10 000	10 000		6 530			70 000		10 000			116 530
Trustee Training	550 000	50 000	50 000	25 000	40 000	100 000	55 000	70 000	29 800	50 000	40 200	10 000	30 000	550 000
Travel	36 000	3 000	3 000	5 000	4 500	4 500	3 000	3 000	3 000	1 000	1 000	2 000	3 000	36 000
														0
TOTALS	5 372 065	359 545	361 645	561 145	423 145	419 675	599 145	361 645	381 445	487 145	314 845	280 645	822 040	5 372 065

Notes:

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Financial Supervision

TEAM PURPOSE STATEMENT

The **GAAP** focused team

Guarding, protecting and giving **A**ssurance through **A**nalysis with **P**assion, innovation, blood, sweat and tears.

We serve Beneficiaries of medical schemes, the Registrar's office and trustees by analysing and reporting on the financial performance of medical schemes and ensuring adherence to the financial requirements of the Act.

By doing this, we help the Council for Medical Schemes monitor and promote the financial performance of schemes in order to achieve an industry that is financially sound.

Secure an appropriate level of protection for beneficiaries of medical schemes and the public by monitoring the financial performance and soundness of medical schemes

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Improve standard of medical schemes' reporting.	Training of administrators, schemes and auditors on the preparation of the returns.	Workshops by March 2010.	Improved quality of data submitted by medical schemes, and efficient use of resources by both CMS and external parties.
Update Audit and Accounting Guides issued by IRBA & SAICA respectively.	Liaise with SAICA and IRBA to reflect amendments to the Act, Regulations and Accounting and Audit standards in the Audit and Accounting Guides for Medical Schemes.	Revised Audit and Accounting Guide (November 2009 but dependant on SAICA and IRBA processes).	Enhanced financial reporting based on updated legislation and accounting standards reflected in the Guides.
	Attendance/participation in accounting seminars and workshops.	Accounting seminars and conferences	Greater understanding of accounting and auditing changes.
Analyse and improve statutory returns as tools for monitoring and reporting.	Identify and document changes to statutory returns to incorporate changes in accounting standards, legislation and Office reporting requirements.	Refined statutory returns: Annual return IT specifications by Nov '09 (depending on publication of SAICA Accounting Guide)	Improved quality of data for sound decision making (both regulatory and scheme management).
	Development of quarterly returns (QR).	Quarterly returns IT specifications by Jan '10. 2009 QR I.T. development starts in Mar '09 and finalised by Jul '09. 2010 QR I.T. development starts in Feb '10 and finalised by Apr '10.	

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Development of the 2009 annual return.	Annual return changes finalised by Feb '10.	
	Disseminate the 2009 on-line annual statutory return.	Annual return available for completion by Mar '10.	
	Disseminate 2009 on-line quarterly statutory returns.	Quarterly return available for completion July '09 .	
	Analysis of 2009 quarterly returns.	Publication of reports: Q1 – begin October '09 Q2 – begin October '09 Q3 – end February '10	To inform stakeholders of the financial performance of the industry on an ongoing basis.
	Analysis of 2008 annual returns.	Financial analyses of the annual return, by end June '09.	To contribute towards the containment of costs.
Monitor the financial soundness of medical schemes.	Identify schemes that do not comply with Regulation 29 on solvency using the returns.	Quarterly reports of non compliant schemes.	Improved financial position and performance of the medical schemes and compliance with the Act.
	Identify schemes that comply with Regulation 29 on solvency but are experiencing rapid decreases using the returns.	Quarterly reports on schemes experiencing rapid solvency decreases.	
	Examine and evaluate the structure and elements of the Regulation 29(4) business plans in order to assess the true financial position and performance of the medical schemes.	Report on scheme's action plan, 6 weeks after receipt of the complete business plan.	
	Monitoring schemes' compliance with the agreed action plan.	Quarterly report on extent of compliance with agreed action	

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
		plan.	
	Identify schemes that do not comply with the Act and Regulations i.r.o. financial aspects other than investments and Regulation 29 using the returns and supporting documents.	Quarterly reports of non compliant schemes.	
	Research the impact of unrealised gains/reserves on solvency.	Final Research paper by March 2010.	Impact on level of future contributions increases.
			Impact on solvency calculation.
Ensure compliance with the financial aspects of the Act.	Analysis of the following applications: <ul style="list-style-type: none"> - Auditor approval; - Reinsurance contracts; - Exemptions; - New schemes; - Amalgamations. 	<ul style="list-style-type: none"> - Approval of auditors by end August. - Reinsurance contracts: <ul style="list-style-type: none"> o Reply to schemes within 30 days of receipt of application; o Report within 4 weeks of receipt of all information. 	Improved levels of compliance.
	Identify schemes that are non-compliant i.r.o. investments i.e. Annexure B read in conjunction with Regulation 30	Reports within 4 weeks of receipt of all information on: <ul style="list-style-type: none"> - Exemptions; - New schemes; - Amalgamations. 	
	Identify schemes that do not comply with	Report on investments, 8 weeks after submission of Annual Returns.	
		Report on other financial	

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	the Act and Regulations i.r.o financial aspects other than investments and Regulation 29 using the returns and supporting documents. Identify schemes that do not comply with Regulation 29 on solvency using the returns. Update the internal investments manual as new products and data become available.	matters, 8 weeks after submission of the Annual returns. Annual reports of non compliant schemes. Updated manual by March 2010.	
Ensure that financial guidelines and training manuals used by CMS are updated.	Review auditor approval process. Review of the following standard documentation: - Business plans; - Management accounts; - Reinsurance guidelines. - Board of Trustees (BoT) manual	Revised auditor approval procedure by end April 2009. Revised documentation by end March 2010.	Improved and updated standard documentation to be used by medical schemes.
Ensure compliance by all schemes in their rules with the Act, amended regulations and revised model rules.	Participation in the finalisation of the review of model rules.	Internal workshop of the revised model rules as and when required.	Ensure compliance with legal and policy issues.
Registration of rules in respect of contributions and benefits.	Engage in the assessment of contribution and benefit changes together with BMU and R & M.	Final decisions on the 2010 contribution and benefit changes by end December 2009.	Contribution and benefit changes are assessed for their financial impact and to ensure that costs are contained.
Assist in ensuring that medical schemes'	Assessment of the financial impact of new benefit options and material restructuring of	Report in respect of new benefit options and material	Improve financial soundness of the benefit options in a medical

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
benefit options are financially sound.	existing options to ensure that options are financially sound and self-supporting.	restructuring to existing options within 4 weeks after all information has been received.	scheme.

Provide support and guidance to trustees, and promote understanding of the medical schemes environment by trustees, beneficiaries and the public

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Contribute to BoT training on financial issues.	Take part in Registrar's Annual Report road shows with BoTs.	Presentations at road shows.	Greater industry appreciation of findings of annual report.

Foster the continued development of the CMS as an employer of choice

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Manage performance in line with care and growth principle.	Perform two performance evaluation sessions for staff.	First performance evaluation session by October.	Prioritise competing demands and monitor performance to ensure individual, team and council's goals and strategic objectives are achieved.
		Second performance evaluation session by March.	
	Monthly meetings with staff.	Monthly unit and individual staff meetings.	
Financial management	Make and justify budgetary proposals for expenditure and revenue; Report progress and performance in terms of the PFMA; Monitor and evaluate the unit's expenditure for irregular, un-authorised or over-spending.	Compliance with internal controls; annual budget submissions by second week of February; contain spending within approved budgets.	Ensure compliance with internal financial controls and the PFMA in respect of the area under FSU's control.

Risk Equalisation Fund (REF) – Support by FSU

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Understanding the accounting and auditing impact on medical schemes.	Analysing the accounting and auditing impact on medical schemes.	Assistance provided on the request of REF.	Greater understanding of impact of REF on schemes' financial position

Financial Supervision Budget

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
Administrators Training	115 720										40 000	35 200	40 520	115 720
Refreshments	4 296	358	358	358	358	358	358	358	358	358	358	358	358	4 296
Salaries	6 667 440	512 880	512 880	512 880	512 880	512 880	512 880	512 880	512 880	512 880	512 880	512 880	1 025 760	6 667 440
Stationery	16 400			4 100			4 100			4 100			4 100	16 400
Staff Training	232 770	35 000		10 000	25 000	37 770	30 000		20 000				75 000	232 770
Subscriptions	24 694										24 694			24 694
Travel	50 000	5 000	2 000	2 000	2 000	5 000	5 000	5 000	1 000	2 000	2 000	2 000	17 000	50 000
TOTALS	7 111 320	553 238	515 238	529 338	540 238	556 008	552 338	518 238	534 238	519 338	579 932	550 438	1 162 738	7 111 320

Notes:

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Legal Services

TEAM PURPOSE STATEMENT

We serve the Beneficiaries of medical schemes, the Office of the Registrar, the Council and the broader public by furnishing legal advice which ensures that the integrity of regulatory decisions is protected at all times and by taking responsibility for defending these decisions when they are challenged.

By doing this we ensure that the Registrar and Council are able to regulate within the powers provided by the Medical Schemes Act.

Provide support & guidance to trustees and promote understanding of the medical schemes environment by trustees, beneficiaries & the public (PIG)

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Promote sound corporate governance amongst Board of Trustee Members	Participation in trustee training & education on the Act, their responsibilities as trustees and principles of good governance	Presentations at BoT workshops per training targets set by Education & Training Unit	Improved governance of medical schemes
	Review governance presentations every quarter	Relevant presentations	Trustees with sound knowledge & grasp of legal implications and fiduciary responsibilities
	Obtain feedback from Education & Training on corporate governance	Evaluation of corporate governance material	Informed CMS response to specific corporate governance concerns
	Provide feedback to stakeholders and Unit activities via CMS News and Masihambisane	Contribute articles on Unit activities having a bearing on stakeholders	Enhanced stakeholder awareness of CMS activities

Securing an appropriate level of protection for beneficiaries of medical schemes & the public by authorising the conduct of the medical schemes industry (WIG)

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Ensure compliance of all medical scheme rules with the Act, Model Rules, and decisions of relevant tribunals	Render legal advice on rule amendments, amalgamations, scheme registrations & liquidations in accordance with the Act	Advice provided on rules within one week of request or sooner when required	Rule amendments in accordance with the Act and decisions of relevant tribunals

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Alert BMU to relevant decisions having an impact on registration of Rules	Advise BMU of decisions within one week of ruling becoming available	

Investigate & resolve complaints raised by beneficiaries & the public (WIG)

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Render support to the Complaints & Adjudication Unit in order to ensure legally sound & enforceable rulings	Render advice on complaints of a complex legal nature and support Complaints and Adjudication Unit in developing a Decisions Register	Consultations with Complaints Unit As and when support is required	Legal certainty, consistency and confidence in the Council
Adjudication of Appeals brought before Council and the Appeal Board	Work with Council & the Appeal Board to set down appeals	Appeals scheduled and heard within 60 days during April/ July/ October/ February	Protection of members ensured through compliance with the appeal processes prescribed in the Act
	Render secretarial support to the Council Appeals Committee and the Appeal Board	Sitting of Appeals subcommittee and Appeal Board as per meeting scheduled	Efficient and effective resolution of disputes

Foster compliance with the Act by Medical Schemes, Administrators and Brokers (WIG)

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Ensure compliance with provisions of the MSA and Regulations	Render reports of non-compliance by regulated entities to compliance	Reports furnished to Compliance every quarter	Medical schemes and other regulated entities complying with MSA

Render legal support to various units (PIG)

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Provide legal advice & support to the Operational Units in the Office of the Registrar and the Council	Support the activities of the Regulatory Decisions Committee (RDC)	Implement programmes and decisions of the Regulatory Decisions Committee	Effective and efficient execution of Regulatory mandate
	Review of contracts, policies & procedures of units	Sound contracting with third parties	Contracts entered into & procedures followed in a legally sound manner
	Render support to Accreditation by drafting a guideline document on the process required for suspension/withdrawal of accredited entities/persons	Guideline document drafted in consultation with Accreditation by 31 March 2009	Withdrawal/suspension of accreditation in compliance with due process and the principles of Administrative Law
Provide legal advice to the Registrar and Council	Render prompt reliable internal legal opinions	Written legal opinions within 30 days of request (or sooner depending on the urgency)	Actions of the Council/ Registrar protected and take place within the context of sound legal advice
	Obtain Counsel advice & opinion when appropriate	Court papers lodged in line with required timelines	Presentation of the matters before the Council and Appeal Board in accordance with required

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Take responsibility for litigation against Registrar & Council – brief Counsel and drive legal process		procedures and standards
	Settle submissions in appeals to the Council & Appeal Board against the decisions of the Registrar	Submissions on key appeals finalised, 14 days before the hearing of the appeal	
Render support to Council and EXCO	Provide secretarial support to the Council & EXCO	Finalise minutes of Council and EXCO meetings within 14 days of the meeting	Proper record of Council & EXCO activities
	Track changes to complementary laws & case law	Presentations to SMM on changes to complimentary laws and newly decided cases, during August 2009 and February 2010	Improved understanding of legal issues having an impact on the mandate of Council
	Promote an understanding of the legal framework in which we operate	Presentations to Council and EXCO on other legislation that may impact on their ability to exercise their powers and functions as provided for in the Act	Improved understanding of legal issues having an impact on the mandate of Council
		Review case law and legislation every quarter or sooner if indicated	Council able to respond timeously to changes in the regulatory environment
Support passage of Medical Schemes Amendment Bill	Support the promulgation of the Medical Schemes Amendment Bill as required.	Support in facilitating the smooth passage of Medical Schemes Amendment Bill into law	A relevant Regulatory Framework which responds effectively to changes in the industry

Foster the continued development of Council as employer of choice (WIG)

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Manage staff performance in line with the care and growth principles	Identifying areas of improvement and agreeing on a personal development plan	Performance assessment of reports during October and March of each financial year	Performance optimized and retention of talent
	Conduct two performance evaluations of staff	Monthly meetings with reports	Unit kept abreast of important developments
	Hold monthly feedback meetings with staff		
Manage unit budget	Management of unit budget in line with operational plan and the PFMA	Variances on budgets are managed within the requirements of the PFMA	Objectives achieved within scope of budget

Legal Services Budget

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
														0
Appeal Board	360 000	90 000				90 000			90 000			90 000		360 000
Courier & Posage	30 000	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	30 000
Legal Fees	3 200 000	200 000	200 000	400 000	200 000	200 000	400 000	200 000	200 000	400 000	200 000	200 000	400 000	3 200 000
Refreshments	4 000		0	1 000		0	1 000		0	1 000		0	1 000	4 000
Salaries	1 865 448	143 496	143 496	143 496	143 496	143 496	143 496	143 496	143 496	143 496	143 496	143 496	286 992	1 865 448
Stationery	4 000	333	333	333	333	333	333	333	333	333	333	333	333	4 000
Subscriptions	1 000	500		500										1 000
Staff Training	60 000			20 000			20 000					20 000		60 000
Transcription Services	41 000			10 250			10 250			10 250			10 250	41 000
Travel	20 000		0	5 000		5 000		0	5 000		0	5 000		20 000
TOTALS	5 585 448	436 829	346 329	583 079	346 329	441 329	577 579	346 329	441 329	557 579	346 329	461 329	701 075	5 585 448

Notes:

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Risk Equalisation Fund

Team Purpose Statement

We serve medical schemes beneficiaries and associated stakeholders by preparing the Registrar's office for a system of risk equalisation that will equalise the costs faced by beneficiaries for prescribed benefits.

By doing this we help the Council for Medical Schemes achieve government's objective of a system of fair cross subsidies for health risk

Implement systems and build capacity to introduce transfers to and from the Risk Equalisation Fund when the required capacity exists within the CMS office and medical schemes.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
REF Technical Work:			
<ul style="list-style-type: none"> Establish techniques to evaluate REF submissions through more research scheme specific expected values 	<ul style="list-style-type: none"> Calculate scheme-specific expected values: <ul style="list-style-type: none"> ⇒ For 2008 Submissions ⇒ For 2009 submissions 	<ul style="list-style-type: none"> Ready for use in the evaluation of REF submissions April and August 2009 respectively Consultative monograph published on the application of clustering techniques used to arrive at scheme specific expected REF Risk Factor values – May 2009 	Transparent standards set for the expected values of REF risk factors
<ul style="list-style-type: none"> Establish techniques to evaluate REF submissions through more research on the expected variation of REF risk factors in schemes 	<ul style="list-style-type: none"> Research alternative approaches for the establishment of DIN scores 	<ul style="list-style-type: none"> Dependent on the outcome of the research on scheme-specific expected values. Ready for use in the evaluation of REF submissions April and August 2009 respectively Consultative monograph published on the application of Indexing (Scoring) techniques to establish scores used in the evaluation of REF submissions – April 2009 	
<ul style="list-style-type: none"> Do research to establish to confirm the level of REF risk factors established in the REF risk factor studies 	<ul style="list-style-type: none"> Establish benchmarks levels for REF risk factors from other independent sources 	<ul style="list-style-type: none"> Consultative monograph published on comparative benchmark values for selected REF Risk factors - September 2009 	

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
<ul style="list-style-type: none"> Revised REF weighting tables and entry & verification criteria 	<ul style="list-style-type: none"> Review Entry & verification criteria for 2010 Review REF weighting table (REFWT) and expected count table for 2010 	Publication of: <ul style="list-style-type: none"> Entry & Verification Criteria Guidelines (August 2009) REFWT for 2009 (September 2009) REF Risk factor and pricing analysis based on reviewed PMB's (March 2010) 	Revised weighting table and E&V Guidelines published
<ul style="list-style-type: none"> Support PMB review: Support the PMB review process with analysis of data sets and recommend changes to the regulations 	<ul style="list-style-type: none"> Complete the consultative process on the PMB review Complete costing of an essential PMB package Recommend the PMB package that should be implemented with the introduction of the REF REF Risk factor and pricing analysis based on reviewed PMBs 	<ul style="list-style-type: none"> PMB review principles and framework established by April 2009 Depending on access to external data, final report on cost and affordability by September 2009 Draft regulations to introduce the revised PMB Package submitted to the Ministry of Health by March 2010 	PMB Structure and recommendations to the Ministry in line with reform objectives
<ul style="list-style-type: none"> Analysis of REF returns Evaluate REF submissions and report back to schemes 	<ul style="list-style-type: none"> Q1 to Q4 of 2008 – Annual report Q1 and Q2 of 2009 – Limited feedback Q1 to Q4 of 2009 – Annual report 	Delivery of feedback reports and discussions with schemes <ul style="list-style-type: none"> July 2009 December 2009 July 2010 	Feedback loop on REF submissions completed
<ul style="list-style-type: none"> Perform audits on REF data 	<ul style="list-style-type: none"> Implement the REF Audit module on de-personalised data sets 	<ul style="list-style-type: none"> Audit report on the submission of REF shadow data for selected schemes 	

Legal Framework:

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
<ul style="list-style-type: none"> Support the Department of Health in finalization of the amendment to the Medical Schemes Act that will support and enable the systems of the Risk Equalisation Fund 	<ul style="list-style-type: none"> Do more work that should inform revisions to the MSAB and start working on the regulations, <ul style="list-style-type: none"> Analyses to support recommendations on the timing of the introduction of the various provisions introduced in the Bill Draft regulations 	<ul style="list-style-type: none"> Report on Analysis. Draft Regulations 	<ul style="list-style-type: none"> Enabling legislation to support the REF
Organisation Building:			
<ul style="list-style-type: none"> Prepare and enable the office to deal with the CMS policy and governance around the Risk Equalisation Fund. 	<ul style="list-style-type: none"> Improved customer focus Introduce a Net Promoter Score Build organisational culture. Review values and internal workshop in April 2009 	<ul style="list-style-type: none"> Completed review in line with legislated functions NPS scoring system (April 2009) Increased performance 	<ul style="list-style-type: none"> Increased capacity to deal with the REF
Information Technology:			
<ul style="list-style-type: none"> Develop and maintain IT systems to support the Risk Equalisation process from shadow cycle – dry run – live cycle 	<ul style="list-style-type: none"> Complete the REF IT system in accordance with tender specifications 	<ul style="list-style-type: none"> Tested registry reports and workflow systems by July 2009 	<ul style="list-style-type: none"> First phase of IT system development will be completed

Risk Equalisation Fund Budget

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
Cleaning and Gardening	148 428	12 369	12 369	12 369	12 369	12 369	12 369	12 369	12 369	12 369	12 369	12 369	12 369	148 428
Capital Expenditure	765 257	200 660	145 600	160 000	218 997	40 000		-	-	-	-	-	-	765 257
Maintenance	102 320	56 945	4 125	4 125	4 125	4 125	4 125	4 125	4 125	4 125	4 125	4 125	4 125	102 320
PMB Review	330 000	15 000	15 000	165 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	330 000
Amortisation	654 000	54 500	54 500	54 500	54 500	54 500	54 500	54 500	54 500	54 500	54 500	54 500	54 500	654 000
Depreciation	1 194 000	99 500	99 500	99 500	99 500	99 500	99 500	99 500	99 500	99 500	99 500	99 500	99 500	1 194 000
Consulting Fees	168 000	14 000	14 000	14 000	14 000	14 000	14 000	14 000	14 000	14 000	14 000	14 000	14 000	168 000
General Office Admin	15 396	1 283	1 283	1 283	1 283	1 283	1 283	1 283	1 283	1 283	1 283	1 283	1 283	15 396
Internet Expenses	66 960	5 580	5 580	5 580	5 580	5 580	5 580	5 580	5 580	5 580	5 580	5 580	5 580	66 960
Refreshments	3 828	319	319	319	319	319	319	319	319	319	319	319	319	3 828
Recruitment & Relocation	40 000	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333	3 333	40 000

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
Rental	1 054 176	87 848	87 848	87 848	87 848	87 848	87 848	87 848	87 848	87 848	87 848	87 848	87 848	1 054 176
Repairs and Maintenance	134 904	11 242	11 242	11 242	11 242	11 242	11 242	11 242	11 242	11 242	11 242	11 242	11 242	134 904
Salaries	5 570 043	431 039	431 039	431 039	431 039	431 039	431 039	431 039	431 039	431 039	431 039	431 039	828 614	5 570 043
Staff Training	108 747	20 671	31 116	7 366	9 916	30 116	1 366	1 366	1 366	1 366	1 366	1 366	1 366	108 747
Stationery	5 268	439	439	439	439	439	439	439	439	439	439	439	439	5 268
Security	5 856	488	488	488	488	488	488	488	488	488	488	488	488	5 856
Travel	17 928	1 494	1 494	1 494	1 494	1 494	1 494	1 494	1 494	1 494	1 494	1 494	1 494	17 928
Water & Electricity	142 416	11 868	11 868	11 868	11 868	11 868	11 868	11 868	11 868	11 868	11 868	11 868	11 868	142 416
TOTALS	10 527 527	1 028 578	931 143	1 071 793	983 340	824 543	755 793	755 793	755 793	755 793	755 793	755 793	1 153 368	10 527 527

Notes:

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Research and Monitoring

TEAM PURPOSE STATEMENT

We serve beneficiaries of medical schemes and members of the public by collecting and analyzing data to monitor, evaluate and report on trends in medical schemes and develop recommendations to improve regulatory policy and practice.

By doing this we help the Council for Medical Schemes to contribute to the development of policy that enhances the protection of the interests of beneficiaries and the public.

Monitor the impact of the Act, research developments and recommend policy options to improve the regulatory environment

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Monitoring the impact of the Medical Schemes Act and trends in Private Health Finance	Review of contents of quarterly and annual statutory returns	Report to IT on additional indicators for annual returns by October 2009	Appropriate data collection by the office to meet policy and regulatory needs
	Analysis of non accounting data, including, demographics, utilisation of healthcare services, burden of disease and geographic distribution of membership for quarterly and annual statutory returns	Scheme submission of annual report by end August 2009	Improved monitoring of the legislation Better informed industry and public
	Development of strategies to improve quality of non-financial data	On-going maintenance	Improved data quality
	Evaluation of prevalence grids data from the REF		
Monitor changes to contributions and benefits within medical schemes	Review of contribution assessment guidelines	A circular communicating recommendations of review process to stakeholders by August 2009	Improved protection of beneficiaries
	Participation in the development of a framework for assessment of scheme rules and approval of contributions and benefits	Report outlining process for approval of scheme rules by June 2009, and as per BMU targets	

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Pricing of PMB package	<p>Provide costing support to the REF unit for PMB pricing, identifying REF risk factors and constructing weighting table</p> <p>Participating in processes to specify data requests to medical schemes</p> <p>Participating in data cleaning exercise</p>	<p>Input into the PMB pricing report to be produced by the REF unit by February 2010</p> <p>A complete data collection tool by end of May 2009</p>	A revised PMB package to increase protection of risk pools
Improvement of the Complaints Database	<p>A retrospective data mining/analysis of existing complaints</p> <p>An analysis of trends and identification of gaps in the existing database</p> <p>Assisting the Complaints and Adjudication Unit in formulating a revised complaints classification system</p>	<p>A report on the state of existing complaints database by August 2009</p> <p>Identify and classify variables for consideration in the new complaints data specification by October 2009</p>	A strengthened complaints database that will be used by CSM as a passive monitoring mechanism for diagnosing problems in the medical schemes environment
An assessment of coverage of non-PMB conditions and the impact on members	<p>A systematic assessment of medical scheme trends on coverage of non-PMB conditions</p> <p>Evaluating the impact on members of excluded conditions in terms of OOP expenditure</p> <p>Results to feed into REF-driven PMB review process</p>	<p>A draft report detailing trends and the impact on members of the coverage of non-PMB conditions by end November 2009</p> <p>A final report produced by end February 2010</p>	Further strengthening of the PMB review process and protection of beneficiaries
Monitoring ICD 10	On-going monitoring of compliance by	Quarterly reports on level of compliance	Greater efficiency through

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
implementation	medical schemes and other stakeholders by the national task team	by medical schemes	standardisation of billing practices and data collection
	Publicising the confidentiality document through workshops	Regular quarterly meetings of the national task team on ICD 10 implementation	
Provide statistical and research support to other units	Assist R&M and other units in the analysis of data as per request	On-going	Appropriate statistical analysis and report in accordance requests

Research and Monitoring Budget

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTALS
														0
Refreshments	3 000	250	250	250	250	250	250	250	250	250	250	250	250	3 000
Research Costs	72 500			7 500	8 750	10 000	8 750	27 500	10 000					72 500
Salaries	2 922 426	224 802	224 802	224 802	224 802	224 802	224 802	224 802	224 802	224 802	224 802	224 802	449 604	2 922 426
Stationery	4 900	1 633				1 633				1 634				4 900
Staff Training	230 000		8 000	20 000	120 000	50 000	4 000	11 000	8 000		9 000			230 000
Subscriptions	2 530			1 265						1 265				2 530
Travel	20 000			2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	20 000
TOTALS	3 255 356	226 685	233 052	255 817	355 802	288 685	239 802	265 552	245 052	229 951	236 052	227 052	451 854	3 255 356

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Support Units

Human Resources

TEAM PURPOSE STATEMENT

We serve both internal and external customers by assessing needs and proactively addressing those needs through developing, delivering and continuously improving human resources programmes that promote and support Council's vision.

We will fulfill this mission with professionalism, integrity and responsiveness by treating all our customers with respect, providing resourceful, courteous and effective customer service; promoting teamwork, open and clear communication and collaboration; demonstrating creativity, initiative and optimism.

By doing this we help the Council for Medical Schemes by supporting its administration and staff through Human Resources Management advice and assistance, enabling them to make decisions that maximize its most important asset: its people and to continue the development of CMS as employer of choice.

Continue the development of CMS as an employer of choice

OBJECTIVES	WIGs/PIGs	ACTIVITIES	OUTPUTS	OUTCOME	TARGET DATE
FACILITATE THE DEVELOPMENT OF HUMAN RESOURCE STRATEGIES (3 year programme)	WIG	Talent Management: <ol style="list-style-type: none"> Define definition for high potential individual Align recruitment and selection strategy to clearly identify talent and high potential Develop programme so that employees understand their talent zones Link talent process to succession and career strategies Drive employee engagement and retain high potential individuals 	Talent pool identified consisting of individuals who have the ability, engagement and aspiration to rise and succeed in more senior and more critical positions	Council has the right people with the right attitude and approach to fulfill its mandate and strategic objectives	November 30 2009
	WIG	Succession Management: <ol style="list-style-type: none"> Define core competence/talent domains of individuals Define key jobs that need to be on the succession dashboard Scope talent, competency and knowledge requirements per identified job 	Clear succession plan ensuring continued and progressive performance of the organisation	Current and future leadership requirements are met thereby ensuring that the risks associated with the attrition of people in key positions is mitigated	November 30 2009

OBJECTIVES	WIGs/PIGs	ACTIVITIES	OUTPUTS	OUTCOME	TARGET DATE
		<ul style="list-style-type: none"> d. Link individual profiles with key job requirement for best fit and determine skills, knowledge and capability related gaps e. Determine plausible external candidates, identify right people through search processes f. Sense making with individuals who are linked to the succession program g. Individualised developmental programme 			
	WIG	Career management <ul style="list-style-type: none"> a. Train and develop all staff and managers on the construct of contemporary career management, and career conversations for managers b. Develop key competency, knowledge and experience requirement-set per job c. Develop a clear and coherent insight into own talents and development areas 	Individual developmental plans with specific career goals and aspirations linked to organizational requirements	The career development and growth of employees is facilitated in a planned and systematic manner	November 30 2009

OBJECTIVES	WIGs/PIGs	ACTIVITIES	OUTPUTS	OUTCOME	TARGET DATE
		and link talent to jobs d. Link personal developmental objectives to training programmes			
	WIG	Remuneration Implement 2008/2009 remuneration recommendations	<ul style="list-style-type: none"> Completed job evaluations and grading. Salaries benchmarked against the market 	CMS is effective in its strategy to attract and retain the right skills	1 April 2009
HIRE AND RETAIN HIGH QUALITY TALENT	PIG	Source, screen, and select suitably qualified person(s) for a permanent or temporary vacancy within CMS	Talented personnel are identified from within or outside CMS in line with recruitment processes and policy	Best possible pool of applicants recruited thereby supporting our business objectives	As per organizational requirements
PROVIDE EMPLOYEES ASSISTANCE PROGRAMMES TO ENCOURAGE AND MAINTAIN THE WELL-BEING AND PRODUCTIVITY OF EMPLOYEES.	PIG	Wellness Promote Wellness and health activities through <ul style="list-style-type: none"> Annual Health Promotion days and Participation in gym activities 	The quality of life of employees is enhanced and the impact of personal and family problems on their work alleviated	A Healthy workforce is maintained thus aiding the reduction of costs associated with health and wellness matters	Annual Health Day 1 August 2009
	PIG	Counselling Provide confidential assistance or short term counselling to those who are experiencing personal or work-related problems			As per request
	PIG	HIV/AIDS Implement recommendations of	Informed employees on matters relating to HIV/AIDS Especially with regard to prevention, myths and stereotypes associated with	Work environment that does not discriminate against people infected or	Twice a year- May 2009 November

OBJECTIVES	WIGs/PIGs	ACTIVITIES	OUTPUTS	OUTCOME	TARGET DATE
		HIV/AIDS committee	the disease	affected by HIV/AIDS	2009

Implement affirmative action and employment equity in line with national policy

OBJECTIVES	WIGs/PIGs	ACTIVITIES	OUTPUTS	OUTCOME	TARGET DATE
MANAGE EQUITY IN LINE WITH NATIONAL OBJECTIVES	WIG	Implementation of Employment Equity Plan for 2009/2012	Agreed equity goals and targets are used to guide recruitment	Equity goals achieved and legislation complied with.	1 April 2009
	WIG	Prepare Employment Equity report for DoL for 2009/2010	Progress regarding Employment Equity targets reported on.to the DoL	Equity goals achieved and legislation complied with	30 September 2009
	WIG	Engage the employment equity forum in monitoring and evaluating the employment equity plan	Report presented to SMM on progress of implementation the employment equity plan	Employment Equity Plan is successfully implemented	Quarterly

Assist managers and the organization in managing performance

OBJECTIVES	WIGs/PIGs	ACTIVITIES	OUTPUTS	OUTCOME	TARGET DATE
MANAGEMENT OF PERFORMANCE	WIG	Provide support to employees and managers.	Performance assessment workshops facilitated on how to use the tool, as well as on how to optimize the assessment (i.e. avoid bias,	Excellent performance fostered and rewarded through	August 2009

OBJECTIVES	WIGs/PIGs	ACTIVITIES	OUTPUTS	OUTCOME	TARGET DATE
			promote objectivity)	performance management system	
		Collate and table results to Moderating committee	Moderated performance scores for 1 st and 2 nd reviews		31 March 2010

Organizational efficiency and effectiveness

OBJECTIVES	WIGs/PIGs	ACTIVITIES	OUTPUTS	OUTCOME	TARGET DATE
PROVIDE STRATEGIC HR SUPPORT		Provide strategic advice to SMM on: <ul style="list-style-type: none"> ▪ Leave statistics ▪ Cost of training and development ▪ Employment Equity 	Updated reports provided to SMM on a quarterly basis	SMM timeously informed of developments in the area of leave, training & development and employment equity	Quarterly
IMPROVE CUSTOMER SERVICE	PIG	<ul style="list-style-type: none"> • Review service levels by conducting customer service survey s • Create customer service culture 	<ul style="list-style-type: none"> • Results of survey provide a guide for improving customer service • Unit workshops on improving customer service empower staff to respond to customer needs 	Improved customer service to internal and external customers.	Bi-annually

Training and skills development

OBJECTIVES	WIGs/PIGs	ACTIVITIES	OUTPUTS	OUTCOME	TARGET DATE
FACILITATE ORGANISATIONAL TRAINING AND DEVELOPMENT		Review training and development plan 2008/2009	Effectiveness of Training Plan assessed and report tabled to SMM	Effectiveness of training over 2008/2009 evaluated providing opportunity for improvement in the implementation with training plan for 2009/2010	30 April 2008
		Identify training priorities highlighted in career and succession strategy i.e develop competency models for management and leadership	Competencies developed for management and line function	Learning and training objectives aligned to talent management	30 June 2009
		Implement new training Plan for 2009/2010.	Implementation of appropriate learning interventions in line with Training policy facilitated	Learning, and training objectives realigned to meet overall CMS strategy	Ongoing
		Prepare report on training interventions for submission to HWSETA	Workplace Skills Plan (WPSP) complete and lodged with HWSETA	Training requirements of HWSETA complied with	30 June 2009
IMPLEMENT INTERNSHIP PROGRAMME	PIG	Implement approved internship programme	Needs of the organization with regards to interns identified Mentors identified and supported with mentorship training Internal training programmes for interns Feeder institutions engaged	Appoint interns and assign them to units	January 2010

OBJECTIVES	WIGs/PIGs	ACTIVITIES	OUTPUTS	OUTCOME	TARGET DATE
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to ensure that internship is in accordance with the line of study that students are following

Risk management

OBJECTIVES	WIGs/PIGs	ACTIVITIES	OUTPUTS	OUTCOME	TARGET DATE
EFFECTIVE, EFFICIENT AND TRANSPARENT SYSTEM OF RISK MANAGEMENT	WIG	Update risk register with risk identified during: <ul style="list-style-type: none"> • Planning workshop • Unit meetings • Day to day activities Monthly discussion meetings with Risk Manager / Deputy CFO	HR risks identified and together with the appropriate controls reported on in the risk register	HR risks minimized resulting in enhanced efficiency and effectiveness of HR processes	Quarterly

Human Resources Budget

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTAL
Donations	6 000								6000					6 000
Employee Wellness Programme	192 000	16 000	16 000	16 000	16 000	16 000	16 000	16 000	16 000	16 000	16 000	16 000	16 000	192 000
HR/Organisational Strategy	460 000			110 000		150 000	50 000		150 000					460 000
Motor Vehicle	30 000	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	30 000
Operational Planning	360 000										60 000	300 000		360 000
Recruitment & Relocation	500 000	100 000		120 000		180 000			100 000					500 000
Refreshments	60 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	60 000
Salaries	1 935 713	148 901	148 901	148 901	148 901	148 901	148 901	148 901	148 901	148 901	148 901	148 901	297 802	1 935 713
Stationery	6 500			1 100	2 700						2 700			6 500
Year End Function	50 000									50 000				50 000
Staff Training	100 986			5 564		34 000	15 000	16 686	16 000			13 736		100 986
Subscriptions	8 000											8 000		8 000
Temp Services	292 000	24 333	24 333	24 333	24 333	24 333	24 333	24 333	24 333	24 333	24 333	24 333	24 333	292 000
Travel	2 000											2 000		2 000
TOTALS	4 003 199	296 734	196 734	433 398	199 434	560 734	261 734	213 420	468 734	246 734	259 434	520 470	345 635	4 003 199

Notes:

Large blue rounded rectangular area with horizontal dotted lines for notes.

Internal Finance**TEAM PURPOSE STATEMENT**

We serve all the business units in CMS, the senior management team and Council by maintaining an efficient, effective and transparent system of financial management that complies with the applicable legislation. We also serve the Audit Committee, Internal Auditors, National Department of Health, National Treasury and Auditor-General by making available to them information and reports that allow them to carry out their statutory responsibilities. By doing this, we help Council to be a reputable Regulator

Ensure financial management of Council in a manner that is consistent with Public Finance Management Act and other applicable legislation.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Keep full and proper records of the financial affairs of the public entity (S55(1)(a)) WIG	Accurate recording and processing of transactions in various books of first entry. Correct allocation of account codes and cost codes in the processing of EFT transactions, cheques and receipts. Prepare accurate monthly management accounts and costing reports.	Management reports e.g. statement of financial performance, statement of financial position, cash flow statement, variance report and costing reports produced at the second SMM meeting of every month and discussed with management before presenting it to the SMM.	Management reports are produced monthly and serve at SMM, Council and Audit Committee. The structures interrogate these accounts and provide advice where applicable. Decisions are taken on the basis of a fair presentation of accounts.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Financial statements are prepared in accordance with the Generally Accepted Accounting Practice (GAAP) and applicable Generally Recognised Accounting Practice (GRAP). (S55(1)(b)) WIG	<p>Collect all the invoices and receipts and any other relevant information needed for the making of provisions and prepayment. Prepare an audit file.</p> <p>Prepare a report on issues raised in the management letter and report progress SMM, Audit Committee and Council.</p> <p>Prepare AFS that compliance with GAAP and GRAP.</p> <p>Follow up on audit findings in management letter and workshop them with the unit.</p>	<p>Annual financial statements are submitted to Council and Audit Committee before submission to the Auditor General and Treasury on 31 May. Seven days after the Auditor General report Audit Committee evaluates the Annual Financial Statements Submit annual financial statements together with the audit committee report and Accounting Officers report to Treasury and the Executive Authority by 31 August each year.</p> <p>Annual Financial Statement Templates from National Treasury is completed and submitted by the due date as prescribed by NT.</p> <p>Management letter is responded to within the timeframes prescribed by the Auditor-General and presented to the audit committee in October,</p>	<p>To have an unqualified audit opinion each year.</p> <p>Annual financial statements are tabled in the National Assembly by the Minister on 30 September each year.</p>

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
<p>Maintenance of effective and efficient Internal Controls. S55(1)(a)(i)&(ii) S76 (4)(b)&(e). WIG</p>	<p>Facilitate the work of Internal Auditors.</p> <p>Assess our materiality level.</p> <p>Risk Management Committee to report to Management, Audit Committee and Council on the mitigation of identified risks.</p>	<p>Internal Audit reports in line with approved audit plan.</p> <p>Internal Audit charter reviewed annually.</p> <p>Revised materiality level revised annually and presented to SMM</p> <p>Revised policies incorporated in the finance and procedure manual annually.</p>	<p>Ensure that Council transactions are conducted in terms of the finance policies, HR policies and any other relevant legislation governing Council.</p>
<p>Revision of finance policies and procedure manual in line with the PFMA and treasury regulations, Supply Chain Management Framework, Preferential Procurement Act and the requirements of GRAP and GAAP. PIG</p>	<p>Document the necessary changes and discuss them at SMM, Audit Committee and Council</p> <p>Communicate the internal controls to all staff.</p>	<p>Workshops are conducted with staff.</p>	<p>Maintenance of policies that is consistent with changing needs of the corporate environment and relevant legislation.</p> <p>An improved culture of adherence to internal control is maintained in Council.</p>

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
<p>To ensure Audit Committee meetings are held quarterly.(S76 (4)(d))</p> <p>An effective and properly constituted Audit Committee in terms of the PFMA. (TR27)</p> <p>PIG</p>	Audit committee meetings are held quarterly.	Audit committee meetings take place as scheduled.	<p>Continuous assessment of the financial position of Council and the identification of risks inherent in the management of an organisation.</p> <p>Provide financial advice to Council.</p>
	Preparation of documentation and distribution to Audit Committee members seven days before the meetings to audit committee members.	Audit Committee recommendations are implemented timeously.	
	Communicate Audit Committee recommendations to relevant structures of Council.		
	Review Terms of Reference of Audit Committee members annually.	Constitution of audit committee is revised annually to ensure constitution is in line with the PFMA.	
<p>Budget management (S53(1))</p> <p>WIG</p>	Review audit charter and communicate to Audit Committee members annually.		
	Collect operational aligned month to month projections from Heads of cost centres.	A consolidated budget of estimated revenue and expenditure for that financial year is submitted to the Executive Authority six months before the financial year or another period agreed to.	<p>Budgeted resources pursuit the aims and mission of the Council.</p>
	Consolidate respective cost centres estimate budgets into the main budget.		
	Discuss final budget with accounting officer and Heads.		
	Submit annual budget to Council for approval		

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Determination of levy for medical schemes WIG	<p>Submit the proposed budget and operational plans with the proposed levy notice to the Executive Authority.</p> <p>Publish the proposed levy notice in the government gazette for industry comments (30 days).</p> <p>Submit levy imposition notice together with comments received to Executive Authority.</p>	<p>Letter from the Executive Authority approving the levy.</p> <p>Imposition notice is published in the Government Gazette for 30 days after receiving approval from the Executive Authority.</p>	A levy on medical schemes is imposed.
Performance Management (TR 30.1) WIG	<p>Prepare monthly variance reports and discussed with the Heads of Cost Centres prior to presentation at SMM.</p> <p>Quarterly variances are discussed with the Heads.</p> <p>Facilitate preparation of quarterly reports.</p> <p>Midyear review of budget to ensure consistency with approved operational plans and projected cash flow.</p>	<p>Quarterly PFMA reports are submitted to the Executive Authority.</p> <p>Reviews are documented to comply with the PFMA.</p>	<p>Spending is in line with approved operational plans and budget.</p> <p>Quarterly reports are aligned with operational plans and budget.</p>
Preparation of Estimates of National Expenditure Framework (MTEF) projections PIG	Consult with the Registrar and Cost Centre Heads.	Templates on the Estimates of National Expenditure (ENE) are produced and sent to National Treasury.	Submitted to National Treasury and the Executive Authority in December.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Revenue Management (S38)(1) WIG	<p>Collect all monies due to Council.</p> <p>Maintain proper records of all debtors.</p> <p>Charge interest on overdue accounts.</p>	Improved debtor's collection system is maintained in Council.	<p>An accurate presentation of Debtors in the statement of financial position.</p> <p>Debtors' reconciliations are produced on a monthly basis. Manage revenue efficiently and effectively.</p>
Maintenance of the Supply chain Management Framework (S76)(4)(c)) WIG	<p>Develop tender committee guidelines including standard request for proposal document.</p> <p>Tender in line with Supply Chain Management limits. Communicate Supply Chain Management changes to all staff.</p> <p>Submit monthly report to Treasury as required by the SCM framework.</p>	<p>Review Tender Committee guidelines annually.</p> <p>Standard request for proposal (RFP) documents is issued with each tender.</p>	<p>Full compliance with the supply chain management framework.</p> <p>An effective Tender Committee is in place.</p>
Expenditure Management (S76(4)(b)) WIG Procurement system (T.R. 16.6.) WIG	<p>Ensure all expenditure is necessary, appropriate and is paid promptly.</p> <p>Ensure that expenditure is incurred in line with applicable Supply Chain Management thresholds and PFMA. Verify IT consumables monthly.</p> <p>Review procurement policy in</p>	Suppliers are settled within the prescribed period.	<p>An accurate presentation of Creditors in the statement of financial position.</p> <p>Creditors' reconciliations are produced on a monthly basis.</p> <p>No fruitless and wasteful expenditure.</p>

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	the policies and procedures manual.		
	Update supplier database for procurement of all goods and services.	Sign contracts and service level agreements with preferred providers after consultation with Legal.	A fair, open and transparent procurement system that ensures compliance with BEE principles is maintained.
		Procurement is made from the compiled supplier database.	Report on BEE suppliers is provided.
Cash Management (TR 31.1) WIG	Maintenance of an EFT system. Adherence to investment policies. Investment schedules are produced on a monthly basis and presented together with monthly management accounts. Cash forecast/cash flow projections. Bank accounts approved by Treasury.	Determine cash flow requirements from time to time. Investments are held with approved financial institutions.	Efficient and effective cash management.
Asset Management WIG	Recognition of assets in the accounting system and asset register.	Monthly up-to-date asset register.	Effective and efficient safeguarding of assets.
	Bar-coding of assets.	Monthly up-to-date register of redundant assets.	Internally developed software is recognised when it is ready for use.
	Update of insurance contract with regards to assets.	Quarterly up-to-date intangible asset register.	
	Quarterly physical verification of assets.		

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	<p>Manage compliance with International Accounting Standards (with specific reference to assessment of useful life, residual values and impairment tests)</p> <p>Maintain a system of measuring internally developed software.</p> <p>Quarterly reconciliation with IT asset register.</p>		
<p>Personnel costs management. (T.R 8.3.)</p> <p>WIG</p>	<p>A payroll system that complies with relevant legislation is maintained.</p> <p>Liaise with HR on personnel records that affect salary.</p> <p>Prepare accurate information on the IRP5 at the end of each tax year.</p> <p>Legislated deductions against payroll are made.</p> <p>Ensure that all appointments are approved by the CEO.</p> <p>Changes to conditions of employment approved by CEO.</p> <p>Ensure that the payroll system is updated as changes in legislation are released(Tax laws, UIF etc)</p>	<p>Salaries are paid on the 25th of each month.</p> <p>Statutory creditors are settled by the 7th of each month.</p>	<p>All salaries are within budget and for appointed staff.</p> <p>HR and Finance records are reconciled.</p>

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Keeping abreast of the changes in Treasury Regulations and the PFMA PIG	<p>Liaise with the National Treasury and the Office of the Auditor General.</p> <p>Attend workshops and seminars organised by Treasury or Auditor General</p> <p>Effect changes in our policy and procedures manual</p> <p>Communicate changes to staff SMM and Audit Committee.</p>	Implement the required changes in order to comply with the PFMA and Treasury Regulations.	Full compliance with the PFMA and Treasury Regulations.
Render support to the REF PIG	<p>Facilitate budget preparation. Reconcile REF expenditure with the grant received. Ensure that quarterly reports are in line with operational plans and budget.</p>	Expenditure is in line with operational plans.	Reports are produced and submitted to Executive Authority.
Risk management (S55(1)(a)(i)) WIG	<p>Discuss risk register monthly with the Heads of Cost Centres.</p> <p>Report quarterly to Risk Management committee.</p> <p>Update risk register with Internal Audit Reports and discuss changes with unit heads.</p>	Consolidated risk register.	<p>Greater organizational clarity of purpose by clearly identifying policy needs and actions required to meet strategic objectives.</p> <p>Accountability by recording decisions in context and allocating responsibility for action.</p>

Internal Finance Budget

Budget	Total	Month												
	Budget	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	TOTAL
Audit Fees : Internal	450 000		52 400	47 240	52500	50000	43860	60040		74960		69000		450 000
Audit Fees : External	400 000			60 800		180 000		90 000		37 000	32 200			400 000
Amortisation	180 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	180 000
Bank Charges	36 000	3 000	3 000	3 000	3 000	3 000	3 000	3 000	3 000	3 000	3 000	3 000	3 000	36 000
Cleaning & Gardening	250 000	21 500	20 500	20 500	21 500	20 500	20 500	21 500	20 500	20 500	21 500	20 500	20 500	250 000
Consultancy Fees	36 000	3 000	3 000	3 000	3 000	3 000	3 000	3 000	3 000	3 000	3 000	3 000	3 000	36 000
Courier & Postage	88 000	4 000	4 000	14 000	4 000	4 000	14 000	4 000	4 000	14 000	4 000	4 000	14 000	88 000
Depreciation	840 000	70 000	70 000	70 000	70 000	70 000	70 000	70 000	70 000	70 000	70 000	70 000	70 000	840 000
General Expense Admin	85 020	7 085	7 085	7 085	7 085	7 085	7 085	7 085	7 085	7 085	7 085	7 085	7 085	85 020
Employee Benefits	987 540	82 295	82 295	82 295	82 295	82 295	82 295	82 295	82 295	82 295	82 295	82 295	82 295	987 540
Insurance	163 500	13 625	13 625	13 625	13 625	13 625	13 625	13 625	13 625	13 625	13 625	13 625	13 625	163 500
Refreshments	4 000	800		0	800		800	800	800		0	0	0	4 000
Rent	2 362 450	185 000	197 950	197 950	197 950	197 950	197 950	197 950	197 950	197 950	197 950	197 950	197 950	2 362 450

Budget	Total	Month												
	Budget	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	TOTAL
Rental Other Assets	12 960	1 080	1 080	1 080	1 080	1 080	1 080	1 080	1 080	1 080	1 080	1 080	1 080	12 960
Repairs & Maintenance	333 686	27 693	25 607	19 407	27 693	19 407	25 607	27 693	19 407	52 951	19 407	19 407	49 407	333 686
Salaries	3 720 847	286 219	286 219	286 219	286 219	286 219	286 219	286 219	286 219	286 219	286 219	286 219	572 438	3 720 847
Staff Training	219 252	8 999	37 000	13 500	24 500			18 000	26 000	4 500	49 545	25 510	11 698	219 252
Stationery	24 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	24 000
Travel	12 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	12 000
Water & Electricity	300 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	300 000
Workmans compensation	200 000					200 000								200 000
TOTALS	10 705 255	757 296	846 761	882 701	838 247	1 181 161	812 021	929 287	777 961	911 165	833 906	845 671	1 089 078	10 705 255

Notes:

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Information Systems and Knowledge Management

TEAM PURPOSE STATEMENT

We serve the business units in CMS by developing, sourcing, implementing and maintaining technology enablers. We also serve medical schemes and their members, administrators, managed care organizations, brokers and the general public by making information accessible anytime, anywhere and in any situation.

By doing this we help the Council for Medical Schemes achieve its objectives through the use of appropriate information systems and to render excellent customer service.

To facilitate an efficient, focused and educated workforce.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Render an effective and efficient IT Helpdesk Support Service.	Log all calls on a Helpdesk support system.	All calls logged and followed up to ensure satisfied end-users.	Statistics used to pinpoint problem hardware & software as well as determining training needs
	Respond to all logged calls within 30 minutes.	All calls received by IT Helpdesk responded to within 30 minutes.	Fast response times ensured & end user satisfaction achieved.
	Keep Microsoft applications and operating systems updated on a daily basis.	All Microsoft applications and operating systems updated with that latest patches on a daily basis with WSUSS.	Software vulnerability reduced through regular updating of Microsoft applications.
	Ensure that all printers and photocopy machines function optimally.	Printers and photocopy machines function with minimum downtime. A maximum of 20 Minutes downtime will be allowed for minor problems and 4 hour response time for major problems that need to be attended to by the OEM.	Reduced downtime with a resultant increase in workforce efficiency.
	Ensure that end-user desktop PC's function optimally.	Minor End-user desktop PC hardware and software issues attended to within 30 minutes and resolved within 4 hours & where vendor support is required, resolution of problems within 24 hours.	Reduced downtime with a resultant increase in workforce efficiency.
Educate staff on different IT systems and tools available within CMS as and when necessary.	Training on the new integrated Case Management System. New Accreditation Web Part, New Statutory Reports web Part and new complaints Web Part	In-house group training sessions conducted once every month. Starting May 2009 – March 2010.	Staff is educated on the use of IT Systems enabling them to : Access relevant reporting data. Easily use and manage the respective IT Systems. Improved Customer Assistance and service.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
	Continued support on new and existing Systems. Create a short training manual on existing IT systems for HR to hand to new employees at induction.	Training Manual – Nov 2009.	
LAN Infrastructure and related components (telephony and “server farm”) regularly tested and maintained.	Test and maintain LAN infrastructure and related components (switches, routers etc.)	LAN infrastructure tested and maintained on an ongoing basis.	Stable uptime of LAN infrastructure assured.
Ensure that disaster recovery and data backup procedures are in place.	Perform daily, weekly and monthly differential and full backups, ensure emergency electrical supply is maintained and ensure that environmental monitoring systems in server rooms function optimally.	Backups performed as per schedule and tapes stored offsite. Data restored on a monthly basis to test success of backups. UPS, GENSET and EMS systems maintained and services as per SLA schedules.	Risk to the organisation mitigated through the application of sound disaster recovery and backup procedures.
Ensure that adequate domain security measures are in place	Security infrastructure tested and regularly checked for vulnerabilities, Group Policy fine tuned and Anti-Virus measured deployed	Check Intrusion Detection, Group Policy and Sophos Logs weekly to monitor possible intrusion attempts, virus outbreak and perform a controlled penetration.	Adequate group policy and domain security measures implemented to ensure that unauthorised access attempts are prevented.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
LAN speed increased to improve connectivity.	Configure switches to accommodate 1 gig connectivity	All switches configured to accommodate a Gig network by end June 2009	Better improved connectivity between the units and across the domain.
Internet connectivity monitored and optimally running at 100%.	Backup ADSL lines installed and monitored.	Installation of a backup ADSL line with bandwidth management by end of April 2009	Internet speed increased and constantly monitored using bandwidth management.CMS line cleared of all errors.
LAN infrastructure constantly monitored	Deployment of network monitoring tool to monitor switches and network backbone.	Network performance improved as errors will be detected immediately and necessary steps taken – ongoing	Stable uptime of LAN infrastructure assured.

Implement systems and build capacity to introduce transfers to and from the Risk Equalization Fund

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Implementation of the REF IT System.	Assist with the development, testing and deployment of all components of the REF IT Systems which include: Infrastructure The REF Portal The Registry Workflow Management Reporting	Develop and test new functionality for integration of all components successfully for the REF system as and when needed	REF IT System component functionality developed and deployed
	Undergo handover tasks with relevant I.T. consultants	To have CMS I.T. staff learn and manage REF systems	Dependencies on outsourced consultants for REF system support reduced
	Assist I.T. consultants with Ad-hoc development and testing.	I.T. consultants assisted with their ad-hoc development and testing.	REF IT System component functionality developed and deployed
Participation in REF Steering Committee	Participate in bi-weekly REF Steering Committees and render technical advice as required.	Technical advice rendered on strategic issues such as confidentiality on a bi-weekly basis.	Contribute toward strategic decision making on the implementation of REF.

Assist Financial Supervision in monitoring the financial performance and soundness of medical schemes

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Develop new Online Quarterly Returns for 2009/10.	Liaise with relevant parties to determine scoping requirements. Investigate and develop new database structure. Develop New GUI. Testing and Implementation.	March 2009 April 2009 June 2009 End July 2009	Improved quality of data submitted by schemes for better regulatory decision making and improved level of compliance. Faster Access to data. Improved User experience
Develop new Online Annual Returns for 2009/10	Liaise with relevant parties to determine scoping requirements. Investigate and develop new database structure. Develop New GUI. Testing and Implementation.	Sept 2009 Oct 2009 Dec 2009 Feb 2009	Improved quality of data submitted by schemes for better regulatory decision making and improved level of compliance. Faster Access to data. Improved User experience
Assist with Maintenance and Query Handling for the Online Returns System	Render telephonic and written Assistance to Internal and External Stakeholders on Queries related to submission of Online Returns.	Quarterly and annually	External and Internal queries resolved.
Maintain the Online Auditor Approval Questionnaire for 2009.	Make amendments to the Online Auditor Approval Questionnaire and improve associated reports. Render telephonic and written Assistance to Internal and External Stakeholders on Queries related to submission of Online Auditor Approval Questionnaire.	Amendments made to system and reports by end June 2009.	External and Internal queries resolved.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Develop Integrated Case Management System(ICMS)	Integrate Accreditation Web part.	Phase 1 – Accreditation web part of ICMS rolled out to relevant internal Stakeholders and training users thereof by end July 2009.	More IT systems accessible through 1 single portal. Centralized and easier access to information Easier data sharing between dept. Improved end-user experience
	BMU system web part integrated.	End August 2009	
	Integrate Partial Statutory Returns Reports web part.	End August 2009	
	Integrate complaints web part.	End March 2010	
	Coding Standard for complaints, done by Alex van den Heever.	End Feb 2010	
	Integrate selected reports.	End January 2010	
	Call Centre web part integrated.	End April 2010	
	Training on MOSS and developing web parts for developers.	End April 2009	
Ensure that databases are secure and functioning optimally	Perform planned quarterly and un-planned ad-hoc Optimization and Archiving Procedures	Archived and Re-indexed databases every quarter	Better performance on the various systems

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Develop new CMS Website	Outsource development. Send out tenders.	New CMS website developed and deployed by end December 2009	Improved user experience. Easier access to Information Better Security
Modify Current Portals on website to conform to the new website.	Apply new style sheets Based on the new website design Receive training on the new website(developers)	New look and feel of the portals. By April 2010.	Improved user experience. Easier access to Information Better Security
Publish and maintain content on the CMS Website and related portals	Publish and maintain content on the website as requested by various units.	Content published on CMS Website within 24 hours on receiving a publication request	Content on the CMS website up to date and maintained.
Online POATIA Form	Replace POATIA portal on CMS Website	End June 2009	Improve access to information held by council by developing a simple on line form, thereby improving customer service

Maintain systems that assist the Complaints Adjudication Unit in investigating and effectively resolving complaints.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Effect changes to the Complaints Adjudication System.	Change requests are executed depending on the approval by the IT steering committee in accordance with procedures.	Ongoing	Improved complaints system support and enhances the Unit's ability to render a more efficient complaints resolution service.

Act as an intermediary between CMS and our stakeholders by providing relevant guidance and advice, thus rendering excellent customer service.

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Effective handling of telephonic enquiries and queries as per industry norms & standards.	Ensure that the call wait time reduced in the Inter- reactive Voice Recording (IVR)	Call wait time in the IVR limited to a maximum of 2 minutes. It will be monitored by means of SMM Bi-weekly reports.	Improved customer experience and service standards.
	Ensure that the call abandon rate is reduced.	Call abandon rate maintained below 10%. Over the reporting period & will be monitored by means of SMM Bi-weekly reports.	Improved customer experience and service standards.
	Ensure that all calls are wrapped up on time.	Wrapping up of calls should not exceed and average of 10 seconds. It will be monitored by means of SMM Bi-weekly reports.	Improved customer experience and service standards.
	Establish a new 086 number that will only be dedicated to CMS Contact Centre	Achieve a smoother call flow & reduce queuing time.	Improved customer experience and service standards.
Educate staff on the role and importance of the Contact Center.	Conduct presentations during full staff meetings.	Quarterly presentations. Ongoing	Promote customer understanding in order to meet customer needs. And to enhance relations with supporting units.
	Develop a Contact Center training manual.	To be implemented in the 2nd quarter of the financial year.	To create consistency and uniformity which will lead to improved customer service and service standards.
Actively manage and monitor all recorded verbal and written queries received.	Respond to all queries received and where information need to be obtained from other units will escalated when necessary.	Improve quality control by actively monitoring and managing calls. Ongoing.	Improved customer experience and quality control.
Establish Service Policies with the	Negotiate, agree and enter into	Service Policies outlining specific	Improved customer experience

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
various business units.	Service Policies with all operating units that we serve.	turnaround times and expectations with operating units to be implemented by end April 2009.	and service

Improve Information Management through effective utilization of the CMS Information Center

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
To improve Information management through information processing, retrieval, and collection building, focusing on the broad organization.	<u>Collection Building-</u> Process requests for books and Journals as received by either ordering new ones or performing inter-library loans	<u>Collection Building-</u> Processing as and when books and journals are requested.	Easy accesses of information in the information centre and ensure that information materials kept are always up to date.
	Current awareness Service (CAS)	Making available latest legislation and other relevant information, through online access to Parliamentary Monitoring, Legalbrief, EBSCO, SABINET online to members of CMS	
	<u>Information Processing</u> Investigate several leading library catalogue systems.	<u>Information Processing</u> Acceptable library catalogue system identified for purchase by mid May 2009.	
	Install and configure new library system in close collaboration with ICT.	New library system configured and installed by end May 2009.	
	Deploy new library system search interface on E-Library and train end users.	Search function made available on E-Library by mid June 2009 and end users trained on ongoing basis.	

Promotion of Access to Information Act (POATIA)

OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
To comply with the Act in terms of access to information by outside users	Respond to queries after receipt of request	Ongoing: POATIA requests responded to within 30 days after receipt	Full compliance with the Act - Ongoing
Prepare and submit Statistical Information as prescribed by the Act	Preparation of Statistical information a) Section 32 statistics(SAHRC) b) Section 15 Statistics (Department Of Justice and Constitutional Affairs)	Statistics has to be prepared and submitted by End of April 2009 as per Act	Full compliance with the Act - Ongoing
To improve Online Access on CMS website to POATIA	Revamp the POATIA interface in close collaboration with ICT in order to make it user-friendly.	POATIA Interface revamped by end of June 2009	Improve access to POATIA information online.
Promote the Information Center as a user friendly entity amongst all units in CMS by making sure that the E-Library is fully utilized.	Include access to SABINET, Butterworths and Legalbrief as part of the E-Library Interface.	Use of E-library increased by including SABINET, Butterworths, Legalbrief as part of the interface by end of June 2009.	Improve access to information materials being hosted through the E-Library Portal.
To develop a POATIA manual on how to access information from CMS	Preparation of manuals in Three (3) different languages as required by section 14 of the act	Manual to be prepared and ready by end of August 2009 in case there might be organizational changes	Full compliance with the Act - Ongoing

Records and knowledge management

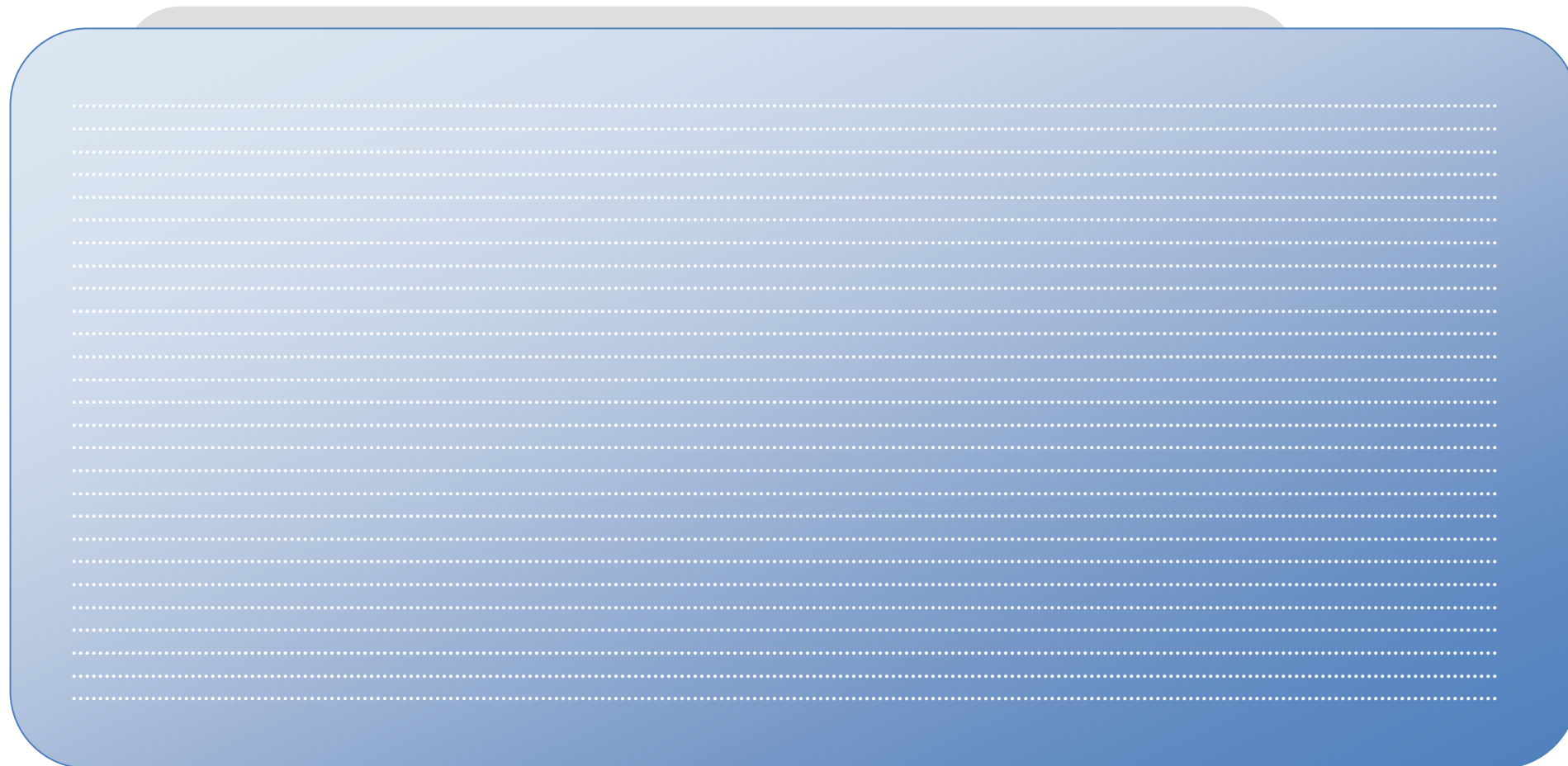
OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
To comply with the National Archives and Records Services of South Africa Act of 1996.	Dedicated imaging processing	Assessment of the number of records to be scanned. Appointment of scan bureau for bulk scanning – Decision to scan forward or historical (records at Metrofile) Actual scanning – Minutes of meetings SMM, Council, Exco, Schemes Rules File plan finalized and approved by end May 2009.	Full compliance with the National Archives and Records Services of South Africa Act of 1996
	Finalise CMS File plan by the addition of IS&KM and Office of the CEO and re-submit to National Archives for final approval. Transpose final file plan to our MOSS Document Centre for EDMS purposes.	File plan transposed by mid June 2009.	
OBJECTIVES	ACTIVITIES	OUTPUTS	OUTCOME
Establish a framework for organizational readiness for Knowledge Management	Promote effective journal club and capturing of knowledge during sessions	Ongoing: To engage R&M unit regarding the operation of the Journal Club and to come up with strategies to tap into knowledge during sessions	Encourage a Knowledge sharing environment within CMS

Information Systems and Knowledge Management Budget

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTAL
Computer Expenses	143 760	19 380	17 980	12 980	18 380	7 980	7 980	18 380	7 980	7 980	8 380	7 980	8 380	143 760
Consultancy Fees	292 000	26 250	21 250	126 250	108 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	292 000
Copy Costs	75 000	6 250	6 250	6 250	6 250	6 250	6 250	6 250	6 250	6 250	6 250	6 250	6 250	75 000
External Storage	100 000	8 500	8 500	8 500	8 500	8 500	8 500	8 500	8 500	8 500	8 500	7 500	7 500	100 000
Internet Expenses	237 154	19 700	19 700	19 700	19 700	19 700	19 700	19 700	19 700	19 700	20 454	19 700	19 700	237 154
Refreshments	6 000	500	500	500	500	500	500	500	500	500	500	500	500	6 000
Rental Copiers	300 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	300 000
Knowledge Management	223 000	26 000		0	0	0	0			47 000	97 000	53 000		223 000
Books	20 000	2 000	2 000	2 000	1 556	1 556	1 556	1 556	1 556	1 556	1 556	1 556	1 552	20 000
Salaries	3 977 220	305 940	305 940	305 940	305 940	305 940	305 940	305 940	305 940	305 940	305 940	305 940	611 880	3 977 220
Security-Computers & Building	248 733	103 985	3 985	67 998	40 885	3 985	3 985	3 985	3 985	3 985	3 985	3 985	3 985	248 733
Stationery	8 000	413	1 817	2 017	417	417	417	417	417	417	417	417	417	8 000
Staff Training	302 855	184 155	27 000		1 700	20 000	70 000			0	0	0	0	302 855

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTAL
Software Licences	150 500	62 000			20 000	15 000		10 000	43 500					150 500
Subscriptions	4 500		4 500											4 500
Telephone & Fax	833 292	69 441	69 441	69 441	69 441	69 441	69 441	69 441	69 441	69 441	69 441	69 441	69 441	833 292
Travel	10 000	833	833	833	833	833	833	833	833	833	833	833	833	10 000
Website Development	600 000		600 000											600 000
TOTALS	7 532 014	860 347	1 114 696	647 409	627 352	486 352	521 352	471 752	494 852	498 352	549 506	503 352	756 688	7 532 014

Notes:



PART 2: BUDGET

Income budget for the financial year 2009/2010

INCOME	Total		Month											
	Budget	April	May	June	July	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar	Total
Accrediatito n Fees	5 500 000	458 333	458 333	458 333	458 333	458 333	458 333	458 333	458 333	458 333	458 333	458 333	458 333	5 500 000
Interest Received	1 400 000	116 667	116 667	116 667	116 667	116 667	116 667	116 667	116 667	116 667	116 667	116 667	116 667	1 400 000
Ley on Medical Schemes	48 846 397		24 423 199				24 423 199							48 846 397
Registration Fees	400 000	33 333	33 333	33 333	33 333	33 333	33 333	33 333	33 333	33 333	33 333	33 333	33 333	400 000
Surplus Funds	5 300 000	5 000 000												5 000 000
Total	61 446 397	5 608 333	25 031 532	608 333	608 333	608 333	25 031 532	608 333	608 333	608 333	608 333	608 333	608 333	61 146 397

Full budget for the financial year 2009/2010

Expenditure	Total	Month												
	Budget	April	May	June	July	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar	TOTALS
Accreditation Costs	180 000	16 116	4 544	21 484	20 724	22 584	22 584	15 024	17 004	0	0	39 936	0	180 000
Administrators Training	115 720	0	0	0	0	0	0	0	0	0	40 000	35 200	40 520	115 720
Appeal Board	360 000	90 000	0	0	0	90 000	0	0	90 000	0	0	90 000	0	360 000
Audit Fees: Internal	450 000	0	52 400	47 240	52 500	50 000	43 860	60 040	0	74 960	0	69 000	0	450 000
Audit Fees: External	400 000	0	0	60 800	0	180 000	0	90 000	0	37 000	32 200	0	0	400 000
Amortisation	180 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	180 000
Books	20 000	2 000	2 000	2 000	1 556	1 556	1 556	1 556	1 556	1 556	1 556	1 556	1 552	20 000
Bank Charges	36 000	3 000	3 000	3 000	3 000	3 000	3 000	3 000	3 000	3 000	3 000	3 000	3 000	36 000
Cleaning & Gardening	250 000	21 500	20 500	20 500	21 500	20 500	20 500	21 500	20 500	20 500	21 500	20 500	20 500	250 000
Computer Expenses	143 760	19 380	17 980	12 980	18 380	7 980	7 980	18 380	7 980	7 980	8 380	7 980	8 380	143 760
Consumer Education	657 900	37 900	40 000	100 000	120 000	50 000	120 000	30 000	20 000	15 000	5 000	10 000	110 000	657 900
Council Committees	527 145	44 429	65 000	44 429	44 429	65 000	44 429	44 429	65 000	0	0	65 000	45 000	527 145
Courier & Postage	154 000	8 500	11 500	18 500	8 500	11 500	18 500	8 500	11 500	18 500	8 500	11 500	18 500	154 000
Consulting Fees	488 000	29 250	24 250	169 250	111 250	4 250	44 250	4 250	4 250	44 250	4 250	4 250	44 250	488 000
CMS News	236 000	500	58 000	500	58 000	500	58 000	500	500	500	500	500	58 000	236 000
Copy Costs	75 000	6 250	6 250	6 250	6 250	6 250	6 250	6 250	6 250	6 250	6 250	6 250	6 250	75 000
Depreciation	840 000	70 000	70 000	70 000	70 000	70 000	70 000	70 000	70 000	70 000	70 000	70 000	70 000	840 000
Donations	6 000	0	0	0	0	0	0	0	6 000	0	0	0	0	6 000
Employee Wellness	192 000	16 000	16 000	16 000	16 000	16 000	16 000	16 000	16 000	16 000	16 000	16 000	16 000	192 000
External storage	100 000	8 500	8 500	8 500	8 500	8 500	8 500	8 500	8 500	8 500	8 500	7 500	7 500	100 000
General Expense Admin	85 020	7 085	7 085	7 085	7 085	7 085	7 085	7 085	7 085	7 085	7 085	7 085	7 085	85 020

Expenditure	Total		Month											
	Budget	April	May	June	July	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar	TOTALS
Employee Benefits	987 540	82 295	82 295	82 295	82 295	82 295	82 295	82 295	82 295	82 295	82 295	82 295	82 295	987 540
HR/Organisational Strategy	460 000	0	0	110 000	0	150 000	50 000	0	150 000	0	0	0	0	460 000
Insurance	163 500	13 625	13 625	13 625	13 625	13 625	13 625	13 625	13 625	13 625	13 625	13 625	13 625	163 500
Internet Expenses	237 154	19 700	19 700	19 700	19 700	19 700	19 700	19 700	19 700	19 700	20 454	19 700	19 700	237 154
Investigation Costs	650 000	0	0	162 500	0	0	162 500	0	0	162 500	0	0	162 500	650 000
IPP	360 000	0	100 000	0	0	120 000	0	0	100 000	0	40 000	0	0	360 000
Legal Fees	3 200 000	200 000	200 000	400 000	200 000	200 000	400 000	200 000	200 000	400 000	200 000	200 000	400 000	3 200 000
Media and Promotion	867 500	9 000	50 000	110 000	72 500	260 000	59 833	46 833	46 833	72 500	70 000	70 000	0	867 500
Council Members fees	216 732	15 000	24 183	15 000	15 000	24 183	15 000	15 000	24 183	15 000	15 000	24 183	15 000	216 732
Motor Vehicle	30 000	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	30 000
Printing	106 600	0	0	0	50 000	0	50 000	0	0	0	6 600	0	0	106 600
Recruitment & Relocation	500 000	100 000	0	120 000	0	180 000	0	0	100 000	0	0	0	0	500 000
Refreshments	134 016	10 968	10 168	12 168	10 968	10 168	12 968	10 968	10 968	12 168	10 168	10 168	12 168	134 016
Rent	2 362 450	185 000	197 950	197 950	197 950	197 950	197 950	197 950	197 950	197 950	197 950	197 950	197 950	2 362 450
Rental Copiers	300 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	300 000
Rental Other Assets	12 960	1 080	1 080	1 080	1 080	1 080	1 080	1 080	1 080	1 080	1 080	1 080	1 080	12 960
Operational Planning	360 000	0	0	0	0	0	0	0	0	0	60 000	300 000	0	360 000
Repairs & Maintenance Office	333 686	27 693	25 607	19 407	27 693	19 407	25 607	27 693	19 407	52 951	19 407	19 407	49 407	333 686
Research Costs	72 500	0	0	7 500	8 750	10 000	8 750	27 500	10 000	0	0	0	0	72 500
Knowledge Management	223 000	26 000	0	0	0	0	0	0	0	47 000	97 000	53 000	0	223 000
Salaries	38 309 167	2 946 859	2 946 859	2 946 859	2 946 859	2 946 859	2 946 859	2 946 859	2 946 859	2 946 859	2 946 859	2 946 859	5 893 718	38 309 167
Security-Computers	248 733	103 985	3 985	67 998	40 885	3 985	3 985	3 985	3 985	3 985	3 985	3 985	3 985	248 733
Year End	50 000	0	0	0	0	0	0	0	0	50 000	0	0	0	50 000

Expenditure	Total		Month											
	Budget	April	May	June	July	Aug	Sept.	Oct	Nov	Dec	Jan	Feb	Mar	TOTALS
Function														
Staff Training	1 867 991	305 452	186 055	135 964	261 000	188 450	176 000	66 186	190 700	20 500	82 545	118 441	136 698	1 867 991
Stationery	208 742	18 175	11 817	27 217	13 117	14 321	24 517	10 417	10 417	28 422	13 117	10 417	26 788	208 742
Strategic Planning Costs	198 000	0	0	0	58 000	0	0	140 000	0	0	0	0	0	198 000
Subscriptions	42 084	1 060	4 500	1 765	0	0	0	0	0	1 265	25 494	8 000	0	42 084
Software Licence Subscription	150 500	62 000	0	0	20 000	15 000	0	10 000	43 500	0	0	0	0	150 500
Telephone & Fax	833 292	69 441	69 441	69 441	69 441	69 441	69 441	69 441	69 441	69 441	69 441	69 441	69 441	833 292
Temp Services	292 000	24 333	24 333	24 333	24 333	24 333	24 333	24 333	24 333	24 333	24 333	24 333	24 333	292 000
Transcription Services	41 000	0	0	10 250	0	0	10 250	0	0	10 250	0	0	10 250	41 000
Travel	280 400	26 617	15 617	28 867	19 117	27 117	24 867	20 617	21 617	19 867	15 617	23 617	36 867	280 400
Trustee Training	550 000	50 000	50 000	25 000	40 000	100 000	55 000	70 000	29 800	50 000	40 200	10 000	30 000	550 000
Water & Electricity	300 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	25 000	300 000
Workman's Compensaton	200 000	0	0	0	0	200 000	0	0	0	0	0	0	0	200 000
Website Development	600 000	0	600 000	0	0	0	0	0	0	0	0	0	0	600 000
TOTAL:	61 246 091	4 746 193	5 111 724	5 284 937	4 827 487	5 560 119	4 994 554	4 476 996	4 739 318	4 700 272	4 355 391	4 739 258	7 709 842	61 246 091

CAPITAL BUDGET	
Computer Software	476 204
Computer Equipment	356 200
Other Assets(Art work, Fridge, Blinds)	132 000
Motor car	-
Furniture and Fittings	255 902

Budget: Office of the CEO

Budget	Total	Month												
	Budget	April	May	June	July	August	September	October	November	December	Jan	Feb	March	TOTAL
Council Committees	527 145	44 429	65 000	44 429	44 429	65 000	44 429	44 429	65 000	0	0	65 000	45 000	527 145
Courier & Postage	36 000	2 000	5 000	2 000	2 000	5 000	2 000	2 000	5 000	2 000	2 000	5 000	2 000	36 000
IPP	360 000		100 000			120 000			100 000		40 000			360 000
Members Fees - Council	216 732	15 000	24 183	15 000	15 000	24 183	15 000	15 000	24 183	15 000	15 000	24 183	15 000	216 732
Refreshments	12 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	12 000
Salaries	2 975 219	228 863	228 863	228 863	228 863	228 863	228 863	228 863	228 863	228 863	228 863	228 863	457 726	2 975 219
Stationery	70 000	5 833	5 833	5 833	5 833	5 833	5 833	5 833	5 833	5 833	5 833	5 833	5 833	70 000
Staff Training	160 000		50 000	40 000	10 000		10 000		10 000	10 000	10 000	10 000	10 000	160 000
Strategic Planning Costs	198 000				58 000			140 000						198 000
Travel	60 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	60 000
TOTALS	4 615 096	302 125	484 879	342 125	370 125	454 879	312 125	442 125	444 879	267 696	307 696	344 879	541 559	4 615 096



COUNCIL FOR MEDICAL SCHEMES

