Residential (CCU) -	FY13-14 Q3	Beds per 10,000 PopIn	Bed Occ.	Leave Days as a % of Occ. Days	Avg dur (days) of treatment to date	% Clients on CTO	Valid HoNOS compliance	Mean HoNOS at episode start	Basis32 Offer Rate	Basis32 Completion Rate
Alfred Health	Inner South East (The Alfred)	1.0	64 %	0 %	500.5	38 %	85 %	15.1	82 %	3 %
Austin Health	North East (Austin)	1.9	0 %							
Eastern Health	Central East (Box Hill)	0.9	76 %	7 %	502.2	60 %	88 %	17.7	63 %	46 %
	Outer East (Maroondah)	0.7	57 %	0 %	355.2	26 %	95 %	18.1	82 %	36 %
	TOTAL	0.8	66 %	4 %	433.0	44 %	91 %	18.0	72 %	41 %
Melbourne Health	Inner West (RMH)	1.3	89 %	6 %	311.8	81 %	75 %	12.8	67 %	50 %
	Mid West (Sunshine)	0.9	82 %	12 %	361.8	61 %	97 %	10.0	74 %	52 %
	North West (Broadmeadows)	1.0	70 %	14 %	512.3	41 %	83 %	10.0	78 %	72 %
	Northern	1.0	82 %	8 %	580.5	50 %	83 %	2.5	61 %	43 %
	TOTAL	1.0	81 %	10 %	427.0	60 %	84 %	10.1	69 %	53 %
Monash Health	Dandenong	1.2	89 %	8 %	389.9	50 %	96 %	10.6	59 %	41 %
	Middle South (Monash Adult)	1.1	69 %	0 %	703.5	29 %	96 %	24.0	43 %	35 %
	TOTAL	0.8	79 %	4 %	535.7	40 %	96 %	15.5	52 %	38 %
Peninsula Health	Peninsula	1.2	95 %	19 %	562.6	27 %	100 %	10.0	85 %	62 %
St Vincent's Hospital	Inner East (St Vincent's)	1.2	68 %	16 %	255.3	23 %	76 %	11.0	48 %	44 %
Mercy Health	South West (Werribee)	0.9	97 %	0 %	405.4	80 %	93 %	19.3	77 %	60 %
TOTAL METRO		1.0	72 %	8 %	449.1	49 %	89 %	13.8	69 %	44 %
Ballarat Health	Grampians	1.6	69 %	33 %	198.4	58 %	19 %		13 %	0 %
Barwon Health	Barwon	0.8	74 %	7 %	132.7	45 %	92 %	19.0	46 %	75 %
Bendigo Health	Loddon/Southern Mallee	0.8	81 %	0 %	79.0	65 %	82 %	16.7	85 %	66 %
Goulburn Valley Health	Goulburn & Southern	1.2	98 %	9 %	234.4	36 %	0 %		0 %	0 %
Latrobe Regional	Gippsland	0.9	67 %	11 %	182.6	48 %	96 %	12.4	56 %	56 %
Albury Wodonga Health	North East & Border	3.4	78 %	11 %	683.9	21 %	57 %	15.7	54 %	31 %
TOTAL RURAL		1.1	76 %	13 %	256.0	47 %	73 %	16.5	60 %	51 %
TOTAL STATEWIDE		1.0	73 %	9 %	381.6	48 %	83 %	14.9	66 %	46 %

Residential (CCU) - (FY13-14 Q1-3 )	Year to Date	Beds per 10,000 Popln	Bed Occ.	Leave Days as a % of Occ. Days	Avg dur (days) of treatment to date	СТО	Valid HoNOS compliance	Mean HoNOS at episode start	Basis32 Offer Rate	Basis32 Completion Rate
Alfred Health	Inner South East (The Alfred)	1.0	65 %	0 %	516.2	34 %	83 %	16.2	83 %	1 %
Austin Health	North East (Austin)	1.9	0 %							
Eastern Health	Central East (Box Hill)	0.9	74 %	5 %	487.8	62 %	93 %	15.4	72 %	63 %
	Outer East (Maroondah)	0.7	63 %	0 %	352.5	37 %	83 %	19.3	67 %	30 %
	TOTAL	0.8	69 %	3 %	424.7	49 %	88 %	17.8	70 %	46 %
Melbourne Health	Inner West (RMH)	1.3	88 %	7 %	346.3	85 %	78 %	14.2	63 %	41 %
	Mid West (Sunshine)	0.9	92 %	16 %	393.0	59 %	99 %	11.1	91 %	51 %
	North West (Broadmeadows)	1.0	75 %	10 %	434.2	50 %	94 %	9.6	83 %	69 %
	Northern	1.0	81 %	6 %	619.1	48 %	92 %	11.9	69 %	56 %
	TOTAL	1.0	84 %	10 %	443.1	62 %	90 %	11.9	76 %	53 %
Monash Health	Dandenong	1.2	91 %	12 %	444.5	57 %	94 %	11.1	64 %	54 %
	Middle South (Monash Adult)	1.1	80 %	7 %	732.4	28 %	97 %	23.1	40 %	36 %
	TOTAL	0.8	85 %	10 %	578.4	43 %	95 %	15.7	53 %	45 %
Peninsula Health	Peninsula	1.2	91 %	19 %	523.3	33 %	100 %	12.1	91 %	61 %
St Vincent's Hospital	Inner East (St Vincent's)	1.2	67 %	21 %	290.0	26 %	78 %	11.4	52 %	51 %
Mercy Health	South West (Werribee)	0.9	93 %	0 %	395.2	86 %	96 %	16.0	78 %	60 %
TOTAL METRO		1.0	75 %	9 %	460.8	51 %	91 %	14.5	72 %	47 %
Ballarat Health	Grampians	1.6	67 %	29 %	173.1	51 %	21 %	12.3	29 %	13 %
Barwon Health	Barwon	0.8	84 %	16 %	176.8	44 %	83 %	21.2	46 %	72 %
Bendigo Health	Loddon/Southern Mallee	0.8	79 %	1 %	107.8	63 %	80 %	16.8	80 %	60 %
Goulburn Valley Health	Goulburn & Southern	1.2	85 %	13 %	213.9	49 %	0 %		0 %	0 %
Latrobe Regional	Gippsland	0.9	76 %	12 %	197.3	40 %	93 %	16.2	64 %	48 %
Albury Wodonga Health	North East & Border	3.4	79 %	10 %	666.2	14 %	58 %	15.6	56 %	32 %
TOTAL RURAL		1.1	77 %	14 %	276.2	43 %	67 %	17.4	57 %	46 %
TOTAL STATEWIDE		1.0	75 %	10 %	398.8	49 %	83 %	15.6	67 %	47 %

Extended Care - FY	′13-14 Q3	Bed Occ.	Leave Days as a % of Occ. Days	Avg dur (days) of treatment to date	Secl per 1000 Occ. beddays	Valid HoNOS compliance	Mean HoNOS at episode start	Basis32 Offer Rate	Basis32 Completion Rate
Austin Health	North East (Austin)	76 %	3 %	780.7	16.3	84 %	11.3		
Melbourne Health	Mid West (Sunshine)	95 %	10 %	529.7	5.5	97 %	12.0	73 %	35 %
Monash Health	Dandenong	82 %	4 %	391.9	0.3	51 %	17.7	20 %	8 %
TOTAL METRO		84 %	6 %	525.1	5.4	74 %	14.6	42 %	19 %
Ballarat Health	Grampians	73 %	2 %	721.7	2.6	100 %	15.3	71 %	21 %
Bendigo Health	Loddon/Southern Mallee	92 %	0 %	83.0	6.0	66 %	21.3		
Latrobe Regional	Gippsland	95 %	5 %	95.8	0.0	79 %	17.1		
South West Health	South Western	86 %	16 %	551.0	0.0	78 %	17.0		
TOTAL RURAL		84 %	4 %	279.7	2.7	76 %	18.8	71 %	21 %
TOTAL STATEWIDE		84 %	5 %	441.2	4.8	75 %	16.7	46 %	20 %

Extended Care - Ye (FY13-14 Q1-3 )	ear to Date	Bed Occ.	Leave Days as a % of Occ. Days	Avg dur (days) of treatment to date	Secl per 1000 Occ. beddays	Valid HoNOS compliance	Mean HoNOS at episode start	Basis32 Offer Rate	Basis32 Completion Rate
Austin Health	North East (Austin)	85 %	5 %	818.3	8.5	93 %	12.5		
Melbourne Health	Mid West (Sunshine)	98 %	13 %	522.8	7.9	97 %	13.2	71 %	31 %
Monash Health	Dandenong	58 %	4 %	431.4	0.9	66 %	20.5	33 %	16 %
TOTAL METRO		76 %	7 %	563.9	5.5	86 %	17.1	52 %	24 %
Ballarat Health	Grampians	76 %	5 %	779.4	2.5	98 %	16.3	85 %	17 %
Bendigo Health	Loddon/Southern Mallee	97 %	0 %	141.3	4.3	73 %	20.3		
Latrobe Regional	Gippsland	97 %	3 %	83.8	0.0	80 %	15.6		
South West Health	South Western	93 %	20 %	573.6	0.0	82 %	12.0		
TOTAL RURAL		88 %	6 %	334.7	2.1	81 %	18.0	85 %	17 %
TOTAL STATEWIDE		79 %	7 %	484.5	4.5	84 %	17.6	58 %	23 %

PARC - FY13-	·14 Q3		Bed Occ.	Avg LOS	Leave Days as a % of	Avg dur (days) of	% Acute Admission	% Clients on CTO	Valid HoNOS compliance	at episode
Health Servic	e / Campus / Unit				Occ. Days	treatment to date				start
Alfred Health	Inner South East (The Alfred)	Alfred PARC	70 %	18.8	0 %	18.6	6 %	20 %	80 %	12.9
Eastern Health	Central East (Box Hill)	Linwood House PARC	82 %	15.8	0 %	17.4	10 %	11 %	95 %	17.2
	Outer East (Maroondah)	Maroondah PARC	89 %	12.6	0 %	13.6	4 %	13 %	96 %	13.4
	TOTAL		86 %	13.9	0 %	15.0	6 %	13 %	96 %	14.8
Melbourne	Inner West (RMH)	Arion PARC	81 %	42.6	6 %	42.7	17 %	36 %	77 %	21.2
Health	Mid West (Sunshine)	Mid West PARC	72 %	16.5	0 %	15.6	13 %	10 %	100 %	8.9
	North West (Broadmeadows)	Broadmeadows PARC	74 %	24.7	8 %	21.8	14 %	6 %	62 %	11.2
	Northern	Northern PARC	72 %	23.6	0 %	23.4	10 %	12 %	89 %	11.2
	TOTAL		75 %	24.4	4 %	23.9	13 %	14 %	84 %	12.0
Monash Health	Casey	Casey Adult PARC	87 %	23.0	0 %	20.8	13 %	17 %	82 %	13.4
		Casey Extended PARC	86 %	45.8	0 %	74.9	33 %	22 %	83 %	8.3
		Total	87 %	26.8	0 %	34.8	17 %	19 %	82 %	12.3
	Dandenong	Dandenong Youth PARC*	74 %	18.7	0 %	18.9	3 %	23 %	100 %	15.8
		Springvale PARC	75 %	17.4	0 %	17.9	7 %	10 %	95 %	10.6
		Total	75 %	18.0	0 %	18.3	5 %	16 %	97 %	13.2
	Middle South (Monash Adult)	Clayton PARC	80 %	21.0	0 %	19.6	5 %	23 %	100 %	8.2
	TOTAL		80 %	21.1	0 %	23.9	9 %	19 %	93 %	11.7
Peninsula Health	Peninsula	Adult - Prevention and Recovery Care	71 %	25.7	8 %	23.9	5 %	30 %	100 %	19.6
		Peninsula Youth PARC (16-17)*	72 %	22.1	20 %	19.4	0 %	0 %	100 %	13.2
		Peninsula Youth PARC (18-25)*	68 %	21.9	17 %	22.4	0 %	9 %	100 %	10.4
		Total	70 %	23.6	13 %	22.6	2 %	18 %	100 %	15.5
Mercy Health	South West (Werribee)	Werribee PARC	71 %	28.3	0 %	25.7	8 %	23 %	27 %	11.3
TOTAL METRO			77 %	20.8	3 %	21.8	8 %	17 %	88 %	13.0
TOTAL STATEWIDE			76 %	19.4	3 %	20.2	9 %	17 %	84 %	13.4

PARC - FY13- Health Servic	14 Q3 e / Campus / Unit		Bed Occ.	Avg LOS	Leave Days as a % of Occ. Days	Avg dur (days) of treatment to date	% Acute Admission	% Clients on CTO	Valid HoNOS compliance	Mean HoNOS at episode start
Barwon Health	Barwon	Barwon PARC	89 %	17.1	11 %	16.8	4 %	21 %	100 %	18.6
Bendigo Health	Loddon/Southern	Bendigo PARC	86 %	11.1	0 %	10.8	14 %	12 %	82 %	14.6
	Mallee	Bendigo Youth PARC*	66 %	16.0	0 %	18.0	8 %	16 %	75 %	14.2
		Total	76 %	12.8	0 %	13.2	12 %	13 %	79 %	14.5
, , , , , , , , , , , , , , , , , , ,	Goulburn & Southern	Goulburn Valley MIF PARC	75 %	32.0	1 %	26.1	12 %	38 %	6 %	12.0
Health		Total	75 %	32.0	1 %	26.1	12 %	38 %	6 %	12.0
Latrobe Regional	Gippsland	LaTrobe PARC	49 %	13.6	9 %	14.8	16 %	13 %	98 %	10.0
TOTAL RURAL			71 %	15.9	3 %	15.8	11 %	18 %	75 %	14.4
TOTAL STATEWIDE			76 %	19.4	3 %	20.2	9 %	17 %	84 %	13.4

(FY13-14 Q1-	PARC - Year to Date FY13-14 Q1-3 ) Health Service / Campus / Unit		Bed Occ.	Avg LOS	Leave Days as a % of Occ. Days	Avg dur (days) of treatment to date	% Acute Admission	% Clients on CTO	Valid HoNOS compliance	Mean HoNOS at episode start
Alfred Health		Alfred PARC	76 %	18.1	0 %	18.2	7 %	26 %	74 %	15.3
Eastern Health	Central East (Box Hill)	Linwood House PARC	88 %	15.3	0 %	17.2	8 %	21 %	96 %	15.5
	Outer East (Maroondah)	Maroondah PARC	87 %	12.6	0 %	13.2	6 %	13 %	98 %	13.2
	TOTAL		88 %	13.7	0 %	14.8	7 %	16 %	97 %	14.1
Melbourne Health	Inner West (RMH)	Arion PARC	81 %	36.2	5 %	41.8	15 %	40 %	63 %	22.4
пеанн	Mid West (Sunshine)	Mid West PARC	72 %	17.6	0 %	16.1	14 %	10 %	100 %	10.5
	North West (Broadmeadows)	Broadmeadows PARC	71 %	23.8	5 %	21.8	15 %	19 %	58 %	11.5
	Northern	Northern PARC	76 %	23.1	0 %	22.0	9 %	22 %	93 %	11.2
	TOTAL		75 %	23.8	3 %	23.7	13 %	21 %	81 %	12.7
Monash Health	Casey	Casey Adult PARC	88 %	22.7	0 %	20.7	18 %	21 %	81 %	11.7
		Casey Extended PARC	85 %	74.3	0 %	71.5	22 %	26 %	87 %	8.2
		Total	86 %	32.2	0 %	34.2	19 %	23 %	83 %	10.8
	Dandenong	Dandenong Youth PARC*	75 %	17.4	0 %	16.9	12 %	25 %	92 %	13.8
		Springvale PARC	79 %	17.6	0 %	17.8	6 %	18 %	96 %	10.2
		Total	77 %	17.5	0 %	17.4	9 %	22 %	94 %	12.0
	Middle South (Monash Adult)	Clayton PARC	86 %	20.7	0 %	20.4	12 %	27 %	100 %	9.5
	TOTAL		82 %	22.1	0 %	23.4	13 %	23 %	92 %	11.1
Peninsula Health	Peninsula	Adult - Prevention and Recovery Care	71 %	25.2	7 %	23.4	4 %	16 %	100 %	16.9
		Peninsula Youth PARC (16-17)*	50 %	20.7	19 %	18.8	0 %	0 %	100 %	12.3
		Peninsula Youth PARC (18-25)*	70 %	22.2	16 %	22.7	0 %	7 %	99 %	10.7
		Total	67 %	23.3	12 %	22.5	2 %	10 %	100 %	14.0
Mercy Health	South West (Werribee)	Werribee PARC	72 %	27.3	0 %	25.7	8 %	24 %	11 %	11.3
TOTAL METRO			78 %	20.8	2 %	21.5	10 %	20 %	86 %	12.8
TOTAL STATEWIDE			77 %	19.5	3 %	20.1	10 %	19 %	81 %	13.3

PARC - Year t (FY13-14 Q1- Health Servic			Bed Occ.	Avg LOS	Leave Days as a % of Occ. Days	Avg dur (days) of treatment to date	% Acute Admission	% Clients on CTO	Valid HoNOS compliance	Mean HoNOS at episode start
Barwon Health	Barwon	Barwon PARC	83 %	20.4	13 %	19.5	10 %	25 %	99 %	20.5
Bendigo Health	Loddon/Southern	Bendigo PARC	85 %	10.3	0 %	10.2	14 %	14 %	77 %	14.4
	Mallee	Bendigo Youth PARC*	75 %	18.3	0 %	19.5	15 %	13 %	57 %	15.9
		Total	80 %	13.0	0 %	13.2	14 %	14 %	70 %	14.9
Goulburn Valley Health	Goulburn & Southern	Goulburn Valley MIF PARC	72 %	26.0	3 %	24.5	12 %	35 %	2 %	12.0
Latrobe Regional	Gippsland	LaTrobe PARC	57 %	15.9	10 %	15.9	7 %	8 %	98 %	10.1
TOTAL RURAL			74 %	15.9	4 %	16.1	12 %	17 %	69 %	15.0
TOTAL STATEWIDE			77 %	19.5	3 %	20.1	10 %	19 %	81 %	13.3

### Definitions

Setting	KPI	Description	Comments
Residential (CCU)	Beds per 10,000 Popln	Number of funded Community Care Unit beds per 10,000 ADULT population (aged 18-64 inclusive) in the relevant catchment area.	No specified benchmark. Population figures are Estimated Resident Population (ERP) figures as at 2011, for years up to & incl 2011. 2011 figures are used for later years (eg 11/12 & 12/13).
	Bed Occ.	Total number of occupied bed hours in residential units divided by total number of funded bed hours.	Underpinning data supports the statewide bed availability query system.
	Leave Days as a % of Occ. Days	Residential Leave events shown as a percentage of occupied bed days.	Contextual measure. Services that have clients with high levels of leave could perhaps be managed in a less restrictive environment.
	Avg dur (days) of treatment to date	Current duration of care (days) at the end of the reporting period. Includes Leave.	This measure measures the actual length of care for the services and is not dependant of separations or admission events.
	% Clients on CTO	The percentage of Clients with an open residential episode during the reporting period, who were concurrently on a CTO (Community Treatment Order) during the reporting period.	Does not count distinct clients, but counts distinct episodes (a client may have more than 1 episode open during the reporting period)
	Valid HoNOS compliance	Participation rate in HoNOS (HNSADL/HoNOS65) outcome measurement scales (number of valid HoNOS collection events / total number of outcome collection occasions that should be recorded for in-scope service settings). Excludes instances where the HoNOS score entered was invalid (more than 2 itmes rated as 9). Calculated from Jan'09 onwards only.	Commitment to adoption of outcome measurement part of National Mental Health Strategy, and National Action Plan. Barwon data calculated differently as they do not use tasks in the CMI. NOTE: Data collection from Oct'11 to Jun'12 was affected by protected industrial action.
	Mean HoNOS at episode start	The average of valid HoNOS (HNSADL/HoNOS65) total score collected on residential episode commencement .	Contextual measure of symptom severity at episode commencement. Dates determined from HoNOS completion date. NOTE: Data collection from Oct'11 to Jun'12 was affected by protected industrial action.
	Basis32 Offer Rate	Clinician Offer Rate of the relevant self-rating measures (Basis 32), in a residential setting.	This measure can demonstrate services that actively seek client feedback and have systems in place to ensure that at a minimum the consumer measures are considered for collection. Barwon data calculated differently as they do not use tasks in the CMI. NOTE: Data collection from Oct'11 to Jun'12 was affected by protected industrial action.
	Basis32 Completion Rate	Consumer Completion Rate of the relevant self-rating measures (Basis 32), in a residential setting.	A measure of engagement with family/carer. Barwon data calculated differently as they do not use tasks in the CMI. NOTE: Data collection from Oct'11 to Jun'12 was affected by protected industrial action.
PARC	Bed Occ.	Total number of occupied bed hours in PARC units divided by total number of funded bed hours. Includes leave.	Underpinning data supports the statewide bed availability query system.
	Avg LOS	Average treatment length of stay of true separations from PARC psychiatric units (Not subsequently admitted to Acute Inpatient Care)	Underpinning data supports the statewide bed availability query system.
	Leave Days as a % of Occ. Days	PARC leave events shown as a percentage of occupied bed days.	Contextual measure. Services that have clients with high levels of leave could perhaps be managed in a less restrictive environment.
	Avg dur (days) of treatment to date	Current duration of care (days) at the end of the reporting period. Includes Leave.	This measure measures the actual length of care for the services and is not dependant of separations or admission events.
	% Acute Admission	Percentage of PARC separations where the client was subsequently admitted to an Acute Inpatient unit within seven days.	
	% Clients on CTO	The percentage of Clients with an open PARC episode during the reporting period, who were concurrently on a CTO (Community Treatment Order) during the reporting period.	Does not count distinct clients, but counts distinct episodes (a client may have more than 1 episode open during the reporting period)

Setting	KPI	Description	Comments
PARC	Valid HoNOS compliance	Participation rate in HoNOS (HNSADL) outcome measurement scales (number of valid HoNOS collection events / total number of outcome collection occasions that should be recorded for in-scope service settings). Excludes instances where the HoNOS score entered was invalid (more than 2 itmes rated as 9). Calculated from Jan'09 onwards only.	Commitment to adoption of outcome measurement part of National Mental Health Strategy, and National Action Plan. Barwon data calculated differently as they do not use tasks in the CMI. NOTE: Data collection from Oct'11 to Jun'12 was affected by protected industrial action.
	Mean HoNOS at episode start	The average of valid HoNOS (HNSADL) total score collected on PARC episode commencement .	Contextual measure of symptom severity at episode commencement. Dates determined from HoNOS completion date. NOTE: Data collection from Oct'11 to Jun'12 was affected by protected industrial action.
Extended Care	Bed Occ.	Total number of occupied bed hours in Extended Care units divided by total number of funded bed hours.	Underpinning data supports the statewide bed availability query system.
	Leave Days as a % of Occ. Days	Extended Care leave events shown as a percentage of occupied bed days	Contextual measure. Services that have clients with high levels of leave could perhaps be managed in a less restrictive environment.
	Avg dur (days) of treatment to date	Current duration of care (days) at the end of the reporting period. Includes Leave.	This measure measures the actual length of care for the services and is not dependant of separations or admission events.
	Secl per 1000 Occ. beddays	Number of ended seclusion episodes divided by occupied beddays multiplied by 1000. Occupied beddays excludes leave and same day stays.	Policy emphasis is on reducing use of seclusion where possible. Defined according to proposed national definition.
	Valid HoNOS compliance	Participation rate in HoNOS (HNSADL) outcome measurement scales (number of valid HoNOS collection events / total number of outcome collection occasions that should be recorded for in-scope service settings). Excludes instances where the HoNOS score entered was invalid (more than 2 itmes rated as 9). Calculated from Jan'09 onwards only.	Commitment to adoption of outcome measurement part of National Mental Health Strategy, and National Action Plan. NOTE: Data collection from Oct'11 to Jun'12 was affected by protected industrial action.
	Mean HoNOS at episode start	The average of valid HoNOS (HNSADL) total score collected on SECU episode commencement .	Contextual measure of symptom severity at episode commencement. Dates determined from HoNOS completion date. NOTE: Data collection from Oct'11 to Jun'12 was affected by protected industrial action.
	Basis32 Offer Rate	Clinician Offer Rate of the relevant self-rating measures (Basis 32), in a SECU setting.	This measure can demonstrate services that actively seek client feedback and have systems in place to ensure that at a minimum the consumer measures are considered for collection. Barwon data calculated differently as they do not use tasks in the CMI. NOTE: Data collection from Oct'11 to Jun'12 was affected by protected industrial action.
	Basis32 Completion Rate	Consumer Completion Rate of the relevant self-rating measures (Basis 32), in a SECU setting.	A measure of engagement with family/carer. Barwon data calculated differently as they do not use tasks in the CMI. NOTE: Data collection from Oct'11 to Jun'12 was affected by protected industrial action.