

Information Document

31st August 2022

Management of the Physiotherapy Service in Richmond

Purpose

The purpose of this document is to provide information for the realignment of the management of physiotherapy services in Community and Allied Health, Richmond. The proposed realignment of the management of physiotherapy services will ensure that there is appropriate management and clinical support for staff to facilitate safe and efficient physiotherapy services. These proposed changes are in line with the current allied health head of department structures in Clarence and Tweed as well as the proposed changes to the community health structure as services move to a program stream model.

Key reasons

This document has been developed in the context of the long-term vacancy of the Manager, Physiotherapy, Lismore Base Hospital (LBH). Due to the community and allied health restructure the position has been filled temporarily following the resignation of the permanent manager. For the last few years the position has been filled by internal staff on a temporary basis, causing a flow on effect of secondments. The ongoing vacancy of the Manager, Physiotherapy, Lismore Base Hospital, and the progression of the restructure of community health has provided an opportunity to review the management of physiotherapy services. The Physiotherapy Clinical Senior position in Richmond is also vacant, filled in an acting capacity awaiting an outcome of the restructure.

After repeated unsuccessful recruitment attempts the Manager, Physiotherapy, LBH is being job shared by two senior clinicians. This arrangement is not sustainable. The two Acting Managers (part-time/job share) have been doing this role for nearly twelve months and are keen to cease their acting roles. The HSU has also been in communication regarding the protracted vacancy. This position has been vacant for over three years.

At a meeting with the HSU in June 2022 there was approval to move forward with this realignment.

The focus of this document are hospital and outpatient physiotherapy services at Casino (hospital and outpatient), Lismore (hospital and outpatient), Coraki (outpatient) and Ballina (hospital and outpatient).

This document does not cover any physiotherapy positions in programs such as Aged Care, Chronic Care, Rehabilitation, Leading Better Value Care and Child and Family. There will be a need to consider the vertical integration with the allied health managers and the clinical stream program managers in relation to issues such as clinical support, workforce issues, training and educational planning and coverage.

Historically physiotherapy departments have operated as site-based services and have resisted movement of resources to meet clinical demands across the network. There are also several varying managing structures across the network for each of these services. This site-based approach has resulted in inconsistencies in service delivery, both in terms of service type, quality and access, data management, clinical support, and human resource management. This has also resulted in a silo

approach between acute and community services. Across the network the currently physiotherapy services are managed as follows:

Proposed Structure

Table 1: FTE Count in Ballina, Casino, and Lismore

Site	Management level/FTE	Physiotherapy, Allied Health Assistant and Exercise Physiology FTE
Ballina	Level 5 1.00 FTE	3.71 FTE plus current HOD 1 FTE 4.71 FTE
Lismore Base Hospital	*Level 5 1.00 FTE	12.23 (does not include current HOD and does include hand therapy, exercise physiologists, post-acute ortho care and enhancements August 2022 + an additional 8hrs)
Casino	Level 4 1.00FTE	2.95 plus current HOD 1FTE 3.95 FTE
Lismore Outpatients	Currently managed by HSM	1.87 FTE
Coraki	Currently managed by HSM	1.00 FTE
HITH	Currently managed by NUM Level 2	1.00 FTE
Totals		24.76 including two HODS (as per levels noted above)

*According to the award this should be graded as an Allied Health Level 6. The management structure for the Allied Health Level 6 will need to be in line with the requirements under the Health Professionals Award.

The physiotherapy service in Richmond will have a Level 6 Head of Department. In the current structure the positions of Head of Department, Physiotherapy Level 5 (Ballina) and the Head of Department, Physiotherapy Level 4 (Casino) will be retained.

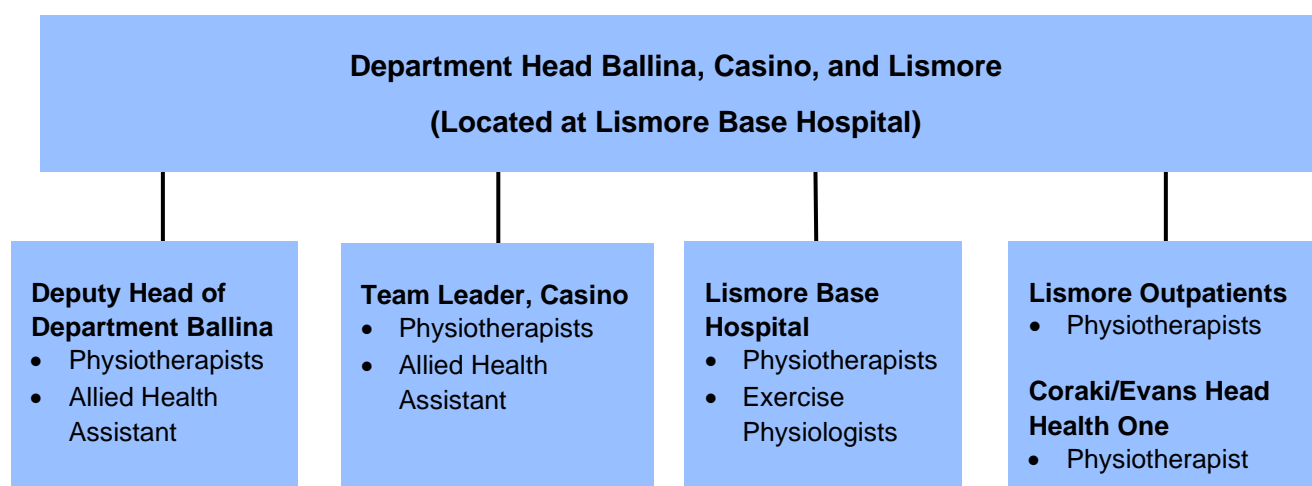
The Level 6 position will be located at Lismore Base Hospital.

In line with the NSW Health Service Health Professionals (State) Award 2021, a level 6 Head of Department will have a Deputy Head. The award states that this Deputy Head can be a level 4 and will also maintain a clinical load. The award also notes the role of a unit head/team leader who is responsible for the leadership, guidance and line management of a multidisciplinary clinical unit or specialist team that may work across a geographic region, zone, or clinical network. This work involves supervision of other health professionals or other technical and support staff as well as a clinical load. The award states that this position can be a Level 4 (5 to 10 FTE'S) or a Level 3 (up to 5 FTE's). The following roles and functions will be put in place for the physiotherapy service in Richmond.

Table 2: Role and Function of Graded Positions

Position	Role and Function
Department Head Level 6 (Lismore Base Hospital)	Operational and professional management of all staff in department/service
Deputy Department Head (Level 5, Ballina)	Operational and professional management of all staff in Ballina. Management of quality improvement across department/service and other duties as directed by the Department Head
Team Leader (Level 4, Casino)	Operational and professional management of all staff in Casino and other duties as directed by the Department Head

Figure 1: Structure for Physiotherapy Service, Richmond



Further analysis

Issues

- The current structure for physiotherapy services across Richmond limits flexibility and adaptability in service delivery.
- There are inconsistencies in service delivery, application of evidence-based practice, models of care, data management, clinical support, and human resource management.
- There are currently several management structures for physiotherapy services without a single management line for progression of clinical, service, and operational issues.
- The Richmond model is not aligned with the current allied health head of department structures in Clarence and Tweed and the proposed community health restructure changes.
- The proposed realignment of the management of physiotherapy services affects the current Department Head of Lismore Base Hospital and will result in the loss of approximately 12 clinical hours and 5 additional FTE's to manage (Level 5 Ballina, Level 4 Casino, Lismore Outpatients x 2 and Coraki/Evans Head x 1).

- The proposed realignment will result in a change of role for the Level 5 Ballina and the Level 4 Casino. These changes will be in line with the Health Professionals Award.
- The proposed realignment of the management of physiotherapy services will result in a change in the operational manager for five staff (Manager, Physiotherapy Casino, and Ballina and the three physiotherapists at Lismore Outpatients and Coraki/Evans Head.
- The proposed realignment of the management of physiotherapy services does not result in change to the role and function of any clinicians.
- It is estimated that Lismore Base Hospital will lose approximately 12 hours of clinical time with the managers additional FTE and facilities.

Actions/Recommendations

1. Regrade the Manager, Physiotherapy, Lismore Base Hospital with clinical and administrative management responsibilities of staff as outlined above. This will be offset by the 0.2 FTE funding from the Clinical Senior and the Community and Allied Health Restructure.
2. Fund 8 hours at a Level 3 to offset the loss of clinical hours for the Departmental Head and recruit to these hours at Lismore Base Hospital.
3. Include the Hospital in the Home Physiotherapist in the Lismore Base Hospital department. This will provide additional capacity for the loss of the 12 clinical hours and assist retention and professional support and accountability for this position.
4. Realign the Level 5 (Ballina) and the Level 4 (Casino) positions in line with the Allied Health Professionals Award and the presence of a Level 6.
5. Continue to look for opportunities to amalgamate hours and redesign roles.
6. Change the reporting line of the physiotherapists at Lismore Outpatients, Hospital in the Home, and Coraki/Evans Head to Level 6.
7. Clinical senior position ceases and those functions are transferred to the level 6. The funds for this position (0.16 FTE of HGD funding Lvl 4 to Lvl5) are transferred to the Manager, Physiotherapy LBH, cost centre to assist with funding regrade of Manager from Level 5 to Level 6.
8. Develop an implementation plan that includes the functions of workforce, budget alignment and clinical governance activities.

