

17TH October 2022

Gerard Hayes
Secretary
Health Services Union

Cc: Anam.Rafi@hsu.asn.au
Michael.Kearns@hsu.asn.au

Re: Realignment of the management of Social Work services in Richmond Community and Allied Health Services, Northern NSW Local Health District

Dear Mr Hayes

Thank you for your correspondence dated the 14th October 2022 regarding the proposed realignment of the management of Social Work services as part of Community and Allied Health Services, Richmond.

Again, I would like to highlight that the purpose of this realignment is to ensure there is appropriate management and clinical support for staff in order to facilitate safe and efficient Social Work services within the Richmond area of Northern NSW Local Health District. This area includes services which are provided in Ballina, Lismore, and Casino. This realignment will bring the Social Work services in line with the Clarence and Tweed. There is no change to clinician's role, function or location. As part of the realignment process The General Manager, Community and Allied Health has met with all Social Work managers and staff on several occasions regarding the realignment and undertaken a comprehensive consultation process. All staff are supportive of this process and given the long-term vacancy of this position are keen to embed the new position.

The information sent with the original correspondence in September 2022 addresses most of the HSU's concerns. A response addressing your specific concerns follows.

- The Level 5 position will support staff at Lismore Base Hospital, Lismore Community Health Service, Ballina and Casino. At Casino and Ballina, the Department Heads will remain responsible for their current staff. See attached organisational chart.
- The role of the Managers of Social Work at Ballina and Casino roles will not change. During the change process all staff will be supported by the General Manager, Community and Allied Health. This support will occur via meetings, consistent communication and assistance with operational and professional processes and systems.
- The Level 5 at Lismore Base Hospital will be operationally responsible for all the staff in Lismore Base Hospital, Lismore Community Health Services, Ballina, Casino. In Casino and Ballina this will happen via the current department heads as their management role will not change. The Level 5 position will be responsible for the professional support of the staff at Lismore Base Hospital (as they are now) and Lismore Community Health Services. The Level 4 at Ballina and the Level 4 at Casino will be responsible for the professional support of staff (as they are now).

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- The roles of the Level 5 at Ballina and the Level 4 at Casino will not change, they will still be responsible for their staff. In line with the requirements of the Health Professionals Award – a Level 5 requires a deputy department head role. The three department heads will work together to ensure a consistent approach to workforce, professional support and development, governance and quality.
- Any opportunities to amalgamate hours and redesign roles will continue to be explored. The district is committed to communicating to the HSU any opportunities that are identified in order to ensure an open and transparent consultation process.
- The district has provided additional 8 hours funding to the Lismore Base Hospital to compensate the loss of clinical hours from the management role. This has been done in consultation with the three current Social Work managers. In addition to this enhancement the service has also received 1 FTE Social Work positions to assist the department.
- The .84 FTE enhancement for Casino is not an enhancement this is the current FTE for the current head of department.

If the HSU would like to provide further feedback to the proposed realignment, please do so by **Monday the 24th October 2022**

If you have any further queries or concerns, please contact me directly at Lisa.Beasley@health.nsw.gov.au.

Yours sincerely

Lisa Beasley
General Manager
Community and Allied Health Services



Social Work Service, Richmond Implementation Plan

This plan has been developed with the intention to provide a structured process for the implementation of a network Social Work service for Richmond. The services included in this plan include. Note that paediatric physiotherapists are not in scope and will remain under the management of their current manager.

- Lismore Base Hospital
- Ballina Community Health Service
- Casino Community Health Service
- Lismore Community Health Service

This plan will commence in June 2022 and continue for a four-month period or until the realignment is completed. This plan will be reported on at monthly intervals, amended as appropriate, and progress communicated to staff.

Key Activity Area	Strategy/Task	Timeframe for completion	Responsible	Progress + Status	Detail
Area 1 Approval for Realignment					
1.1	Complete brief for realignment for management of Social Work services	28 th June 2022	General Manger	Completed	
1.2	Send brief to Director of Clinical Operations for approval	30 th June 2022	General Manger	Completed	
Area 2 Consultation					
2.1	Meet with managers and heads of department to discuss proposed changes	July 2022	Manager Community and Allied Health, Richmond	Completed	
2.2	Meet with managers, HODs and staff, with this meeting in close succession to the initial meeting with managers and HOD's'.	July 2022	Manager Community and Allied Health, Richmond	Completed	

Key Activity Area	Strategy/Task	Timeframe for completion	Responsible	Progress + Status	Detail
2.3	Write to HSU re meetings with managers and staff re consultation processes	July 2022	Manager Community and Allied Health, Richmond	Completed	
2.4	Following consultation meetings, write to all staff to outline proposed changes and nil changes to role and function.	July 2022	General Manger	Completed	
Area 3 Workforce					
3.1	Submit regrade application to Director of Clinical Operations and Workforce	July 2022	General Manger	Completed	
3.2	Following proposed grading write to HSU to inform of gradings	July 2022	General Manger	Completed	
3.3	Following position number allocation recruit to Manager position	October 2022	General Manger		
Area 4 Organisational Structure					
4.1	Amend organisational structure document for Social Work services in Richmond (including operational and professional lines). Ensure that all staff have clear professional reporting lines in document	October 2022	Manager Community and Allied Health, Richmond		
4.2	Disseminate amended structure of all staff	October 2022	Manager Community and Allied Health, Richmond		
Area 5 Staffing Establishment					

Key Activity Area	Strategy/Task	Timeframe for completion	Responsible	Progress + Status	Detail
5. 1 Staffing Establishment	Confirm current staffing establishments, staff names and current vacancies across Social Work services.	October 2022	Business Manager, Community and Allied Health, Richmond		
5.2 Staff Link	Move all staff into the one cost centre in staff link	November 2022	Business Manager, Community and Allied Health, Richmond		
Area 6 Finance, Budget and Activity					
6.1 Budget Alignment	Move existing cost centres across the network into LBH Social Work cost code	November 2022	Business Manager, Community and Allied Health, Richmond		
6.2 Budget and FTE	Confirm operating budget and FTE for network department	November 2022	Business Manager, Community and Allied Health, Richmond		
6.3 Other costs	Review budget to assess availability of funding	November 2022	Business Manager, Community and Allied Health, Richmond		
Area 7 Model of Care/Service Description					
7.1	Review current services descriptions	November 2022	Manager Community and Allied Health, Richmond		
8 Other Governance Issues					
8.1 IMS+	Realign the IMS+ tree	November 2022	Manager Community and Allied Health, Richmond		

Information Document

23rd August 2022

Management of the Social Work Service in Richmond

Purpose

The purpose of this document is to provide information for the realignment of the management of social work services in Community and Allied Health, Richmond. The proposed realignment of the management of social work services will ensure that there is appropriate management and clinical support for staff to facilitate safe and efficient social work 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, Social work, Lismore Base Hospital. Due to the community and allied health restructure the position was originally filled temporarily following the resignation of the permanent manager.

Despite numerous recruitments attempts over the past two years, the position has remained unfilled. Management of the service has been a collaborative effort between the Manager, Community and Allied Health, Lismore and the Manager, Social Work, Ballina Community Health Service. One of the permanent staff has taken the role of clinical lead to assist with the day to day clinical demands.

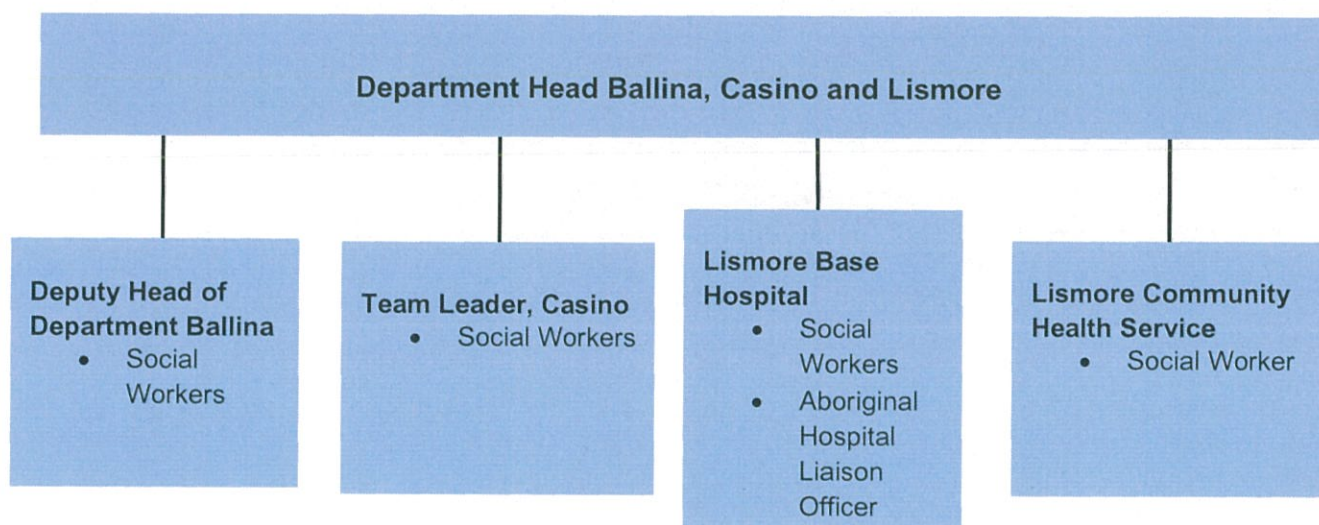
The continued lack of permanent leadership is having a detrimental effect on staffing levels and workplace culture. The ongoing vacancy of the Manager, Social Work, Lismore Base Hospital and the progression of the restructure of community health has provided an opportunity to review the management of social work services. The Social Work Clinical Senior position in Richmond is also vacant, filled in an acting capacity awaiting to be considered as part of the community and allied health restructure.

The focus areas of this realignment are hospital and outpatient social work services at Casino (hospital and outpatient), Lismore (hospital and outpatient), Ballina (hospital and outpatient) and the social worker at Lismore Community Health Service.

There are no changes to the role, function and location of any of the clinical positions.

This document does not cover any social work positions in programs such as Aged Care, Chronic Care, Rehabilitation, Leading Better Value Care and Child and Family.

Historically social work departments have operated as site-based services and have resisted movement of resources to meet clinical demands across the network. There is also a large number of 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.



Across the network the social work services are currently managed as follows:

Site	Management level/FTE	Social Work Clinical FTE
Ballina	Level 4 1.00FTE	1.84 plus 1.00 HOD 2.84
Lismore Base Hospital	Level 5 0.84 FTE Plus	7.79 (does not include 0.84 HOD) 7.79 .84 FTE enhancements (August 2022)
Casino	Level 4 0.84 FTE	1.29 plus 0.84 HOD 2.13
Lismore Community Health Service	Reporting to HSM	0.84
Total	14.44	14. 44 (including 2 HODS at Casino and Ballina)

Further analysis

Issues

- The current structure for social work 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 social work 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 social work services affects the current Department Head of Lismore Base Hospital and will result in the loss of clinical hours

with an additional 3 FTE's to manage (Level 4 Ballina, Level 4 Casino, and Lismore Community Health Service).

- The proposed realignment will result in a change of role for the Level 4 Ballina and the Level 4 Casino. These changes will be in line with the Health Professionals Award.
- The proposed realignment of the management of social work services will result in a change in the operational manager for 3 staff (Manager, Social Work Casino and Ballina and the social worker at Lismore Community Health Service).
- An additional 6 hrs funding would need to be sourced to increase the Manager to a fulltime position.
- There may be a loss of clinical hours of the management role.

Actions/Recommendations.

1. Maintain the grading of the Manager, Social work, Lismore Base Hospital at a Level 5 with clinical and administrative management responsibilities of staff as outlined above.
2. Realign the Level 4 (Ballina) and the Level 4 (Casino) positions in line with the Allied Health Professionals Award and the presence of a Level 5. The duties of the Manager Social work positions at Casino and Ballina take responsibility for the clinical day to day duties of running the department such as caseload allocation. Human resource management will become the role of the Level 5.
3. Change the reporting line of the social worker at Lismore Community Health Service to the to the Level 5.
4. Continue to look for opportunities to amalgamate hours and redesign roles.
5. Increase the hours of the current manager position to full-time. The funds for the additional 6 hours will be offset by the .2FTE Clinical Senior funding and using savings from the C and AH restructure.
6. Develop an implementation plan that includes the functions of workforce, budget alignment and clinical governance activities.