



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 Physiotherapy 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 Physiotherapy 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 physiotherapy services within the Richmond area of Northern NSW Local Health District. This area includes services which are provided in Ballina, Lismore, Casino and Coraki. This realignment will bring the physiotherapy 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 Physiotherapy 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 6 position will support staff at Lismore Base Hospital, Lismore Outpatients, Ballina, Casino and Coraki. There is 1 physiotherapy position in the Hospital in the Home (HITH) Service and this position has been moved from the management of the Nursing Unit Manager, Lismore Community Health Service who manages the nursing arm of the HITH service to the Level 6 at Lismore Base Hospital. At Casino and Ballina, the Department Heads will remain responsible for their current staff. See attached organisational chart.
- The Deputy Head of Physiotherapy is a Level 5 (not a level 4 as stated in your feedback). This is the Ballina position. See attached organisational chart.
- The Level 6 at Lismore Base Hospital will be operationally responsible for all the staff in Lismore Base Hospital, Lismore Outpatients, Ballina, Casino and Coraki. In Casino and Ballina this will happen via the current department heads as their management role will not change. The Level 6 position will be responsible for the professional support of the staff at Lismore Base Hospital (as they are now), Coraki and Lismore Outpatients. The

Level 5 at Ballina and the Level 4 at Casino will be responsible for the professional support of staff (as they are now).

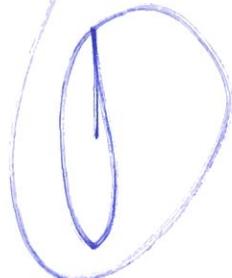
- The roles of the Level 5 at Ballina and the Level 4 at Casino will not change, they will still be responsible for their staff. In line with the requirements of the Health Professionals Award – a Level 6 requires a deputy department head role. The three department heads will work together to ensure 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 physiotherapy managers. In addition, the relocation of the HITH PT position to the Lismore Base Hospital department will also provide the service with additional capacity. In addition to these enhancements the service has also received 1.26 FTE physiotherapy positions to assist the 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

A handwritten signature in blue ink, appearing to read "Lisa Beasley". It consists of two overlapping circles forming the letters 'L' and 'B', with a vertical line extending downwards from the center.

Physiotherapy Service, Richmond Implementation Plan

This plan has been developed with the intention to provide a structured process for the implementation of a network physiotherapy 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 Outpatients (Carroll Centre)
- Coraki/Evans Head Health One's

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 physiotherapy services	28 th June 2022	General Manager	Completed	
1.2	Send brief to Director of Clinical Operations for approval	30 th June 2022	General Manager	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	

Key Activity Area	Strategy/Task	Timeframe for completion	Responsible	Progress + Status	Detail
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	
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 role changes to role and function.	July 2022	General Manager	Completed	
Area 3 Workforce					
3.1	Submit regrade application to Director of Clinical Operations and Workforce	July 2022	General Manager	Completed	
3.2	Following proposed grading write to HSU to inform of gradings	July 2022	General Manager	Completed	
3.3	Following position number allocation recruit to Manager position	October 2022	General Manager		
Area 4 Organisational Structure					
4.1	Amend organisational structure document for physiotherapy services in Richmond (including operational and professional lines). Ensure that all staff have clear professional reporting lines	October 2022	Manager Community and Allied Health, Richmond		

Key Activity Area	Strategy/Task	Timeframe for completion	Responsible	Progress + Status	Detail
	in document				
4.2	Disseminate amended structure of all staff	October 2022	Manager Community and Allied Health, Richmond		
Area 5 Staffing Establishment					
5.1 Staffing Establishment	Confirm current staffing establishments, staff names and current vacancies across physiotherapy 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 physiotherapy 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		