

BUSINESS CASE FOR PROPOSED WORKFORCE AND CULTURE RESOURCE REALIGNMENT

1. PROBLEM TO BE SOLVED / OPPORTUNITY

To progress Central Coast Local Health District's vision of Caring for the Coast, the annual budget allocates resources to implement the strategies and actions identified in the District's Operational Plan, along with agreed business as usual activities to provide an integrated range of preventative and acute health services across the region.

In the 2020/21 FY the District's current fiscal trajectory is not sustainable and, to rectify this, the District is planning a return to a balanced budget by 2022/23.

The Workforce and Culture Directorate leadership team is proposing to realign existing directorate resources to support delivery of agreed business as usual priorities and strategic sustainability initiatives identified in the Operational Plan, working within available budget.

1. OPTIONS

1.1. Option one – do nothing

If the Workforce and Culture Directorate makes no changes to the current structure or program of work the Directorate will not be able to deliver against the operational plan or operate within the approved budget.

1.2. Option two – reprioritisation of activity and alignment of resources

The Workforce and Culture Directorate leadership team, in consultation with the District's Executive Leaders, has taken action to reprioritise planned activity in 2020/21 to support alignment of resources to strategic organisational priorities. This includes:

- District HETI contribution to be 1.0 FTE in 2020/21
- Speaking Up For Safety implementation timeframe to be extended, with train the trainer to commence in July 2021
- Teaching and Resource Unit resources to be realigned to clinical areas in preparation for 2020/21 4Q opening of the Central Coast Clinical School and Research Institute

The existing organisational structure has been reviewed and realigned to support achievement of agreed business as usual priorities and key sustainability initiatives, including:

- Recruitment – A Way Forward
- Nursing Resource Management
- Rostering Benefits Realisation and Rostering Optimisation
- Excess Leave Management
- Implementation of a District Establishment and Establishment Management Process
- Reduction in aggression in hospitals
- Reduction in Manual Handling Injuries

- Early Intervention in Rehabilitation and Return to Work
- Culture Action Plan priorities
- Head of Department Leadership Program
- Wyong redevelopment

In particular, resources to support rostering, establishment and recruitment will be augmented to support completion of key sustainability initiatives.

Note: The Wyong redevelopment will require additional, temporary investment in establishment, recruitment, rostering and resource deployment in 2H 2020/21 to support implementation of the workforce plan that has not been factored into this plan.

2. OPTION COMPARISON

2.1. Non-financial analysis

Options	Non-financial benefits	Non-financial Risks/negatives
1. Do Nothing		Unable to deliver on key strategic initiatives in rostering, establishment and recruitment within planned timeframes
2.	Resources are aligned to the delivery of agreed business as usual activities and key strategic initiatives	The majority of affected staff will be able to be matched to available 'at level' roles; however, one affected staff member will need to be redeployed across the District.

2.2. Financial analysis

Options	Financial and activity impact (include revenue, expenses and activity)	Financial Risks/negatives	Net benefit/loss
1. Do Nothing		Unable to operate within approved budget	Budget overrun
2.	Directorate operates within approved budget	Delays in implementation of proposed structure, including redeployment of affected staff, will have a financial impact.	<ul style="list-style-type: none"> • Directorate is managed within budget • Identified sustainability initiatives planned to deliver significant return on investment over the next three years. • District progress towards return to a balanced budget by 2022/23

3. RECOMMENDED OPTION

Option 2 is the recommended option.

4. IMPACT OF RECOMMENDED OPTION ON OTHER SERVICES/DEPARTMENTS/DIVISIONS

Currently the Workforce Operations team struggles to complete agreed business as usual activities and progress on key sustainability initiatives is significantly impeded by structure and a lack of resources. The Nursing Resource Management project is being led by the Nursing and Midwifery Directorate and there is significant dependency upon the finalisation of the District's Establishment and an Establishment Management Process. Effective Establishment Management is critical to support fiscal management. There has been and continues to be a significant body of work associated with rostering to support the implementation of nursing profiles.

Recruitment delays have significant impact on all work units across the District. They result in increased use of overtime and premium labour cost and can lead to staff fatigue and wellbeing concerns.

The District and Board invested in enhanced resourcing for Work Health Safety and Wellbeing in 2019/20 in order to reduce manual handling injuries and support early intervention in rehabilitation and return to work. In 2019/20 the District aimed to have 50% of staff achieving return to work within first 13 weeks post-date of injury. The result was 67%. In 2019/20 the District aimed for a 10% reduction in compensable manual handling claims by 30/6/2020. The result was 16% (23 claims).

The frequency and severity of aggressive incidents across the District remains a high risk to patient, staff and visitor safety. Prevention and management of violence and aggression is key to ensuring the safety of patients, staff and visitors to our hospitals and health facilities. The action to create a full time role focused on prevention and management of violence and aggression was endorsed by the Security Governance Committee in August 2020. A working group is also being established to review recent analysis of 2019/20 reported incidents of violence and aggression and reportable incident briefs to identify actions that can be taken to reduce the number of incidents and mitigate risk.

The District's culture plan activities focus on four key areas designed to build a culture that supports the delivery of exceptional patient care and enables the District to attract and retain the right people. These include:

- Living our CORE values
- Safe and high quality care with continuous improvement
- Inclusive leadership that enables performance
- Enhancing capability and capacity within our people

In 2021/21 key initiatives include:

- Workplace giving program
- Reward and recognition program

- Wellbeing framework
- Mentally Healthy Workplace Audit
- Leadership and management framework
- Manager orientation and toolkit
- Leadership development program
- Talent identification program
- Speak Up For Safety 2021/22 implementation plan
- My Contribution and Development - Performance and Talent (PAT) tool development and user acceptance testing
- Safety huddles evaluation

The Workforce and Culture Directorate currently supports the Student Based Aboriginal Traineeship Program by providing 4-5 placements for Yr 11/ Yr12 Business Students. This is a two year commitment with all of the Directorate's current trainees in the second of the two year program. The COVID-19 pandemic has significantly impact student's ability to complete their work placements in the 2H of 2019/20, pushing the costs of supporting these traineeships into the 2020/21 budget. This is a modest cost of approximately \$20,000 p.a. and the Directorate is not proposing any change to current support for the program due to the significance of the program to Aboriginal Workforce Development and the existing commitment to students in the program.

5. IMPACT OF RECOMMENDED OPTION ON WORKFORCE

The impact of this recommended option on the current workforce is detailed below and in the attached spreadsheet.

Also refer to Current Organisation Structure and Proposed Organisation Structure.

Position descriptions have been written/reviewed/updated to reflect current required responsibilities and preliminary grading has occurred. Financial impact has been made in line with these preliminary grades. Consultation with unions regarding grading proposals will occur in consultation phase.

5.1. PROPOSED CHANGES BY FUNCTIONAL AREAS

5.1.1. HR Business Partners

Current

Led by Deputy Director HR Business Partners

The HR Business Partner team currently comprises:

- HR Business Partners
- HR Advisors
- Customer Service team comprising a manager and Customer Services Officers
- IR/Policy Advisor (vacant)

Proposed

The Customer Service team will be disestablished. Affected staff will be redeployed to roles elsewhere in the Workforce and Culture Directorate, at level. These include an additional HR Advisor role and a new HR Officer role in the HR Business Partner team.

The IR/Policy Advisor role will be disestablished. This role was created in the July 2019 restructure but not filled. The functions of the role are currently performed by the HRBPs and HR Advisors and this creates opportunities for all team members to develop and extend relevant skills, knowledge and experience. The addition of 1.0 FTE HR Advisor will assist with workload management.

The HR Officer role will support the HRBP and HR Advisors and manage Directorate enquiries (help desk function).

5.1.2. WHS and Wellbeing

Current

Led by District Manager WHS and Wellbeing

The WHS and Wellbeing team currently comprises:

- Safety
- Claims
- Rehabilitation and Return to Work
- Staff Health and Wellbeing

Proposed

The existing Education Consultant – Prevention and Management of Violence and Aggression (PMVA) role will be moved from Education and Training Services to Safety, with a full-time focus on consultancy around PMVA (Aggression Management and Training Consultant). This is a reporting line change and a change to the existing role description, which is not expected to change the grading of the role.

Staff Health will move to a newly formed Recruitment and Onboarding team, however, the Wellbeing Registered Nurse (RN) role will remain within the WHS and Wellbeing team, reporting directly to the District Manager.

5.1.3. Talent and Capability

Current

Led by Deputy Director Talent and Capability

- Education and Training Service

Led by Education and Training Services Manager

- SIM Centre
- Conference and Education Centre Management
- Learning Management System Administration
- Education and Training Service Administration
- Education Consultant – Allied Health
- Education Consultant – PMVA

- Education Consultant – Respecting the Difference
- Digital Learning Consultant
- HETI Learning Development
- Leadership Culture Coaches
- Workforce Planning and Design
- Aboriginal Workforce Development Consultant, includes leading the delivery of Respecting the Difference

Proposed

Disestablish Education and Training Services Manager and SIM Centre Management roles

Reorganise functions into three pillars:

- Learning and Development

Delivering agile and innovative solutions to support the learning needs of the District's people.

Led by Learning and Development Manager

- SIM Centre
- Learning Management System Administration
- Education and Training Service Administration
- Education Consultant – Allied Health
- Digital Learning Consultant
- HETI Learning Development

- Organisational Development

Leadership capability, culture, organisational design and development.

Reporting to Deputy Director Talent and Capability

The purpose of the Leadership Culture Coach role is primarily to provide individual coaching, support and training to managers and leaders that will enable District Leaders and managers to develop their teams. Additionally the roles deliver the Clinical Excellence Commission's (CEC) Foundational Clinical Leadership Program (FCLP). Whilst coaching is an excellent format for leadership development, it is also resource-intensive and can be slow to deliver results.

These roles were established before the implementation of a HR Business Partner model. HR Business Partners are experienced HR generalists whose responsibilities include building people management capability. They work face to face with line managers to provide coaching, guidance and advice with respect to day to day line management challenges.

Additional capacity to support coaching is also available via the District's Employee Assistance Program, which provides a Manager Support Hotline and Coaching service. The latter is a non-standard service, with costs billed to the cost centre of the staff member accessing the program.

The CEC has written to the District to advise that they are moving to a blended learning approach for FCLP in 2020/21, with online learning modules that will replace face to face learning sessions.

Therefore, it is proposed to disestablish the Leadership Culture Coach roles and implement an expanded Organisational Development capability to focus on organisation-level programs, with an emphasis on building capability across a larger cohort of leaders. This will increase the potential to create leaders who can shift organisational culture and achieve our strategic goals.

- Disestablish:
 - Leadership Culture Coach x 2.0 FTE
- Create new roles:
 - Organisational Development Consultant x 3.0 FTE
- Workforce Planning and Design

- Diversity and Inclusion

Attracting, developing and retaining a diverse workforce. Cultural awareness programs including Respecting the Difference to support the development of a respectful and safe environment for our staff and patients.

Reporting to Deputy Director Talent and Capability

- Aboriginal Workforce Development Consultant
- Education Consultant – Respecting the Difference role to become casual

Move roles to other teams for workload balancing and to align to role responsibilities:

- Education Consultant – PMVA to move to Safety team in WHS and Wellbeing
- Conference and Education Centre Management to move to Recruitment and Onboarding

5.1.4. Workforce Operations

Current

Led by Workforce Operations Manager

- Systems and Reporting
- Recruitment

Proposed

Disestablish Workforce Operations Manager role

Disestablish the Workforce Operations Division and reorganise functions into two new Divisions:

- Establishment, Rostering and Analytics
- Recruitment and Onboarding

Disestablish all Systems and Reporting roles and regrade Recruitment Manager (HM1 to HM2) and Recruitment Support Officer role (AO2 to AO3).

Increase staffing to support agreed business as usual activity, a significant sustainability initiatives agenda and capacity to support District workforce surge.

Affected staff will have opportunities to apply for promotional opportunities within the Directorate or to be redeployed, at level, within the Directorate or District.

5.1.5. Establishment, Rostering and Analytics

Proposed

Led by District Manager Establishment, Rostering and Analytics

Establishment, Rostering and Analytics Manager providing line and functional management for three functional teams:

5.1.5.1. Establishment

Development and implementation of a District Establishment and Establishment Management Process

- New Establishment Officer HM1
- New Establishment Officer Support AO4

5.1.5.2. Rostering

Deliver on agreed business as usual priorities while also progressing key sustainability initiatives with respect to Rostering Benefits Realisation and Rostering Optimisation.

- New Rostering Improvement Lead HM1
- New Local Roster Administrator HM1
- New Rostering Support AO4

5.1.5.3. Analytics

Working with the Business Intelligence team in Quality, Strategy and Improvement, progress automation of workforce reporting. Provide specialist reporting, data mining and analytical capability with respect to HR Information Systems (HRIS) and HR data.

- Reporting and Analytics Specialist HM1

5.1.6. Recruitment and Onboarding

Proposed

Led by District Manager Recruitment and Onboarding

5.1.6.1. Recruitment

Develop and implement strategic recruitment campaigns utilising current social media technologies in additional to traditional sourcing channels and media. Improve recruitment timeframes. Empower hiring managers through making Recruitment and Onboarding (ROB) system accessible and providing autonomy, where appropriate, within the system.

- Recruitment Manager

- Digital Marketing Specialist - Recruitment
- Recruitment Officers
- Recruitment Support Officer

5.1.6.2. Staff Health

No change to Staff Health function or staffing. Wellbeing function to remain in WHS and Wellbeing Division.

- Staff Health Doctor
- Staff Health Nurse Unit Manager (NUM)
- Staff Health Nurses
- Staff Health Administration Officer

5.1.6.3. Conference Centre Management and Administration

Conference and Education Centre management and administration, student program administration including Clinical Education and Placement and SBAT program administration.

- Conference Centre Coordinator
- Education Centre Coordinator
- Administration

5.2. NEW, CHANGED AND DELETED POSITIONS

Refer to attached spreadsheet.

6. INFRASTRUCTURE/SPACE IMPACT

The proposal does not impact requirements for space, given the additional requirements that exist during the current pandemic. Additionally, while the proposal will reduce the overall number of FTE there is a requirement to maintain space for project resources to support the Wyong redevelopment commissioning activity in 2H 2020/21.

7. IMPLEMENTATION PLAN

Action	Timeline
Consultation with staff	14/9 – 28/9/20
Consultation with District Sites and Services Leaders	14/9 - 28/9/20
Consultation with unions and USCC	Commence 14/9, USCC w/c 21/9/20
Final approval post consultation	w/c 12 October 2020
Position creation and selection	w/c 19 October 2020
Change implementation for new model of care	2 November 2020
Affected employee management	Commence w/c 12 October 2020
Change evaluation	July 2021

8. EVALUATION KEY PERFORMANCE INDICATORS

KPIs are drawn from the annual Service Agreement between NSW Health Secretary and CCLHD, Ministry of Health targets or agreed with the Chief Executive on project commissioning.

KPIs are monitored through the Executive Leadership Committee, People and Culture Board Committee, Finance and Performance Committee and Board.

- Recruitment: A Way Forward
 - Target KPI: Reduction in days to recruit to 43 days by 31 December 2020
- Leave Management
 - Target KPI: Reduction in excess leave by 15% across target professions by end June 2021
- Rostering Benefits Optimisation
 - Target KPI: Improved rostering efficiency and realisation of planned rostering benefits by end June 2022
- Early Intervention in Rehabilitation and Return to Work
 - Target KPI: Increase the number of staff achieving return to work within first 13 weeks post-date of injury; 2020/21 KPI - 60% of claims returned to work by the end of the month following reporting period by 30 June 2021
- Reduction in Manual Handling Injuries
 - Target KPI: 10% reduction in compensable claims by 30/6/2021
- Prevention and Management of Violence and Aggression
 - Target KPI: 10% reduction in compensable claims resulting from incidents of violence and aggression; 10% reduction in severity (SAC 2 and SAC 3) of reported incidents of violence and aggression by 30/6/2021
- Aboriginal Workforce Development Plan
 - Target KPI: >2.66% (an increase on previous year) by 30 June 2021
- Culture Plan – Caring for the Coast: ‘The way we do things around here’
 - Target KPI June 2023: Engagement Score – 75%; Health Culture Index – 70%
 - Target KPI June 2021: Engagement Score – 69%; Health Culture Index – 63%

9. ATTACHMENTS

Attachment 1 – Current Organisational Structure

Attachment 2 – Proposed Organisational Structure

Attachment 3 – New, changed and deleted positions