

Memo



Health
Northern NSW
Local Health District

TO Lismore Base Hospital (LBH) Corporate Services Staff

FROM Ian Hatton, General Manager, Lismore Base Hospital

TEL (02) 6620 2354 DATE 24 December 2020

SUBJECT Lismore Base Hospital Corporate Services Restructure

I refer to a staff memo dated 11 November 2020 in relation to the proposed change to the Lismore Base Hospital (LBH) Corporate Services organisational structure and the subsequent meeting held with staff and unions on the 12 November 2020 and the feedback Northern NSW Local Health District (NNSW LHD) received through the consultation process.

As part of this process, NNSW LHD has been in further consultation with impacted staff and the Health Services Union (HSU). Thank you to all staff who provided feedback, via face to face meetings and emails, regarding the proposed changes to LBH Corporate Services. NNSW LHD have considered the feedback and provide the following responses to staff questions and key updates to the proposal.

1. Domestic Services Department Leading Hand AM shift position and Senior Security Officer position
2. Administration Supervisor (AO5)
3. Open recruitment for the Management positions
4. Frequently asked Questions (FAQ) and updates to the position description
5. Timeframes for the commencement of the new structure
6. Consultation Closure and next steps

Domestic Services Department Leading Hand AM shift position and Senior Security Officer position

Feedback provided from staff, requested that the Local Health District (LHD) consider keeping the current Domestic Services Leading Hand position from Monday to Friday AM shift and a further proposal to consider the inclusion of Senior Security Officer classification as part of the restructure in addition to the leading hand role. At present we are still considering this feedback and will provide a response to this in the New Year.

Administration Supervisor (AO5) position

The Administration Supervisor (AO5) position description has not been drafted at this time, this is to allow the new Administration Manager (HM1) an opportunity to consult with the newly formed Administration team to identify the most appropriate format for the AO5 role to take, this will include a review of the needs of the service and the skillset within the Administration team. A Position Description will then be created considering input from the Administration staff.

In determining the allocation of 0.4 FTE for the Administration Supervisor (AO5) position, the LHD took into account the number of staff in each of the teams. The Administration team headcount (55) is significantly less than the Security - Wardsperson Department (76 headcount) and Domestic Services Department (99 headcount), therefore the FTE was on a pro-rata basis for this headcount.

Open recruitment

The Manager (HM1) positions will undergo open recruitment to ensure the most suitably experienced candidate is recruited. Open recruitment to the Manager (HM1) positions is in accordance with the requirements of the NSW Health policy "Recruitment and Selection of Staff to the NSW Health Service" (PD2017_040). Most relevantly, PD 2017_040 prescribes that: 'A Health Organisation must open the vacancy to competitive merit selection and advertise it. All vacancies must be advertised through the NSW Health Career Portal as a minimum'.

Frequently asked Questions (FAQ) and updates to the position description

Staff and union consultation feedback in writing and during face-to-face meetings identified a number of questions regarding the restructure, the list of FAQs' is attached. Consultation feedback also updated some position descriptions, the final versions of all position descriptions and organisation charts will be provided in the New Year.

Timeframe for the start of the new structure

The exact start date of the new structure is yet to be finalised. However, it is planned that the new structure will commence when all three (3) managers have commenced in the HM1 roles. We have committed to provide regular updates as we progress through the recruitment process and will provide at least one (1) roster period notice of intent to commence the new structure.

Consultation Closure and Recruitment to new role

These changes and updates to the LBH Corporate Services Restructure have concluded the consultation process. NNSW LHD will continue to consider feedback regarding the Domestic Services Leading Hand AM shift and Senior Security officer positions. Once this has been finalised a further update will be provided to staff.

Any feedback on the position task/roles has now been incorporated into the position descriptions, excluding the request for additional management qualifications. The LHD reviewed Health Manager 1 (HM1) positions across the District in similar roles, and the review identified that there were no additional management qualifications in these comparable positions, therefore the qualification required in the Manager HM1 position descriptions will remain.

Given that all feedback relating to the three Manager (HM1) positions, has now been considered, the next step will be to recruit to the three Management (HM1) positions at the earliest opportunity. I encourage all existing staff to apply for any roles they are interested in.

Thanks to all staff that took the time to read the consultation paper, attend the consultation meetings, and those who provided their feedback, either directly or through a colleague, your manager, or through your industrial association.

The consultation period has now ended, however if you do still have questions or concerns that you'd like to raise please do feel free to call Mr Stuart Rollans on (02) 6629 4838 or by email: Stuart.Rollans@health.nsw.gov.au.

I remind everyone that times of change may be stressful and NSNWLHD has a free confidential Employee Assistance Program available to you online via <https://www.livewell.optum.com> (enter access code NNSWLHD) or by telephone 1300 361 008

I wish you all a healthy and enjoyable Christmas and New Year holiday period.

Yours sincerely

Ian Hatton
General Manager
Lismore Base Hospital

LBH CORPORATE SERVICES RESTRUCTURE - FREQUENTLY ASKED QUESTIONS

General questions

Will my roster change due to the restructure?

The scope of this restructure does not include rostering arrangements, and therefore, no formal changes to existing rosters will be made as part of this process. However, fair, equitable and Award compliant rosters are a requirement for all LHD work units to meet service needs and if any changes are contemplated, a separate process of consultation will occur.

Should NSNW LHD consider additional management qualifications in the Position Description for the Manager positions (HM1)?

The LHD reviewed Health Manager 1 (HM1) positions across the District in similar roles, and the review identified that there were no additional management qualifications in these comparable positions, therefore the qualification required in the Manager HM1 position descriptions will remain.

What will happen if a Supervisor/ Manager leaves prior to the new structure commencing?

An expression of interest (EOI) will be advertised on a temporary basis to backfill the vacant role with the current grade of the position until the restructure is finalised.

What duties will the Security – Wardsperson leading hand position be responsible for?

The Leading Hand will be responsible for leading the Code Black Response Team (CBRT) at Code Black's (CB), complete IMS+/-or new Code Black form, organise sick leave back fill, run the *'Hot Debrief'* when a clinician is not available, support the staff members in managing their workload and ad hoc requests on behalf of the Department.

What offices will the Managers and Supervisors use for each of the Departments?

The Security – Wardsperson Manager (Health Manager 1 – HM1) will use the current Security Managers office. The Supervisor (Administration Officer 5 – AO5) will utilise the security control room and the mortuary office. The Domestic Services Manager (HM1) will use the current level 4 office and the Supervisor (AO5) will use the current level 3 office. The Administration Manager (HM1) will be located in a room yet to be decided and the Supervisor (AO5) will use the current Customer Service office.

Will there be any changes to what staff currently use as debrief/ handover/ break and tea rooms?

The ABC Block refurbishment commences on 1 February 2021 and A6 area will be handed over to the Builder for 12 months. LBH Executive are working to secure, office space for meetings and handover, space is limited but staff may use the staff cafeteria, like most employees during the ABC Block refurbishments. After the refurbishments, plans will be made to identify appropriate locations for debrief/ handover/ break and tea rooms for staff.

If I am successful in the open recruitment for a Manager (HM1) position, will consideration be taken for my current grade in the salary?

All successful candidates into the new Manager (Health Manager 1) positions, will be considered in accordance with the current NNSW LHD policy, Salary Progression – Health Managers ([NNSW-LHD-POL-0715-20](#)).

How will the leading hand shifts be selected?

The Leading Hand roles will be selected via an internal Corporate Service Department EOI, then the shifts will be allocated on a fair and equitable basis from the pool of successful applicants.

What additional training will be provided to the managers/supervisors to understand their role and will there be a cost to the successful applicant?

On-boarding and internal training will be provided at no cost to the successful applicants. NNSW LHD envisage that the successful applicants will have the support of the Corporate Services Manager (HM2) while orientating to the role and then liaise with frontline staff to gain knowledge of their roles, the same as any new manager commencing at NNSW LHD would undertake.

What is the timeframe for the start of the new structure?

The exact start date of the new structure is yet to be finalised. However, it is planned that the new structure will commence when all three (3) managers have commenced in the HM1 roles.

How much notice will be provided to the staff regarding the structure change and how will this be communicated to staff?

We have committed to provide regular updates as we progress the restructure and will provide at least one (1) roster period notice of intent to commence the new structure.

What will the NNSW LHD do to support different teams combining into one to develop effective teamwork and improve workplace culture?

Workforce will provide support and training to develop teamwork and create a beneficial workplace culture through workshops and staff support to bring teams together.

Security - Wardsperson Department

Is there an opportunity for Senior Security classification to be considered as part of the restructure in addition to the leading hand roles?

At present we are still considering this feedback and will provide a response to this in the New Year.

What career progression opportunities are available for Wardspersons as they need a security licence to further their career?

Wardsperson staff may apply for the leading hand position, this leadership role replicates a similar career progression opportunity to the current structure. However, Wardspersons can also obtain a security licence and apply for the position of Supervisor/Manager role.

Would the LHD consider providing assistance to those Wardspersons who would like to undertake the security licence and become a H.S.A?

All staff members who are interested in progressing their career invest time and money to undertake their role, in particular Security or Nursing career paths. Security licences are an individual's own expense as it would be unfair to staff who have already paid for their own training to improve their career opportunities, in addition to the ongoing cost of registration or licences.

Whose responsibility will it be to work with the NSW Police when dealing with deceased patients that require viewing or fingerprinting?

During business hours it will be the Security–Wardsperson Supervisor (AO5) to work with NSW Police. During afterhours it will be the Leading Hand. Please be advised the LHD will liaise with NSW Police to confirm that there will be no further assistance by LHD to Police in fingerprinting a deceased patient. Police Officers will be responsible for managing this process, as is the case at other facilities in NNSWLHD.

What allowances are payable to staff who are transporting a deceased patient from the ward to the morgue?

There is no allowance payable for the transporting a deceased patient, as it is not considered as working in the morgue per the [Health Employees Conditions of Employment \(state\) award 2019](#), clause 12. *Special Working Conditions*,

However, if an employee is required to ‘work’ in the morgue to prepare for a family viewing or assist NSW Police, the appropriate Award provision that is payable as per both the Health Employees Conditions of Employment (State) Award 2018 and the Public Health Service Employees Skilled Trades (State) Award 2019 as follows: 12p) Morgues - An employee other than a post-mortem assistant required to work in a morgue shall be paid an extra rate as set out in Item 35 of Table 1 per hour whilst so employed.

Clause	Allowance Description	Frequency	Effective Date 01-Jan-2019 \$
7(p)	Morgues	Per Hour	0.92

Who is responsible to assist the preparation of a deceased patient if a family is seeking a viewing?

During business hours it will be the Security – Wardspersons Supervisor (AO5) to prepare for a family viewing. During afterhours it will be the Leading Hand.

Can you be a Leading Hand without a security licence?

Yes, the Security - Wardspersons Leading Hand positions are open to anyone from the Wardspersons, Health and Security Assistant (H.S.A) and Security Officers positions, to enable a career opportunity for all staff within the Department.

If the Leading Hand does not have a security licence how will they be able to induct new/agency Security guards to the site?

The orientation of new Security Officers will be undertaken by the Security - Wardspersons Supervisor (AO5). Induction of contracted security personnel will occur only on Monday to Friday during day shift. This advice will be communicated to the management of external providers. If the need arises that an external security officer needs induction outside these arrangements the on-duty Security Officer will undertake the task as per current practice.

What are the future arrangements for mortuary and also forensic and viewings and who will undertake the mortuary duties currently undertaken by the Wardspersons Supervisor?

During business hours it will be the Security – Wardspersons Supervisor (AO5). During afterhours it will be the Leading Hand. The LHD will liaise with NSW Police to confirm that there will be no further assistance provided by LHD to Police for fingerprinting a deceased patient. Police Officers will be responsible for managing the process, this is in line with practices at Tweed Valley Hospital which will be replicated in Lismore. Any mortuary duties

that are outside of the scope of the Supervisor or Leading Hand will no longer be undertaken on site.

Why are the H.S.A's in the cleaning department and X-ray not moving across to the Security - Wardsperson Department?

The domestic services H.S.A. performs a combination of cleaning and security tasks currently. The medical imaging H.S.A. currently attends Code Black calls when available to do so. Night shift domestic H.S.A. will be assigned to more static specials once the restructure is finalised.

Why are the H.S.A's in the Cleaning Department and X-Ray never asked to undertake a 'patient special'?

The LHD will consider this as a potential opportunity in the future, once the new structure commences.

What will be the process for Wardspersons to organise additional equipment and repairs?

The current process will continue, but the Security - Wardsperson Supervisor (AO5) will follow up or escalate any requests.

What is the process for covering a 'patient special' if there is no one available?

The current process will continue; permanent, temporary or casual H.S.A, Security Officer or Wardspersons will be assigned to patient specials and then if no staff are available an external provider will be engaged.

Will LBH still require specialist Wardspersons roles in ICU and ED?

ED will remain a H.S.A. requirement. ICU will continue to use experienced staff when available. However, ongoing training opportunities will be provided to staff who are interested in working in ICU or ED.

Would the LHD consider a Security - Wardsperson leading hand overnight? Or two 12 hours shifts for leading hands to cover the services 24/7?

At present we are still considering this feedback and will provide a response to this in the New Year.

Who will facilitate the hot and cold debrief sessions after a code black or fire incident?

The clinician is the first option for debriefs surrounding Code Black calls and the Senior Fire Control room officer for fire. If these two groups are unable to conduct the hot debrief the Security – Wardspersons Supervisor (AO5) during business hours or the leading hands afterhours. Both positions will receive some training to undertake the '*Hot debrief*'. '*Cold debriefs*' will be organised by a Senior Manager of LBH.

Where will the staff be able to go to undertake a debrief or handover for Wardspersons patients?

An office space or meeting room will be organised by the staff member facilitating the '*Hot debrief*', the Security - Wardsperson leading hand and/or Supervisor will also identify office space and meeting rooms for patient details handover

Will the Wardspersons shift times and ward allocation change with the new structure?

Predominantly the H.S.A. role will be in the Emergency Department, but it may be in any ward area. H.S.A's may be required to perform some patient 'specials' but would be back filled by an LHD casual Wardsperson. If possible the 'special' will be rotated between staff to allow each staff to share the hours between H.S.A's rostered on in ward areas.

What will be the H.S.A's primary role and will H.S.A's still work in one set area?

The H.S.A primary role is as per their position description; staff will need to move around the hospital accordingly and as required.

As a H.S.A, are you able to relinquish your security licence and only undertake Wardspersons duties?

No, this is not the position you applied for; however you may undergo formal merit selection and usual recruitment processes to change roles.

Is there going to be future employment of Wardspersons, or will the Hospital be employing H.S.A's?

As per the current arrangement, Wardspersons positions will be replaced by a Wardspersons position on separation, but any new FTE will be graded as a Health & Security Assistant.

Administration Department

Should CSO's be included in the new administration structure?

The CSO's were introduced as a recommendation from the "*Garling Report*" a [Special Commission of Inquiry into Acute Care Services in New South Wales Public Hospitals](#). CSO's were recommended to work closely and support the Nursing Unit Manager with the clinical requirements of the ward, therefore they were not included in the Corporate Services Restructure.

Should the PSO's not be included in the restructure and remain on the wards under the line management of the NUM?

On review of the position descriptions and the roles across LBH, it has been determined a professional line manager (with Administration experience) would be beneficial over and above a Clinical Managers role to all PSO and Administration Officers.

Should the Radiography Department Administration Team be included in the new structure?

On review of the position descriptions and the department, it has been determined that the Department is highly specialised, and the roles benefit from reporting through to their Department.

How will the LHD manage the administration casual pool with a variety of Administration classifications?

Administration classifications will be reviewed before a casual is used to backfill a position. Casual staff will be approved to work and be paid accordingly one grade above their substantive grade. However, an AO2 would not back fill an AO4, but another AO3 may be asked to backfill the AO4 higher grade and their substantive AO3 role back filled by the lower grade.

Who will cover the team break in Customer Services if the Manager is not available?

This will be determined once the Administration Manager has been appointed.

How will casual staff advise the manager of their availability if they pick up additional shifts outside of the Administration Department?

Availability requests for additional shifts, should follow the current process, the request should be communicated in the first instance to the Administration Manager (HM1) and then followed up by email.

Do the Administration staff still report to the NUM if you are on the ward as a PSO or ward clerk?

The NUM will be responsible for your workload and task allocation on a daily basis, however any leave requests, roster adjustments or training and support would be managed by your line Manager, the Administration Manager (HM1).

How does the Administration Manager undertake your yearly appraisal if they are not witnessing your work on a daily basis?

Your line Manager, the Administration Manager (HM1), will undertake your yearly appraisal in conjunction with you and the ward NUM via regular feedback from the Ward throughout the year.

The AO5 position description must be in place before the restructure is agreed to?

The Administration Manager (HM1), once recruited will consult with the newly formed administration team before deciding on the format that the AO5 role will take. Reviewing the needs of the service and the skillset within the Administration team with input from the administration staff will occur before creating the position description for this role.

Will the LHD consider the AO5 position to be 5 days per week?

The LHD compared the number of staff under each of the teams and the Administration team (55 headcount) and FTE is significantly less than the Security – Wardsperson Department (76 headcount) and Domestic Services Department (99 headcount).

The management of the casual pool is too complex for a 2 day per week AO5.

In the first instance the Administration Manager (HM1) will be responsible for the casual pool, as it will depend on the tasks identified by the team regarding the Administration Supervisor (AO5) to determine if this is an effective use of the Administration Supervisors (AO5) position

Both Nursing Administration and Emergency Department (ED) Managers have lost the management of administration staff to allow them to focus more on their own departments. The lack of a 5 day a week AO5 will still lead to administration staff not having a supervisor with enough time to provide the professional development and training the new structure state it

Nursing Administration and ED Managers will still be providing advice and direction regarding the day to day workload of administration staff. The Administration Manager (HM1) will predominantly be dealing with rostering, leave, workplace issues, professional development and guidance.

Domestic Services Department

Would the LHD consider a Domestic Services leading hand during position from Monday to Friday AM and PM shift 7 days per week and public holidays?

At present we are still considering this feedback and will provide a response to this in the New Year.

Would the LHD consider a Domestic Services leading hand during position from Monday to Friday AM instead of the PM shift on the weekend and/or public holidays?

At present we are still considering this feedback and will provide a response to this in the New Year.

Would the LHD consider regrading the Domestic services leading hand on the AM shift to a HAG3 or a supervisor grade to the PM shift?

At present we are still considering this feedback and will provide a response to this in the New Year.

Do we require a Domestic Services Leading Hand over the PM and weekend shift?

At present we are still considering this feedback and will provide a response to this in the New Year.

Who will undertake the current duties of the Domestic Services Leading hand AM Monday to Friday shift if there is no leading hand position?

If the Domestic Services Leading hand AM Monday to Friday shift is deleted these duties would be escalated directly to the Domestic Supervisor (AO5).