

Alcohol and other Drug Services -Redesign

One service, one team – effective care

Staff Forum – 3rd March 2022

Penny Jones

Director of Integrated Mental Health &
Alcohol & other Drugs



Health
Mid North Coast
Local Health District

Acknowledgement

We acknowledge the traditional custodians of the lands on which we are meeting today.

We acknowledge that they have occupied and cared for these lands over countless generations, and we celebrate their continuing contribution to the life of this region.



About the Artwork

This painting represents my mental health journey and what services I accessed, including tapping into my own culture. This was during a dark time that I experienced in my life many years ago, a time when I felt I had no-one to talk to.

The three big circles represent main stream health and counselling services. The middle circle represents my family and cultural beliefs. The outer three represents meeting places on country in yarning circles which gave me tremendous strength.

The experience has given me inspiration to work in this field and to give back to my Aboriginal people.

Anonymous 2019



Objectives



Create a structure that can **expand** the service and that will **support the growth**.



To **improve patient care** and the patient experience



To support the **vision and strategy** for the service



To enable **best practice governance models** and organisational structures to support the service



To support **high calibre leadership, research, innovation and service delivery** for our patients and staff into the future

Background

- The AOD Service currently operates with 47.93 FTE (includes dedicated outpatient and consultation liaison services).
- Nursing 26.26 FTE
- Allied Health 12.24 FTE
- Medical 1.9 FTE
- Administration 7.53

Note - some positions are cross classification positions

Drivers

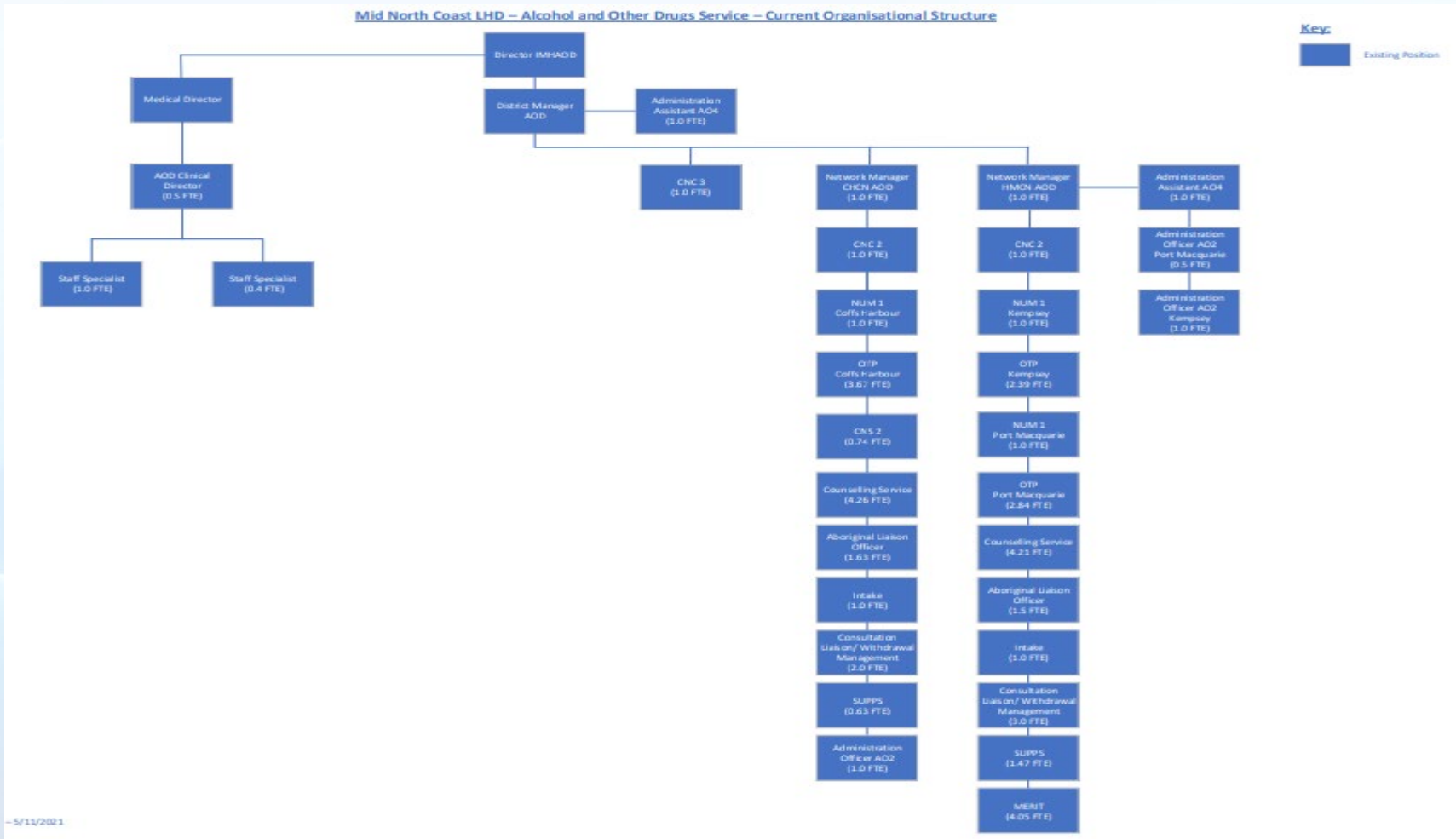
The drivers for the redesign include:

- ▶ Recent senior AOD staff vacancies
- ▶ No senior nurse manager position currently established within AOD service
- ▶ Optimising leadership and governance structures to support workforce and patient focused care
- ▶ Enhancing strategic workforce capability to optimise employee retention, satisfaction and attract a specialist AOD workforce
- ▶ Aligning with MNCLHD and MoH strategic priorities
- ▶ Developing sound research and service innovation systems
- ▶ Better alignment with other NSW AOD services

Key messages

- One district approach
- Primarily realignment of reporting lines and additional support for workforce.
- Repurposing of vacant positions
- No reduction in FTE (proposed slight increase in FTE of 0.26)
- No staff will lose their position (Potential variation of roles within award and scopes of practice)
- Professional reporting lines will remain (nursing, social work, psychology etc.)

Current Organisational Chart



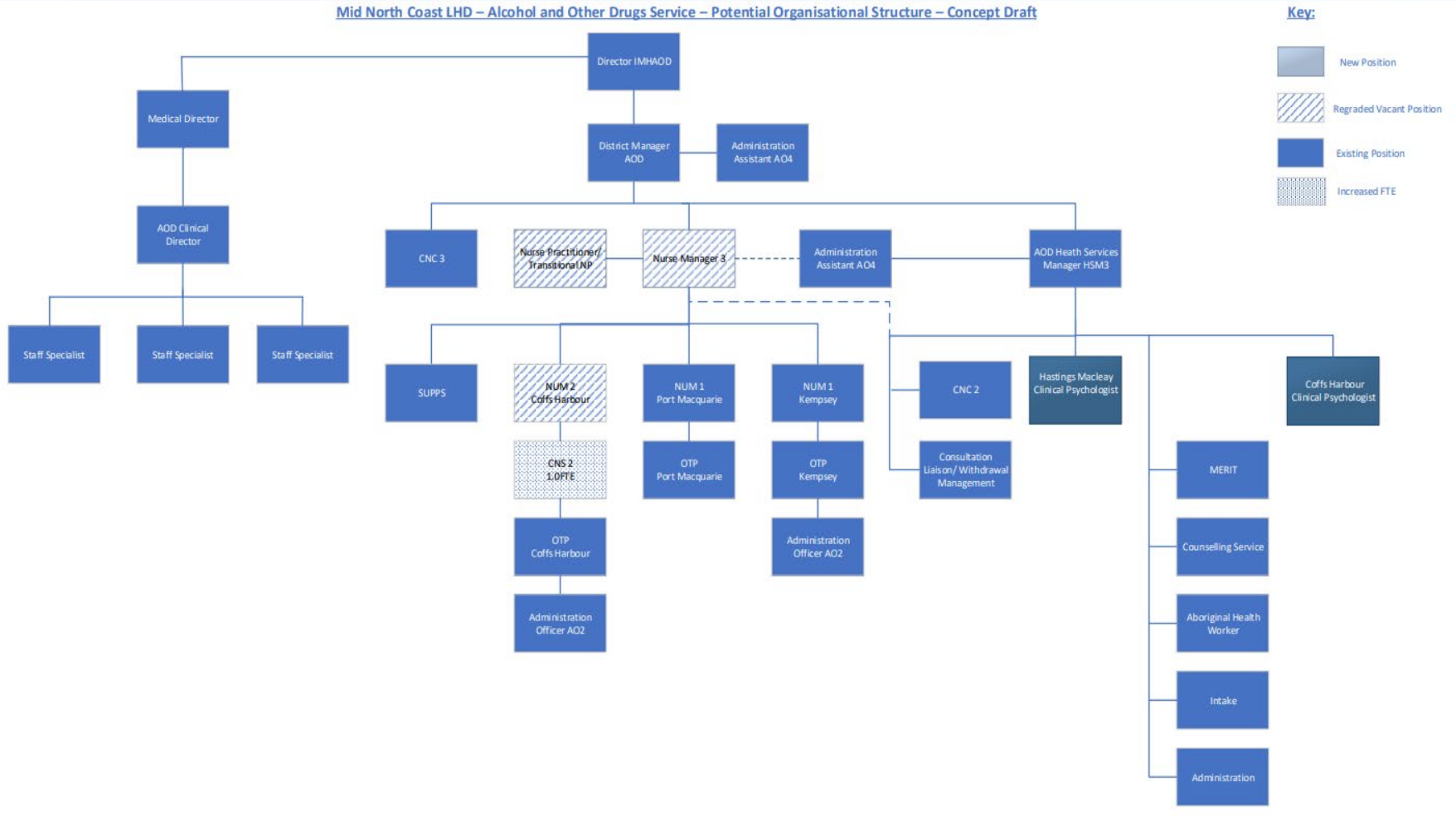
Operational Impacts - new roles

New Roles

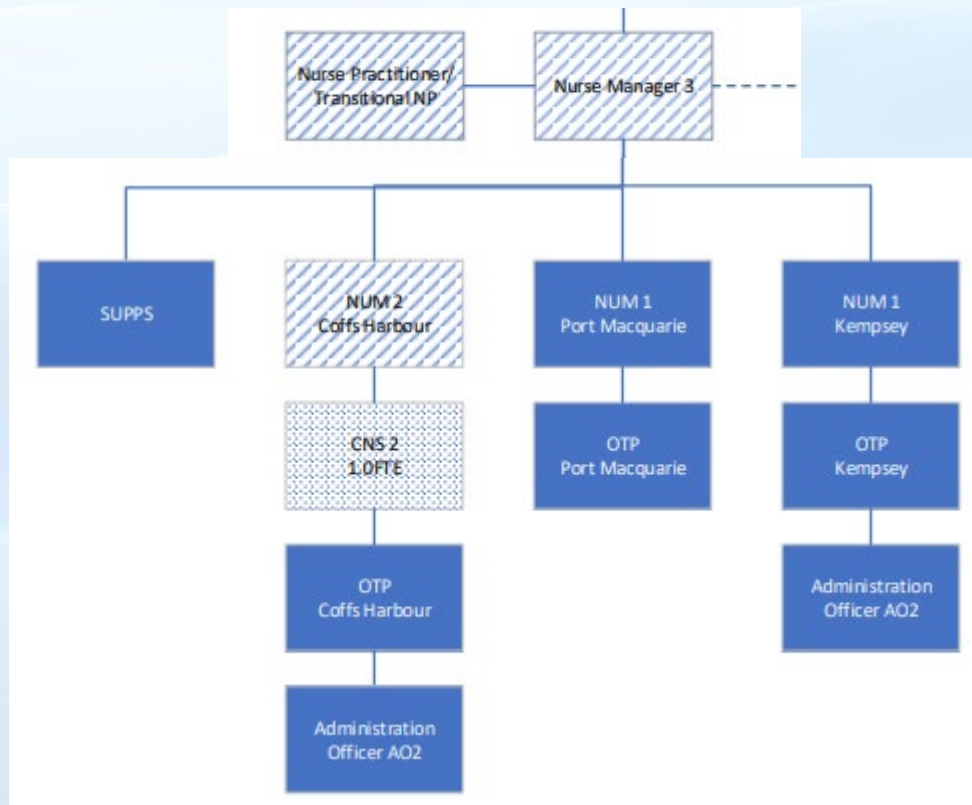
- OTP/SUPPS Nurse Manager 3
- Nurse Practitioner
- Coffs Harbour Nurse Unit Manager 2

Proposed Organisational Chart

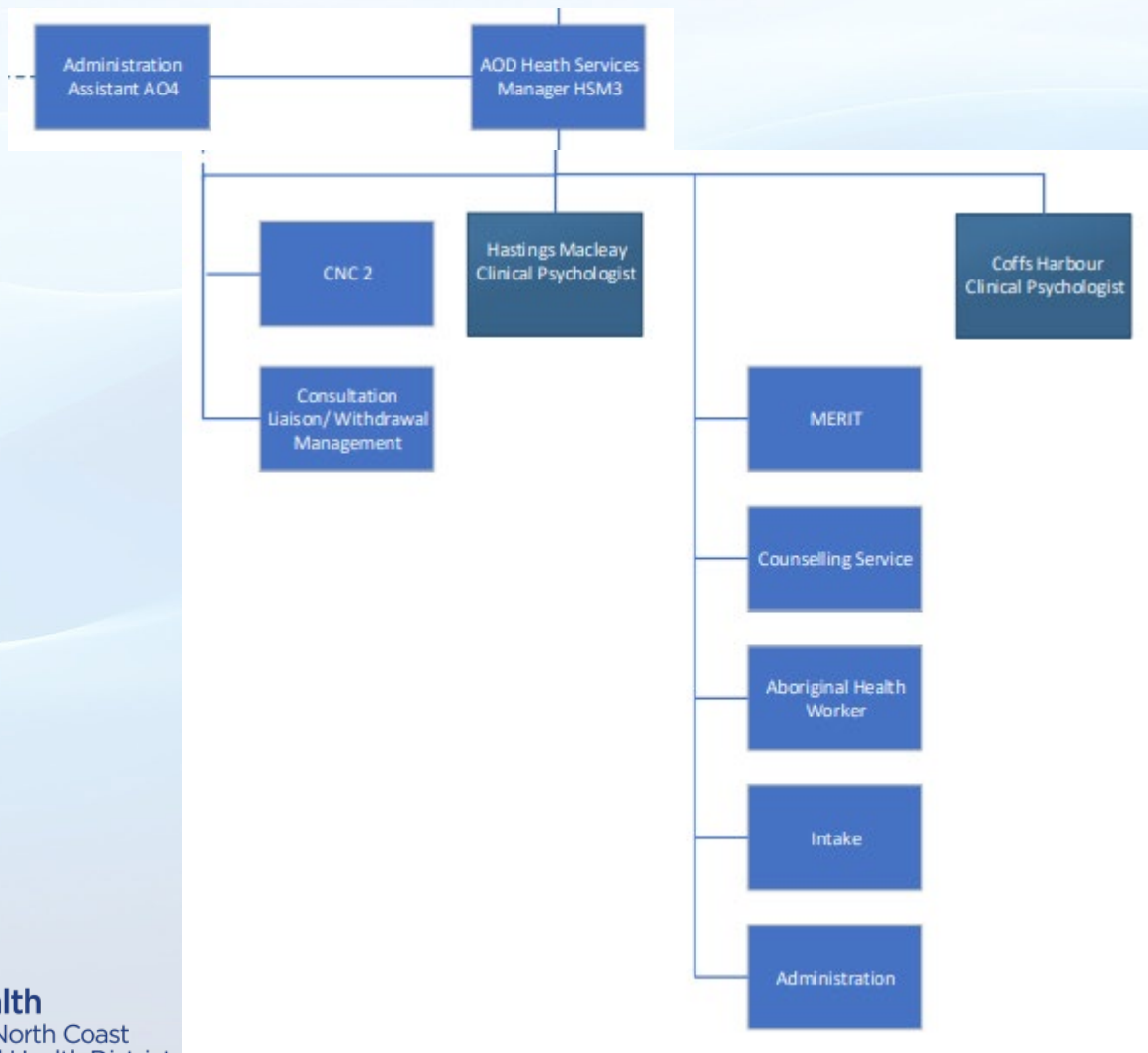
Mid North Coast LHD – Alcohol and Other Drugs Service – Potential Organisational Structure – Concept Draft



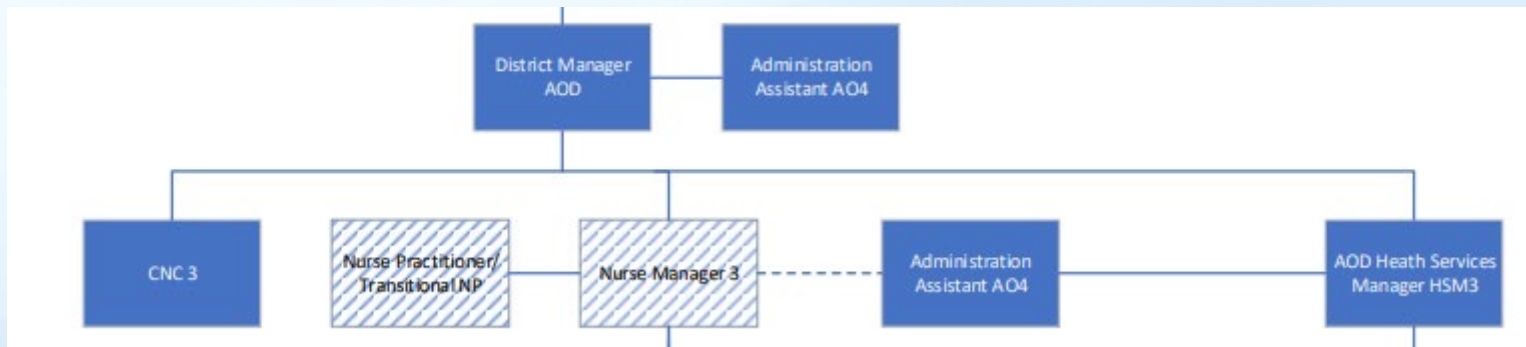
OTP/SUPPS Nurse Manager 3



Health Services Manager 3



AOD District Manager Direct Reports



Timeline

MNCLHD AOD Service Organisational Redesign	Week 1 - 24/01/22	Week 2 - 31/01/22	Week 3 - 07/02/22	Week 4 - 14/02/22	Week 5 - 21/02/22	Week 6 - 28/02/22	Week 7 - 07/03/22	Week 8 - 14/03/22	Week 9 - 21/03/22	Week 10 - 28/03/22	Week 11 - 04/04/22	Week 12 - 11/04/22	Week 13 - 18/04/22	Week 14 - 25/04/22	Week 15 - 2/05/22	Week 16 - 9/05/22
Review timeline																
Review approval from CE	█															
Staff Town Hall (1)		█														
Initial industrial consultation		█	█													
Establishment of working group		█	█	█												
Initial staff consultation (2 weeks)		█	█	█												
Staff Town Hall (2)				█	█	█										
Proposal staff consultation (2 weeks)				█	█	█	█	█								
Business paper completed						█	█	█	█	█						
Business paper submitted to CE for approval						█	█	█	█	█	█	█	█			
Impacted staff consultation									█	█	█	█	█	█		
Staff Town Hall (3)									█	█	█	█	█	█		
Industrial consultation									█	█	█	█	█	█		
Position descriptions finalised														█	█	
Confirm implementation plan														█	█	
Recruitment														█	█	
Go live																█

Communication Plan – Staff

- ▶ Town Hall – Date 3 March 2022
- ▶ Industrial associations – Date 3 March 2022
- ▶ Consultation – two weeks commencing 3rd March 2022
- ▶ Opportunity for comments, ideas or feedback via email and relevant forums until 18 March 2022 MNCLHD-AODservice-redesign@health.nsw.gov.au
- ▶ Regular email communication via District Manager
- ▶ Regular team meetings

Supports available to staff

- Employee Assistance Program
- Line manager
- AOD District Manager & Clinical Director
- Human Resources
- Director IMHAOD
- Industrial associations