

## CHANGE IMPACT STATEMENT

**SITE:** Toronto Private Hospital

**CHANGE:** Restructure of various teams across Toronto Private Hospital.

### 1. Description of Change

- Toronto Private Hospital has responded to the financial situation of the hospital by restructuring the leadership team in targeted areas such as Nursing and Allied Health, which will result in the offer of redeployment and/or redundancies.

### 2. Reason for Change

- Toronto Private Hospital is a 105 bed hospital consisting of 50 Rehabilitation inpatient beds, 20 Medical/Palliative Care inpatient beds and 35 Mental Health inpatient beds.
- The average inpatient total hospital occupancy for the current year is 72%.
- Impact of COVID 19 has meant a downturn in inpatient occupancy, private inpatient referrals and a reduction in hospital revenue along with an increase in medical and surgical supply costs, contractors and building repairs.
- There has been 6 years of consistently low Toronto Therapy Services (TTS) day patient numbers resulting in lower revenue, while maintaining the same staffing levels in Mental Health Allied Health which has impacted profitability.
- Given this situation, the Hospital Executive Team with AURORA National Teams have undertaken a review of the hospital workforce and confirmed that the hospital has been operating above staffing level requirements for inpatient and day patient services.
- Due to the lower patient and revenue numbers it is evident that the hospital, while historically maintaining the same staffing levels, is for the foreseeable future unable to support higher-grade staffing positions.
- The review has identified higher-grade leadership positions that could be absorbed within the current workforce.
- This is viewed as the best way forward to avoid the risk of hospital closure.

### 3. Current Situation

- Currently the staff profile of the hospital is:

	<b>Permanent</b>
Nursing	115
Allied Health	76
Catering & Environmental Services	37
Support functions	29
<b>TOTAL</b>	<b>257</b>

### 4. Proposed Situation

- We have undertaken a review of teams based on the number of inpatients and we need to reduce the hospitals headcount by 3.2 FTE employees.
- Direct care providing roles and those in Kitchen and cleaning roles are not impacted.
- Several current vacancies due to annual leave may be not backfilled when patient numbers are low.
- We have identified a small number of leadership roles that are identified as no longer being required and the tasks will be absorbed into existing roles.
- Those individuals impacted by this change will be spoken to immediately after the staff meeting on **Tuesday 9<sup>th</sup> May 2023.**

### 5. Effect of Change Proposal on Employees

- For those employees impacted, redeployment across the Aurora Healthcare Group will be explored.
- If that is unsuccessful, termination by way of redundancy will be implemented, effective **16<sup>th</sup> May 2023**

### 6. Measures to Avert or Mitigate Effects on Employee

- Staff consultation to commence when communicating the change on **Tuesday 9<sup>th</sup> May 2023.** Employees can ask questions and hospital leaders will be available over the following week to answer questions.
- The Change Impact Statement will be issued to all staff on the same day by email.
- All impacted employees will be offered to explore redeployment opportunities for which they are suitably qualified and experienced within Aurora Healthcare's network of other hospitals, in particular the NSW sites. Redeployment options into Aurora's hospitals in other states (QLD, VIC & WA) can also be explored.
- Selection of staff for redeployment will be based on interest to relocate and/ or travel, vacancies available, required skills and experience and subject to selection policies based on merit.
- All permanent staff whose roles are unsuccessful in redeployment will be terminated by way of redundancy and paid redundancy payments including notice and relevant entitlements as per the relevant EBA's aligned to their employment.
- Employee Assistance Program offered to all staff.

## 7. Timeframe and Dates for Change

- Staff consultation to commence **Tuesday 9<sup>th</sup> May 2023**
- Redeployment to be explored between the Tuesday 9<sup>th</sup> May and Monday 15<sup>th</sup> May 2023.
- Finalisation of successful redeployment and or termination by way of redundancy by Tuesday, 16<sup>th</sup> May 2023.



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