

## CHANGE IMPACT STATEMENT



<b>Campus</b>	Albury & Wodonga Campus
<b>Department</b> (if applicable)	Emergency & Critical Care Division
<b>Program</b>	Emergency & Critical Care (ECC) Division Leadership Review
<b>Brief Description of the Change proposal</b>  Can be change in program, production, organisation, physical workplace, workplace arrangements, or structure or technology significantly impacting staff	<p>With the expansion of services in the Emergency &amp; Critical Care Division with the Albury ED Redevelopment Project due for phase 1 clinical commissioning in January 2024 and phase 2 practical completion in July 2024, a review of the current leadership structure has been undertaken.</p> <p>The purpose of changes proposed are to streamline reporting lines within the division and align key nursing, medical and allied health leadership positions to ensure collaborative interdisciplinary decision making to support clinical and business operations for the ECC division.</p>
<b>Current Situation</b>	See Annex 1 for current ECC Leadership Structure and Proposed ECC Leadership Structure

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<p><b>Proposed Situation</b></p> <p><i>This is the what, when and who.</i></p> <p>Where the change is to rosters or hours of work:</p> <ul style="list-style-type: none"> <li>• Describe the nature of the change and when it is proposed to commence;</li> <li>• Address health and safety impacts including fatigue.</li> </ul>	<p>The aim of the proposed ECC leadership structure is to create clear and consistent alignment of leadership roles to support clinical and business operations for the division.</p> <p>The new ECC Operations Manager role will work alongside the Emergency and Intensive Care Clinical Directors. There is a proposed change in reporting lines for all Nurse Unit Managers to the new ECC Operations Manager role. Professional practice reporting lines will be maintained to discipline specific Director (Director of Nursing Emergency &amp; Critical Care or Director of Allied Health).</p> <p>Proposed establishment of new Nurse Unit Manager (Level 1) positions to fulfil the shift coordinator role within the new Emergency Department. The NUM1 will report through to the current Nurse Unit Manager Albury Emergency Department.</p> <p>Recognising the evolution of our clinical nurse education team working cross campus and leading the delivery of divisional training programs in-line with our Strategic Nursing Workforce Plan, a new position of Emergency and Critical Care Nurse Educator is proposed. The Clinical Nurse Educators / Educators reporting through to this key nursing leadership position will streamline reporting through to a strategic divisional role that will lead nursing education for the ECC Division. This role will be key in working alongside the DON ECC and nursing leadership team to support realising the Strategic Nursing Workforce plan, maintain and expand nursing education programs and key clinical partnerships with training providers. The ECC Clinical Education team will be required to work across an activity based rosters in order to support learners in the proposed uplift in staffing model in-line with clinical commissioning in January 2024.</p> <p>The current Aged Care Services Emergency Team (ASET) is proposed to change reporting line from the Operations Manager of Sub-acute Services through to a newly created ASET Manager role, who will report through to the ECC Operations Manager. The role of the ASET clinicians will remain unchanged through this transition in reporting lines, however expansion of hours worked across an extended roster including weekends will be planned in the future that aligns with patients and ED's operational needs.</p> <p>A formalised professional practice reporting structure is proposed for Nurse Practitioners (NP's) and Clinical Nurse Consultants (CNC's) through to the Director of Nursing Emergency &amp; Critical Care (DON ECC) to ensure consistent professional practice supervision and support is provided and key strategic work is appropriately delegated in-line with organisational and divisional strategic objectives. Day to day operational reporting is proposed to report through to the ECC Operations Manager to align with divisional clinical operations priorities and support safe delivery of service across both Albury and Wodonga Campuses.</p> <p>A new Deputy Director Critical Care is proposed to provide support to the Clinical Director of Critical Care.</p>
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	<p>The current structure of Deputy Directors of Emergency will be maintained on both Albury and Wodonga Campuses to ensure medical leadership and administrative support is available to medical staff, nursing leaders and clinicians working in these departments.</p> <p>To support the expanded service delivery a new Divisional Administrative Assistant position is proposed to be created to support the Director of Nursing and Director of Medicine and leadership team and, in time when funding is available, a Business Manager position leading the redesigned Emergency &amp; Critical Care Division.</p> <p>It is proposed that the new ECC Leadership Structure will come into effect in November 2023 (or earliest date following completion of consultation) with the recruitment to newly established roles of ECC Operations Manager, ECC Nurse Educator, ASET Manager, Nurse Unit Manager (Shift Coordinators), Deputy Director of Intensive Care, Divisional Administrative Assistant and permanent recruitment to existing medical leadership roles of Emergency Clinical Director, Deputy Directors of Emergency (Albury &amp; Wodonga Campuses) and Deputy Director of Intensive Care.</p>
<p><b>Benefits of proposed change</b></p> <p><i>This is the why.</i></p> <p>(Cost Savings, etc.)</p>	<ul style="list-style-type: none"> <li>• Contemporary leadership structure that allows for service growth in all units</li> <li>• Clear reporting lines that are consistent across division</li> <li>• Structure reflective of cross campus workforce roles that require consistent and clear reporting lines that eliminates having to report to multiple positions.</li> <li>• Ability to strategically align organizational and divisional objectives, workforce model, clinical operations, and business operations</li> </ul>
<p><b>Potential effects on employees</b></p> <p>Could include, but not exclusive to:</p> <ul style="list-style-type: none"> <li>• Positions terminated</li> <li>• Change in size, composition, operation or skills required,</li> <li>• Change in hours worked or reduction in pay;</li> <li>• Changes to classification, position description or reporting lines;</li> <li>• Need for retraining or relocation to</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency Services Nurse Manager position proposed to become redundant.</li> <li>• Reporting line change for Nurse Unit Managers.</li> <li>• Reporting line change for Clinical Nurse Educators (N.S.W employees) and Nurse Educators (Victorian employees) to proposed ECC Nurse Educator.</li> <li>• Reporting line change for ASET Clinicians to newly proposed ASET manager and establishment of an activity based roster for this service.</li> <li>• For any nurse reporting through to a non-nursing manager, professional practice reporting will be maintained through to the Director of Nursing ECC.</li> <li>• For any allied health clinician reporting through to a non-allied health manager, professional practice reporting will be maintained through to the Director of Allied Health.</li> </ul>

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<p>another site or other work;</p> <ul style="list-style-type: none"><li>• Removal of an amenity;</li><li>• Removal or reduction in job opportunities, promotion opportunities or job tenure;</li><li>• Change to rosters or hours of work.</li></ul>	<ul style="list-style-type: none"><li>• Opportunities for staff to pursue potential employment opportunities in the proposed new positions of:<ul style="list-style-type: none"><li>○ Clinical Director Emergency</li><li>○ Deputy Director Emergency (Albury)</li><li>○ Deputy Director Emergency (Wodonga)</li><li>○ Deputy Director Intensive Care</li><li>○ Emergency &amp; Critical Care Operations Manager</li><li>○ ASET Manager</li><li>○ Emergency and Critical Care Nurse Educator</li><li>○ Nurse Unit Manager (Level 1) (Shift coordinator)</li><li>○ Divisional Administrative Assistant</li></ul></li></ul>
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<p><b>Wellbeing &amp; Safety impacts on employees (including Occupational Violence &amp; aggression implications for employees)</b></p> <p>Where an OHS, safety, wellbeing or OVA is identified, a risk assessment of the potential effects of the changes on health and safety of employees should be undertaken in consultation with HSR's and the proposed mitigation actions which will be implemented to prevent such effects.</p>	<p>Change can be unsettling, and so AWH is making Clare Maher, Director of Nursing Emergency &amp; Critical Care and Dr David Clancy Medical Director Emergency &amp; Critical Care available to answer staff questions during the consultation process. In addition, support outside the team is available from:</p> <ul style="list-style-type: none"> <li>- AWH Health and Wellbeing team - available during working hours – contact Manager, Paula Sutherland 0418 270 423</li> <li>- Acacia – AWH Employee Assistance Program which provides external confidential professional counselling to all staff at no cost – available 24/7 - call 1300 364 273</li> </ul>
<p><b>Measures to mitigate effects on employees</b></p> <p>Outline the measures which will be taken to mitigate or avert the effects of the proposed change. For example:</p> <ul style="list-style-type: none"> <li>• Redeployment;</li> <li>• Retraining;</li> <li>• Salary maintenance;</li> <li>• Job sharing;</li> <li>• Maintenance of accruals.</li> </ul>	<p>Consultation about the change in reporting arrangements (which represent the bulk of the changes) as well as opportunities to apply for a number of newly created positions.</p> <p>Any person in a redundant position will have the benefit of exploring redeployment opportunities and be treated in accordance with the redeployment and redundancy protections in the relevant EBA, with salary maintenance, retraining and maintenance of accruals as provided for.</p> <p>As a last resort, where no suitable position is found, redundancy benefits under the applicable industrial instrument will apply.</p>

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<p><b>Communication Plan - Notification to affected employees on proposed change.</b></p>	<p>Individual meetings will be held with the Emergency Services Nurse Manager, Deputy Directors Emergency Albury and Wodonga, and the Operations Manager of Sub-acute Services. Follow up individual meetings will be held with the incumbents in these positions once a final decision is made.</p> <p>Email communication and the opportunity for individual or team meetings will be held with affected employees or teams:</p> <ul style="list-style-type: none"> <li>• Albury Emergency Department Nurse Unit Manager</li> <li>• Albury Emergency Department nursing staff</li> <li>• Albury Critical Care Unit Nurse Unit Manager</li> <li>• Albury Critical Care Unit nursing staff</li> <li>• Aged Services Emergency Team</li> <li>• Wodonga Emergency Department and Close Observation Unit Nurse Unit Manager</li> <li>• Wodonga Emergency Department nursing staff</li> <li>• Wodonga Close Observation Unit nursing staff</li> <li>• Emergency &amp; Critical Care Clinical Nurse Educators / Educators</li> <li>• Emergency Clinical Nurse Consultants</li> <li>• Emergency Nurse Practitioners</li> <li>• Critical Care Nurse Practitioner</li> <li>• Critical Care Clinical Liaison Clinical Nurse Consultant</li> <li>• Donation Nurse Specialist</li> <li>• Deputy Directors Emergency</li> <li>• Emergency medical staff</li> <li>• Intensive Care medical staff</li> </ul> <p>This will provide opportunity to understand the proposal in addition to the provision of the Change Impact Statement, and provide a response based on this understanding.</p>
<p><b>Representation rights</b></p>	<p>At any time during the consultation process staff may involve a union or other person to represent them.</p>

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<p><b>Learning and Development Plan for effected employees</b></p> <p>Consideration of whether employees will need to be retrained due to the proposed changes?</p>	<p>For staff who are redeployed or have a proposed change in position description, a review of training needs will be conducted and a training plan put in place to meet any identified training needs.</p>
<p><b>Effect of the proposed changes on other AWH services, employees, Departments or locations?</b></p>	<p>The proposed increase in size and scope of the Emergency Department is anticipated to have impact across the organisation. As part of the Albury ED Redevelopment Project, a change management committee has been established with key representatives from AWH. The change management working group will implement the change management plan which recommends a structure, methodology and actions to manage the associated change smoothly for staff, patients and visitors and the community.</p>
<p><b>Timeframes and dates for proposed changes</b></p> <p>You <b>must</b> check the relevant EBA /Award Clause around consultation and then design a communication timetable not exclusive to:</p> <ol style="list-style-type: none"> <li>1. Steps</li> <li>2. Phase</li> <li>3. Action</li> <li>4. Timeframe (dates)</li> </ol> <p>Carefully follow the timeframes in the EBA/Award</p> <p>Include any details of staff / union consultation conducted to this date.</p>	<p>Change Impact Statement will be provided to affected employees and sent to the following on 10<sup>th</sup> October 2023:</p> <ul style="list-style-type: none"> <li>• Allied Health staff: VAHPA (<a href="mailto:josie.ackerman@vahpa.asn.au">josie.ackerman@vahpa.asn.au</a>), HSU (<a href="mailto:info@HSU.ash.au">info@HSU.ash.au</a>),</li> <li>• Nursing staff: ANMF (<a href="mailto:shiggs@anmfvic.asn.au">shiggs@anmfvic.asn.au</a> and <a href="mailto:records@anmfvic.asn.au">records@anmfvic.asn.au</a>), NSWMA (<a href="mailto:dbrown@nswnma.asn.au">dbrown@nswnma.asn.au</a> and <a href="mailto:gensec@nswnma.asn.au">gensec@nswnma.asn.au</a>)</li> <li>• Medical staff: AMA (<a href="mailto:ama@ama.com.au">ama@ama.com.au</a>), Australian Salaried Medical Officers Federation (<a href="mailto:asmof@asmof.org.au">asmof@asmof.org.au</a>).</li> </ul> <p>Written response from the affected employees and /or unions is due by 24<sup>th</sup> October 2023</p> <p>Consultation meetings will take place between 17<sup>th</sup> October and 24<sup>th</sup> October 2023.</p> <p>A further AWH response will be provided no later than 7<sup>th</sup> November 2023, if any submissions are received allowing a further 14 days for any alternate proposals.</p> <p>Meetings may be held to better understand and discuss responses and alternate proposals.</p> <p>Once the deadline for the final proposal has been passed, a decision will be made on the proposal within 14 days and communicated to affected employees and the unions.</p>

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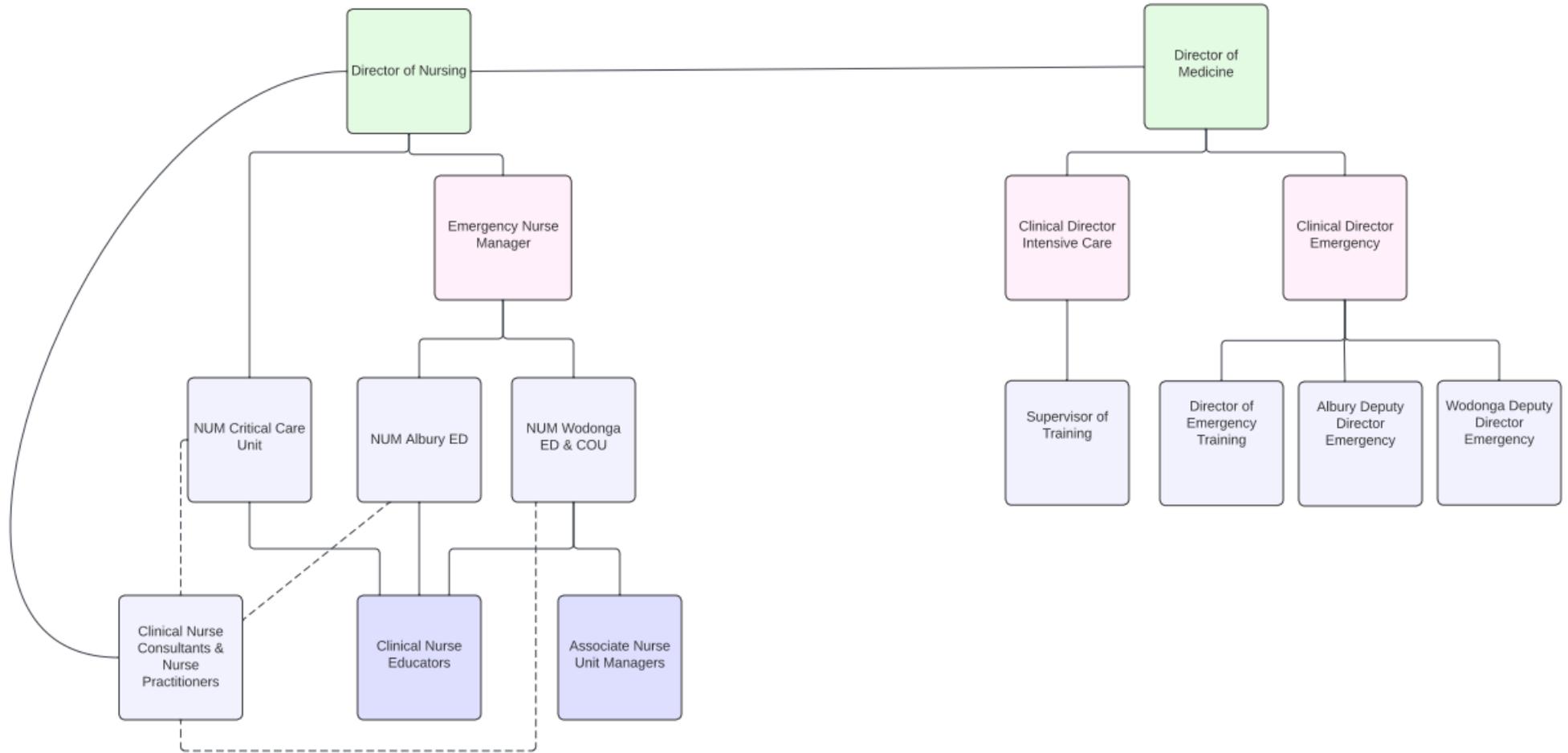
<p><b>Attachments</b></p> <p>Include any other written material relevant to the reasons for the proposed change (such as consultants reports, before and after org charts), excluding material that is Commercial in Confidence or cannot be discussed under privacy legislation.</p>	<p>Current organisation chart.</p> <p>Proposed organisation chart.</p> <p>Proposed position descriptions for the following positions:</p> <ul style="list-style-type: none"> <li>• Emergency &amp; Critical Care Operations Manager (New)</li> <li>• Clinical Director Emergency (Revised)</li> <li>• Deputy Director Emergency (Current)</li> <li>• Deputy Director Intensive Care (New)</li> <li>• Emergency &amp; Critical Care Nurse Educator (New)</li> <li>• ASET Manager (New)</li> <li>• Nurse Unit Managers (Shift Coordinators) (New)</li> <li>• Divisional Administration Assistant (New)</li> </ul>
<p><b>Prepared by:</b></p>	<p>Clare Maher and David Clancy</p>
<p><b>Position:</b></p>	<p>Director of Nursing Emergency &amp; Critical Care</p> <p>Medical Director Emergency &amp; Critical Care</p>
<p><b>Date:</b></p>	<p>10/10/2023</p>
<p><b>Contact details:</b></p>	<p>Clare Maher: <a href="mailto:clare.maher@awh.org.au">clare.maher@awh.org.au</a>; or 0419213199</p> <p>David Clancy: <a href="mailto:david.clancy@awh.org.au">david.clancy@awh.org.au</a>; or 0409203224</p>

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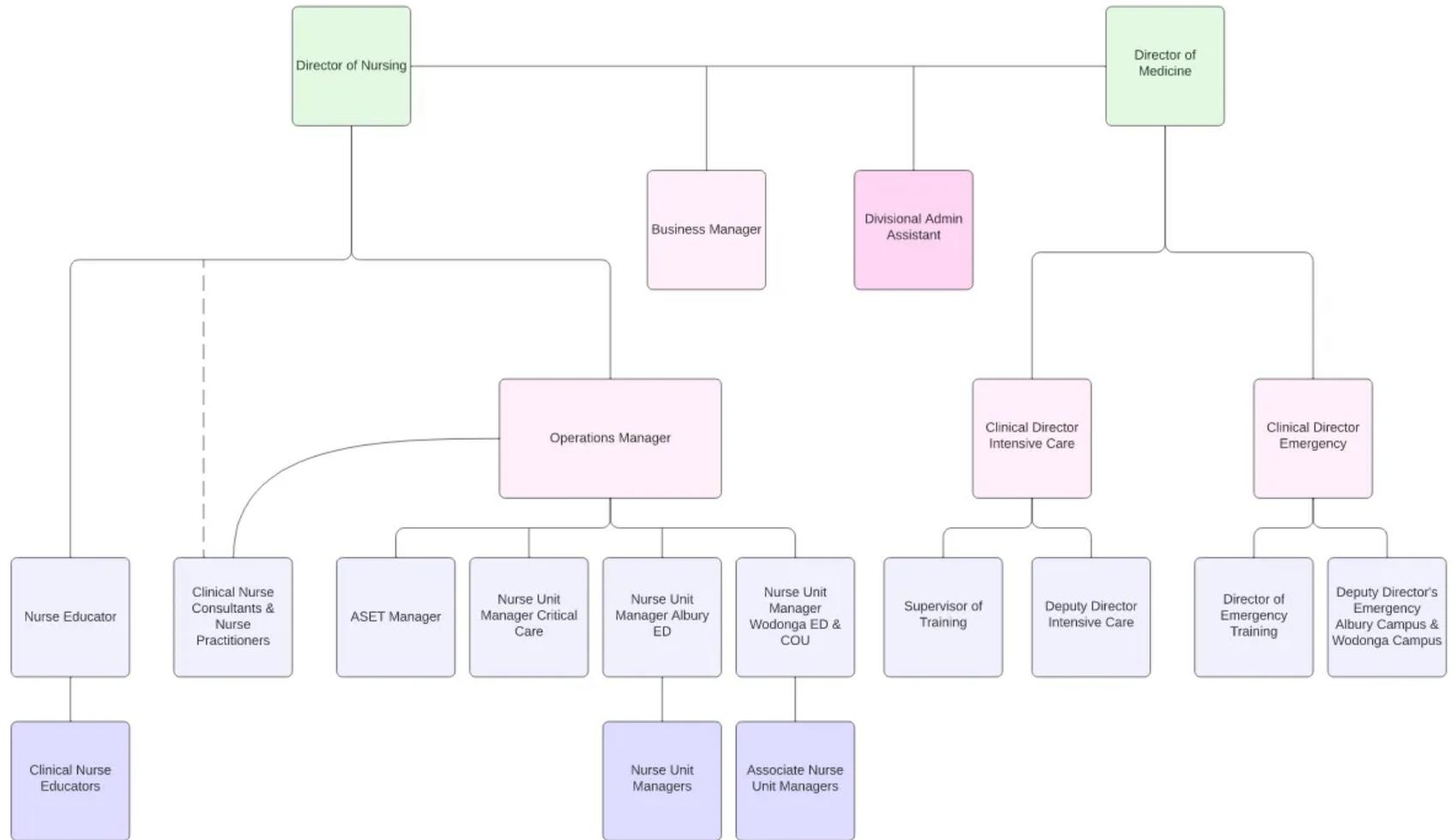
**CURRENT EMERGENCY & CRITICAL CARE LEADERSHIP STRUCTURE**

# CHANGE IMPACT STATEMENT



**PROPOSED EMERGENCY & CRITICAL CARE LEADERSHIP STRUCTURE**

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