

MHDA Allied Health & Clinical Programs Restructure – Consultation Document (Procedure reference PR2014_016)

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Document control sheet

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Stage 1 – Scope, Plan and Approval

1.1 The Need for Change

1.1.1 Description of Service

The Northern Sydney Local Health District Mental Health Drug and Alcohol Service (MHDA) includes a number of specialised Clinical Programs operating across the district under the line management of the Clinical Director, MHDA and Director of Governance and Operations, MHDA. Allied Health positions currently account for 20% of the total MHDA head count and 19% of the total MHDA FTE. The current Manager of Allied Health position is a Health Service Manager Level 4, 0.4 FTE that reports to the Clinical Director MHDA and is a governance function only.

1.1.2 Reason and Purpose for the Restructure

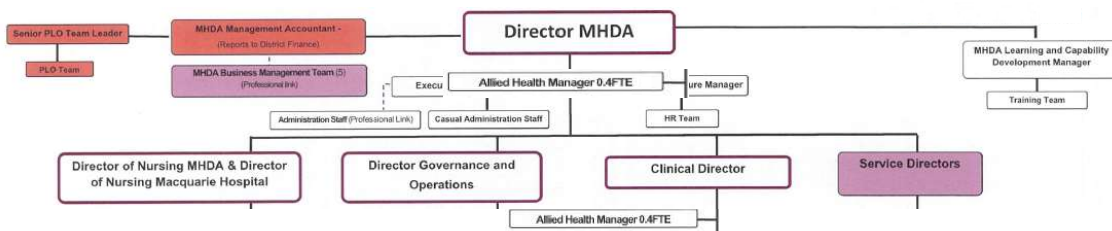
This position will align the NSLHD MHDA Executive with other Local Health Districts and provide high level representation for a significant portion of the MHDA workforce. Clinical programs' reporting lines will be shifted from the Clinical Director MHDA and the Director of Governance and Operations MHDA to sit under the newly created position providing more relevant discipline related reporting oversight.

Increased expertise and skills are now required to oversee the activities within the Allied Health and Clinical Program portfolios including the formulation of business strategies, business plans for complex services and to navigate conflicting priorities across health services. The Director of Allied Health and Clinical Programs will be able to apply greater focus on the portfolios to drive innovative change throughout the service and enable the Clinical Director, MHDA to focus on medical services, clinical governance, and quality and risk related to the provision of care.

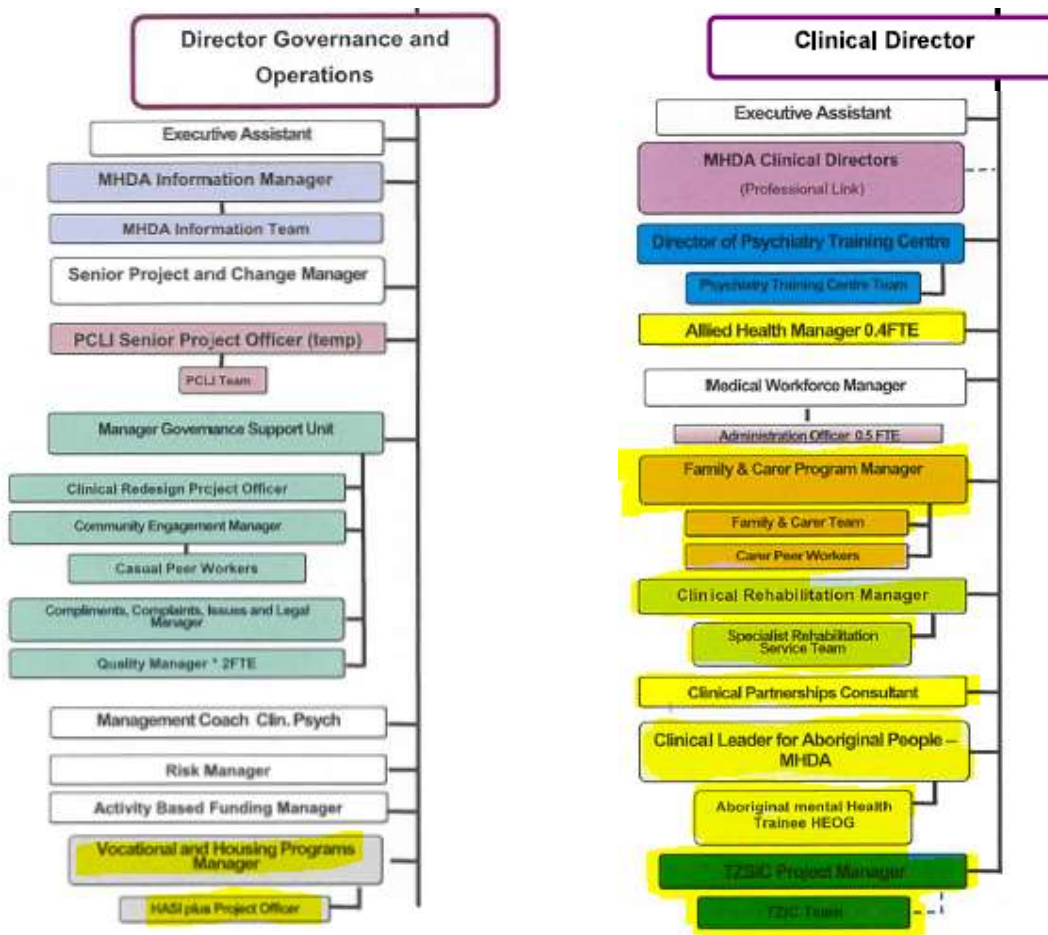
The Director of Allied Health and Clinical Programs will drive the design of equitable workplace systems, policies and practices that enable individuals to contribute to their fullest to deliver outcomes for the benefit of our Northern Sydney population.

1.1.3 Current Structure

Currently Allied Health are represented in the Executive via the Clinical Director. The MHDA Learning and Capability Development Manager reports directly to the Director MHDA. Complete current Organisational Chart is attached (TAB A).



Clinical Programs and the Allied Health Manager currently sit under the Clinical Director and Director Governance and Operations (TAB A). Programs proposed to move highlighted in yellow.



1.1.4 Current Position Description

The currently vacant Manager of Allied Health, which reports to the Clinical Director, will be absorbed into the Director of Allied Health and Clinical Programs position. The new position will form part of the MHDA Executive and report to the Director MHDA.

An Executive Assistant, Director of Allied Health and Clinical Programs position will also be created. The Clinical Director and Director of Governance and Operations will no longer have line management of the associated Clinical Programs.

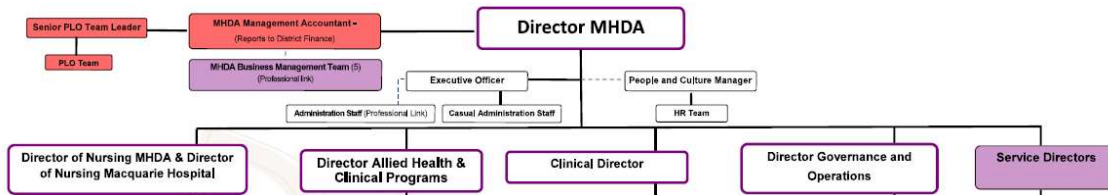
MHDA Learning and Capability will also move from directly reporting to the Director MHDA to the Director Allied Health and Clinical Programs.

There are no proposed changes to the roles and activities of existing positions as retained, only a change to line management.

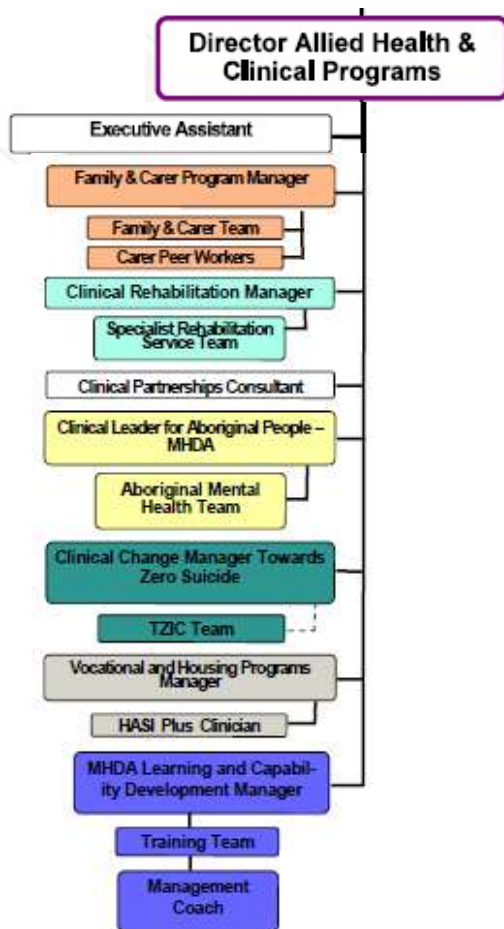
1.2 Restructure Plan

1.2.1 Proposed New Structure

The management structure below indicates that the Director of Allied Health & Clinical Programs will report directly to the Director MHDA and sit within the MHDA Executive team. Complete proposed Organisational Chart is attached (TAB B).



The structure below indicates the programs that will be shifted to report to the Director Allied Health & Clinical Programs, and the addition of an Executive Assistant (TAB B).



1.2.2 Proposed Changes to Position Descriptions

The change requires the creation of a Position Description for:

- Director Allied Health & Clinical Programs
- Executive Assistant, Director Allied Health & Clinical Programs

The change requires an amendment to the position description and/or stafflink, removing some direct reports, but no change to the role and functions of:

- Director MHDA
- Clinical Director MHDA
- Director Governance and Operations MHDA

The change requires an amendment of the operational reporting line and no change to the role and functions in the position descriptions of:

- Family and Carer Program Manager
- Clinical Rehabilitation Manager
- Clinical Partnerships Consultant
- Clinical Leader for Aboriginal Mental Health -MHDA
- Towards Zero Suicide Change Manager
- Vocational and Housing Programs Manager
- MHDA Learning & Capability Manager

1.2.3 Impact on services and functions

The Director of Allied Health & Clinical Programs position will provide a greater level of support to Clinical Programs and Allied Health Staff across the district. The position will drive strategic and operational planning to ensure the service evolves to meet the changing needs of consumers and carers. The Director of Allied Health & Clinical Programs will ensure workplace systems, policies and practices are designed in an equitable manner that enable individuals to contribute to their fullest.

1.2.4 Likely impact on employees

The current position of Manager of Allied Health is vacant. Whilst Clinical Program responsibilities remain unchanged under the proposed restructure, Program Managers will report to a different line manager (TAB C). Greater support will be available to Clinical Program Managers and Allied Health staff more generally, including performance development, training and supervision.

Stage 2 – Consultation

2.1 Notification to employees

Executive will provide letters to affected staff:

- Clinical Director, MHDA
- Director Governance and Operations, MHDA
- Program Managers

Executive will notify all MHDA staff and peer workers of the proposed changes.

A consultation meeting outlining the change in reporting lines will be held with all affected staff with an opportunity to ask questions.

2.2 Notification to Union/Industrial Bodies and other relevant parties

The relevant unions that need to be consulted include:

- NSW Nurses and Midwives Association;
- Australian Salaried Medical Officers Foundation (ASMOF);
- Health Services Union.

A letter outlining the change in reporting lines and impact on staff will be provided. If there are any issues that arise from this then a meeting with the union will be held to understand any issues.

Stage 3 – Implementation

It is intended that the key change of operational reporting lines is completed by the end of July 2023 and should be completed by a set of handover meetings of programs between the current manager and the intended new manager following recruitment.

The table below indicates the key actions to occur and the timeframe.

Action	Timeframe (by when)
Inform affected staff and unions by correspondence	Week commencing 5 June 2023
Inform all MHDA staff and peer workers by correspondence	Week commencing 5 June 2023
Meeting with affected staff	Week commencing 12 June 2023
Submit ATF and recruit to Director Allied Health and Clinical Programs	Week commencing 26 June 2023
Handover meeting between Director Allied Health & Clinical Programs and former line managers	Week commencing of 31 July 2023

Stage 4 – Review

The review of the restructure will analyse whether the Service was able to improve Clinical Programs and processes, provide increased support to MHDA Allied Health professionals, and improve outcomes for consumers and carers.