

Restructure – Consultation Document (Procedure reference PR2014_016)

Document control sheet

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1.1 The Need for Change

1.1.1 Description of Service

The Northern Sydney Local Health District (NSLHD) Mental Health Drug and Alcohol (MHDA) Service manages the Pathways to Community Living Initiative (PCLI) program. This program is a Ministry of Health funded initiative which supports the transition of consumers of mental health services with a very long hospital admission (>365 days), or at risk of very long admission, to appropriate accommodation in the community. There are two stages to this program: PCLI Stage 1 focusses on consumers over 56 years, and PCLI Stage 2 focusses on adults aged 18-64 years. This consultation document outlines the proposed changes required for the PCLI Stage 2 program.

1.1.2 Reason and Purpose for the Realignment

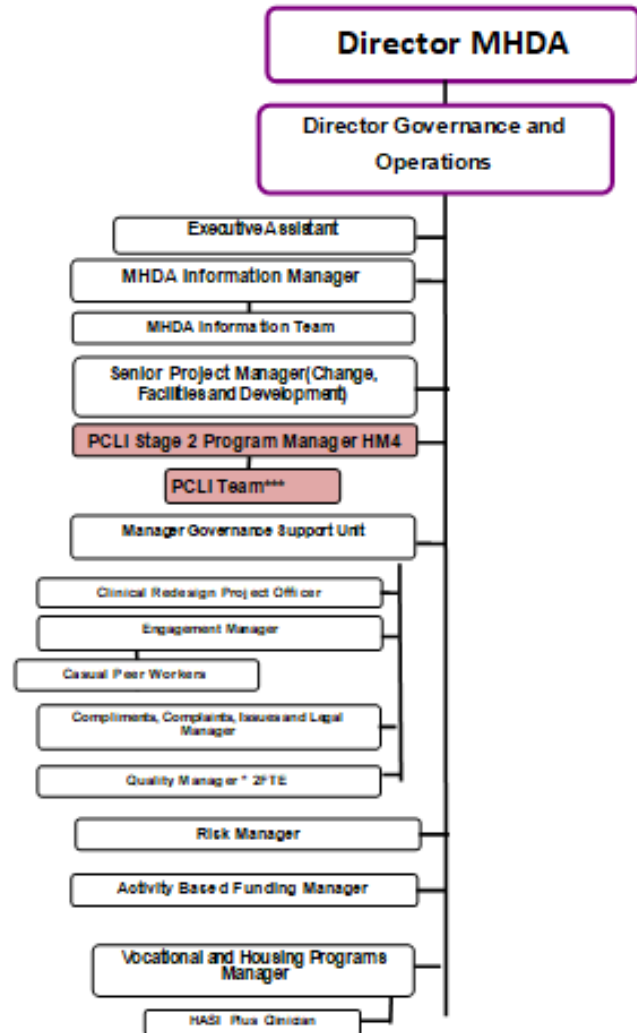
PCLI Stage 2 team reports to the Director Governance and Operations, MHDA. Since commencement in 2015 PCLI has grown, with the most recent Ministry of Health enhancements in 2021 including recurrent funding indicated for most positions. The PCLI Stage 2 team currently comprises of 9.85 FTE. PCLI Stage 2 team supports Macquarie Hospital consumers to transition from hospital to community living. Given its close alignment and working relationship with Macquarie Hospital, the proposal includes realignment of the PCLI Stage 2 team to the governance of Macquarie Hospital.

Realignment of PCLI Stage 2 to Macquarie Hospital would be beneficial for the following reasons:

- All of the consumers that the PCLI Stage 2 team support are admitted to Macquarie Hospital. Realignment of PCLI Stage 2 team within the Macquarie Hospital service will provide an opportunity for better integration of services and streamlining of activity and reporting.
- PCLI is a clinical program that currently reports to a non-clinical Director and sits apart from other clinical services in MHDA. Realignment into Macquarie Hospital clinical services will standardise governance of PCLI Stage 2 service with other MHDA clinical services.
- The PCLI Stage 2 team has expanded due to enhancement funding, and now includes a medical workforce as well as other clinical and non-clinical positions. Realignment into Macquarie Hospital will facilitate better professional alignment of the clinical positions.
- Executive sponsorship of PCLI Stage 2 would be better placed in the clinical service which caters to most of the consumers engaged with PCLI Stage 2.
- While the Specialist Living Support (SLS) program is paused, realignment of PCLI Stage 2 to Macquarie Hospital will facilitate engagement and utilisation within the facility.
- Currently PCLI Stage 2 provides funding for service enhancements at Macquarie Hospital, such as increased staffing in the Wellbeing Unit to facilitate assessment of consumers to support the PCLI process. Realignment of the PCLI Stage 2 budget will enable PCLI funding to be used at Macquarie Hospital in different ways that will further support PCLI principles and practice.

1.1.3 Current Structure

The current organisational/ staffing structure for MHDA includes governance of the PCLI Stage 2 team through the Director, Governance & Operations portfolio as shown below as per TAB A.



*** Refer to the staff / FTE list

1.1.4 Current Position Description

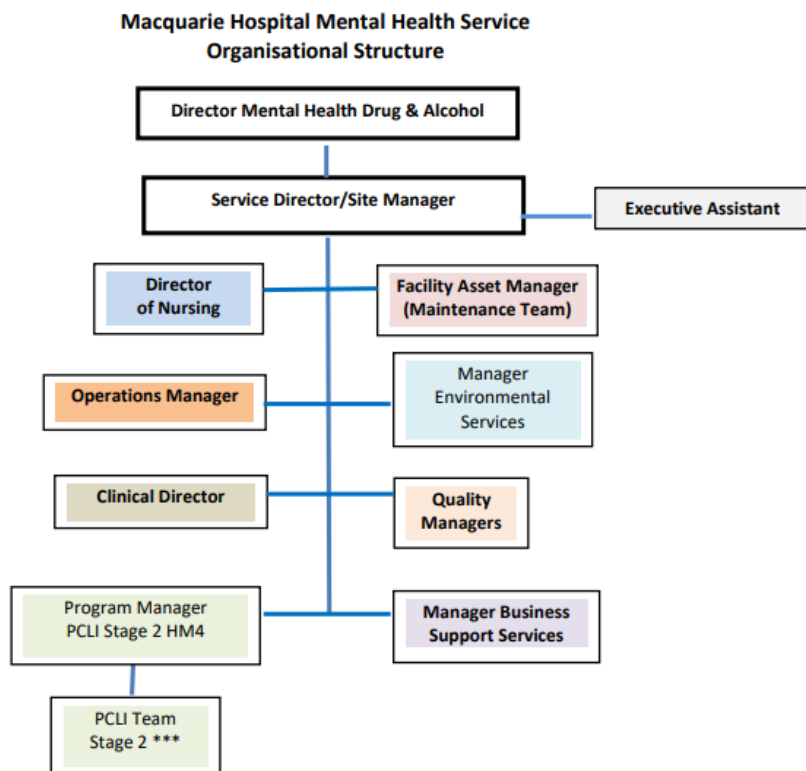
The PCLI Stage 2 Program Manager role includes overall project management, reporting and monitoring of KPIs, and stakeholder engagement to implement & manage the PCLI Stage 2 program. The position is graded as Health Manager Level 4 and reports to the Director, Governance and Operations, MHDA.

The position requires management of the staff in the PCLI Stage 2 team. The current position description is attached with this document (TAB C).

1.2 Restructure Plan

1.2.1 Proposed New Structure

The proposed change to the reporting line of the PCLI Stage 2 Manager to Macquarie Hospital Service Director is highlighted in the below charts. Complete proposed Organisational Chart is attached (TAB B).



*** Refer to staff/ FTE table

1.2.2 Proposed Change to Position Descriptions

The change requires change of reporting line for the PCLI, Stage 2 Program Manager to Service Director, Macquarie Hospital from the Director, Governance and Operations, MHDA role. The proposed position description is attached as TAB D. Positions/ roles reporting into the *Program Manager* role will not change.

1.2.3 Impact on services and functions

There is no intention to alter the PCLI Stage 2 staffing profile in the proposed realignment to Macquarie Hospital. PCLI Stage 2 team currently has 9.85 FTE positions. They are as per the below table as of 18 Sep. 23.

Position	FTE	Status
Program Manager (HM4)	1.0	Fixed term temporary contract to 31/07/2024
Team Leader	1.0	Fixed term temporary contract to 30/06/2025
Staff Specialists	0.8 (2 x 0.4)	Fixed term temporary contract to 30/06/2025
Consumer Peer Worker	1.0	Vacant permanent, recruitment in progress
Clinical Nurse Consultant	1.0	Permanent
Senior Occupational Therapist	1.0	Fixed term temporary contract to 30/06/2025
Senior Social Worker	1.0	Permanent
Multidisciplinary Clinicians	2.0	Permanent effective 31/07/23, noting 1.0 FTE temporary vacancy due to parental leave
Administration Officer (Level 4)	1.0	Vacant fixed term temporary contract to 30/06/2025, recruitment in progress

There is no impact to service provision as part of the proposal.

Stage 2 – Consultation

2.1 Notification to employees

Director, Mental Health and Drug & Alcohol will provide letters to affected staff:

- Director Governance and Operations, MHDA
- Service Director, Macquarie Hospital
- PCLI, Stage 2 Program Manager

Executive will consult with staff from the PCLI Stage 2 teams 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 Officer Federation
- Health Services Union.

A copy of the consultation paper, including the current and proposed new structure and the amended position descriptions will be provided to the unions. Feedback will be requested within two weeks of issuing the consultation paper, and a meeting with the unions can be held should any issues arise.

Stage 3 – Implementation

It is intended that the key change of operational reporting lines is completed by the end of November 2023 and should be completed by a set of handover meetings of program between the Director, Governance & Operations, MHDA and Service Director, Macquarie Hospital.

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

Action	Timeframe (by when)
Send correspondence to the affected staff, all PCLI Stage 2 staff and unions	20 October 2023
Meeting with affected staff	27 October 2023
Two Week Consultation Period	3 November 2023
Pending no USCC requested by unions a handover between Service Director, Macquarie Hospital and Director, Governance & Operations, MHDA	10 November 2023

Stage 4 – Review

The review of the realignment will be conducted in 6 months after the realignment to analyse whether the Service was able to improve and integrate the PCLI program within Macquarie Hospital.