



**ACT**  
Government

**Canberra Health  
Services**

# Consultation Paper

## CHS Renal Dialysis Framework for Transition



Renal Services

Division of Medicine

July 2023 | Version 2.0

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## 1. Introduction

Canberra Health Services (CHS) is focussed on the delivery of high quality, effective, person-centred care. It provides acute, sub-acute, primary, and community-based health services to the Australian Capital Territory (ACT)—a catchment of approximately 400, 000 people. It also services the surrounding Southern New South Wales region which includes the Bega Valley, Bombala, Cooma-Monaro, Eurobodalla, Goulburn, Mulwaree, Palerang, Queanbeyan, Snowy River, Upper Lachlan Shire and the Yass Valley.

CHS administers a range of publicly funded health facilities, programs and services including but not limited to:

- **The Canberra Hospital:** a modern 600-bed tertiary hospital providing trauma services and most major medical and surgical sub-specialty services.
- **University of Canberra Hospital Specialist Centre for Rehabilitation, Recovery and Research:** a dedicated and purpose-built rehabilitation facility, with 140 inpatient beds, 75-day places and additional outpatient services.
- **Mental Health, Justice Health, Alcohol and Drug Services:** provide a range of health services from prevention and treatment through to recovery and maintenance at several locations and in varied environments for people suffering from mental health issues.
- **Dhulwa Secure Mental Health Unit:** a purpose designed and built facility providing clinical programs and treatment options for people suffering from acute mental health issues.
- **Six community health centres:** providing a range of general and specialist health services to people of all ages.
- **Three Walk-in Centres:** which provide free treatment for minor illness and injury.
- A range of **community-based** health services including early childhood services, youth and women's health, dental health, mental health and alcohol and drug services.

CHS is a partner in teaching with the Australian National University, the University of Canberra and the Australian Catholic University.

On 1 October 2018 ACT Health transitioned into two separate organisations being the ACT Health Directorate (ACTHD) and Canberra Health Services (CHS).

To enable CHS to have a strong focus on operational effectiveness, efficiency and accountability in the health services we provide, CHS is proposing a realignment of functions.

The current organisational chart and the recent Annual Report and the ACT Government Budget Papers provide more detail about CHS.

## 2. Purpose

The following document outlines and seeks feedback on the provision of CHS Renal Service dialysis provision, incorporating Belconnen and Tuggeranong Dialysis clinics.

In May 2023, Baxter Healthcare advised CHS Executive of a restructure to their business, an intention to exit from managing dialysis clinics at Belconnen and Tuggeranong. The proposal was for the clinics to return to ACTHD to be managed by CHS Renal Service. Ministerial approval sought for CHS Renal Service to provide an in-sourced model for dialysis provisions at Belconnen and Tuggeranong Dialysis Units. Ministerial approval given to proceed.

This paper outlines the transition and proposed structure for CHS Renal Dialysis Services. The aim is to transition the Belconnen and Tuggeranong Dialysis Units with no impact to the delivery of patient care.

## 3. Current Service Structure

The CHS Renal Service provides inpatient and outpatient care to people with renal dysfunction across the ACT. The scope of services provided by the Renal Service is designed to support a continuum of care for people with kidney dysfunction. Services provided have a multidisciplinary focus and include care from acute kidney injury, chronic kidney disease, dialysis, home dialysis, kidney transplantation and renal supportive care. CHS Renal Service currently provided dialysis services at Canberra Community Dialysis Centre (CCDC), Acute Dialysis Ward 8A and within Renal Home Therapies.

Since 2014, Baxter Healthcare has contractually supported renal dialysis services across the ACT. The contract has three components:

### 1. CHS Renal Services

Provision of dialysis machines, reverse osmosis systems and consumables for dialysis units at CHS. These include Acute Dialysis Ward 8A, CCDC and for patients dialysed in their home.

### 2. Tuggeranong and Belconnen Dialysis Clinics

Provision of dialysis machines and consumables, plus responsible for providing operational management, recruitment and line management of nursing and support at the Tuggeranong and Belconnen Dialysis Clinics. Patients receiving dialysis at Tuggeranong and Belconnen Dialysis units are admitted as public patients and CHS is responsible for providing:

- Physical spaces at all facilities, including water treatment units
- Clinical Governance for all facilities
- Medical support.

### **3. Maintenance**

Dialysis machine and water treatment unit maintenance at all dialysis facilities including patients are on home dialysis. The contract also incorporates installation of dialysis machines within a patient home.

## Current Service Structure: CHS Renal Service and Baxter Healthcare

Dialysis Unit	Service Description	Staffing	Rosters/Shifts
<p>CHS Renal Service</p> <p>Acute Dialysis Ward 8A</p>	<ul style="list-style-type: none"> <li>Provides:                             <ul style="list-style-type: none"> <li>acute dialysis for inpatients across ACT</li> <li>Specialised treatment including Therapeutic Plasma Exchange</li> <li>After hours dialysis service</li> </ul> </li> <li>10 stations</li> <li>4 isolation room, 2 with negative pressure</li> </ul> <p><b>Operating Hours</b> Monday to Saturday 0830 to 1830</p>	<p>FTE = 7.87</p> <ul style="list-style-type: none"> <li>Clinical Nurse Consultant RN 3.2</li> <li>Registered Nurse 2</li> <li>Registered Nurse 1</li> <li>ASO3</li> <li>HSO3</li> </ul>	<p><b>CNC 3.2*</b> Monday to Friday 0830 to 1700</p> <p><b>RN1/RN2</b> <i>Monday to Saturday</i> 0830 – 1700 1000 – 1830</p> <p><b>ASO3</b> <i>Monday to Friday</i> 0800 – 1621 <i>Saturday</i> 0730 – 1551 (Shares with CCDC)</p>
<p>CHS Renal Service</p> <p>Canberra Community Dialysis Centre</p>	<ul style="list-style-type: none"> <li>Provides maintenance dialysis for outpatients</li> <li>Patient capacity= 36</li> <li>12 stations unit</li> </ul> <p><b>Operating Hours</b></p> <ul style="list-style-type: none"> <li>Monday/Wednesday/Friday 0700 to 2030</li> <li>Tuesday/Thursday/Saturday 0700 to 1530</li> </ul>	<p>FTE = 7.64</p> <ul style="list-style-type: none"> <li>Clinical Nurse Consultant RN 3.2</li> <li>Registered Nurse 2</li> <li>Registered Nurse 1</li> <li>ASO3</li> <li>HSO3</li> </ul>	<p><b>CNC 3.2</b> Monday to Friday 0800 to 1630</p> <p><b>RN1/RN2</b> <i>Monday to Saturday AM</i> 0700 – 1530 <i>Mon/Wed/Fri PM</i> 1200 – 2030 Closed Tue/Thu/Sat PM</p> <p><b>ASO2</b> <i>Monday to Friday</i> 0730 – 1551 <i>Saturday</i> 0730 – 1551 (Shares with 8A)</p> <p><b>HSO3</b> <i>Monday to Saturday</i> 1130 to 2030</p>
<p>Baxter Healthcare</p> <p>Tuggeranong dialysis Unit</p>	<ul style="list-style-type: none"> <li>Provides maintenance dialysis for outpatients</li> <li>Patient capacity= 48</li> <li>12 stations</li> </ul> <p><b>Operating Hours</b></p> <ul style="list-style-type: none"> <li>Monday to Saturday 0700 to 2100</li> </ul>	<p>Reported FTE 12.05</p> <ul style="list-style-type: none"> <li>Clinic Manager RN 3.2</li> <li>Registered Nurse 2</li> <li>Registered Nurse 1</li> <li>Receptionist</li> <li>Health Care Assistant</li> </ul>	<p><b>CNC 3.2</b> Monday to Friday 0800 to 1630</p> <p><b>RN1/RN2</b> <i>Monday to Saturday AM</i> 0700 – 1500 <i>Monday to Saturday PM</i> 1230 - 2030</p> <p><b>Reception</b> <i>Monday to Friday</i> 0730 – 1530</p> <p><b>HCA</b> <i>Monday to Saturday</i> 0700 – 1500 1230 - 2030</p>

<p><b>Baxter Healthcare</b></p> <p><b>Belconnen Dialysis Unit</b></p>	<ul style="list-style-type: none"> <li>Provides maintenance dialysis for outpatients</li> <li>Patient capacity = 74 (64-day dialysis + 10 nocturnal)</li> <li>24 stations</li> </ul> <p><b>Operating Hours</b></p> <ul style="list-style-type: none"> <li>Monday to Saturday 0700 to 2030</li> <li>Sunday/Tuesday/Thursday Nocturnal Dialysis 2030 to 0630</li> </ul>	<p>Reported FTE 17.1</p> <ul style="list-style-type: none"> <li>Clinic Manager RN 3.2</li> <li>Registered Nurse 2</li> <li>Registered Nurse 1</li> <li>Receptionist</li> <li>Health Care Assistant</li> </ul>	<p><b>CNC 3.2</b> Monday to Friday 0800 to 1630</p> <p><b>RN1/RN2</b> <i>Monday to Saturday AM</i> 0700 – 1500 <i>Monday to Saturday PM</i> 1300 – 2100 <i>Tues/Thurs/Sun Nocturnal</i> 2030 - 0630</p> <p><b>Reception</b> <i>Monday to Friday</i> 0730 – 1530</p> <p><b>HCA</b> <i>Monday to Saturday</i> 0700 – 1500 1130 - 1930 1230 – 2030 2030 – 0630 (Nocturnal shifts)</p>
<p><b>CHS after Hours Dialysis Services</b></p>	<p style="text-align: center;"><b>On call Hours</b></p> <p>1830 Monday to 0830 Tuesday 1830 Tuesday to 0830 Wednesday 1830 Wednesday to 0830 Thursday 1830 Thursday to 0830 Friday 1830 Friday to 0830 Saturday 1830 Saturday to 0830 Sunday 0830 Sunday to 0830 Monday</p>		<p style="text-align: center;"><b>Staffing</b></p> <p>On call comprises of 2 RNs from:</p> <ul style="list-style-type: none"> <li>8A</li> <li>CCDC</li> <li>Renal Home Therapies</li> </ul>

\* Abbreviations: CNC, Clinical Nurse Consultant; RN, Registered Nurse; ASO, Administration Support Officer; HSO, Health Services Officer; HCA, Health Care Assistant

## 4. Rationale for change

Baxter Healthcare undertook a review of their Renal business spin-off and consulted with ACT Health and CHS where an in-principal agreement was reached to transition operation of the Clinics back to CHS.

The provision of the dialysis services by CHS at both Tuggeranong and Belconnen clinics ensures the continuity of care for patients through the day-to-day management of safe and effective provision of dialysis services.

## 5. Proposed Service Structure

### 5.1. Scope of future services

CHS Renal Service framework for dialysis services in the ACT will incorporate the following:

- Addition of insourced dialysis services at Belconnen and Tuggeranong Dialysis clinics.
- Dialysis services across the ACT will be modelled from existing services provided at CCDC.
- Dialysis care, including medical governance, provided to patients at Belconnen and Tuggeranong Dialysis clinics will remain unchanged and continuity of care is guaranteed during the transition phase.

### 5.2 CHS Renal Service Structure for Dialysis Care

The proposed structure for dialysis services in the ACT will expand to include Belconnen and Tuggeranong Dialysis Clinics and is comparable to the services provided at CCDC. The following tables outlines the proposed operational structure and nursing and support staff profile.

#### Proposed Service Structure: CHS Renal Dialysis Service

Dialysis Unit	Service Description	Staffing	Rosters/Shifts
<b>Acute Dialysis Ward 8A</b>	<ul style="list-style-type: none"> <li>• Provides:                             <ul style="list-style-type: none"> <li>- acute dialysis for inpatients across ACT</li> <li>- Specialised treatment including Therapeutic Plasma Exchange</li> <li>- After hours dialysis service</li> </ul> </li> <li>• 10 stations</li> <li>• 4 isolation room, 2 with negative pressure</li> </ul> <p><b>Operating Hours</b> Monday to Saturday 0830 to 1830</p>	Recruitable FTE 7.87 <ul style="list-style-type: none"> <li>• Clinical Nurse Consultant RN 3.2</li> <li>• Registered Nurse 2</li> <li>• Registered Nurse 1</li> <li>• ASO3</li> <li>• HSO3</li> </ul>	<p><b>CNC 3.2</b> Monday to Friday 0830 to 1700</p> <p><b>RN1/RN2</b> <i>Monday to Saturday</i> 0830 – 1700 1000 – 1830</p> <p><b>ASO3</b> <i>Monday to Friday</i> 0800 – 1621 <i>Saturday</i> 0730 – 1551 (Shares with CCDC)</p>
<b>CCDC</b>	<ul style="list-style-type: none"> <li>• Provides maintenance dialysis for outpatients</li> <li>• Patient capacity= 36</li> <li>• 12 stations unit</li> </ul> <p><b>Operating Hours</b> • Monday/Wednesday/Friday</p>	Recruitable FTE 7.64 <ul style="list-style-type: none"> <li>• Clinical Nurse Consultant RN 3.2</li> <li>• Registered Nurse 2</li> <li>• Registered Nurse 1</li> <li>• ASO3</li> </ul>	<p><b>CNC 3.2</b> Monday to Friday 0800 to 1630</p> <p><b>RN1/RN2</b> <i>Monday to Saturday AM</i> 0700 – 1530</p>



	<p>0700 to 2030</p> <ul style="list-style-type: none"> <li>Tuesday/Thursday/Saturday 0700 to 1530</li> </ul>	<ul style="list-style-type: none"> <li>HSO3</li> </ul>	<p><i>Mon/Wed/Fri PM</i> 1200 – 2030 Closed Tue/Thu/Sat PM</p> <p><b>ASO2</b> <i>Monday to Friday</i> 0730 – 1551 <i>Saturday</i> 0730 – 1551 (Shares with 8A)</p> <p><b>HSO3</b> <i>Monday to Saturday</i> 1130 to 2030</p>
<b>Tuggeranong dialysis Clinic</b>	<ul style="list-style-type: none"> <li>Provides maintenance dialysis for outpatients</li> <li>Patient capacity= 48</li> <li>12 stations</li> </ul> <p><b>Operating Hours</b></p> <ul style="list-style-type: none"> <li>Monday to Saturday</li> <li>0700 to 2030</li> </ul>	<p>FTE 9.6</p> <ul style="list-style-type: none"> <li>Clinic Manager RN 3.2</li> <li>Registered Nurse 2</li> <li>Registered Nurse 1</li> <li>ASO3</li> <li>HSO3</li> </ul>	<p><b>CNC 3.2</b> <i>Monday to Friday</i> 0800 to 1630</p> <p><b>RN1/RN2</b> <i>Monday to Saturday AM</i> 0700 – 1530 <i>Monday to Saturday PM</i> 1230 - 2030</p> <p><b>ASO3</b> <i>Monday to Saturday</i> 0730 – 1551</p> <p><b>HSO3</b> <i>Monday to Saturday</i> 1200 to 2030</p>
<b>Belconnen Dialysis Clinic</b>	<ul style="list-style-type: none"> <li>Provides maintenance dialysis for outpatients</li> <li>Patient capacity = 74 (64-day dialysis + 10 nocturnal)</li> <li>24 stations</li> </ul> <p><b>Operating Hours</b></p> <ul style="list-style-type: none"> <li>Monday to Saturday 0700 to 2030</li> <li>Sunday/Tuesday/Thursday Nocturnal Dialysis 2030 to 0630</li> </ul>	<p>Reported FTE 16.2</p> <ul style="list-style-type: none"> <li>Clinic Manager RN 3.2</li> <li>Registered Nurse 2</li> <li>Registered Nurse 1</li> <li>ASO3</li> <li>HSO3</li> </ul>	<p><b>CNC 3.2</b> <i>Monday to Friday</i> 0800 to 1630</p> <p><b>RN1/RN2</b> <i>Monday to Saturday AM</i> 0700 – 1530 <i>Monday to Saturday PM</i> 1200 – 2030 <i>Tues/Thurs/Sun Nocturnal</i> 2030 - 0630</p> <p><b>ASO3</b> <i>Monday to Saturday</i> 0730 – 1551</p> <p><b>HSO3</b> <i>Monday to Saturday</i> 1200 to 2030 <i>Monday/Wed/Friday</i> 0600 to 1230</p>

After Hours Dialysis Services	On call Hours	Staffing
	1830 Monday to 0830 Tuesday 1830 Tuesday to 0830 Wednesday 1830 Wednesday to 0830 Thursday 1830 Thursday to 0830 Friday 1830 Friday to 0830 Saturday 1830 Saturday to 0830 Sunday 0830 Sunday to 0830 Monday	On call comprises of 2 RNs from: <ul style="list-style-type: none"> <li>• 8A</li> <li>• CCDC</li> <li>• Renal Home Therapies</li> <li>• Belconnen Dialysis clinic</li> <li>• Tuggeranong Dialysis Clinic</li> </ul>
	# Nursing staff will be provided with support and training prior to being activated on the afterhours on call roster.	

## Nursing and Support Staff Shift Profile

Dialysis Unit	Shift		Patient Capacity	Nursing + Nurse: Patient Ratio	ASO3	HSO3
Tuggeranong Dialysis Clinic	Monday Wednesday Friday	AM	12	0700 – 1530 1 RN2 2 RN1 1:4	1 ASO  0730 - 1551	1 HSO  1200 - 2030
		PM	12	1200 – 2030 1 RN2 2 RN1 1:4		
	Tuesday Thursday Saturday	AM	12	0700 - 1530 1 RN2 2 RN1 1:4	1 ASO  0730 - 1551	1 HSO  1200 - 2030
		PM	12	1200 - 2030 1 RN2 2 RN1 1:4		
Belconnen Dialysis clinic	Monday Wednesday Friday	AM	24	0700 – 1530 2 RN2 4 RN1 1:4	1 ASO  0730 - 1551	1 HSO 0600 - 1230
		PM	16	1200 - 2030 1 RN2 3 RN1 1:4		1 HSO 1200 - 2030
	Tuesday Thursday Saturday	AM	24	0700 - 1530 2 RN2 4 RN1 1:4	1 ASO  0730 - 1551	1 HSO  1200 - 2030

# CONSULTATION PAPER

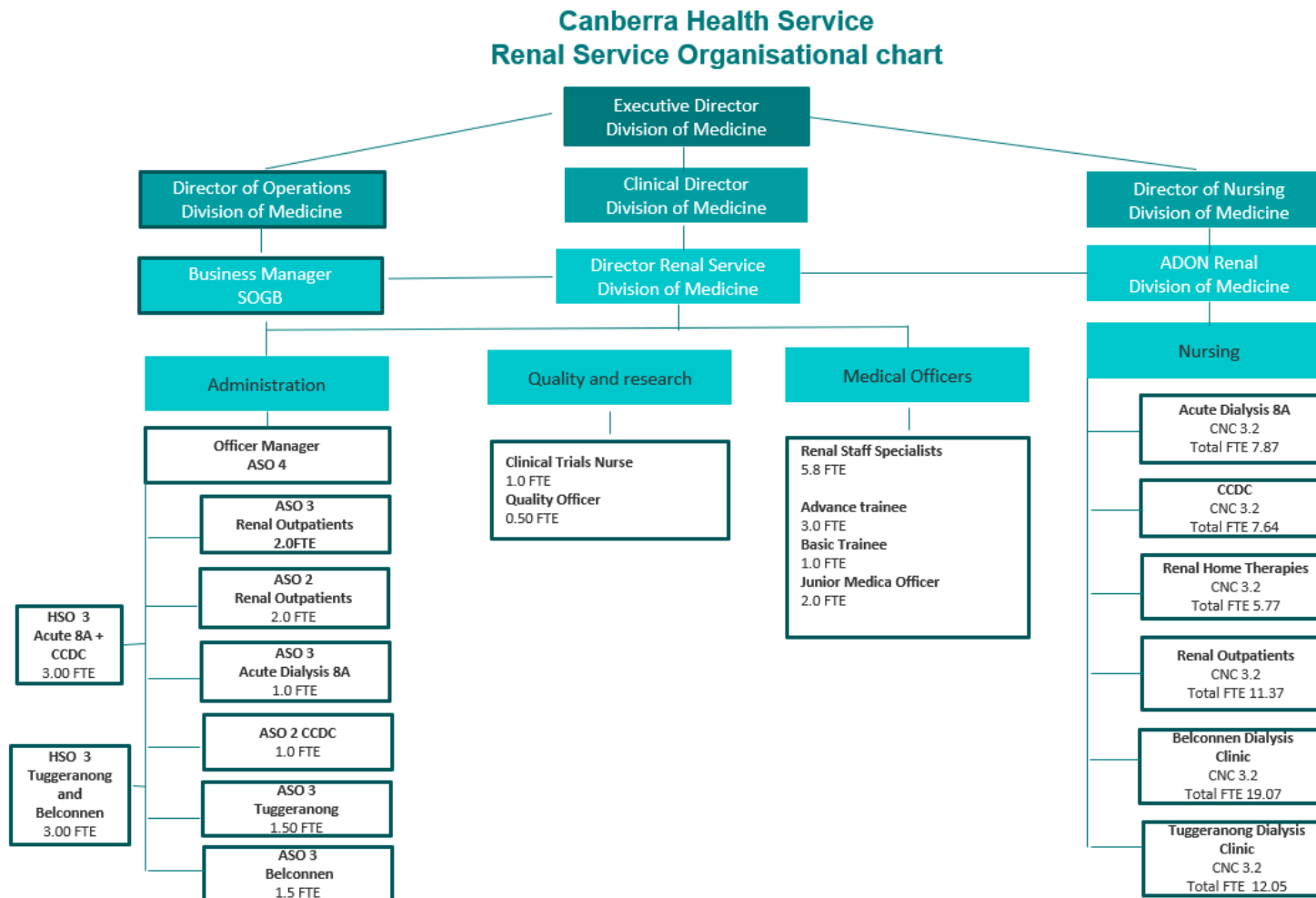


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		PM	12	1200 - 2030 1 RN2 2 RN1 1:4		
	Sunday Tuesday Thursday	NIGHT	10	2030 - 0630 2 RN1 1:5		

### 5.3 CHS Renal Service Organisational chart

The CHS Renal Service organisational chart will be amended to include Belconnen and Tuggeranong Dialysis clinics being under Governance of CHS Renal Service, Division of Medicine.





## 5.4 Benefits of the proposed structure

Establishing a consistent framework across Renal Dialysis Services enables:

- Continuity of care for patients
- Opportunities for professional and skill development
- Opportunities for leave cover, backfill, and career progression.
- CHS Renal Service will provide Governance over all ACT Dialysis Unit clinics.
- Availability for Belconnen and Tuggeranong Dialysis clinics to access internal CHS resources and services.
- Staff flexibility to work and transfer across dialysis clinic locations.
- Opportunities for enhancing research and quality improvement initiatives.
- Opportunity to improve and positive benchmarking with other jurisdictions.

## 5.5 Implementation of the proposed structure

### Patients

- Renal Advisory Meeting (RAM) membership will be informed proposed framework via 2<sup>nd</sup> monthly meeting or out of session if required.
- Patients receiving dialysis treatment at Belconnen and Tuggeranong Dialysis clinics will receive a letter outlining the proposed change including assurance transition will not affect the treatment they currently receive.

### Workforce

Current recruitment is underway for the following positions:

- Clinical Nurse Consultants RN 3.2
- Registered Nurse RN 1
- Registered Nurse RN 2
- Health Service Officer 3
- Administration Support Officer 3

## 5.6 Related change processes

As previously indicated in the paper, patient care will be unaffected and dialysis treatment will continue concurrently during the implementation of the framework.

## 5.7 Implications for not undertaking change

Existing service provision in the Australian Capital Territory for Dialysis will be reduced impacting patient care and safety.

## 6 Consultation methodology

This proposal outlines the detail in relation to the CHS Renal Service: Dialysis Services. There are still details that need to be determined. Your feedback, suggestions and questions will assist in the development of CHS ACT Dialysis Model of Care.

### Proposed implementation time frame with a 2- week consultation period.

Steps	Action	Date
1	Preliminary information session occurred with Belconnen and Tuggeranong Dialysis Clinics, 24 <sup>th</sup> July 2023. Including CHS and Baxter representatives.	24 July 2023
2	Letter to unions and consultation document provided	7 August 2023
3	Two staff forums Q&A/FAQ	10 August 2023 1100 – 1130 15 August 2023 1230 - 1300
4	Consultation period ends (2 weeks)	21 August 2023
5	Any provided suggestions from consultations will be reviewed and any changes incorporated into the final paper within one week	28 August 2023

Feedback is due by 21 August 2023.

Feedback is to be provided via the consultant feedback document or to the Business Manager via email [Gemma.R.Brown@act.gov.au](mailto:Gemma.R.Brown@act.gov.au).

We are seeking responses to the following questions:

1. Do you have any concerns about the proposal so far, if so what are they?
2. Do you have any other feedback you would like to be considered in relation to the proposed service transition and structure?

## 7. References

Document	Author
<i>Canberra Health Services Strategic Plan</i>	<i>CEO, Canberra Health Services</i>
<i>Recruitment policy</i>	<i>People &amp; Culture, Canberra Health Services</i>
<i>People &amp; Culture Business Plan/Strategic Objectives</i>	<i>People &amp; Culture, Canberra Health Services</i>