



Canberra Health Services Consultation Paper

21 July 2023

Proposed change to move Territory Wide Surgical Services (TWSS) to the Division of Surgery, Canberra Health Services.

Deputy Chief Executive Office

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1. Introduction

Health care service planning starts with a consideration of what the level of service should be to meet the demand for that service in the community.

When considering elective services, part of the service planning process might consider a “make or buy” decision about whether elective services are delivered in the public sector or in the private sector. Generally, this decision rests on a number of factors:

- The number of providers (public and/or private) available
- The presence of cost-effective options
- The available resource in the public sector
- Competing demand for available resource (from emergency surgery for example).

Territory Wide Surgical Services (TWSS) was created when the ACT consisted of more than one public hospital, and where capacity was constrained in those public hospitals, to deliver timely access to elective surgery in an effective and safe manner across the Territory in partnership with private providers and in line with the organisational vision of creating exceptional health care together.

It made sense at that time to create a single entity to maximise access to the available capacity, wherever that might be found, in a coordinated way across more than one public provider and a number of private organisations.

A number of changes in the planning and contracting environment require that this arrangement is revisited.

Firstly, in July 2023, the publicly funded hospitals, North Canberra Hospital (formerly Calvary Public Hospital Bruce) and The Canberra Hospital, were amalgamated under Canberra Health Services, simplifying the public sector interface with respect to planning and contracting of services across the ACT.

Secondly, in the foreseeable future the number and configuration of operating theatres and procedural spaces will increase through:

- Expansion of the facilities on The Canberra Hospital site into 2024 which will bring on-line a number of additional operating theatres over time, and a variety of operating theatres equipped to perform a wider range of procedures using upgraded in-theatre Magnetic Resonance Imaging (MRI), CT-scans and true hybrid theatres.
- Repair and refurbishment of operating theatres on the North Canberra Hospital site.
- Design and development of a new Northside Hospital.

In addition, the Australian Capital Territory (ACT) is planned to transition to an activity based funding model that will shift the emphasis from block funding, as it is now, to output based funding more suited to the planning and delivery of surgical and other procedures.

2. Purpose

The purpose of this paper is to consult with stakeholders, internal and external to Surgical Services, on the intention to transfer the operational and professional reporting lines for the Territory Wide Surgical Services from the Deputy Chief Executive Office to the Executive Director for the Division of Surgery. It is proposed that the Director Territory Wide Surgical Services will report to the Executive Director, Surgery and all other reporting lines remain unchanged.

3. Rationale for change

There are a number of reasons to enact this change:

1. **Simplification of the planning and delivery of elective surgeries and procedures:** The merging of the two public health providers, and the need for contracting agencies to manage contracts and performance with two separate public health providers is no longer required.
2. **End-to-end planning for elective services in one entity:** The pathway for elective surgery and procedures does not begin and end with the operation. It usually starts with a referral to a specialist or service, involves an assessment by a specialist (and possibly further investigations), and then progression to a wait list. Follow-up after surgery or procedure may vary but usually is also a requirement.

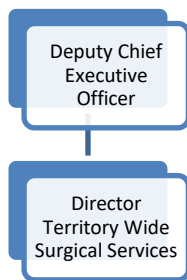
Incorporating the currently constituted TWSS into the Division of Surgery at Canberra Health Services will allow increased visibility and assurance of the end-to-end patient journey under one management team.

3. **Maximisation of Capacity in the Public Sector:** As capacity comes on-line over the next five years, starting in 2024, it will be important to consider in-sourcing care to use the capacity that is created at various points in time. This process of commissioning new capacity will be underpinned by a change to activity based funding in 2024-25 as is currently planned. Included in this in-sourcing would be various other benefits with respect to the training and teaching environment that could be provided, for example.

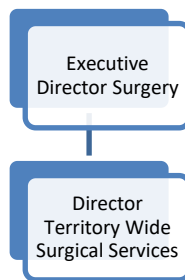
4. Proposed implementation

The change proposal is limited to a change in one reporting line. There is no consideration being given to any other changes.

Current Arrangement



Proposed Arrangement



In accordance with the Union Encouragement Policy, employees will be given full access to union officials/delegates facilities during working hours to discuss proposed changes on the provision that work requirements are not unreasonably affected.

Taking into consideration feedback that has been received as part of this consultation process, any changes will be implemented as soon as possible after the consultation period is closed.

5. Effects of the change

Three positions will be affected in this change, as described below:

Position	Change
<ul style="list-style-type: none"> Director Territory Wide Surgical Services 	<ul style="list-style-type: none"> Change in reporting line to Executive Director Surgery, CHS
<ul style="list-style-type: none"> Executive Director, Surgery CHS 	<ul style="list-style-type: none"> Gains a direct report
<ul style="list-style-type: none"> Deputy Chief Executive CHS 	<ul style="list-style-type: none"> Loses a direct report

6. Mitigation measures

- There are no changes to roles and responsibilities as part of this proposed change.
- An evaluation will be undertaken within 3 to 6 months of implementation to assess the functions of the roles and make recommendations for improvement.

7. Consultation methodology

During consultation, we are seeking responses to the following questions:

- Do you have any concerns about the proposal? If so, what are they?
- Do you have any other feedback you would like to be considered in relation to the changes?

Feedback on this paper should be provided via email to the Deputy Chief Executive, Canberra Health Services at CHS.DCEO@act.gov.au by Friday 18 August 2023.

For any further information relating to the change and subsequent consultation process, please contact CHS.DCEO@act.gov.au