

# Illawarra Shoalhaven Medical Imaging (ISMI)

## Proposed Changes to Leadership and Quality and Safety Structures & Functions, arising from Recommendations of the Paxton Partners Report 2020

Prepared by **Dr Mark Bassett**  
Clinical Project Director  
Office of the Chief Executive

**August 2021**



**Health**

Illawarra Shoalhaven  
Local Health District

## Achievements to date

- New position - District Nurse Manager
- Additional 0.4 FTE staff specialist
- Additional VMO for haematology MDT meetings
- Additional registrar (unaccredited)
- Additional radiographer (s)
- Increase in background work on business analysis



**Health**

Illawarra Shoalhaven  
Local Health District

# Proposed new positions in the next stage

*The following new positions are proposed:*

- Director of Medical Imaging Services (DMIS) position.
- Safety Manager (fractional) position reporting to the DMIS.
- Quality Manager (fractional) position reporting to the DMIS.



**Health**

Illawarra Shoalhaven  
Local Health District

# Main reasons for the proposed changes

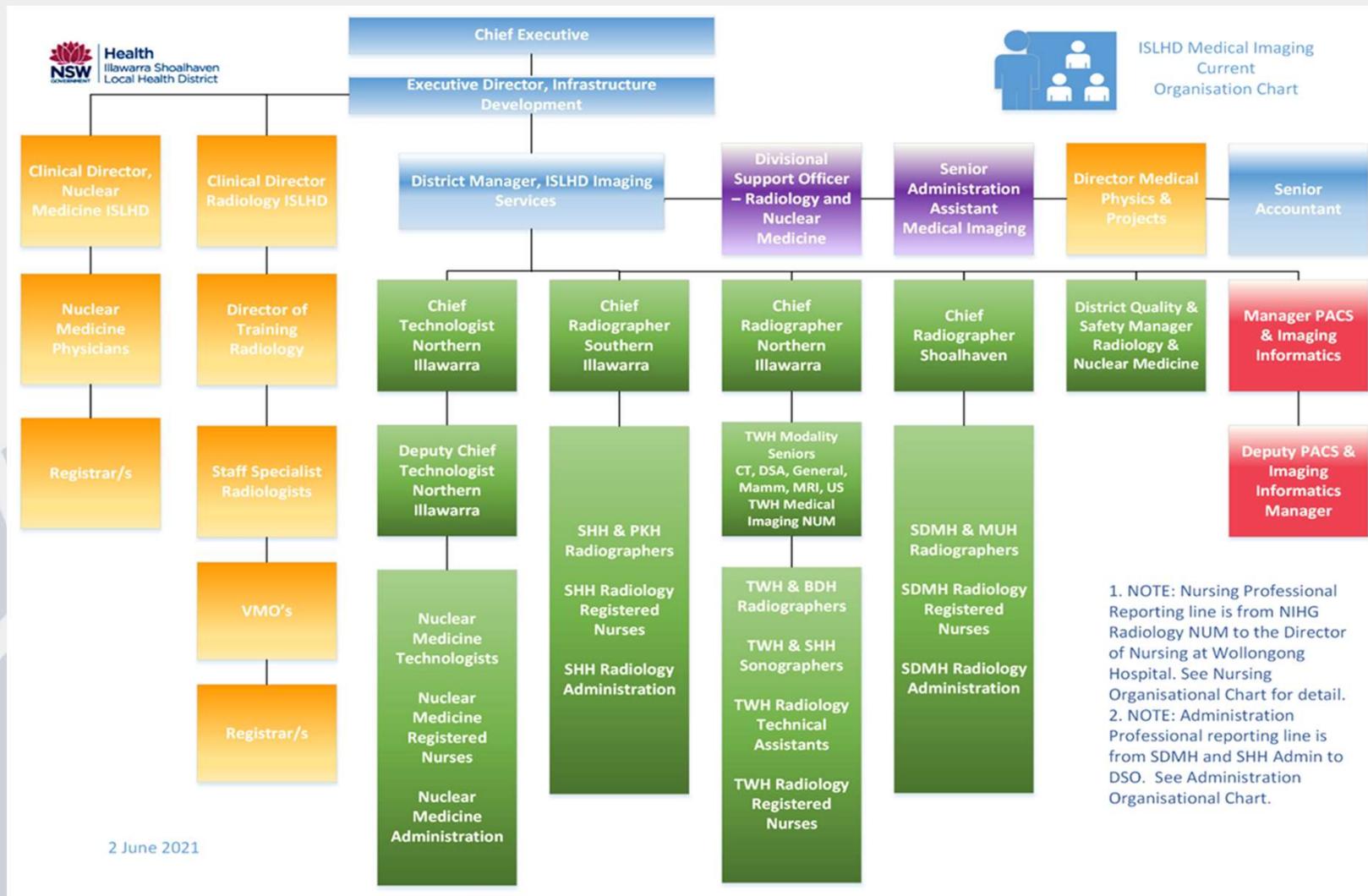
- Recommendations by Paxton Partners, supported by internal analysis and accepted by ISLHD Executive
  - In particular, increase safety and quality FTE
- Need for enhanced medical leadership in a growing and more complex service.
- The significant shortage of radiologists and registrars
- Improved Quality and Safety systems
  - Restructure to reflect contemporary practices and capabilities
  - Enhance the Safety and Quality presence at all sites
  - Closer links to ISLHD Clinical Governance Unit



**Health**

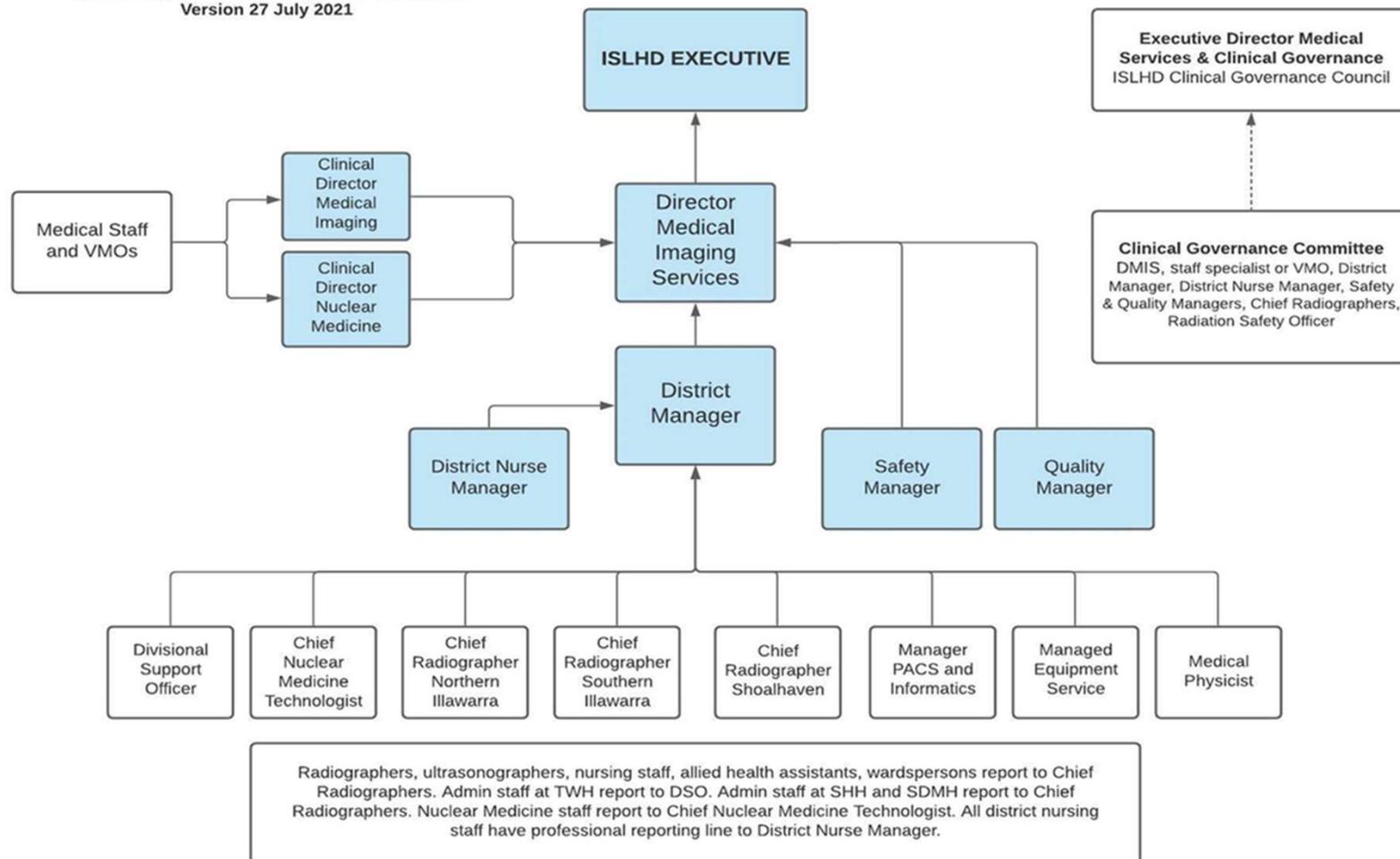
Illawarra Shoalhaven  
Local Health District

# Current Organisational Chart



# Proposed Organisational Chart

Illawarra Shoalhaven Local Health District Medical Imaging  
 Proposed organisational change - for consultation  
 Version 27 July 2021



# The three new positions

## Director of Medical Imaging Services

- Leadership role, working closely with the District Manager and Clinical Directors.
- Health professional qualifications and AHPRA registration.
- Member of ISLHD Strategic Executive (District's Executive).
- Responsibility for clinical governance and medical staff.
- Implementation of Paxton recommendations (12-18 months).



**Health**

Illawarra Shoalhaven  
Local Health District

## **Patient Safety Manager**

- Part-time position.
- Will require grading.
- Responsibility for management of incident reporting (IMS+).
- Responsibility for risk management
- Management of patient complaints and investigations.
- All other patient safety matters.



**Health**

Illawarra Shoalhaven  
Local Health District

## Quality Manager

- Part-time position.
- Will require grading.
- Responsible for quality programs in medical imaging.
- Patient-reported outcome measures and experience measures.
- Responsibility for accreditation.

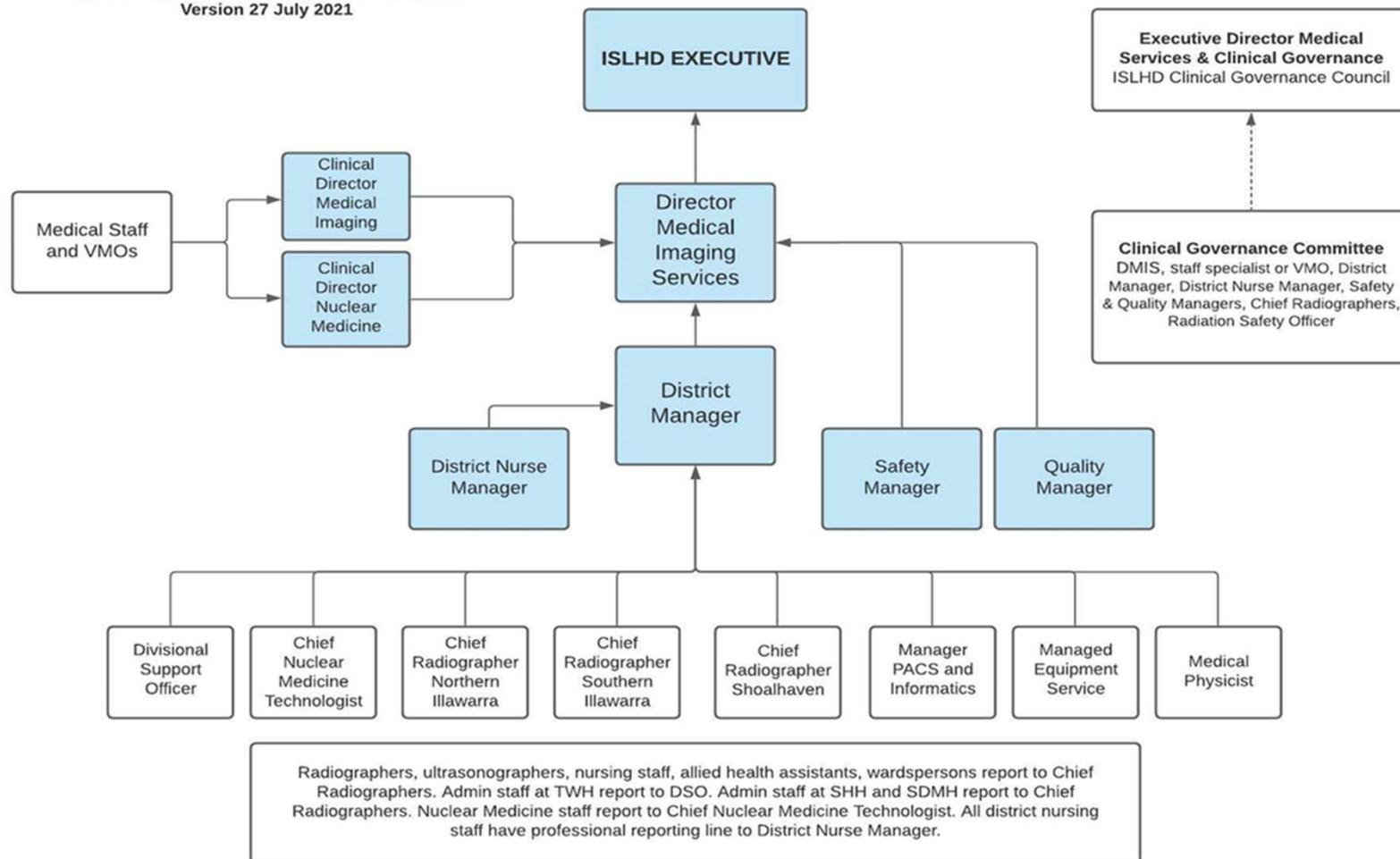


**Health**

Illawarra Shoalhaven  
Local Health District

# Proposed Organisational Chart

Illawarra Shoalhaven Local Health District Medical Imaging  
Proposed organisational change - for consultation  
Version 27 July 2021



## Proposed Medical Imaging Clinical Governance Committee

Function	Classification	New position
Chair (may rotate)	Director of Medical Imaging Services (DMIS)	Yes
Medical leadership	Clinical Directors of Medical Imaging and/or Nuclear Medicine	No
Nursing leadership	District Nurse Manager	No
Radiography	Chief Radiographers from TWH, SHH, SDMH	No
Nuclear Medicine	Chief Nuclear Medicine Technologist	No
Patient Safety Manager	Health Service Manager - consistent with other roles in the District	Yes
Quality Manager	Health Service Manager - consistent with other roles in the District	Yes
District Manager	District Manager (member of Committee to provide support where needed)	No
Radiation Safety Officer	Medical Physicist	No
Representative of ISLHD Clinical Governance Unit	Existing CGU position.	No

## The proposed organisational changes will deliver -

- More rapid implementation of the Paxton recommendations.
- Enhanced medical leadership of ISLHD medical imaging.
- Additional opportunities to attract radiologists to ISLHD.
- Improved safety and quality management in medical imaging.
  - greater focus on quality projects
  - improved integration into District systems and services
  - more inclusive and effective model for safety and quality
- Opportunities for increased operational oversight by the District Manager.



**Health**

Illawarra Shoalhaven  
Local Health District

## Implementation Plan: Consultation process

- The Paxton Partners Report was discussed with ISMI staff at all sites prior to commencement of the Medical Imaging Project in February 2021.
- There was consultation with relevant industrial organisations in February 2021.
- The current proposals are open for consultation with staff and industrial organisations. We are following NSW Health Policy PD 2012\_021.
- There will be time for staff to request clarification, provide feedback, and have that reviewed and responded to before a decision is made.
- If approved, the three new positions would be established and the new Clinical Governance Committee formed.
- The time-frame for the above is approximately 4 to 8 weeks.



**Health**

Illawarra Shoalhaven  
Local Health District

## Counselling and vocational assessment services are available for staff

- Counselling and career support is available through Converge International EAP service.
- Affected staff will receive assistance from the Workforce Support Team, as per PD2012\_021 Managing Excess Staff of the NSW Health Service.



**Health**

Illawarra Shoalhaven  
Local Health District

We invite your comments and feedback  
by email and further meetings if needed



Health  
Illawarra Shoalhaven  
Local Health District