



Canberra  
Health  
Services



**ACT**  
Government

# Consultation Paper Medical Imaging Leadership Realignment

Medical Services Group

April 2024



This work is subject to copyright. Apart from any use permitted under the Copyright Act 1968, no part may be reproduced by any process without written permission from the Territory Records Office, GPO Box 158 Canberra ACT 2601.

Information about the directorate can be found on the website:

[www.canberrahealthservices.act.gov.au](http://www.canberrahealthservices.act.gov.au)



### Acknowledgement of Country

Canberra Health Services acknowledges the Ngunnawal people as traditional custodians of the ACT and recognises any other people or families with connection to the lands of the ACT and region. We acknowledge and respect their continuing culture and contribution to the life of this region.

© Australian Capital Territory, Canberra 2024



**Accessibility** 📞 call (02) 5124 0000



**Interpreter** 📞 call 131 450

[canberrahealthservices.act.gov.au/accessibility](http://canberrahealthservices.act.gov.au/accessibility)



# Contents

|    |                                              |   |
|----|----------------------------------------------|---|
| 1. | Introduction .....                           | 3 |
| 2. | Purpose.....                                 | 4 |
| 3. | Current Model .....                          | 4 |
| 4. | Rationale for Change .....                   | 4 |
| 5. | Future Model .....                           | 5 |
|    | 5.1 Scope of Future Model .....              | 5 |
|    | 5.2 Physical Design/Structure .....          | 5 |
|    | 5.3 Benefits of the Future Model .....       | 5 |
|    | 5.4 Implementation of the Future Model ..... | 6 |
| 6. | Consultation Methodology.....                | 7 |



# 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 a number of 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 CHS.

To enable CHS to have a strong focus on operational effectiveness, efficiency and accountability in the health services we provide, CHS will at times propose realignment or modernisations to the way we work.

The Medical Imaging Department operates 24 hours, seven days per week, providing a wide range of diagnostic imaging services across multiple facilities including the Canberra Hospital, University of Canberra Hospital and Weston Creek Imaging Service.

The Medical Imaging leadership group are continually evaluating the Department's operations with a particular focus on strengthening the operations of Medical Imaging. The operating model



is at times required to adjust in response to operational requirements to deliver on strategic priorities. Such adjustments require investment and growth across leadership roles which enable capacity to support our workforce more effectively.

## 2. Purpose

The purpose of this paper is to describe the proposed changes to the leadership structure within the Medical Imaging Department at Canberra Hospital. The proposed structure aims to:

- Support a sustainable staffing model that promotes strong governance and peer support.

Consultation is required due to the proposed:

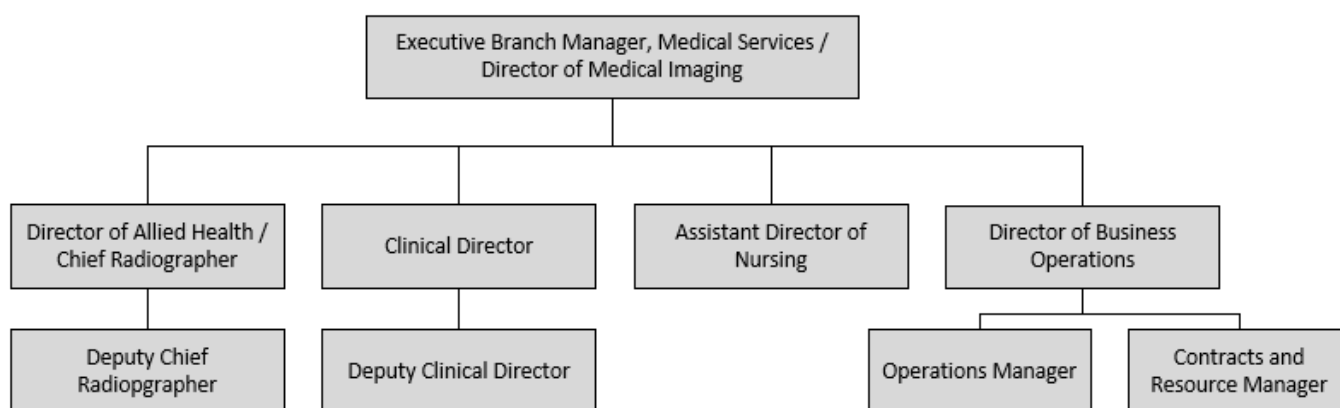
- Changes in the composition and the Medical Imaging leadership staffing model.
- Changes to workforce reporting line.

The proposed changes are:

- Abolish the Director of Business Operations role. This change aims to align governance processes across the Department.
- The scope of this paper includes the administration governance only and does not include nursing and allied health staff reporting lines in Medical Imaging.

## 3. Current Model

**Figure 1. Current Medical Imaging Leadership Structure**



## 4. Rationale for Change

The role of the Director of Business Operations for Medical Imaging has changed significantly over the last 10 years as different team members have taken on the role. At a point in time, the Director of Business Operations also took on the role of Director of Medical Imaging and has slowly morphed into an operations role.

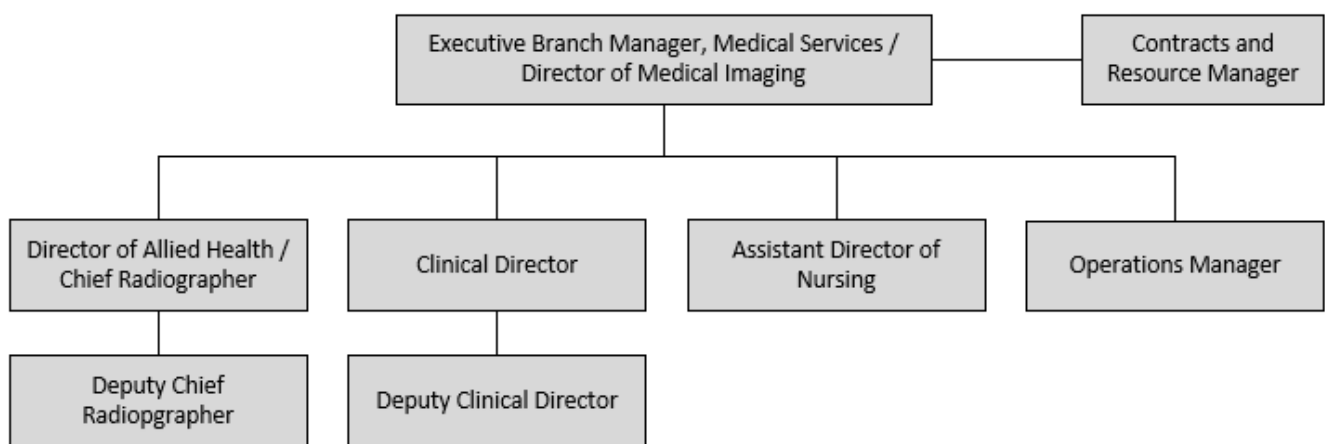


With the establishment of the Executive Branch Manager, Medical Services role in 2023, that also occupies the Director of Medical Imaging role, and the establishment of a Deputy Chief Radiographer role, the duties of these roles and the Director of Business Operations role tend to overlap.

Upon the resignation of the incumbent Director of Business Operations, it provided an opportune moment to reassess the leadership framework with the Department.

## 5. Future Model

**Figure 2. Future Medical Imaging Leadership Structure**



### 5.1 Scope of Future Model

The proposed realignment in the leadership structure will affect administrative staff working with the Medical Imaging Department.

### 5.2 Physical Design/Structure

No changes to the physical design or office space layout in Medical Imaging.

An updated organisation chart and governance processes will be published and communicated with stakeholders.

### 5.3 Benefits of the Future Model

Benefits of this realignment include:

- Streamlined governance
- Clarity of job roles
- Some cost savings
- Improve collaboration and efficiencies within the Department



## 5.4 Implementation of the Future Model

Following review and feedback, the changes outlined in this proposal have been endorsed in principle by the:

- Executive Branch Manager, Medical Services / Director of Medical Imaging
- Director of Allied Health, Medical Imaging
- Assistant Director of Nursing, Medical Imaging
- Clinical Director, Medical Imaging
- Operations Manager, Medical Imaging

Following the consultation process, final endorsement will be sought from the officers above.

Under the Union Engagement Policy, employees will be given full access to union officials / delegates and facilities during working hours to discuss the realignment on the provision that work requirements are not unreasonably affected. It is envisaged the proposed changes will be implemented as soon as possible after the consultation period has closed as per the below table.

**Table 1. Consultation and Implementation Timeframe**

| Steps | Actions                                                                                                                           | Date          |
|-------|-----------------------------------------------------------------------------------------------------------------------------------|---------------|
| 1     | Consultation Paper to be provided to all affected staff and Unions                                                                | 5 April 2024  |
| 2     | Management to meet with affected staff to discuss proposed changes                                                                | Occurred      |
| 3     | Consultation period begins with all affected staff and Unions                                                                     | 5 April 2024  |
| 4     | Consultation period ends                                                                                                          | 19 April 2024 |
| 5     | Any provided feedback from consultation period will be reviewed and any changes incorporated into the final paper within one week | 26 April 2024 |
| 6     | Changes implemented                                                                                                               | 1 May 2024    |



## 6. Consultation Methodology

This proposal provides more detail in relation to changes in the Medical Imaging Leadership Structure. There are still details that need to be determined and your feedback, suggestions and questions will assist in further refining this proposal.

Feedback can be provided to Brittany Kent, Business Manager, Medical Services via email at [Brittany.Kent@act.gov.au](mailto:Brittany.Kent@act.gov.au).

**Feedback is due by close of business Friday 19 April 2024.**

In particular we are seeking responses to the following questions:

1. Do you support the proposal to realign the leadership model for Medical Imaging?
2. Do you have any concerns about the proposal so far? If so, what are they?
3. Do you have any other feedback you would like to be considered in relation to the proposed realignment?

For any further information relating to the proposed realignment and subsequent consultation process, please contact [Brittany.Kent@act.gov.au](mailto:Brittany.Kent@act.gov.au).

