

Finance and Corporate Services Directorate Restructure Plan Proposal for Consultation

Ref: DT23/108321

1. Reason for the restructure

Illawarra Shoalhaven Local Health District (the District) is undertaking an organisational redesign in order to improve accountability frameworks and implement a design that is fit for the future of health service delivery.

During the information gathering phase for the organisational redesign, a common theme emerged recommending the re-establishment of a Corporate Services function for the District. After wide consultation and modelling against other Districts across NSW, it was concluded that the function would be re-established and has the most logical fit within the Finance Directorate. This recommendation has been accepted, and the Finance Directorate will be re-titled to the Finance and Corporate Services Directorate.

Review of the roles and responsibilities of the Finance team has been undertaken, with several functions currently allocated within the Financial Operations team more aligned with the incoming Corporate Services function. Specifically:

- Fleet Management,
- Commercial Services, and
- Salary Packaging services in partnership with outsourced commercial provider.

It is proposed these roles will report directly to the Executive Director, Finance and Corporate Services. This will have a direct impact on the role of Director Financial Operations which currently carries overarching responsibility for these portfolios.

The Finance portfolio currently has two (2) Director roles, with each holding responsibility for separate Finance-based portfolios. The Director Financial Operations (DFO) holds responsibility for Financial Accounting including compliance requirements as well as the aforementioned Corporate Service-based roles, and the Director Financial Planning and Analysis (DFP&A) holds responsibility for the Management Accounting function including value-add analysis, business improvement advisory services and providing leadership for overall financial sustainability.

With the reallocation of these Corporate Service-based roles, it is proposed that these two (2) roles be deleted, with the following new role created:

- Director, Finance and Budget

The Director, Finance and Budget (DF&B) role grading is proposed at HSM 6 and will report directly to the Executive Director. The DF&B will bring together the DFO and DFP&A functions to promote workflow efficiencies and enhance synergies between the two Finance branches. This role will provide overall operational leadership to the Finance service and serve as deputy to the Executive Director in line with other Finance directorates across the State.

Following on from a recent resignation, a review of the Costing and Service Development (C&SD) function within the FP&A portfolio has also been undertaken. The increasing need for specialist service improvement analysis, along with resourcing for the new quarterly, half-yearly and annual costing submissions, has prompted a revision to the current resourcing of this team. The workload across the

The Costing and Service Development function currently comprises the following positions:

- Service Development and Costing Manager (HSM 4)
- Clinical Costing Accountant (HSM 3)
- Activity Based Costing Officer (HSM2)

The following changes are proposed:

- Revision of the Service Development and Costing Manager role, with the revised title being Service Development Manager.

- Deletion of the Activity Based Costing Officer role at the current grade.
- Creation of two (2) Activity Based Funding Analyst roles at HSM 1 grade.

The revised Service Development Manager role will report directly to the EDF&CS to support critical improvement analysis work, including benefits realisation calculations for business enhancements, identification and investigation of inefficiencies and provide support to the Embedded Business Partners to realise these improvements.

The newly created Activity Based Funding Analyst roles will operate across financial and statistical data, whereas the previous Activity Based Costing Officer role only carried responsibility across statistical information. The revised focus of these roles across both financial and statistical data will allow for in-built leave coverage, ensure sufficient resourcing during peak activity periods, and support deeper understanding of the interplay between the financial and statistical data sets.

to ensure resourcing availabilities during peak activity periods,

2. Current and proposed organisational charts

Attached – DT23/108416

3. Current and proposed position descriptions

Attached – DT23/108414

4. Affected Staff

All positions are located at 67-71 King St, Warrawong NSW.

It is proposed that the following positions will be deleted from the structure:

	Position Title	Classification	FTE
1.	Director Financial Operations (DFOps)	HSM5	1.0
2.	Director Financial Planning and Analysis (DFP&A)	HSM5	1.0
3.	Activity Based Costing Officer (ABCO)	HSM1	1.0
Total			3.0

It is proposed that the following new positions will be created as part of the restructure:

	Position Title	Classification	FTE
1.	Director Finance and Budget (DF&B)	HSM6	1.0
2.	Activity Based Funding Analyst (ABFA)	HSM1	2.0
Total			3.0

It is proposed that the following positions will change reporting line

	Position Title	Current manager	Proposed manager	Classification	FTE
1.	Finance Manager, District and Corporate Services	DFP&A	DF&B	HSM4	1.0
2.	Service Development Manager	DFP&A	EDF&CS	HSM4	1.0
3.	Management Accountant Systems	DFP&A	DF&B	HSM3	1.0
4.	Customer Service Manager	DFOps	DF&B	HSM2	1.0
5.	Manager, Financial Operations	DFOps	DF&B	HSM4	1.0
6.	NGO Manager	DFOps	DF&B	HSM2	1.0
7.	Fleet Manager	DFOps	EDF&CS	HSM3	1.0
8.	Manager Commercial Services	DFOps	EDF&CS	HSM3	1.0
9.	Manager Salary Packaging	DFOps	EDF&CS	HSM2	1.0

10.	Executive Assistant to Director Financial Operations	DFOps	DF&B	HSM1	1.0
11	Clinical Costing Accountant	SD&CM	DF&B	HSM3	1.0

The following positions are not affected in the proposed restructure:

	Position Title	Classification	FTE
1.	Executive Assistant to EDF&CS	HSM1	1.0
2.	Senior Accountant D&C	HSM3	1.0
3.	Financial Analyst	HSM2	1.0
4.	Senior Accountant DCS	HSM2	1.0
5.	Assistant Management Accountant	HSM2	1.0
6.	Senior Accountant	HSM2	1.0
7.	Accountant	HSM1	1.0
8.	Accountant	HSM1	1.0
9.	Senior Accountant	HSM2	1.0
10.	Senior Accountant	HSM2	1.0
11.	Accountant	HSM1	1.0
12.	Commercial Services Coordinator	A04	1.0
13.	Fleet Services Officer	A04	1.0
14.	Salary Packaging Marketing Officer	HSM1	1.0
15.	Revenue Officer	A05	1.0
16.	Patient Liaison Officer	A05	1.5
17.	Patient Liaison Officer	A04	1.0
18.	Patient Liaison Officer	A03	1.0
19.	Senior Financial Accountant	HSM3	1.0
20.	Financial Accountant	HSM1	1.0
21.	Financial Accountant – Assets and Leasing	HSM1	1.0
22.	Taxation Accountant	HSM2	1.0
23.	ROPP/VMO Accountant	HSM1	1.0
24.	Financial Operations Coordinator	HSM2	1.0
25.	Accounting Officer	A06	3.0
26.	Graduate Accountant	HSM1	1.0
27.	Finance Managers	HSM4	4.0
TOTAL			35.5

5. Consultation and Implementation

The Health Services Union (HSU) will be advised in writing of the proposed consultation and invited to provide feedback on behalf of their members. Affected staff will be advised of their status individually prior to the Finance & Corporate Services team being advised of the proposed restructure at a team meeting immediately following. A consultation period will be open for 2 weeks and will include weekly feedback meetings with staff and their representatives and individual meetings with Workforce Support representatives (if requested). Additional meetings may be requested if necessary.

Step	Action	Date
1.	Affected staff advised individually of proposed changes/restructure plan	11 October 2023
2.	All team and stakeholders advised of the proposed changes/restructure plan	11 October 2023
3.	Unions formally advised of restructure plan for consultation with members	11 October 2023
4.	Restructure Plan and proposed PDs provided to staff for consultation feedback	11 October 2023

5.	Meeting/s with union and members (if requested) – (two weeks)	11 – 24 October 2023
6.	Meetings with staff (weekly drop in sessions) – (1 week)	11 – 17 October 2023
7.	Consultation period closes (two weeks)	24 October 2023
8.	Review feedback	25-26 October 2023
9.	New structure finalised taking account of feedback	30 October 2023
10.	Meetings held with affected staff to advise of final structure and next steps	30 October 2023
11.	Affected staff advised formally in writing	30 October 2023
12.	General Communication to staff and key stakeholders of feedback, final structure and next steps	30 October 2023
13.	New position descriptions graded and established	From 30 Oct – 3 Nov 2023
14.	Vacant position advertised as required (two weeks)	From 6 Nov – 17 Nov 2023
15.	Recruitment Process (four weeks)	From 18 Nov – 15 Dec 2023
16.	OFFICE CLOSURE	25 Dec 2023 – 5 Jan 2024
17.	Final Directorate Organisation Chart with named colleagues in roles issued to the Team	From January 2024
18.	Excess staff managed in accordance with the Managing Excess Staff of the NSW Health Service PD2012_021	From January 2024
19.	Proposed effective date	From January 2024

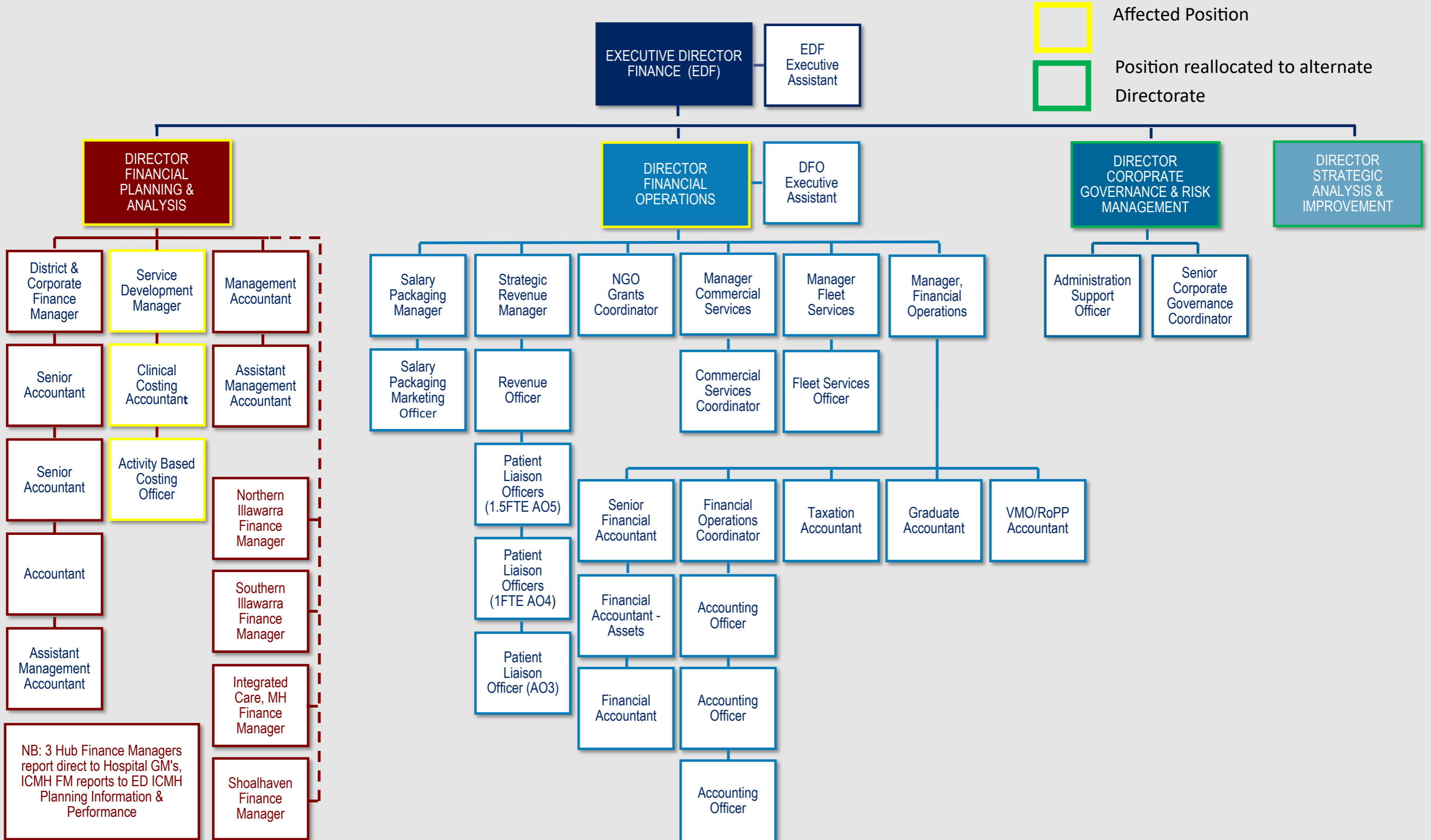
6. Possible effects on EEO groups

Nil

7. Counselling and vocational assessment services for staff

All staff will be advised of the availability of counselling and vocational assistance services via the Employee Assistance Program with Converge.

FINANCE DIRECTORATE (Current)



FINANCE & CORPORATE SERVICES (Proposed)

