



ST VINCENT'S
HEALTH AUSTRALIA

Hospital in the Home (HITH): Staffing Model Changes

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Services (SACS) Stream Manager

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Acknowledgement



We acknowledge the Gadigal people of the Eora nation, the traditional custodians of the lands on which we are meeting today. We acknowledge that they have occupied and cared for these lands over countless generations, and we celebrate their continuing contribution to the life of these regions.

Objectives



To develop a **sustainable and supportive workforce** model for HITH into the future



To enable development of **robust models of care** that align our service with best practice and deliver truly integrated care



To **improve patient care** and the patient experience

Background and Drivers for Change



- ▶ HITH review 2019
- ▶ St Vincent's @ Home – transformation of the Acute Services
- ▶ SVHA and MOH strategic priorities (Care Beyond Hospital Wall, enVision 2025, Virtual Care)
- ▶ Reducing avoidable acute hospital admissions and presentations
- ▶ Delivering care in alignment with the HITH model of care (i.e. daily touch points)
- ▶ Optimising the patient journey
- ▶ Supporting staff and optimising the workforce
- ▶ Improved access to care and clinical advice

Proposed Bed Base Changes

Current	Proposed increase	Date effective
10 Beds		
	18 Beds	Full utilisation by the 30 th March 2021
	24 Beds	Full utilisation by the 30 th April 2021
	30 Beds	Full utilisation by the 30 th June 2021

Change and Timeline

The proposed workforce model ensures that the HITH service can provide daily touch points to patients admitted under the HITH service, as per the model of care.

The change will involve:

- HITH service officially becoming an extended hours service 7 day per week service. This will directly impact all staff within HITH.

A phased approach is proposed to implement this change:

1. All staff working Monday – Sunday, operating hours 08:00 – 16:30 → effective 10th May 2021
 2. Extend operating hours from 0800 until 2000hrs → effective 1st June 2021
- To support the increased bed base and extended hours model, additional recruitment will take place – refer to the next 2 slides for the confirmed additional workforce & proposed recruitment time line.
 - New reporting line from Nurse Manger Ambulatory Services to new NUM2 position for RN's and Allied Health. No change to reporting line for Transitional Nurse Practitioner.
 - Proposed Medical Team changes:
 1. Current Advanced Trainee changing from Monday – Friday roster to include weekend shifts (1 in 5 weekends)
 2. Current HITH Staff Specialist - new operational reporting line to Director of Integrated Care & professional reporting line to Director of Medical Services

Confirmed Additional HITH Workforce

New Roles	FTE
Registered Nurse	5.12
Pharmacist	1.0
Occ Therapist	1.0
Admin Officer (Position to be held centrally by administration team and resource allocated to HITH)	1.0
Technical Assistant	1.0
Enrolled Nurse	1.0
Nurse Unit Manager	0.50
Staff Specialist	0.60
Registrar (BPT) (New rotational position to be resourced from existing resources within the organisation)	1.0

Proposed Recruitment Timeline

St Vincent's @ Home - HITH expansion- Task Tracker

ID	Project/Task	Task Description	Owner	Start date	Finish Date	Duration (Days)	Progress
1	HITH capacity 18 beds	Utilisation 100% across 18 beds with additional clinical established pathways		22/1/2021	31/3/2021		In Progress
1.1	Contract change	Change contract for 2 RN's on 4 week rosters to 6 week rosters	Lesley Williams HR business Partner	01-Oct-20	01-Feb-21		Overdue
1.2	Recruitment	Registered Nurse x2	Lesley Williams	29-Jan-21	31-Mar-21		Not Commenced
1.3	Recruitment	NUM2	Lesley Williams	29-Jan-21	31-Mar-21		Not Commenced
1.4	Recruitment	Occupational Therapist level2	Lesley Williams	19-Feb-21	31-Mar-21		Not Commenced
1.5	Recruitment	Staff Specialist x2	Nic Mills Medical Work Force	29-Jan-21	31-Mar-21		In Progress
1.6	Reporting line change	Staff Specilaist	Kevin Loung Dom Le Lievre Medical Work Force Nic Mills	26-Feb-21	31-Mar-21		In Progress
1.7	Contract change	Advanced Trainee	Medical Work Force	27-Feb-21	31-Mar-21		In Progress
2	HITH capacity 24 beds	Utilisation 100% across 24 beds and Extended hours 8:00 - 19:30		01-Apr-21	30-Apr-21		
2.1	Recruitment	Pharmacist grade 2	Lesley Williams NUM2	01-Apr-21	12-Apr-21		Not Commenced
2.3	Recruitment	Registered Nurse x2	Lesley Williams NUM2	01-Apr-21	23-Apr-21		Not Commenced
3	HITH capacity 30 beds	Hith utilisation at 100% across 30 beds and full MDT team recruited		30-Apr-21	30-Jun-21		
3.1	Recruitment	Enroled Nurse x1 & Registered Nurse x1	Lesley Williams NUM2	30-Apr-21	28-May-21		Not Commenced
3.3	Recruitment	Technical assitant grade 1	Lesley Williams NUM2	14-May-21	30-Jun-21		Not Commenced

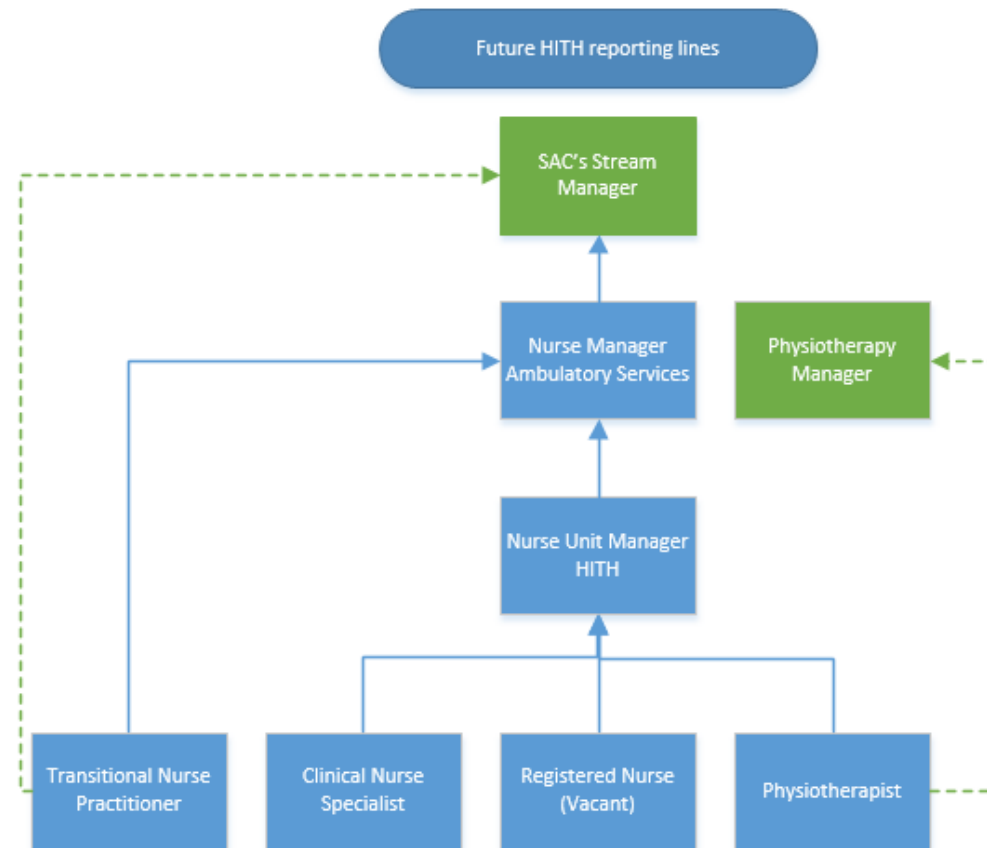
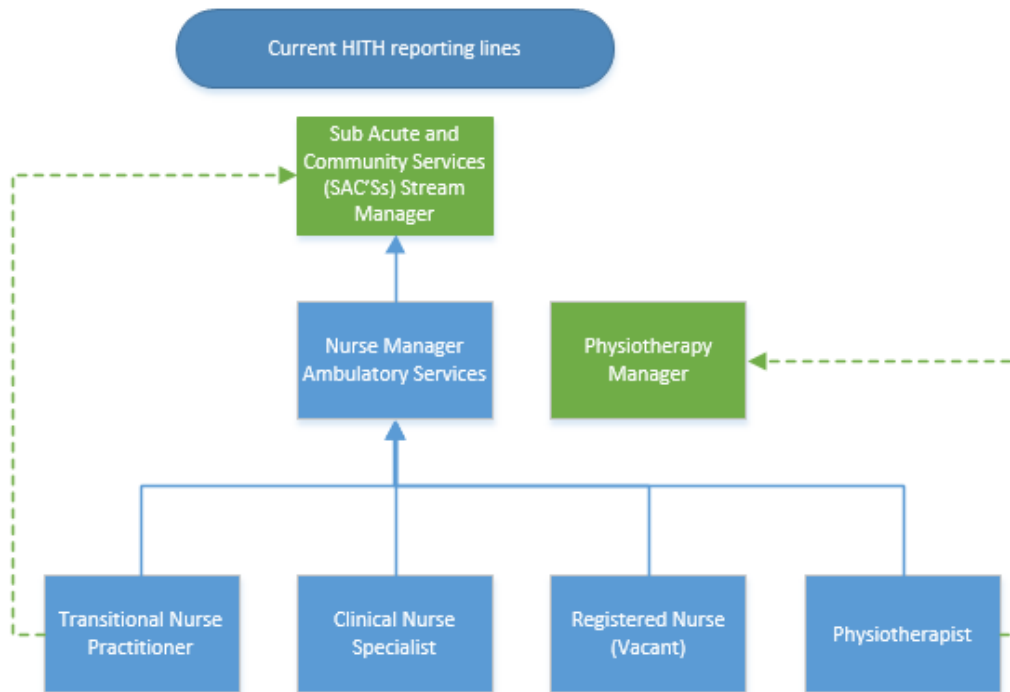
What does this mean for me?

Role	Current state	Future state	Summary
Transitional Nurse Practitioner	4 week roster Mon- Fri AM shifts 8:00 – 16:30. Position reports operationally to Nurse Manager and Professionally to Sub Acute and Community Services (SAC's) Stream Manager.	6 week rotating roster AM & PM shifts 0800 – 20:00. Position reports operationally to Nurse Manager and Professionally to Sub Acute and Community Services (SAC's) Stream Manager	Roster will now include weekend work with the addition of shift work. Position reports operationally to Nurse Manager and Professionally to SAC's Stream Manager
Clinical Nurse Specialist	4 week roster Mon- Fri AM shifts 8:00 – 16:30. Position reports to Nurse Manager.	6 week rotating roster AM & PM shifts 0800 – 20:00. New reporting line to a NUM2	Roster will now include weekend work with the addition of shift work. New reporting line to a NUM2
Physiotherapist	6 week rotating roster Mon – Sun AM shifts. Reports operationally to Nurse Manager Ambulatory Services and professionally to Physiotherapy Manager	6 week rotating roster AM & PM shifts 0800 – 20:00. New operational reporting line to a NUM2 and professionally to Physiotherapy Manager.	Addition of extended hours shift work. New operational reporting line to a NUM2 and professionally to Physiotherapy Manager
Staff Specialist	Position reports professionally to Head of Gerontology	New reporting line to Director of Integrated Care (operational) and Director of Medical Services (Professional) for HITH	New professional and operational reporting line.
Registrar (AT)	Mon – Fri 8:00 – 16:30	Rotating Mon-Sun 8:00 – 16:30	Additional weekend work 1 weekend every 5 weeks.

Medical Reporting Line - Current & Future State



Current and Future reporting lines for HITH service



Communication Plan



Type	Description	Method	Date / Frequency
Union(s) consultation	Consultation outline provided to union bodies for feedback	Meeting	16 th March 2021
One on One meeting	One on one meetings with directly impacted staff	Meeting	16 th March 2021
Team Meeting	Presentation to all HITH team outlining staffing model changes	Meeting	16 th March 2021
Communications	Distribution of communication pack (including FAQ's) to HITH team	Email	16 th March 2021
Consultation Period	2 week period to provide feedback to provide insights to proposal	Email	17 th – 30 th March 2021
Team meeting	Meetings with HITH team outlining any feedback on proposal	Meeting	6 th April 2021
Confirmation and communication of outcome	Communication to HITH team on final determination	Email	9 th April 2021

Next Steps

- Meetings to be held with impacted staff and unions on 16th March 2021.
- Staff will be able to provide feedback over the two week consultation period from 17th March 2020 to 30th March 2020.
- Following consultation, all feedback will be considered in the proposed changes & updates provided as required.
- Industrial bodies will be notified of any changes following feedback from staff during the consultation period.
- Contracts and Position Descriptions will be finalised in collaboration with the People & Culture team.
- 4 weeks notice will be given prior to roster changes.

Timeline

Task	16 Mar 2021	22 Mar 2021	29 Mar 2021	5 Apr 2021	12 Apr 2021	3 May 2021	10 May 2021	31 May 2021
Industrial consultation	16 Mar 2021							
Team Meeting	16 Mar 2021							
Staff Consultation (2 weeks)	17 Mar to 30 Mar 2021							
Confirmation of outcome				9 Apr 2021				
4 weeks notice to change rosters					12 Apr 2021	3 May 2021		
Go Live: Phase 1: All staff rostered to weekend shifts							10 May 2021	
Go Live: Phase 2: Extended operating hours								1 Jun 2021

Support available to staff

We understand that this will cause a period of uncertainty, and we appreciate your support as we develop the HITH service to support our long term strategy.

The following supports are available for staff:

- Lesley Williams, Nurse Manager Ambulatory Services: Lesley.Williams@svha.org.au
- Andrea Ness, SACS Stream Manager: Andrea.Ness@svha.org.au

Additional support is also available through:

- Employee Assistance Program
- People & Culture

Frequently Asked Questions

How will rosters and allocation of weekend work be managed?

Rosters will be managed by the usual roster request process with unchanged time frames. Allocation of weekends shifts will be fair and equitable for all staff.

Will the changes be permanent?

Yes once contracts are changed the changes will be permanent.

When will these changes take effect?

A phased approach to the changes will be adopted. The first phase will be to have all staff working Mon – Sun, operating hours 08:00 – 16:30 effective 10th May 2021 and the second phase will be to extend operating hours from 0800 until 2000hrs effective 1st June 2021. This allows for a 4 week notice period to change rosters as well as aligning to the recruitment time line

When will the bed base increase?

HITH will be operating at 18 beds by 30th March 2021, 24 beds by 30th April and 30 beds by the 30th June.

Where will the additional staff be based?

The additional staff will be based with the existing HITH team in General Ambulatory Care. Integrated Care is currently reviewing space requirements for all staff and a plan is being developed with Service Managers to address future space needs.

Will I be required to do home visits?

Yes, all clinical members of the HITH team may need to attend a home visit with a client if appropriate.

How will I be kept safe during the home visit?

A home risk assessment is conducted prior to any staff member visiting a client in their home or place of work to ensure the environment is safe and appropriate. When required visits will be completed with 2 staff present. Additionally new personal duress alarms are being rolled out for all teams working in the community services including HITH.

Q & A

