



Workforce Plan

Port Kembla District Hospital Decant

June 2023

PKDH Workforce Decant Plan

1. Reason for the plan

The Illawarra Shoalhaven Local Health District (ISLHD, the District) and Health Infrastructure (HI) are implementing a major capital works program to establish the New Shellharbour Hospital (NSH) and Integrated Services (IS). This development will see the transfer of clinical services to new facilities and other sites within the District, and the eventual full decant of staff and services from the Port Kembla District Hospital (PKDH) site.

PKDH was officially opened in 1965 and is coming to the end of its useful life. Hospital design has advanced greatly since it was opened, including in the design of patient wards, the use of technology, work health and safety and functionality. Facilities need to be fit for purpose and reflect contemporary ways of working. The cost, time and operational impact to modernise PKDH exceeds realistic and responsible budget options.

In 2021 a decision was made to commence the planning for the relocation of all business functions, including clinical and non-clinical services, from the PKDH site prior to the completion of the NSH.

1.1 Purpose

The purpose of this plan is to:

- Identify the departments and positions impacted by the decant of PKDH – Phase 1.
- Identify the sites where departments/positions will be relocated and the proposed time frame for relocation.
- Identify staff who are potentially affected by the reconfiguration of services at the new locations and therefore subject to the provisions of the NSW Policy Directive PD2021_021 *Managing Excess Staff of the NSW Health Service*.
- Provide relevant information to staff and their union representatives as the basis for formal consultation.
- Ensure that relevant staff are informed of the plans for their future working arrangements and appropriately engaged in the planning and relocation process.

1.2 Scope of the Plan

This plan addresses the decant implications for the following departments/services:

- Palliative Care Ward
- Rehabilitation Wards (2)
- Day Rehabilitation Program

The plan is for the staff within these departments/services to be relocated to Bulli Hospital & Aged Care Centre (BHACC), which also includes the Allied Health, Medical Workforce and some identified corporate staff that support the abovementioned wards and the Day Rehabilitation Program.

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2. Number of staff affected

2.1 Positions relocated from PKDH to BHACC

The following positions are relocating to BHACC with no other changes:

Cost Centre: Rehab Nursing Admin 173051		
Role	Classification	FTE
CSO	Administrative Officer Level 3	1

Cost Centre: Rehab Nursing Misc 173052		
Role	Classification	FTE
CNE	Clinical Nurse Educator	1.0
CNC 1	Clinical Nurse Consultant Grade 1	1.0
CNC 2	Clinical Nurse Consultant Grade 2	1.0

Cost Centre: Hotel Services 173024		
Role	Classification	FTE
Cleaner	Hospital Assistant Grade 2	8.5
Stores/Linen	Hospital Assistant Grade 3	0.5

Cost Centre: Wardspersons 173072		
Role	Classification	FTE
Wardsperson	Wardsperson	5.42

Cost Centre: Palliative Care 173035		
Role	Classification	FTE
Registered Nurse	Registered Nurse	9.71
AIN	Assistant in Nursing	1.27
CNE	Clinical Nurse Educator	0.53
EN	Enrolled Nurse	7.09

Cost Centre: Rehab 2 173063		
Role	Classification	FTE
RN	Registered Nurse	12.18
AIN	Assistant in Nursing	1.0
EN	Enrolled Nurse	9.16

Cost Centre: Rehab Ward 173062		
Role	Classification	FTE
RN	Registered Nurse	10.77
EN	Enrolled Nurse	8.36
AIN	Assistant in Nursing	0.83

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Cost Centre: Palliative Care Medical 173111 – Some FTE will be transferred to a newly created BHACC cost centre with same reporting line to Palliative Care HOD and some FTE will remain in the existing 173111.

Role	Classification	FTE
Staff Specialist	Staff Specialist	1.5
JMO Resident Medical Officer	JMO Resident Medical Officer	1.0
JMO Advanced Trainee	JMO Advanced Trainee	1.0

Cost Centre: Rehab Medical 173050

Role	Classification	FTE
Staff Specialist	Staff Specialist	2.60
JMO Intern	JMO Intern	1.0
JMO RMO	JMO RMO	1.0
JMO Trainee	JMO Trainee	3.0
CMO Grade 2	CMO Grade 2	1.32
CMO Transitional Grade 3	CMO Transitional Grade 3	1.0
VMO	Visiting Medical Officer (682050 has a contingent worker incumbent)	0.00

Cost Centre: Pharmacy 173039

Role	Classification	FTE
Pharmacy Tech Grade 2	Pharmacy Tech Grade 2	1.0
Pharmacist Grade 1	Pharmacist Grade 1	0.63

Cost Centre: Outpatients 173031

Role	Classification	FTE
Patient Liaison Officer	Administrative Assistant Level 3	0.84

Cost Centre: NPSC COAG Rehab Day Prog 173106: Health Clinicians are multi-disciplinary grades and need to remain as such. They can be occupied by a variety of classifications. *The future location, BHACC or PKDH, of the Health Clinician Level 3 (731797) is under discussion and likely will be resolved by time of decant in August 2023*

Role	Classification	FTE
Social Worker Level 1	Social Worker Level 1 (111245) (incumbent Level 2, multi-grade role)	1.0
Speech Pathologist	Speech Pathologist Level 1 (111246) (incumbent Level 2, as above role)	0.53
Physiotherapist	Physiotherapist Level 1 (112567) (incumbent Level 2, as above role)	1.0
Administrative Officer	Administrative Officer Level 3	1.0
Dietitian	Dietitian Level ½	0.21
Occupational Therapist	Occupational Therapist Level 1/2	1.0
Allied Health Assistant	Allied Health Assistant	1.0
Health Clinician Level 3	Health Clinician Level 3 (Exempt, 30 June 2025) (731797) (Movement Disorder. 0.57 FTE Social Worker Level 3, 0.21 FTE Speech Pathologist Level 3, 0.21 FTE vacant)	1.0
Health Clinician Level 4	Health Clinician Level 4 (714437) (Team Leader , currently Speech Pathologist Level 4)	1.0

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Cost Centre: Physiotherapy 173056: the Aquatic roles listed below refer to the staff supporting the MOU with Shellharbour Private. Also refer to table 2.4 for more detail		
Role	Classification	FTE
Physiotherapist	Physiotherapist Level 4 (of 3.16 FTE, 2.16 FTE remains)	1.0
Physiotherapist	Physiotherapist Level 3 (of 4.08 FTE, 2.76 FTE remains inc 0.58 FTE Aquatic , 0.21 FTE enhanced Palliative Care cover)	1.32 plus 0.21 PC
Physiotherapist	Physiotherapist Level 1/2 (of 5.77, 2.77 FTE remains, 1.0 FTE Aquatic redeployed to vacant role)	2.0
Physiotherapist	Physiotherapist Level 1 (New Graduate)	1.0
Allied Health Assistant	Allied Health Assistant (of 3.90 FTE, 1.58 FTE remains)	2.32

Cost Centre: Rehab Nutrition 173053		
Role	Classification	FTE
Dietitian	Dietitian Level 4 (110324, 521454 see Table 2.5)	0.42

Cost Centre: Social Work 173059		
Role	Classification	FTE
Social Worker	Social Worker Level 1/2 (110342, 110343) (1.0 FTE personal grading Level 3)	2.0
Social Worker	Social Worker Level 5	1.0
Social Worker	Social Worker Level 1/2 (620920)	1.0

Cost Centre: Occupational Therapy 173054		
Role	Classification	FTE
Diversional Therapist	Diversional Therapist Level No Diploma	1.0
Allied Health Assistant	Allied Health Assistant	1.0
Occupational Therapist	Occupational Therapist Level 1 / 2 (110326)	2.0
Occupational Therapist	Occupational Therapist Level 6 (see table 2.5)	1.0
Occupational Therapist	Occupational Therapist Level 3 (confirmed only 2.3 of 2.74 to BHACC)	2.315

Cost Centre: Rehab Speech Pathology 173060		
Role	Classification	FTE
Speech Pathologist	Speech Pathologist Level 5 (714417) (110347 1.0 remains)	0.93
Speech Pathologist	Speech Pathologist Level 1 (110345; 0.91 remains)	1.0
Speech Pathologist	Speech Pathologist Level 3 (730817)	0.21

Cost Centre: Rehab Psychology 173057		
Role	Classification	FTE
Clinical Psychologist	Clinical Psychologist	0.84

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2.2 New positions at BHACC

It is proposed that the following new positions will be **created** as a result of the above departments/services moving to BHACC:

Cost Centre	Position Title	Classification	FTE
170001	BHACC Hotel Services Manager	Health Service Manager Level 1	1.0
170030	Pharmacist Grade 2	Pharmacist Grade 2	1.0
TBC	After Hours Nurse Manager	Nurse Manager Level 1	3.36

2.3 Positions deleted at PKDH and recreated at BHACC

Due to the number of wards decreasing from three (3) to two (2), the number of NUMs and Ward Clerks required will also drop from 3 to 2, meaning the following positions will be **deleted** in PKDH and **recreated** in BHACC:

Proposal	Cost Centre	Position Title	Classification	FTE	Current Incumbent
Delete	173062 173063 173035	Ward Clerk	Administrative Officer Level 2	3.0	affected
Delete	173062 173063 173035	Nursing Unit Manager	Nursing Unit Manager Level 2	3.0	affected
Recreate	3West 2West	Ward Clerk	Administrative Officer Level 2	2.0	N/A
Recreate	3West 2West	Nursing Unit Manager	Nursing Unit Manager Level 2	2.0	N/A

2.4 Positions deleted at PKDH

It is proposed that the following positions will be **deleted** as a result of the departments/services relocating to BHACC:

Cost Centre	Position Title	Classification	FTE	Current Incumbent
173072	Wardsperson	Wardsperson	1.58	vacant
173024	Cleaners	Hospital Assistant Grade 2	2.76	vacant
173024	Pool cleaner (111229)	Hospital Assistant Grade 3	1.0	vacant
173031	Admin Officer	Administrative Officer Level 3	1.08	0.08 vacant 1.0 affected
173066	Security Officer	Security Staff	8.84	0.84 vacant 8.0 affected
173066	Senior Security Officer	Senior Security Staff	1.0	affected
173024	Stores/Linen (111229)	Hospital Assistant Grade 3	0.5	affected
173024	Hotel Services Supervisor	General Administrative Staff Grade 4	1.0	affected
173039	Pharmacist Grade 3	Pharmacist Grade 3	1.0	affected
173051	Operations Manager/Deputy DON	Nurse Manager Grade 3	1.0	Affected
173056	Aquatic Physiotherapist	Physiotherapist Level 3	0.79	Affected, MOU with SH Private ongoing
173056	Allied Health Assistant (Aquatic)	Allied Health Assistant	0.39	Affected, MOU with SH Private ongoing

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173056	Aquatic Physiotherapist	Physiotherapist Level 1/2	1.0	Affected, delete, incumbent to be redeployed to vacant role
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The Aquatic positions identified in 173056 will be **deleted** in the future related to the pool closure and cessation of the aquatic physiotherapy service Memorandum of Understanding (MOU) with Shellharbour Private. A separate process will be required to finalise this recommendation.

Minimum level cleaning and security staffing will be maintained, temporarily, at Port Kembla to provide essential services as the site transitions towards full closure. These resources will be reduced over time as services decant from the site. Affected staff will continue to be managed in accordance with policy and assisted to transition to suitable vacancies as they arise. There are a number of temporary and permanent roles available across the District which will be offered to affected staff in the first instance.

2.5 Allied Health Senior Positions to be Realigned due to BHACC

The separation of Inpatient and Day Rehabilitation Units from PKDH requires that there is a corresponding review of reporting lines for Allied Health Unit Head roles as the grading is affected by the number of FTE reporting to the role for some disciplines.

The following table seeks to outline those changes and impacts, and where necessary describe the re-distribution of responsibilities.

Cost Centre	Position Title	Classification	FTE	Proposed FTE responsibility
173056	Unit Head, Physiotherapy	Physiotherapist Level 6	1.0	Split 89 NIHG 11 SIHG
173053	Unit Head, Dietitian	Dietitian Level 4	0.4	Split 60 PKDH 40 BHACC
173059	Unit Head, Social Work	Social Worker Level 5	1.0	Split 42 NIHG 40 SIHG 18 CHS
173054	Unit Head, Occupational Therapy	Occupational Therapist Level 6	1.0	Split 53 NIHG 32 SIHG 15 CHS
173054	Unit Head, Occupational Therapy	Occupational Therapist Level 4	0.5	Split 53 NIHG 32 SIHG 15 CHS

3. Current Structure

- DT19/52366 for BHACC
- DT23/46463 for SIHG

4. Proposed Structure

- DT22/9524 for BHACC

5. Proposed Position Descriptions

The following position descriptions have been created. Other positions being proposed as new would be based on existing Position Descriptions and therefore the gradings have already been determined.

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Position Description	TRIM reference
BHACC Hotel Services Manager	DT22/9521
After Hours Nurse Manager	DT22/9664

6. Timetable for implementation

Step	Action	Week Commencing
1.	Affected staff advised individually	26 June 2023
2.	Meetings held with staff to advise of the PKDH Workforce Decant Plan and consultation process	26 June 2023
3.	Union advised in writing that consultation has commenced, a copy of the plan to be provided	26 June 2023
4.	Staff consultation meetings scheduled as required	3 July 2023
5.	Consultation period closes (2 weeks)	10 July 2023
6.	PKDH Workforce Decant Plan finalised taking account of feedback	21 July 2023
7.	Meetings held to advise of final plan and structures and next steps	24 July 2023
8.	Affected staff advised in writing formally	24 July 2023
9.	Regrading applications submitted as required	21 July 2023
10.	Vacant positions advertised for recruitment	21 July 2023
11.	Excess staff managed in accordance with the <i>Managing Excess Staff of the NSW Health Service PD2012_021</i>	July/August 2023
12.	Positions scheduled to move to new locations	TBC

* dates are subject to finalisation of plan, brief, and MOH approval

7. Consultation

7.1 Industrial Organisations

Staff affected by this process are covered by various industrial associations:

- Health Services Union (HSU)
- NSW Nurses and Midwives' Association (NSWNMA)
- Australian Salaried Medical Officer's Federation (ASMOF)
- Electrical Trades Union (ETU)
- Construction, Forestry, Maritime, Mining and Energy Union (CFMEU)

Unions will be briefed and formally advised in writing of the proposed decant plan. Meetings will be arranged by request and as required to ensure any feedback and/or concerns are considered as part of the formal consultation period.

7.2 Information Sessions with Staff

Several formal meetings will be scheduled with staff to inform and consult with staff regarding the proposed changes.

- The timing, nature and frequency of the meetings will be adjusted to suit the timings of the various aspects or stages of this project as referred to in Section 3, and/or as determined by our project partners.

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7.3 Timeline of Consultation with Staff and/or Unions

Date		Audience
May 2021	Forums announcing New Shellharbour Hospital and Integrated Services Project (including the decant and eventual closure of PKH)	Staff
June 2021	Union briefing regarding decant; no unions attended so presentation sent	Health Services Union, ASMOF, NSWNMA
September 2021	Progress update on decant of PKDH	Staff and Unions
October 2022	Progress update on PKDH	Staff and Unions
June 2023	Progress update on PKDH, with proposed move dates announced	Staff and Unions

There have also been announcements in Chief Executive updates and forums; and several e-mail updates from the Southern Illawarra Hospitals Group (SIHG) General Manager, usually following staff forums.

8. Possible effects on EEO groups

Nil known however opportunities should be sought to target vacant roles for Aboriginal and Torres Strait Islander people.

9. Support for staff

Support for staff is available via the relevant Workforce Support Teams and our Employee Assistance Provider (EAP), Converge International on 1300 687 327.

Consideration should be given as to whether to engage EAP as part of the transition process to assist staff with coping with change and/or career advice.

10. Estimated number of staff likely to be redeployed and the number of voluntary redundancy packages that may be offered

Affected staff will be supported to be redeployed to suitable alternative positions within the District. VRs will only be offered where staff are declared excess.