NNSWLHD

Lismore Base Hospital Corporate Services Structure - Consultation Paper

Draft for Consultation

Purpose

The purpose of this document is to provide employees with the opportunity to comment on the proposed Lismore Base Hospital (LBH) Corporate Services organisation structure.

Background

The Corporate Services Department was formed via the appointment of the Corporate/ Car Park Service Manager in early 2017. The Department consists of five cost centers of responsibility:

- Wardspersons
- Security
- Domestic Services
- Customer Services
- Car Park Management

The restructure of the Lismore Base Hospital Corporate Services Department is necessary to meet changing demands of a growing hospital and community expectations.

Current Corporate Services Organisational Structure

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Current status

There are currently three supervisors and one manager who supervise or manage their respective departments under the management of the Corporate/Car Park Services Manager. The four key service areas have not been reviewed or re-structured to consider the changing roles, expectations or increase in staffing levels within each Department since 2017.

- Domestic Department - The Domestic Department have had significant increases in staffing, workload and responsibility since 2018. In addition, the current Manager has been acting in the role for an extended period of time.
- Security Department - The Security Department responsibilities have increased. This is due to an increase in access control, CCTV and acuity levels. The Senior Security Officer has also been acting in the role for an extended period of time.
- Customer Service - Customer Service has remained steady, however this proposal considers the amalgamation of the Patient Support Officers (PSO)/ Administration Officers into Customer Services management. The Supervisor has been acting in the role for an extended period of time.
- Wardspersons Department - The Wardspersons Department have had significant increases in staffing of Health and Security Assistants and workload since 2018.

Identified gaps in the current service and structure

- The Patient Support Officers (PSO)/ Administration Officers have no professional lead or developmental pathway.
- The Health and Security Assistants (HSAs) that currently work under the Wardspersons management have no professional Security lead or developmental pathway.
- The use of contract security staff has increased due to difficulties recruiting appropriately trained candidates permanently, this has resulted in increased expenditure. The proposed structure may mitigate this by allowing one manager to consider the rosters for both HSA's and Security officers to better meet service requirements.
- Security staff have a part-time (0.63FTE) Supervisor, the new structure would increase their managers hours to be full-time to better support the Security staff.
- As previously advised, there are three vacant Manager/Supervisor positions that require permanent recruitment and appointment.
- Some departments have gaps in supervision, where not all rostered hours have ready access to a Manager / Supervisor, for example:
    - Domestic Services – The Department Manager is only rostered Monday to Friday and supported by a supervisor who also work Monday to Friday with leading hand on Monday to Sunday AM shift and only Monday to Friday PM shift. Staff who are rostered the PM shift on the weekend do not have a leading hand/or supervisor on shift.
    - Wardspersons Department – The Department Supervisor is only rostered Monday to Friday, therefore staff who are rostered on the PM shift or on the weekend do not have access to a leading hand supervisor.
    - Security Department – The Team Leader is only rostered Monday, Tuesday and Friday. Therefore, staff who are rostered on Wednesday or Thursday, any PM shift or on the weekend do not have access to a leading hand / supervisor.
    - Patient Support Officers / Administration Officers - The Patient Support Officers/ Administration Officers are managed by the Nursing Workforce Nurse Manager 4 position.

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Proposed Corporate Services Organisational Structure

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The proposed structure will amalgamate the current 5 Service Departments into 3, which function within the portfolio of the Corporate Services Manager and provide the following services;

- Domestic Services Department – This department will be responsible for campus wide cleaning operations, store ordering and distribution, linen services, mail delivery and external local site courier services.
- Customer Services and Administration Department – This department will be responsible for the management of switch board operations, front of house reception for all staff, patients and visitors' enquiries. In addition to; daily reporting of admissions/discharges, manage patient valuables, Patient Support Officer (PSO) / Administration Officers duties for ward areas including the Emergency Department.
- Security and Wardspersons Department – This department will be responsible for the security and safety of staff, patients, visitors and property, assistant clinicians. In addition to the delivery of patient focused care, mortuary duties, responding to internal emergency situations such as fire, white level and aggression incidents

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Benefits of Proposed Corporate Services Structure

The key driver of the proposed Corporate Services structure is to facilitate a centralised approach to management and consistency of its services across the Lismore Base Hospital Campus. The management structure provides closer linkages, through common management of the operational areas of compliance, resources and workforce. The anticipated benefits which would be derived from the proposed structure are:

- Provide supportive profession-led management of the large Departments within the Corporate Services portfolio with the recruitment of permanent Managers to lead each of the departments in similar roles and will enable these managers to provide support for each other. This will enhance planning, management and leadership for these departments and their staff.
- These changes will provide each of the Department's staff with an enhanced management structure that has greater expert knowledge of the Department's core business role, this will provide them with expertise and leadership on departmental issues, prioritisation planning, training and ongoing mentoring and support.
- Staff will have an increase in availability and access to department managers, supervisors, managers for staff across most roster patterns to lead the staff and resolve issues locally.
- The combining of the Security and Wardspersons Departments will streamline and enhance the service provided by these two teams who jointly respond to many tasks around the Campus and it will enable professional development and developmental opportunities for the Health and Security Assistants in role function.
- The proposed structure will enable the Manager of Security - Wardspersons Department to coordinate the use of Health and Security Assistants and Security Officers to reduce the use of contracted external security services, leading to better clinical outcomes for patients.
- Patient Support Officers will have a skill set related Manager to support them and assist with training and professional development and a Manager who also understands their core business and the challenges of their working environment.
- This new proposal will enable improved coordination in the management of the casual pool of Administration Officers for leave relief across the campus.
- There is also improved opportunity for the department wide career pathways to other Corporate Services Departments for all staff.

Proposed Changes

New positions (2.42 FTE)

- Security and Wardspersons Manager (Health Manager Level 1, 1.0 FTE) – This position will be created to manage Security and Wardspersons Department across the Lismore Base Campus. This role will have responsibility for management of Security, Health and Security Assistants and Wardspersons staff.
- Security and Wardspersons Supervisor (Administration Officer Level 5, 1.0 FTE) – This position will be created to supervise the Security, Health and Security Assistants and Wardspersons staff under the direction of the Manager from Monday to Friday.
- Administration and Customer Services Supervisor (Administration Officer Level 5, 0.42FTE) – This position will be created to supervise the Customer Services/Switchboard and Ward Patient Support Officers located at Lismore Base Hospital under the direction of the Manager.

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Regraded position to a higher grade (3.0 FTE)

- Domestic Services Manager (Health Manager Level 1, 1.0 FTE) - This position will manage the Domestic Services Department will (in place of current General Administration Level 9 position). This role will have responsibility for management of Domestic staff and Stores/Courier staff.
- Domestic Services Supervisor (Administration Officer Level 5, 1.0FTE) This Supervisor position is in place of current General Administration Level 4 position, will be regraded to supervise staff under the direction of the Manager.
- Administration and Customer Services Manager (Health Manager Level 1, 1.0 FTE) – This position was previously the Customer Services Supervisor (previously graded as an Administration Officer 5) and will be updated to Manage Customer Services/Switchboard and Patient Support Officers located at Lismore Base Hospital. This role will have responsibility for the day to day running of the switchboard and management of Customer Services and Patient Support Staff. This role will also be responsible for effectively managing the administration casual pool.

Additional allowances for current positions

- Security / Wardsperson leading hand - There will be additional leading hand shifts on, Saturday and Sunday AM and PM 7 days a week and Public Holidays.
- Domestic Services leading hand - There will be additional shifts on Saturday and Sunday PM shifts.
- There are no other changes to frontline FTE

Change in reporting lines

- Wardsperson and Health and Security Assistants and Security Officers will now report to the Security-Wardsperson Manager.
  - Monday to Friday reporting will be via the Security-Wardspersons Supervisor
  - Afternoon shifts and Day shift Saturday and Sunday reporting will be via the Leading Hand.
- Patient Support Officers and Customer Service Staff will now report to the Customer Services Administration Manager and via the Customer Services Administration Supervisor (when rostered).
- Domestic Services Staff including Stores Department support staff will report to the Domestic Services Manager
  - Monday to Friday reporting will be via the Domestic Services Supervisor
  - Afternoon shifts and Day shift Saturday and Sunday reporting will be via the Leading Hand.

Deleted position and allowances (1.0 FTE)

- Wardspersons Supervisor (Post-Mortem Assistant 1.0 FTE) – This position currently supervises the Wardspersons and Health and Security Assistants position will be deleted under this proposed structure. The rationale for deleting this position is that;
  - A single efficient and streamlined management structure of the two amalgamated departments that work closely together responding to emergency situations and aggressive incidents across the Lismore Base Campus.
  - The single management line of both Security Officers and Health and Security Assistants will lead to a highly trained and well utilised security team. Single management line rostering and usage of LBH licensed security staff will reduce the use of the external contracted security officers creating more opportunity and work for casual Wardsperson staff.
  - The need for all security license holders to be managed by NSW security license holders will ensure compliance with NSW Police`s Security License Enforcement Directorate Division
  - Therefore, this position and the substantive employee will be formally affected and managed as per the NSW Health Managing Excess Staff of the NSW Health Service (PD2012_021).
- Domestic Services Leading Hand – The Monday to Friday AM leading hand allowance will cease to be required due to additional management positions being created.

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Employee Assistance Program (EAP)

As times of change can be stressful, we remind staff of the Employee Assistance Program, available to you online via http://www.login.lifeworks.com/ (enter User Name: nnswlhdeap and Password: NNSWLHD lifeworks) or by telephone 1300 361 008

Indicative Consultation Process and Timetable

- Invite staff to attend a team meeting 9 November 2020
- Individual meetings with the Affected and Impacted staff 11 November 2020
- Consultation paper provided to LBH Corporate Services staff 11 November 2020
- Consultation paper provided to Health Services Union 11 November 2020
- Team meeting to present consultation document 12 November 2020
- Proposed Union Specific Consultation Committee (USCC) (if required) 23 November 2020
- Staff comments and feedback due 26 November 2020
- Notification of outcome of consultation to staff 30 November 2020
- External Recruitment of Department Managers

The formal realignment of all Corporate Services staff will occur after consultation has been finalised and the commencement of new Manager positions (or earlier if prior agreement is reached)

Staff Comments and Feedback

We invite any comments, queries or feedback to Stuart Rollans on the proposed structure by 26 November 2020 , via email to:

stuart.rollans@health.nsw.gov.au

For any enquires or further information on the restructure please contact Stuart Rollans on the above email address or on 0418 191 084.

Attachments

Attachment 1 CUSTOMER SERVICES and ADMINISTRATION MANAGER POSITION DESCRIPTION

Attachment 2 DOMESTIC SERVICES MANAGER POSITION DESCRIPTION

Attachment 3 SECURITY-WARDSPERSON MANAGER POSITION DESCRIPTION

Attachment 4 DOMESTIC SERVICES SUPERVISOR POSITION DESCRIPTION

Attachment 5 SECURITY-WARDSPERSON SUPERVISOR POSITION DESCRIPTION

Attachment 6 REPORTING LINES

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