



Health
South Western Sydney
Local Health District

Technical Assistant Reclassification Change Management Plan

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Contact: **Danny Chau**
Senior HR Consultant
Liverpool Hospital
8738 6335
Danny.Chau@health.nsw.gov.au





1 Summary

Purpose

The purpose of this Plan is to outline the strategy, changes, process and communication to manage the impact of the reclassification of Technical Assistant, Grade 1 (TA1) positions established across Liverpool Hospital.

It is noted that the transition of existing TA1 positions eligible for entry into the newly created *NSW Health Service Allied Health Assistants (State) Award 2019* is not in scope and will be managed through the Transitional Arrangements in Clause 10 of the Award.

Context and Background

On 20 December 2018 the Industrial Relations Commission arbitrated a new Award for Allied Health Assistants, the *NSW Health Service Allied Health Assistants (State) Award 2019* which also made variations to the *Health Employees Conditions of Employment (State) Award* in respect of Allied Health Assistants.

As the new provisions replaced the existing arrangements for TA1, South Western Sydney Local Health District undertook a review of all positions within this classification eligible for transition.

The review identified a handful of TA1 positions across Liverpool Hospital not eligible for transition as they did not provide Allied Health support functions. Further assessments were undertaken on the current job functions of these positions and a comparison between the Award requirements at the time. Below, an excerpt from the now rescinded Health Employees (State) Award 2018 published 14 December 2018 (383 IG 1128):

(xivii) **Technical Assistant -**

- (a) **Grade I** means a person appointed as such who is wholly or substantially engaged in assisting a physiotherapist, occupational therapist or dietician with routine professional activities.
- (b) **Grade II** means a person appointed as such who is wholly or substantially engaged in routine laboratory procedures of a technical or special nature including routine bio-chemical, bacteriological or haematological tests or counts.

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An audit into the legacy arrangements could not determine the premise for those positions to be created as a TA1. Liverpool Hospital currently employs the following TA1s ineligible for transition and which have been historically incorrectly classified:

ORGANISATION	POSITION NUMBER	POSITION CLASSIFICATION	HIRING STATUS	POSITION FTE
SWS Liverpool Anaesthetics (Non Nursing) 489083	869983	Tech Assiat Gde 1	Active	0.87
SWS Liverpool Anaesthetics Ward Orderlies 489084	840291	Tech Assiat Gde 1	Active	2
SWS Liverpool CC2B NICU Medical 489059	244361	Tech Assiat Gde 1	Active	1.79
SWS Liverpool Endoscopy (Non Nursing) 489801	513989	Tech Assiat Gde 1	Active	4.5
SWS Liverpool Theatres (Non Nursing) 489077	869959	Tech Assiat Gde 1	Active	6.65
TOTAL POSITION FTE				17.81

In addition, Liverpool Hospital also employs the following Technical Assistant, Grade 2 (TA2) positions:

ORGANISATION	POSITION NUMBER	POSITION CLASSIFICATION	HIRING STATUS	POSITION FTE
SWS Liverpool Emergency (Non Nursing) 489851	870004	Tech Assiat Gde 2	Active	1
SWS Liverpool ICU (Non Nursing) 489852	890131	Tech Assiat Gde 2	Active	1
TOTAL POSITION FTE				2

The review also identified the following Administration Officer, Level 2 position which splits responsibilities between administrative support (0.4FTE) and work completed by existing TA1s in theatres (0.6FTE), however does not hold a dual classification.

ORGANISATION	POSITION NUMBER	POSITION CLASSIFICATION	HIRING STATUS	POSITION FTE
SWS Liverpool Theatres (Non Nursing) 489077	869958	Admin Off Lvl 2	Active	1.6
TOTAL POSITION FTE				1.6

Based on the aforementioned, this Change Plan will identify, assess and enable the appropriate fit-for-purpose transition of existing TA1 and where appropriate, TA2 positions into specific NSW Health Award relevant classifications of employment.

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Drivers for Change

The appropriate transition, service and reporting mapping and continued delivery of key non-clinical services is a priority of this plan, along with ensuring operational consistency in the job functions and remuneration of positions performing similar functions. Further, a holistic consideration of workforce requirements in these positions into the future was considered in conjunction with future works, including the current Liverpool Hospital re-development project (Liverpool Health and Academic Precinct).

Job review, design and analysis

The current TA1 classification is diversified in its position functions across the areas that they are currently deployed, for example:

- TA1 in Neo-natal Intensive Care Unit (Hospital Assistant/Storeperson) responsible for cleaning of equipment required for direct clinical care, inventory management including stock rotation and ordering and its particulars
- TA1 in Anaesthetics, Theatres (Operating theatre assistant) responsible for transfer and general patient care and its particulars
- TA1 in Anaesthetics, Theatres (Storeman) responsible for inventory management including stock rotation and ordering and its particulars
- TA1 Endoscopy, Theatres (Operating theatre assistant/Sterilisation support) responsible for preparing scopes for theatre list, processing scopes for machine cleaning, order linen and sterile stock and its particulars
- TA1 Theatres (Storeman) responsible for inventory management, including stock rotation and ordering and its particulars
- TA1 Theatres (Operating theatre assistant/Sterilisation support) responsible for putting out set-ups for routine and emergency theatre cases, cleaning of work surfaces and shelves and ordering and putting away sterile and unsterile linen.

The current TA2 classification is diversified in its position functions across the areas that they are currently deployed, for example:

- TA2 Emergency Department (Technical Assistant) responsible for assisting medical and nursing staff in technical procedures including venepuncture, intravenous cannulation and other procedures conducted in the ED within technical training. Further, clerical duties including PowerChart and FirstNet data entry and re-stocking of equipment and supplies.
- TA2 Intensive Care Unit (Hospital Assistant/Storeperson) responsible for stock management and ordering processes for ICU, responsible for cleaning of equipment and areas as appropriate and its particulars

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As identified earlier, the disparity between specific positional accountabilities at the level of TA1 and TA2 varies greatly from position to position within the Hospital. Through job analysis, the re-classification provides for an opportunity to consider key elements of job design - including improving the quality, efficiency, review of work units and processes which may lead to improved job design.

Position, remuneration and reporting standardisation

Following a review of these positions, streamlined categorisation into the following occupational groups (or a combination of groups) were identified as follows:

- Storeperson¹ (ANZSCO #741111) - #690131, #244361, #669959
- Sterilisation Technician (ANZSCO #711914) - #513989, #244361, #669959

By simplifying the groupings across the current positions this will enable appropriate and comparable remuneration to occur across similar established work groups across the Hospital. Improved governance and workforce management through standardisation of positions will allow for efficiency in deployment, rotation, training and development and succession/career planning across existing structures.

Liverpool Hospital redevelopment project and centralisation of sterilisation services

The Liverpool Health and Academic Precinct is a \$740 million redevelopment of Liverpool Hospital and a new education and research hub. The redevelopment will provide Liverpool Hospital with expanded clinical services, public spaces and car parking, integrated with research and teaching. The redevelopment will also lead to key infrastructure changes within the Hospital's Operating Theatres (OT) requiring changes to existing business practices and processes.

The Sterilising Services Department (SSD) provides facilities for the cleaning, thermal disinfection, checking, packaging and sterilisation of re-usable medical instruments and equipment for all OT, inpatient units and other services within Liverpool Hospital. The new redevelopment of Liverpool Hospital will increase the SSD servicing and the impact on the scope of service for SSD is requiring physical changes to occur within the current footprint. To meet the design requirements of the Australasian Health Facility Guidelines appropriate sterile stock currently managed in the Operating Theatres will be relocated to SSD. The physical changes within the SSD will accommodate the increased amount of sterile stock and the increased volume of equipment to support the sterilising processes. The immediate transition of existing OT-related TAs will support improved governance, training and deployment in preparation for the new OT and expanded SSD service offering.

¹ The classification of Storeperson is referred to as Hospital Assistant, Grade 3 with reference to NSW Health relevant position classification. However, it is noted that Storeperson is classified as General Administrative Staff, Grade 2 within Liverpool Hospital.

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Expected Benefits

- Improved job satisfaction and employee engagement through improved job-design and role consistency across similar work-groups
- Improved succession planning, training and development, career progression and management of operational demand with the ability to rotate appropriately skilled resources into relevant suitable areas within position scope
- Improved sterilisation service foot-print and service offering through improved efficiency in theatre preparation
- Reduced clinical oversight on patient support service functions with improved governance through relevant non-clinical reporting lines

Expected Dis-benefits

- Nil.

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2 Impact of re-classification

Regrade of Existing Positions

The following positions have been identified for regrade as a result of significant changes to current position descriptions including impact on current employees.

Affected Position	Current Classification	Proposed Classification	FTE	Comment
Technical Assistant (Operating theatre assistant)	TA1	SST1	6.5	New PD and title change.
Technical Assistant (Operating theatres - Storeperson)	TA1	GAS2	2.15	Position to share same PD as established Storeperson position within General Services Department.
Technical Assistant (Anaesthetics – Wardsperson)	TA1	GAS2	2	Position to share same PD as established Storeperson position within General Services Department. 1FTE to Theatres 1FTE for Endoscopy
Technical Assistant (Anaesthetics – Operating theatre assistant)	TA1	SST1	0.87	New PD and title change.
Technical Assistant (Endoscopy – Operating theatre assistant)	TA1	SST1	4.5	New PD and title change.
Technical Assistant (NICU)	TA1	GAS2	1.70 + 1FTE from approved 33 bed enhancement	Position to share same PD as proposed GAS2 in ICU. Title change required.
Technical Assistant (ED)	TA2	N/A	1	Position to remain unchanged, following analysis of job conducted, pathology based procedures are aligned to current Award requirements
Technical Assistant (ICU)	TA2	GAS2	1	Position to share same PD as proposed GAS2 in NICU. Title change required.
Administration Officer, Level 2 (Part-time Operating theatre assistant)	TA1	SST1	0.60	Incumbent of position to be offered an additional contract of employment for TA component of current role.

Variation of Reporting Lines

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The following positions have been identified for changes to their current reporting line, as aligned to the new sterilisation services department structure and management of storepersons:

Affected Position	Current Reporting Line	New Reporting Line	Comment
Technical Assistant (Operating theatre assistant)	NUM, Theatres	Manager, SSD	Variation to reporting line
Technical Assistant (Endoscopy – Operating theatre assistant)	NUM, Endoscopy	Manager, SSD	Variation to reporting line
Technical Assistant (Anaesthetics – Operating theatre assistant)	NUM, Anaesthetics	Manager, General Services / Supervisor, Supply	Variation to reporting line
Technical Assistant (NICU)	NM, NICU	Manager, General Services / Supervisor, Supply	Operational reporting remains with NM, NICU
Technical Assistant (ICU)	NM, ICU	Manager, General Services / Supervisor, Supply	Operational reporting remains with NM, ICU
Technical Assistant (Operating theatres – Storeperson)	NUM, Theatres	Manager, General Services / Supervisor, Supply	Operational reporting remains with NM, Theatres

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3 Organisational structure

Organisational charts detailing 'current' and 'future' state are located at Figure 1 and Figure 2.

Figure 1 - Organisational Chart - Current structure

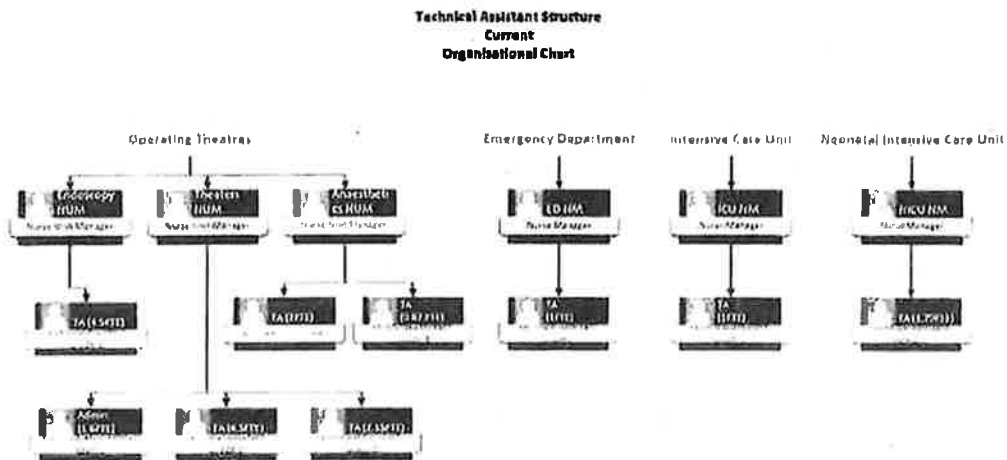
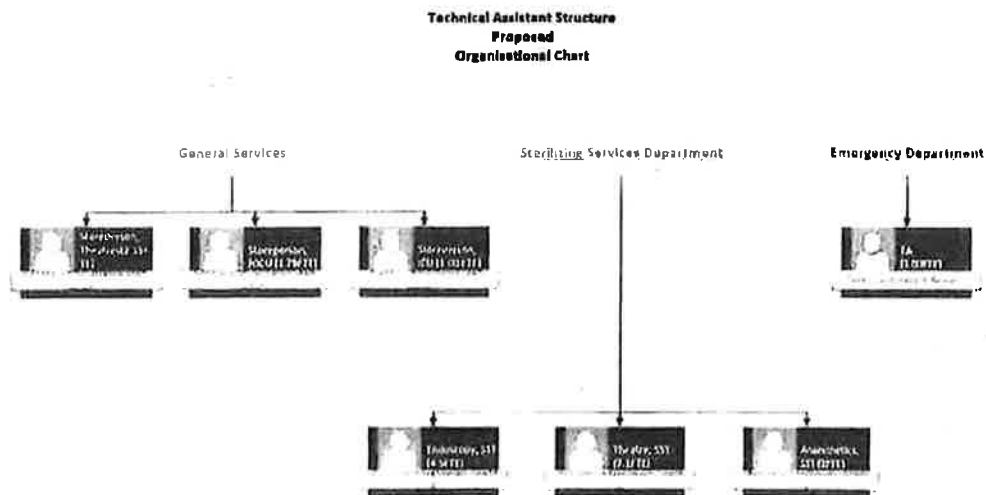


Figure 2 – Organisational Chart - Proposed structure



4 Consultation

Informal Consultation

Informal consultation will commence where this change plan is supported in-principle by the Chief Executive. This will include specific employee briefing sessions along with the development of a fit-for-purpose communication strategy.

Formal Consultation

Due to the complexity of change and industrial implications, a Union Specific Consultation Committee (USCC) will be convened. The USCC is intended to provide a clear framework for consultation and discussion between management, the Health Services Union (HSU) as the relevant union group for representation, their delegates and nominated employees. It is anticipated that the USCC will:

- Discussion the proposed changes, as it relates to its members at Liverpool Hospital.
- Consult on the policy implementation and organisational change issues related to the re-classification.
- Attempt to resolve any issues and disputes that may arise in relation to any other of the above matters, where it is reasonable and appropriate to do so.

The re-classification change program is committed to:

- Defining the reason for change through ongoing and timely communication with affected staff, ensuring they understand the reasons for changes being made.
- Delivering formal top-down communication, including regular ongoing team briefings with staff to discuss issues and answer questions relating to the proposed changes.
- Clearly communicating the impact of the change and ensuring that the transition arrangements are regularly communicated to every team member affected by the change.
- Ensuring all staff, including those on leave remain informed throughout the process.
- Timely engagement with any relevant unions.

Immediate actions will include:

- Establishment of the USCC
- Letters to staff inviting them to a meeting with the Management team and that will include copy of this plan, and details of how the proposal will impact on them
- Staff transition process and indicative timeframes
- Formal correspondence to affected employees

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- Invitation to participate in consultation and feedback throughout lifecycle of change, including its process and implementation.

3 Timeframes

Approval In-principle	Timeframe
Chief Executive, SWSLHD	4 December 2020
Consultation	
All Staff Information Session and Union Briefing	11 January 2021
Establishment of Union Specific Consultative Committee (USCC)	11 January 2021
Staff review position descriptions	11 January 2021
Receipt/review of feedback from consultation period and changes	25 January 2021
Change plan finalised and re-submitted to Chief Executive, SWSLHD where necessary	1 February 2021
Job Evaluation	
Positions submitted to regrading committee (if required)	1 February 2021
Staff Placement	
Affected employee letters distributed	March 2021
Position matching finalisation	March 2021



4 Management of Affected Employees

Redeployment will be in accordance with current NSW *Managing Excess Staff of the NSW Health Service Policy*. However, it is expected that all existing employees will be matched into the new positions established under this process. Salary matching principles have also been considered and pursuant to Section 6.3.3 of the Policy, these will be of positions of *equivalent salary*.

A position of equivalent salary is within 5% of the employee's existing salary. Similarly, the maximum salary in the award classification salary range of the matched position must be within 5% of the maximum salary of the award classification salary range of their substantive position.

In the event where employees are unable to be matched into new positions established under this process, redeployment of any affected employees will be case managed for alternative suitable positions commensurate with their skills, capabilities and experience. No employees are expected to be declared excess as a result of this change.

All excess staff will be managed through the Liverpool Human Resources Department. This allows staff to be matched to suitable vacancies across the SWSLHD in the first instance, and allows for the provision of career transition services that will include ongoing advice, support and training to assist them in identifying redeployment opportunities and the required skills for assessment against identified roles. Support includes resume preparation, job interview training etc.

All staff will continue to have access to employee assistance (counselling) services through the District's Staff Wellbeing and Support Services Program.



5 Document Control

Redeployment will be in accordance with current NSW *Managing Excess Staff of the NSW Health Service Policy*. However, it is expected that all existing employees will be matched into the new positions established under this process. Salary matching principles have also been considered and pursuant to Section 6.3.3 of the Policy, these will be of positions of *equivalent salary*.

5.1 Document Approval

Name & Position	Signature	Date	Version
Amanda Larkin Chief Executive			
Adam Leonard Director, People and Culture			
Karen McMennamin General Manager, Liverpool Hospital			
Richard Perin Director, HR, Liverpool Hospital			
Angela Davey Director, Finance, Liverpool Hospital			
Christine Stephens Director, Nursing and Midwifery Services, Liverpool Hospital			
Grant Isedale Director, Corporate Services, Liverpool Hospital			

5.2 Document Version Control

Version	Status	Date	Prepared By	Comments
0.1	Draft	19/11/20	Danny Chau	First draft
1.0				
2.0				