

Integrated Care, Allied Health and Community Services Directorate

Proposed Organisational Realignment of Prevention and Response to Violence, Abuse and Neglect (PARVAN) Services

Change Management Document for Formal Consultation
May 2023

1. Background and Context for Changes

Integrated Care, Allied Health and Community Services (ICAHCS) as a Directorate has grown significantly. This growth has been driven by an increase in the local population, the changing needs of the local community and Ministry of Health reform to priority areas in the ICAHCS Directorate (e.g. Palliative Care, Aged Care, Child and Family Health Services, Violence Abuse and Neglect Services).¹

In 2020, MNCLHD commenced an initial review of Community Health, Integrated Care, and Allied Health services.

The review was aimed at addressing current and future opportunities and challenges within the Directorate to ensure MNCLHD is best placed to provide high-quality care to the community.

The review was initiated by the Governing Board and Chief Executive based on:

- <u>The Premier's Priority (2019):</u> Improving outpatient and community care by reducing preventable hospital visits by 5 per cent and caring for people in the community.
- Garling Review: Final Report of the Special Commission of Inquiry (2008): Findings 1.59, 1.85, 1.86, 1.163-1.165 and Recommendations 77, 104, 105, 106.
- MNCLHD People Matters Employee Culture and Wellbeing Forum (Commenced 2018): This forum had 50 staff representatives from across the District (from all levels of the organisation) who met monthly with the CE and Senior Executive Team to discuss challenges and opportunities in the workplace.

During the review process, staff feedback was gained through:

- MNCLHD Future Health Forum (2020)
- Results from the MNCLHD 2019 People Matters Employee Survey released in 2020.
- Interviews with a snapshot of Community and Allied Health clinicians, and managers across the MNCLHD (2020)
- Strategic Directions Feedback sessions (2020)

The themes from staff feedback highlighted:

- a lack of consistency across the LHD for management structures in Community and Allied Health Services.
- a lack of standardisation across the LHD for service profiles and models of care in Community and Allied Health Services.
- challenges in meeting demands between hospital-based services and community-based services.
- a lack of consistency in resourcing across the LHD in Community and Allied Health.

In addition, as part of the review, an analysis was completed of:

- Workforce Data
- Incident Data
- Grievance Data
- Activity Data
- Organisational Structures
- Governance

¹ Also, although not part of the original context for this body of work, the impacts of COVID-19 have also added to the complexity of this area.

The key recommendations from the initial review span over 5 themes:

I. Data and Accountability

- Recommendation 1: Collection of Accessible and Transparent Data
- Recommendation 2: Development of Accountability Framework, Activity targets and KPIs

II. Organisational Structure

- Recommendation 3: Review of the Integrated Care, Allied Health and Community Health Services Portfolio and structure.
- Recommendation 4: Consideration of a Matrix Model of Integrated Care Streams

III. Role, Definition and Framework

- Recommendation 5: Develop a Framework and scope of Community Health Services
- Recommendation 6: Re-define and re-align Community Health Services

IV. Sustainability and future proofing

- Recommendation 7: Focus on cementing interagency partnerships and collaboration
- Recommendation 8: Focus on co-commissioning Opportunities

V. Service Methodology and Delivery

- Recommendation 9: Develop a framework for District wide evidence based best practice
- Recommendation 10: Maximising workforce resources
- Recommendation 11: Commitment to utilisation of digital technology
- Recommendation 12: Consideration of a centralised intake

In response to the themes and recommendations of the initial review, the Community Services Reform (CSR) Initiative was developed with a view to recommendations 1-6 and 9-12 being targeted through a service realignment. The realignment of services will ensure:

- Consistency in access to, and delivery of, evidence-based care across the District that delivers on the quadruple aim of value-based healthcare.
- Consistency and collaboration between services and fostering a One District approach to care provision.
- Bringing together strategic and operational elements of the Directorate to drive innovation and change.
- Emphasising hospital presentation prevention as a core strategy across all services.
- Embracing the opportunities offered through virtual care modalities.
- Supporting a skilled and sustainable health workforce who are agile and lead the changes required for contemporary service models and value-based care.
- A more equitable distribution of the accountabilities across the ICAHCS Directorate.
- Increased organisational profile and career progression opportunities for staff.

Community Services Reform was launched via Town Hall on 26th September 2022.²

² This work was due to commence in mid-2021, however the Disaster Response to COVID-19 in the MNCLHD, and the deployment of key staff tasked with Community Services Reform, pushed the commencement of this work back to late 2022.

In October 2022, two key positions, the Community and Allied Health Network Managers, adjusted their reporting lines (in consultation with the staff members and industrial partners) to the Integrated Care Allied Health and Community Services Directorate in readiness for the reform.

By this point, additional strategic direction, policy and Ministry of Health reform had commenced, and the goals of the CSR Initiative were well aligned with these, including:

- The Henry Review
- The Parliamentary Inquiry into Rural Health Report (2022)
- The NSW Aboriginal Health Plan (2013-2023)
- The NSW Future Health Strategy (2022-2032)
- The National Preventative Health Strategy (2021-2030)
- The MNCLHD Strategic Plan (2022- 2032) and the MNCLHD Aboriginal Health Plan (2019-2023)
- The Royal Commissions into Institutional Responses to Child Sexual Abuse (2017) and into Aged Care Quality and Safety (2021).

2. Case for change: Prevention and Response to Violence, Abuse and Neglect (PARVAN)

In 2019, the Ministry of Health released the IPARVAN Framework³ outlining the public health approach, emphasising the **integration of services**, and outlining the steps involved in **redesigning existing VAN service streams**.

At this point, MNCLHD PARVAN services were located across three (3) Directorates:

- Hastings Macleay Clinical Network (Senior Executive: Coordinator Hasting Macleay Clinical Network & GM Port Macquarie Base Hospital)
- Coffs Harbour Clinical Network (Senior Executive: Coordinator Coffs Clinical Network & GM Coffs Harbour Health Campus)
- Integrated Care, Allied Health and Community Services (Senior Executive: Director ICAHCS)

This arrangement has led to a separation of strategic and operational components of PARVAN, inconsistent funding allocations and distributions, and a variance in standards of practice and governance across the LHD.

2.1 Initial Consultation

On 27th October 2022 an open staff feedback session related to VAN Services was held on Teams.

21 staff attended this virtual session and were asked the following questions:

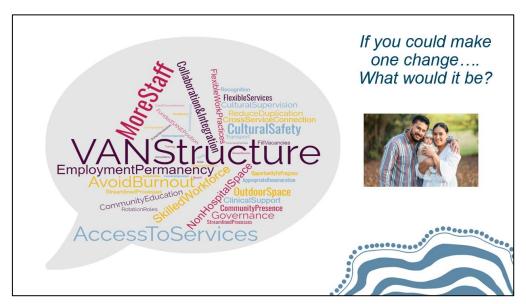
- 1. What do I like about working in VAN Services?
- 2. What are the areas of greatest need in our community?
- 3. What works well in VAN Services?
- 4. If I could make one change, what would it be?
- 5. What would we need to maintain if we did make changes?

The results of this consultation were synthesised and sent back to staff, with endorsement received that the feedback was a true and accurate representation of the session.

³ https://www.health.nsw.gov.au/parvan/Publications/iparvan-framework.pdf

The results of one question *If I could make one change what would it be?* were presented in a word cloud (Figure 1), with the feedback received most often, represented in the largest font

Figure 1

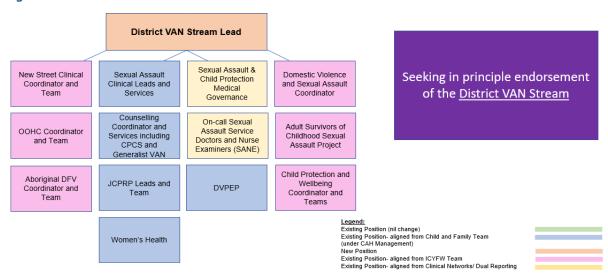


From here, the concept of creating a single VAN Stream/Structure was seen as the largest priority for the focus group.

The concept of a VAN Stream was taken to a VAN Steering Committee on 24th November 2022 and received 100% endorsement by the staff present (including representatives from VAN, from the Clinical Networks, from Mental Health, and Aboriginal Health).

A pictorial of a VAN stream was presented (Figure 2) – and all Steering Committee members acknowledged that this stream would need to be co-designed with VAN Staff – but endorsed the concept.

Figure 2



Following this, meetings have been held with PARVAN staff as part of the initial Community Services Reform Initiative initial consultations to co-design a proposed PARVAN Stream.

These initial consultation meetings were held on 6-3-2023, 7-3-2023, 8-3-2023, 10-3-2023, 14-3-2023, 16-3-2023, 20-3-2023, 22-3-2023, 3-4-2023, 6-4-2023, 19-4-2023, 20-4-2023, 1-5-2023, 4-5-2023, 5-5-2023, 8-5-2023, 10-5-2023, 15-5-2023, and 18-5-2023.

All staff have also been provided a generic email for feedback, as required: mnclhd-communityservicesreform@health.nsw.gov.au

To support Aboriginal staff to participate in culturally safe consultation there will also be facilitation of both individual consultation with Aboriginal staff and group consultation with Aboriginal staff. The Community Services Reform team will co-facilitate consultations with senior Aboriginal leaders in the ICAHCS Directorate. The first group consultation session for Aboriginal staff was held on the 6th of April 2023 and had PARVAN as its focus.

Two drop-in Q&A sessions have been held for staff working in PARVAN-related services and a follow up Town Hall was also held on 21 March 2023, providing an update to all staff that initial consultation relating to PARVAN redesign was still ongoing.

In the consultation meetings, the existing dispersed team structures for the various PARVAN services were discussed with staff (Figures 3.1 and 3.2) and a suggested structure based on the endorsed 'concept' from the Steering Committee above was shared with the staff in order to receive input and feedback (Figure 3.3).

Figure 3.1: Current VAN Services in Child and Family Streams (VAN Services in BLUE)

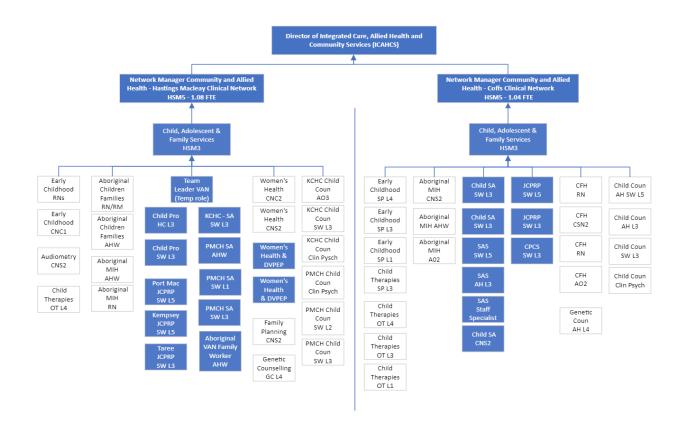


Figure 3.2: Current VAN Services in Integrated Child Youth and Family Teams (VAN Services in BLUE)

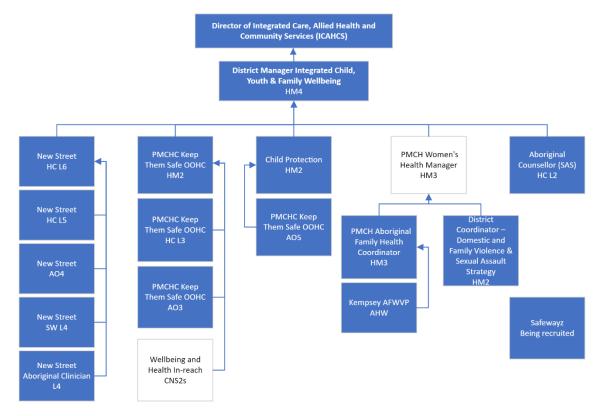
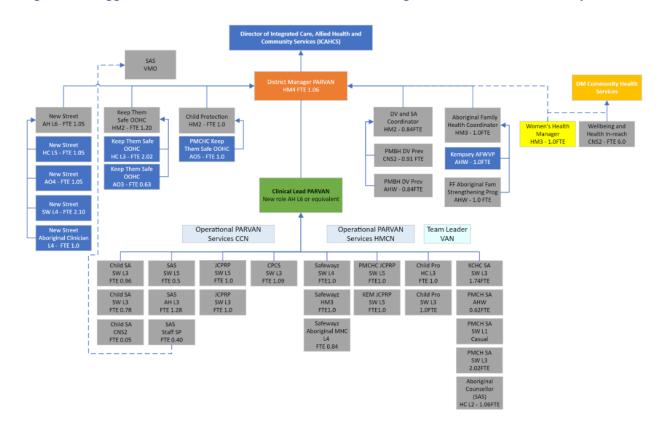


Figure 3.3: Suggested PARVAN structure based on VAN Steering Committee-endorsed concept



2.2 Scope

PARVAN is inclusive of:

- Sexual Assault Services
- Child Protection Counselling Services
- Joint Child Protection Response Program (JCPRP)
- New Street
- Safewayz
- Aboriginal Family Wellbeing and Violence Protection
- Domestic and Family Violence
- On call services including Medical Forensics
- Out of Home Care (to be confirmed through formal consultation)
- Adult Survivors of Sexual Assault (to be confirmed through formal consultation)

2.3 Themes from staff and teams during initial consultation

- The structure based on the endorsed 'concept' from the VAN Steering Committee was not reflective of the needs identified by staff on the ground.
- Leadership for VAN e.g. one District lead vs multiple leads across sites
- Need for representation of the management of daily operations (e.g. On call services) in the structure.
- Which teams "fit" in PARVAN, and which sit currently in PARVAN, but may align better to other parts of the ICAHCS Directorate.
- Suggestion of Team Leader roles for services.
- Need for connections between Strategic and Operational Services.
- Consideration of new roles such as Domestic Violence Counsellor.
- Ensure clear representation of staff who identify as Aboriginal, and ensure cultural supports are in place for these staff.
- Discussion around gender-based roles.
- Need for clinical supervision in PARVAN.
- Need for clear governance identified.

3. Managing the Organisational Realignment

Any organisational realignments agreed and endorsed as part of the CSR Initiative will be managed in accordance with the NSW Department of Premier and Cabinet Directive *Agency Change Management Guidelines (D2011_014)* in the first instance.

The proposed organisational realignment will not decrease the number of positions or number of employees within the Integrated Care, Allied Health, and Community Services Directorate.

As such, staff who hold substantive permanent positions within the ICAHCS Directorate whose role title, role description and/or reporting line may change will be supported through this transition by the Community Services Reform team as well as the MNCLHD Human Resources team (as per Appendix 1) and will be managed in accordance with the following Directives:

- NSW Department of Premier and Cabinet Directive *Managing Excess Employees* (D2011_007)
- NSW Health Policy Directive Managing Excess Staff of the NSW Health Service (PD2012_021)

Additionally, individual consideration will be given to:

- any staff on long-service, parental, or other forms of extended leave, in line with NSW Health PD 2012 021 noted above, and
- any staff on leave secondary to work-related or non-work-related injuries, in accordance with Policy Directive Rehabilitation, Recovery and Return to Work (PD2022_020).

In line with the above-mentioned Guidelines and Directives, all efforts will be made to place any affected employees in positions in the new structure using appropriate placement procedures and no staff will be declared excess until all suitable new, regraded and/or vacant positions within the new structure have been filled. To achieve this:

- The grading of new positions or existing positions that are requested to be regraded as a part of the CSR Initiative will be graded in line with existing MNCLHD processes.
- An internal recruitment process in line NSW Health Policy Directive Managing Excess Staff of the NSW Health Service (PD2012_021) will be undertaken for affected staff in the first instance.
- Following this new positions or positions without a permanent incumbent will be advertised through the Recruitment and Onboarding System. Recruitment will occur via a formal meritbased selection process as per Policy Directive Recruitment and Selection of Staff to the NSW Health Service (PD2017_040).

4. Formal Consultation

4.1 What is involved in formal consultation?

Formal consultation is a two-week period in which final feedback will be received from internal and external stakeholders. Information provided as part of formal consultation will be collated, reviewed and any required changes actioned to produce a final structure for endorsement by the CSR Steering Committee. Formal consultation on the PARVAN realignment proposals presented in this document will run from 31/05/2023 to COB 14/06/2023.

The options presented for consideration and review as part of formal consultation have been directly and extensively informed by the initial consultations on the PARVAN realignment that occurred between March and May 2023 (as noted in Section 2 above). The CSR Initiative team have reviewed, utilised, and incorporated the feedback provided (including via written submissions, individual consultation sessions, and group meetings) from PARVAN staff, teams, and managers, as well as the broader Directorate, to develop the proposed structures for realignment presented in this document.

The Formal Consultation process consists of the following elements:

- The CSR team will be available to answer questions, including via dedicated Drop-In Q&A sessions, and/or
- PARVAN staff will be able to provide feedback anonymously via a QARS survey and vote for their preferred option(s) which will inform the final structure.
- Unions and professional associations will be informed of the formal consultation period and invited to provide feedback.
- The Formal Consultation Document will be uploaded on the MNCLHD Intranet for all staff to review and provide feedback should they wish.

- Based on the responses received during formal consultation a proposed final structure will be developed along with a summary of feedback, overall staff preferences and any supporting evidence provided during formal consultation.
- The CSR Steering Committee will meet within two weeks of formal consultation ending to review the proposed realignment, including the supporting documentation, and consider endorsing the final structure.
- The CSR team will be available to meet with any staff who have any proposed changes to their positions prior to endorsement of the structure. Staff can engage representation from their union or professional association at these meetings.
- Once endorsed, a Working Group or similar subject area expert group, with Terms of Reference endorsed by the CSR Steering Committee, will be established to guide and advise on the implementation of the new PARVAN structure.

4.2 Community Services Reform Steering Committee

The CSR Steering Committee has been established by the MNCLHD in accordance with the Corporate Governance and Accountability Compendium for the Ministry of Health. The purpose of the Steering Committee is to:

- To oversee the development of the MNCLHD CSR Initiative, alongside the monitoring and implementation of the realignment.
- Identify appropriate District mechanisms to facilitate the CSR Initiative, including consultation processes and implementation actions.
- Endorse the structural realignments developed via consultation as part of the CSR Initiative.

Responsibilities and Activities

The focus of the group will include:

- Overseeing the development of structures endorsed through the Community Services Reform Initiative.
- Advising on implementation and identifying issues in implementation early to ensure timely response to these issues.
- Engaging and liaising with working groups or similar bodies established as part of the CSR Initiative to obtain and review specialist information and endorsing work plans and/or recommendations as required during the implementation of co-designed structures.
- Communicating the achievements and successes of the implementation plan across the MNCLHD and more broadly.

Membership

- Director of Integrated Care, Allied Health, and Community Services (Chair)
- District Manager of Community Services Reform, ICAHCS
- Coordinator Hasting Macleay Clinical Network, General Manager Port Macquarie Base Hospital (or delegate)
- Coordinator Coffs Harbour Clinical Network, General Manager Coffs Harbour Health Campus (or delegate)
- Director Research and Knowledge Translation (or delegate)
- District Director Finance and Performance (or delegate)
- Director Communications and Strategic Relations (or delegate)
- District Director Nursing and Midwifery Services (or delegate)
- Director Integrated Mental Health, Alcohol and Other Drugs (or delegate)
- Director Aboriginal Health and Primary Partnerships (or delegate)

- Director Internal Audit and Risk (or delegate)
- Director People and Culture (or delegate)
- Director Clinical Governance and Information Services (or delegate)
- Regional Director Population and Public Health
- Manager Planning and Service Development

4.3 Structural options for consideration in formal consultation

The following two (2) organisational charts (Figures 4.1 and 4.2) outline the proposed structural changes that were suggested during the initial consultations with staff from March to May 2023. These different versions do not represent mutually exclusive structures, rather they condense a range of possible options into two variations for consideration by staff and stakeholders.

Summary of Version A (Figure 4.1)

The proposed structure includes:

- Four (4) new positions and one (1) new program.
- The option for two (2) permanent Sexual Assault Service clinician positions to be regraded as a Senior Generalist Clinicians via an EOI or similar merit-based process.
- Four (4) permanent roles that will be changing within current grading and will have their position descriptions updated.
- One (1) temporary role that will be changing within current grading and will have its position description updated.
- The reporting change of twenty-one (21) positions to align with newly formed clinical PARVAN streams.
- Two (2) roles whose realignment within or without of the PARVAN portfolio will be considered during the formal consultation period.
- Six (6) roles whose exact reporting lines in the Community Health Services portfolio will be co-designed as part of that consultation process.

Summary of Version B (Figure 4.2)

The proposed structure includes:

- Six (6) new positions and one (1) new program.
- One (1) position to be regraded (currently filled by a permanent employee temporarily acting in the role).
- The option for two (2) permanent Sexual Assault Service clinician positions to be regraded as a Sexual Assault Team Leads via an EOI or similar merit-based process.
- Four (4) permanent roles that will be changing within current grading and will have their position descriptions updated.
- The reporting change of twenty-six (26) positions to align with newly formed clinical PARVAN streams or streams that will be co-designed via future consultation processes.
- Two (2) roles whose realignment within or without of the PARVAN portfolio will be considered during the formal consultation period.

To assist with identifying what aspects of each structure staff and stakeholders prefer, each position in the two structures is numbered and a corresponding table describing each position and how it would change is presented below in Section 5: Summary of Changes by Position.

Figure 4.1 Suggested PARVAN structure – Version A

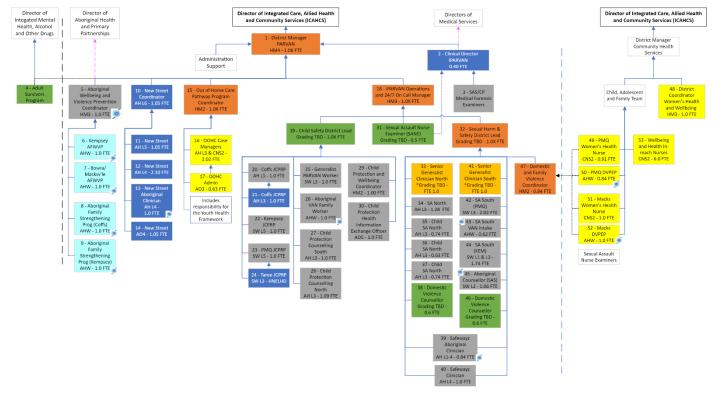


Figure 4.2 Suggested PARVAN structure - Version B

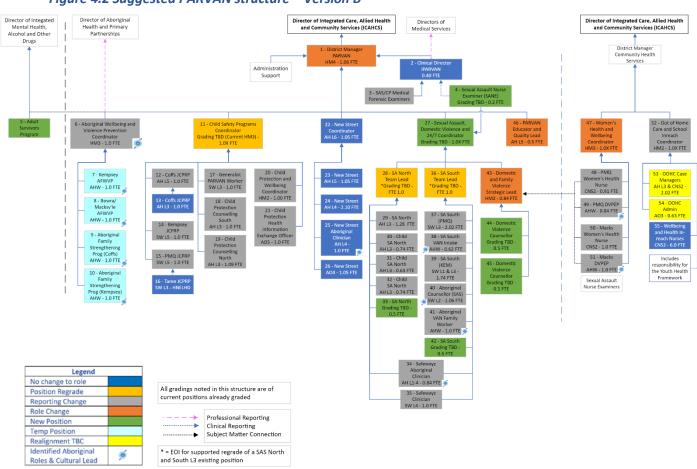


Figure 4.1 Suggested PARVAN structure – Version A (Larger size)

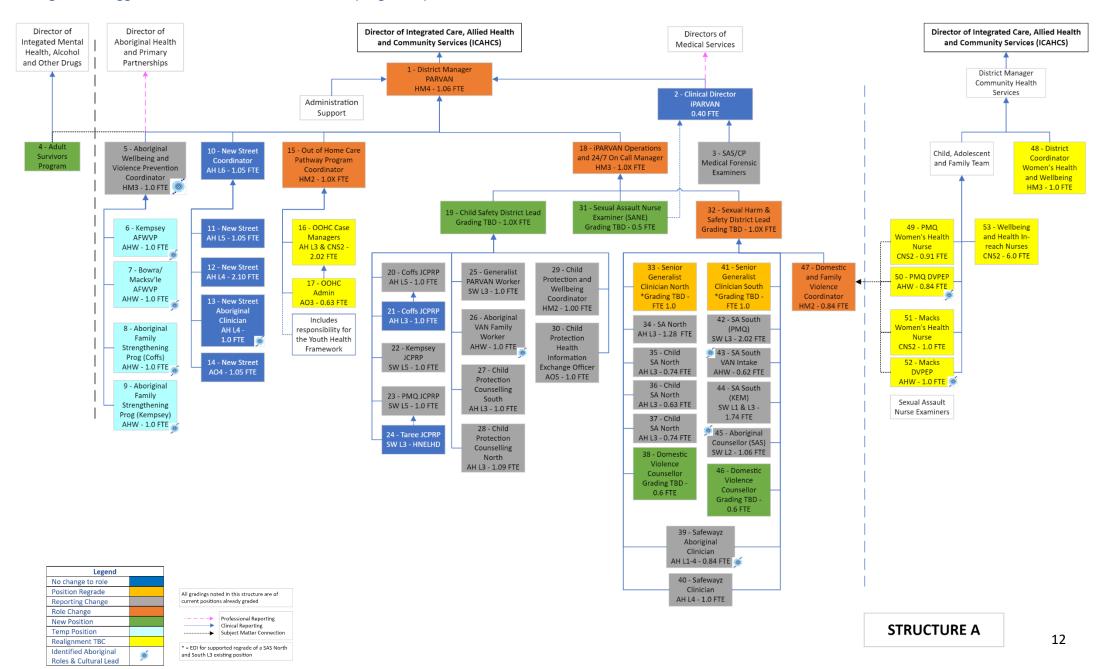
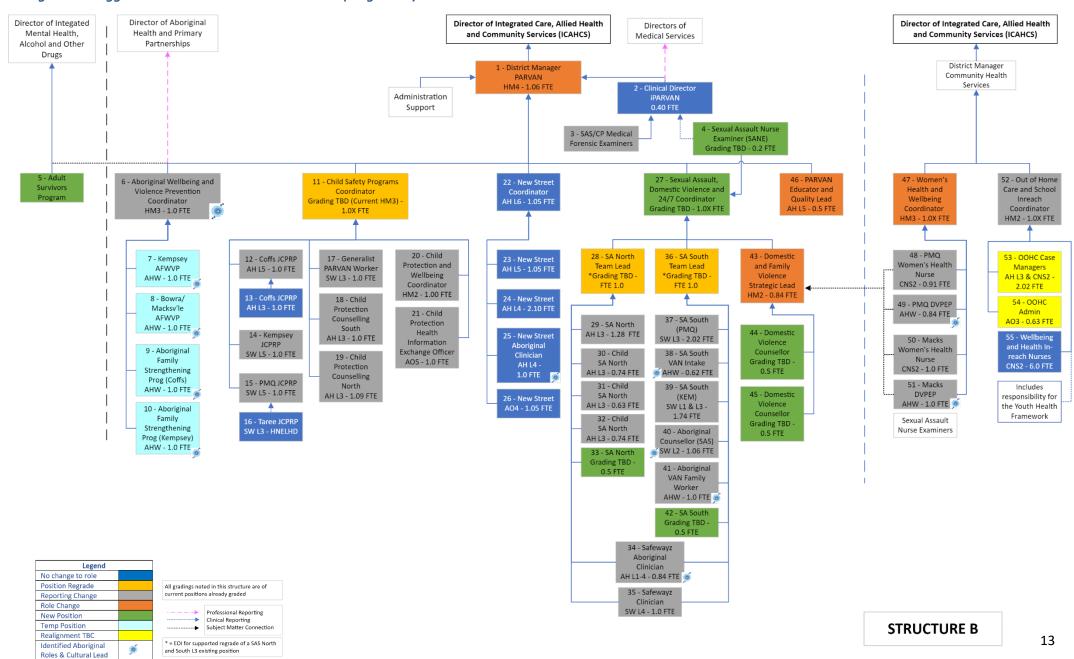


Figure 4.2 Suggested PARVAN structure – Version B (Larger size)



5. Summary of Changes by Position

5.1 Structure A

	Prevention and Response to Violence, Abuse and Neglect (PARVAN) Realignment											
	Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change				
1A	District Manager Integrated Child, Youth and Family Wellbeing (ICYFW) Grading HM4			√	√			The position description will be adjusted to a new District Manager PARVAN to align reporting and update the role's responsibilities to be inclusive of PARVAN services. This position will report to the Director ICAHCS . There is a permanent substantive employee in this position.				
2A	Sexual Assault Services Clinical Director	√		✓				No change to this role. Name updated to Clinical Director iPARVAN to be inclusive of PARVAN services. Permanent position currently filled temporarily.				
3A	SAS/CP Medical Forensic Examiners		√					This position will now have clarified reporting lines to Clinical Director iPARVAN (2A).				
4A	N/A						✓	Adult Survivors. New team and team lead position in the process of being established. Consultation ongoing but will likely sit in IMHAOD Directorate but have subject matter connections to PARVAN portfolio.				
5A	Aboriginal Wellbeing and Violence Prevention Coordinator Grading HM3		✓					This position will change reporting line to the District Manager PARVAN (1A). There is a permanent substantive employee in this position.				
6A	Aboriginal Family Wellbeing and Violence Prevention - Kempsey Grading AHW	√						No change to position. Temporary position currently filled.				
7A	Aboriginal Family Wellbeing and Violence Prevention - Bowraville/Macksville Grading AHW	✓						No change to position. Temporary position currently filled.				

	Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change
8A	Aboriginal Family Strengthening Program - Coffs Harbour Grading AHW	✓						No change to position. Temporary position currently filled.
9A	Aboriginal Family Strengthening Program - Kempsey Grading AHW	✓						No change to position. Temporary position currently filled.
10A	New Street Coordinator Grading AH L6	✓						No change to position. Reporting to same position, noting that position is now the District Manager PARVAN (1A). Temporary position currently filled.
11A	New Street Clinician Grading AH L5	✓						No change to position. Temporary position currently filled.
12A	New Street Social Worker Grading AH L4	✓						No change to position. Temporary positions currently filled.
13A	New Street Aboriginal Clinician Grading AH L4	✓						No change to position. Temporary position currently filled.
14A	New Street Admin Grading AO4	✓						No change to position. Temporary position currently filled.
15A	Out of Home Care Pathway Program Coordinator Grading HM2				✓			WHIN team (53A) realigned under the Community Health Services portfolio. Position description for this role changed, if needed, to reflect this. Reporting to same position, noting that position is now the District Manager PARVAN (1). There is a temporary employee in this temporary role.

	Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change
16A	Out of Home Care Pathway Program Case Managers Grading – multidisciplinary roles (inclusive of Allied Health L3 and Nursing CNS2)	✓						Positions remain in PARVAN portfolio and continue reporting to OOHC Coordinator (15A). Also for consideration of alignment outside of PARVAN portfolio in Structure B. Temporary positions currently filled.
17A	Out of Home Care Pathway Program Administration Grading AO3	✓						Position remains in PARVAN portfolio and continues reporting to OOHC Coordinator (15A). Also for consideration of alignment outside of PARVAN portfolio in Structure B. Temporary position currently filled.
18A	Manager, Child Adolescent and Family Service Hastings Macleay Network Grading HM3		✓	√	√			The position description will be adjusted to reflect the new role as iPARVAN Operations and On-Call Manager. This position will change reporting line to the District Manager PARVAN (1A). There is a permanent substantive employee in this position.
19A	N/A						✓	New proposed position: Child Safety District Lead An application will be made to grade this new position. Allied Health grading TBC. New position with no incumbent. Funding from existing PARVAN enhancement funding. This position will report to the iPARVAN Operations and On-Call Manager (18A).
20A	Joint Child Protection Response Program (JCPRP) Coffs Harbour Grading SW L5		✓					This position will change reporting line to the Child Safety District Lead (19A). There is a substantive permanent employee in this position.
21A	Joint Child Protection Response Program (JCPRP) Coffs Harbour Grading SW L3	✓						No change to position. There is a substantive permanent employee in this position.

	Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change
22A	Joint Child Protection Response Program (JCPRP) Kempsey Grading SW L5		✓					This position will change reporting line to the Child Safety District Lead (19A). There is a substantive permanent employee in this position.
23A	Joint Child Protection Response Program (JCPRP) Port Macquarie Grading SW L5		✓					This position will change reporting line to the Child Safety District Lead (19A). There is a substantive permanent employee in this position.
24A	Joint Child Protection Response Program (JCPRP) Taree - HNELHD Grading SW L3	✓						No change to position. There is a HNELHD substantive permanent employee in this position.
25A	Generalist Violence, Abuse and Neglect Worker Grading SW L3		√	✓				This position will change reporting line to the Child Safety District Lead (19A). Name changed to Generalist PARVAN Worker . There is a substantive permanent employee in this position.
26A	Aboriginal Violence, Abuse and Neglect Family Worker Grading AHW		✓					This position will change reporting line to the Child Safety District Lead (19A). There is a substantive permanent employee in this position.
27A	Child Protection Counselling Hastings Macleay Grading AH L3		√					This position will change reporting line to the Child Safety District Lead (19A). This permanent position is currently vacant.
28A	Child Protection Counselling Coffs Harbour Grading AH L3		√					This position will change reporting line to the Child Safety District Lead (19A). There is a substantive permanent employee in this position.
29A	Child Protection and Wellbeing Coordinator Grading HM2		√					This position will change reporting line to the Child Safety District Lead (19A). There is a temporary employee in this role. The substantive permanent employee is currently on secondment outside of the MNCLHD.

	Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change
30A	Child Protection Health Information Exchange Officer Grading AO5		✓					This position will change reporting line to the Child Safety District Lead (19A). There is a substantive permanent employee in this position.
31A	N/A						√	New proposed position: Sexual Assault Nurse Examiner (SANE). An application will be made to grade this new nursing position. Grading TBC. New position with no incumbent. Funding from cost savings and/or existing PARVAN enhancement funding. Proposed as 0.5 FTE. Will report to the iPARVAN Operations and On Call Manager (18A). This role will report clinically to Clinical Director iPARVAN (2A) and operationally to iPARVAN Operations and On-Call Manager (18A).
32A	Coordinator Specialist Counselling Services Grading AH L5		*	√	√			Proposed realignment of this position as the Sexual Harm and Safety District Lead. The position description will be adjusted to reflect the new role and an application for regrading will be made if required. Funding for an additional 0.5 FTE will come from existing PARVAN enhancement funding to make this role 1.0 FTE. Will report to the iPARVAN Operations and On Call Manager (18A).
33A	Related to positions 34A, 35A, 36A and 37A		√	√	✓	√		Proposed EOI (or similar) process for supported regrade of an existing AH Level 3 positions. This regraded role is proposed as Senior Generalist Clinician North and will report to the Sexual Harm and Safety District Lead (32A). Proposed as 1.0 FTE. This role will have a full clinical caseload and provide senior clinical leadership to Sexual Assault and Domestic Violence clinicians in the Coffs Harbour area (North).

	Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change
34A	Sexual Assault Coffs Harbour Grading AH L3		√					This position will report to the Sexual Harm and Safety District Lead (32A). There is substantive permanent employee in this position as well as a vacant position.
35A	Child Sexual Assault Coffs Harbour Grading AH L3		√					This position will report to the Sexual Harm and Safety District Lead (32A). There is a temporary employee in this permanent position. The substantive permanent position holder is seconded to 37A.
36A	Child Sexual Assault Coffs Harbour Grading AH L3		√					This position will report to the Sexual Harm and Safety District Lead (32A). There is a substantive permanent employee in this position.
37A	Child Sexual Assault Coffs Harbour Grading AH L3		√					This position will report to the Sexual Harm and Safety District Lead (32A). There is a substantive permanent employee seconded to this temporary position.
38A	N/A						√	New proposed position: Domestic Violence Counsellor. An application will be made to grade this new position. Allied Health grading TBC. New position with no incumbent. Funding from existing PARVAN enhancement funding. Proposed as 0.6FTE. This position will report to the Sexual Harm and Safety District Lead (32A).
39A	Safewayz Aboriginal Clinician Grading AH L1-4		√					This position will report to the Sexual Harm and Safety District Lead (32A). Temporary position currently vacant.
40A	Safewayz Clinician Grading AH L4		✓					This position will report to the Sexual Harm and Safety District Lead (32A). Temporary position currently filled.

	Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change
41A	Relates to positions 42A, 44A and 45A		√	√	✓	✓		Proposed EOI (or similar) process for supported regrade of existing SW Level 3 positions. This regraded role is proposed as Senior Generalist Clinician South and will report to the Sexual Harm and Safety District Lead (32A). Proposed as 1.0 FTE. This role will have a full clinical caseload and provide senior clinical leadership to Sexual Assault and Domestic Violence clinicians in the Hastings-Macleay area (South).
42A	Sexual Assault Port Macquarie Grading SW L3		✓					These positions will report to the Sexual Harm and Safety District Lead (32A). There are multiple substantive permanent employees in this position.
43A	Sexual Assault - VAN Intake Grading AHW		√					This position will report to the Sexual Harm and Safety District Lead (32A). There is a substantive permanent employee in this position.
44A	Sexual Assault Kempsey Grading SW L1 and SW L3		✓					These positions will report to the Sexual Harm and Safety District Lead (32A). There are multiple substantive permanent employees in these roles.
45A	Aboriginal Counsellor (Sexual Assault) Grading SW L2		✓					This position will report to the Sexual Harm and Safety District Lead (32A). There is a substantive permanent employee in this position.

		Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change
4	16A	N/A						✓	New proposed position: Domestic Violence Counsellor. An application will be made to grade this new position. Allied Health grading TBC. New position with no incumbent. Funding from existing PARVAN enhancement funding. Proposed as 0.6FTE. This role will report to the Sexual Harm and Safety District Lead (32A).
4	17A	District Coordinator – Domestic and Family Violence & Sexual Assault Strategy Grading HM2		√	✓	✓			Proposed role change and position name changed to Domestic and Family Violence Coordinator. This position will now report to the Sexual Harm and Safety District Leader position (32A) and Sexual Assault Strategy responsibilities will also be transferred to that position (32A). The Position Description will be adjusted to reflect the new role. There is a substantive permanent employee in this position.
4	18A	District Coordinator Women's Health and Wellbeing Grading HM3		√					Position to be realigned into a new Community Health Services stream. Exact reporting lines to be determined as part of consultation on and co-design of the Community Health Services stream. There is a substantive permanent employee in this position.
4	19A	Port Macquarie Women's Health Nurse Grading CNS2		✓					Position to be realigned into a new Community Health Services stream. Exact reporting lines to be determined as part of consultation on and co-design of the Community Health Services stream. Note that this role works closely with 50A There is a substantive permanent employee in this position.

	Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change
50 <i>A</i>	Port Macquarie Domestic Violence Prevention Education Program (DVPEP) Grading AHW		√					Position to be realigned into a new Community Health Services stream. Exact reporting lines to be determined as part of consultation on and co-design of the Community Health Services stream. Note that this role works closely with 49A. There is a substantive permanent employee in this position.
514	Macksville Women's Health Nurse Grading CNS2		√					Position to be realigned into a new Community Health Services stream. Exact reporting lines to be determined as part of consultation on and co-design of the Community Health Services stream. Note that this role works closely with 52A. There is a substantive permanent employee in this position.
52 <i>A</i>	Macksville Domestic Violence Prevention Education Program (DVPEP) Grading AHW		√					Position to be realigned into a new Community Health Services stream. Exact reporting lines to be determined as part of consultation on and co-design of the Community Health Services stream. Note that this role works closely with 51A. There is a substantive permanent employee in this position.
53 <i>A</i>	Wellbeing and Health In-reach Nurses (WHIN) Grading CNS2		✓					WHIN team realigned into a new Community Health Services stream. Exact reporting lines to be determined as part of consultation on and co-design of the Community Health Services stream. There are multiple temporary employees in these temporary roles.

5.2 Version B:

	Prevention and Response to Violence, Abuse and Neglect (PARVAN) Realignment										
	Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change			
1B	District Manager Integrated Child, Youth and Family Wellbeing (ICYFW) Grading HM4		√	✓	√			The position description will be adjusted to a new District Manager PARVAN to align reporting and update the role's responsibilities to be inclusive of PARVAN services. This position will report to the Director ICAHCS . There is a permanent substantive employee in this position.			
2B	Sexual Assault Services Clinical Director	✓						No change to this role. Name updated to Clinical Director iPARVAN to be inclusive of PARVAN services. Permanent position currently filled temporarily.			
3B	SAS/CP Medical Forensic Examiners		✓					This position will now have clarified reporting lines to Clinical Director iPARVAN (2B).			
4B	N/A						✓	New proposed position: Sexual Assault Nurse Examiner An application will be made to grade this new position. Nursing grading TBC. New position with no incumbent. Funding from cost savings and/or existing PARVAN enhancement funding. Proposed as 0.2FTE. This role will report clinically to Clinical Director iPARVAN (2B) and operationally to Sexual Assault, Domestic Violence and 24/7 Coordinator (27B).			
5B	N/A						✓	Adult Survivors. New team and team lead position in the process of being established. Consultation ongoing but will likely sit in IMHAOD Directorate but have subject matter connections to PARVAN portfolio.			
6В	Aboriginal Wellbeing and Violence and Prevention Coordinator Grading HM3		✓					This position will change reporting line to the District Manager PARVAN (1B). There is a permanent substantive employee in this position.			

	Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change
7B	Aboriginal Family Wellbeing and Violence Prevention - Kempsey Grading AHW	✓						No change to position. Temporary position currently filled
8B	Aboriginal Family Wellbeing and Violence Prevention - Bowraville/Macksville Grading AHW	✓						No change to position. Temporary position currently filled
9В	Aboriginal Family Strengthening Program - Coffs Harbour Grading AHW	✓						No change to position. Temporary position currently filled
10B	Aboriginal Family Strengthening Program - Kempsey Grading AHW	✓						No change to position. Temporary position currently filled
11B	Manager, Child Adolescent and Family Service Coffs Clinical Network Grading HM3		√	✓	√	√		The position description will be adjusted to reflect the proposed new role as Child Safety Programs Coordinator An application to regrade the role as an Allied Health position will be made. Grading TBC. This position will change reporting line to the District Manager PARVAN (1B). There is a permanent employee with a substantive role in the Directorate temporarily acting in this role.
12B	Joint Child Protection Response Program (JCPRP) Coffs Harbour Grading SW L5		✓					This position will change reporting line to the Child Safety Programs Coordinator (11B). There is a substantive permanent employee in this position.
13B	Joint Child Protection Response Program (JCPRP) Coffs Harbour Grading SW L3	√						No change to position. There is a substantive permanent employee in this position.

	Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change
14B	Joint Child Protection Response Program (JCPRP) Kempsey		✓					This position will change reporting line to the Child Safety Programs Coordinator (11B).
	Grading SW L5							There is a substantive permanent employee in this position.
15B	Joint Child Protection Response Program (JCPRP) Port Macquarie Grading SW L5		✓					This position will change reporting line to the Child Safety Programs Coordinator (11B). There is a substantive permanent employee in this position.
16B	Joint Child Protection Response Program (JCPRP) Taree Grading SW L3	✓						No change to position. There is a HNELHD substantive permanent employee in this position.
17B	Generalist Violence, Abuse and Neglect Worker Grading SW L3		√					This position will change reporting line to the Child Safety Programs Coordinator (11B). Name changed to Generalist PARVAN worker. There is a substantive permanent employee in this position.
18B	Child Protection Counselling Hastings Macleay Grading AH L3		√					This position will change reporting line to the Child Safety Programs Coordinator (11B). This permanent position is currently vacant.
19B	Child Protection Counselling Coffs Harbour Grading AH L3		√					This position will change reporting line to the Child Safety Programs Coordinator (11B). There is a substantive permanent employee in this position.
20B	Child Protection and Wellbeing Coordinator Grading HM2		✓					This position will change reporting line to the Child Safety Programs Coordinator (11B). There is a temporary employee in this role. The substantive permanent employee is currently on secondment outside of the MNCLHD.

	Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change
21	Child Protection Health Information Exchange Officer Grading AO5		✓					This position will change reporting line to the Child Safety Programs Coordinator (11B). There is a substantive permanent employee in this position.
22	New Street Coordinator Grading AH L6	✓						Reporting to same position, noting that position is now the District Manager PARVAN (1B). Temporary position currently filled.
23	New Street Clinician Grading AH L5	✓						Temporary position currently filled.
24	New Street Social Worker Grading AH L4	✓						Temporary position currently filled.
25	New Street Aboriginal Clinician Grading AH L4	✓						Temporary position currently filled.
26	New Street Admin Grading AO4	✓						Temporary position currently filled.
27	B N/A						<i></i>	New proposed position: Sexual Assault, Domestic Violence and 24/7 Coordinator. An application will be made to grade this new position. Allied Health grading TBC.
							•	New position with no incumbent. Funding from existing PARVAN enhancement funding. This position will report to the District Manager PARVAN (1B)

	Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change
								Proposed EOI (or similar) process for supported regrade of existing AH Level 3 positions. This regraded role is proposed as Sexual Assault North Team
28B	Related to positions 29B, 30B, 31B and 32B		✓	✓	✓	✓		Lead and will report to the Sexual Assault, Domestic Violence and 24/7 Coordinator (27B). Proposed as 1.0 FTE.
								This role will have a reduced clinical caseload and provide team leadership to Sexual Assault clinicians in the Coffs Harbour area (North).
29B	Sexual Assault Coffs Harbour							This position will report to the Sexual Assault North Team Lead (28B).
235	Grading AH L3		¥					There is substantive permanent employee in this position as well as a vacant position.
	Child Sexual Assault Coffs							This position will report to the Sexual Assault North Team Lead (28B).
30B	Harbour Grading AH L3		✓					There is a temporary employee in this permanent position. The substantive permanent position holder is seconded to 32B.
31B	Child Sexual Assault Coffs Harbour		✓					This position will report to the Sexual Assault North Team Lead (28B).
	Grading AH L3							There is a substantive permanent employee in this position.
32B	Child Sexual Assault Coffs Harbour		✓					This position will report to the Sexual Assault North Team Lead (28B).
_	Grading AH L3		,					There is a substantive permanent employee seconded to this temporary position.

	Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change
33B	N/A						✓	A new Sexual Assault Clinician part-time position to be created in the Sexual Assault North team. An application will be made to grade this new position. Allied Health grading TBC. New position with no incumbent. Funding from existing PARVAN enhancement funding. This position will report to the Sexual Assault North Team Lead (28B).
34B	Safewayz Aboriginal Clinician Grading AH L1-4		√					This position will report to both the Sexual Assault North Team Lead (28B) and the Sexual Assault South Team Lead (36B). Temporary position currently vacant.
35B	Safewayz Clinician Grading AH L4		√					This position will report to both the Sexual Assault North Team Lead (28B) and the Sexual Assault South Team Lead (36B). Temporary position currently filled.
36B	Related to positions 37B, 39B and 40B		√	✓	√	✓		Proposed EOI (or similar) process for supported regrade of existing SW Level 3 positions. This regraded role is proposed as Sexual Assault South Team Lead and will report to the Sexual Assault, Domestic Violence and 24/7 Coordinator (27B). Proposed as 1.0 FTE. This role will have a reduced clinical caseload and provide team leadership to Sexual Assault clinicians in the Coffs Harbour area (North).
37В	Sexual Assault Port Macquarie Grading SW L3		√					This position will report to the Sexual Assault South Team Lead (36B). There are multiple substantive permanent employees in this position.

	Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change
38B	Sexual Assault - VAN Intake Grading AHW		✓					This position will report to the Sexual Assault South Team Lead (36B). There is a substantive permanent employee in this position.
39B	Sexual Assault Kempsey Grading SW L1 and SW L3		✓					This position will report to the Sexual Assault South Team Lead (36B). There are multiple substantive permanent employees in these roles.
40B	Aboriginal Counsellor (Sexual Assault) Grading SW L2		√					This position will report to the Sexual Assault South Team Lead (36B). There is a substantive permanent employee in this position.
41B	Aboriginal Violence Abuse and Neglect Family Worker Grading AHW		✓					This position will report to the Sexual Assault South Team Lead (36B). There is a substantive permanent employee in this position.
42B	N/A						√	A new Sexual Assault Clinician part-time position to be created in the Sexual Assault South team. An application will be made to grade this new position. Allied Health grading TBC. New position with no incumbent. Funding from existing PARVAN enhancement funding. This position will report to the Sexual Assault South Team Lead (36B).

	Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change
43	District Coordinator – Domestic and Family Violence & Sexual Assault Strategy Grading HM2		√	✓	√			Proposed role change to Domestic and Family Violence Strategic Lead. This position will now report to Sexual Assault, Domestic Violence and 24/7 Coordinator (27B) and Sexual Assault Strategy responsibilities will also be transferred to position (27B). Role will now provide operational oversight of new Domestic Violence Counsellor positions (44B and 45B). The Position Description will be adjusted to reflect the new role. There is a substantive permanent employee in this position.
44	B N/A						√	New proposed position: Domestic Violence Counsellor. An application will be made to grade this new position. Allied Health grading TBC. New position with no incumbent. Funding from existing PARVAN enhancement funding. Proposed as 0.5 FTE. This position will report to the Domestic and Family Violence Strategic Lead (43B).
45	B N/A						✓	New proposed position: Domestic Violence Counsellor. An application will be made to grade this new position. Allied Health grading TBC. New position with no incumbent. Funding from existing PARVAN enhancement funding. Proposed as 0.5 FTE. This position will report to the Domestic and Family Violence Strategic Lead (43B).

	Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change
46B	Coordinator Specialist Counselling Services Grading AH L5		✓	✓	√			Proposed realignment of this position as the PARVAN Educator and Quality Lead. The position description will be adjusted to reflect the new role. Proposed 0.5 FTE position. There is a substantive permanent employee in this position.
47B	District Coordinator Women's Health and Wellbeing Grading HM3		✓	✓	√			Proposed role change to Women's Health and Wellbeing Coordinator. Role will now provide operational oversight of Women's Health nurses (48B, 50B), DVPEP AHWs (49B, 51B) and potentially other positions. Position will be realigned into a new Community Health Services stream and is proposed to report to the District Manager of this new portfolio. Further consultation to occur as part of co-design of the Community Health Services stream. There is a substantive permanent employee in this position.
48B	Port Macquarie Women's Health Nurse Grading CNS2		✓					Position to be realigned into a new Community Health Services stream and report to Women's Health and Wellbeing Coordinator (47B). Note this role works closely with 49B Further consultation to occur as part of co-design of the Community Health Services stream. There is a substantive permanent employee in this position.
49B	Port Macquarie Domestic Violence Prevention Education Program (DVPEP) Grading AHW		✓					Position to be realigned into a new Community Health Services stream and report to Women's Health and Wellbeing Coordinator (47B). Note this role works closely with 48B Further consultation to occur as part of co-design of the Community Health Services stream. There is a substantive permanent employee in this position.

	Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change
50B	Macksville Women's Health Nurse Grading CNS2		√					Position to be realigned into a new Community Health Services stream and report to Women's Health and Wellbeing Coordinator (47B). Note this role works closely with 51B Further consultation to occur as part of co-design of the Community Health Services stream. There is a substantive permanent employee in this position.
51B	Macksville Domestic Violence Prevention Education Program (DVPEP) Grading AHW		√					Position to be realigned into a new Community Health Services stream and report to Women's Health and Wellbeing Coordinator (47B). Note this role works closely with 50B Further consultation to occur as part of co-design of the Community Health Services stream. There is a substantive permanent employee in this position.
52B	Out of Home Care Pathway Program Coordinator Grading HM2		√	✓				Position will be realigned into a new Community Health Services stream and is proposed to report to the District Manager of this new portfolio. Position name proposed to change to Out of Home Care and School In-reach Coordinator to reflect the responsibilities of the role. Further consultation to occur as part of co-design of the Community Health Services stream. There is a temporary employee in this temporary role.
53B	Out of Home Care Pathway Program Case Managers Grading – multidisciplinary roles (inclusive of Allied Health L3 and Nursing CNS2)	✓						Positions will be realigned into a new Community Health Services stream but will continue reporting to Out of Home Care and School In-reach Coordinator (52B). Also for consideration of remaining aligned under PARVAN in Structure A. There are multiple temporary employees in these temporary roles.

	Current Position	No change	Reporting Line Change	Position Name Change	Position Description Change	Positional Regrade	New Position	Description of Proposed Change
54B	Out of Home Care Pathway Program Administration Grading AO3	✓						Position will be realigned into a new Community Health Services stream but will continue reporting to Out of Home Care and School In-reach Coordinator (52B). Also for consideration of remaining aligned under PARVAN in Structure A. Temporary position currently filled.
55B	Wellbeing and Health In-reach Nurses (WHIN) Grading CNS2	√						Positions will be realigned into a new Community Health Services stream but will continue reporting to Out of Home Care and School In-reach Coordinator (52B). There are multiple temporary employees in these temporary roles.

Appendix 1. Support services

MNCLHD values its staff and is committed to supporting staff impacted by the change process.

MNCLHD will provide the following support services:

- Up-to-date information on the Community Services Reform intranet page: <u>Community Services Reform MNCLHD Intranet (nsw.gov.au)</u>
- A dedicated email to answer staff enquiries: mnclhdcommunityservicesreform@health.nsw.gov.au
- Access to counselling services through the Employee Assistance Program (EAP):

Website: <u>www.accesseap.com.au</u>Email: info@accesseap.com.au

o Phone: 1800 81 87 28 or (02) 8247 9191

- General HR advice and support provided throughout the change process from the MNCLHD Human Resources team.
- Assistance or advice for staff with preparing applications or EOIs for available positions and/or developing their interview skills will be provided by the MNCLHD Human Resources team as needed.
- Staff with a disability, injury or other concern about their capacity to apply for roles during placement processes will be encouraged to speak with the MNCLHD Human Resources team as soon as possible to discuss support options.
- Staff can lodge internal complaints with the MNCLHD Human Resources team or via the District Manager Community Services Reform.