

March 2023

Proposed Administration Management Structure

The purpose of this document is to propose a management structure for the operational and professional support of administration staff in community and allied health. This document recognises the significant role that administration staff provide in supporting the effective delivery of day-to-day operations of community and allied health services in the provision of clinical services and programs. The development of this management structure recognises the need for a distinct management and professional support structure for administration services.

The term patient facing refers to administration staff who have a reception/greeting role.

Tweed covers, Tweed Community Health Service, Murwillumbah Community Health Service, Kingscliff Community Health Service, Pottsville Health One. Richmond covers Lismore Community Health Service (Including Lismore Base Hospital Allied Health), Ballina Community Health Service, Casino Community Health Service, Carroll Centre, Lismore, Coraki Health One, Evans Head Community Health Service, Child and Family Health Service, Goonellabah. Clarence covers Grafton Community Health Service (including Aruma and Ambulatory Care Centre), Maclean Community Health Service, Iluka Community Health Service and Yamba Health One.

Background

The Northern NSW Local Health District has adopted a clinical stream/program model for community and allied health. Clinical streams/programs have been adopted for Prevention and Response to Integrated Violence, Abuse and Neglect, Specialist Palliative Care, Aged Care, Rehabilitation, Chronic Care and Child and Family. In the acute facilities the existing department head model will remain.

A clinical stream/program is an organisational structure that facilitates the organisation and management of services operationally and strategically to ensure consistent and appropriate care is provided to the patient. In this restructure there is no change to clinician's or administration officer's role and function, however there will be a change in reporting lines for the majority of clinicians and administration staff. The organisational structure for community and allied health, proposes district wide clinical stream/program manager positions. Apart

from the Allied Health Heads of Department all positions in the community and allied health structure are district wide. Recruitment to these positions will include a negotiable location and these positions will be advertised without a specific location attached to the role. The existing organisational structure for community and allied health is geographically based with staff and services organised around a site/facility regardless of their designated role and function, including the management of administration services.

Work has commenced in relation to site management functions and responsibilities under the new organisational structure and one of the issues identified has been the operational and professional support of administration staff. The new organisational structure for community and allied health will result in potentially several clinical stream/program managers being responsible for staff at each of the individual sites. While there will be a designated site/facility manager, the issue of the operational and professional management of administration staff requires attention. With this in mind, the NNSWLHD has developed a proposed structure for the operational and professional management of administration staff.

In February 2023 a mapping exercise of administration services was undertaken. This mapping exercise gathered information pertaining to FTE, location and a description of the activities and tasks of each of these positions. This information will assist in developing a management structure for administration staff in community and allied health. The information collected during this process is approximate and will require further analysis.

Existing Workforce

For the purpose of this document administration staff have been divided into two groups – the first group is those staff who may/may not have a customer facing role and/or who sit in a clinical stream/program. In this instance under the proposed organisational structure the clinical stream/program manager is responsible for those staff. These staff will have a professional line to the Administration Services Manager (HM1).

Home Support Assessors, Regional Assessment Services who are paid as AO4's will not be included as they are community-based assessors for entry level aged care services and don't fulfil a traditional administration function.

Group 1

Group 1 includes the following administration services and positions. These staff will be managed by their clinical stream/program manager.

- Administration staff, Indigo House, Lismore. This is a stand-alone service that is managed by the IPARVAN Program.
- Administration staff, New Street, Ballina. This is a stand-alone service that is managed by the IPARVAN Program.
- Administration Officer, Nurse Manager, Specialist Palliative Care Service. This position provides district wide administration services to the Manager Specialist Palliative Care.
- Administration staff, Transitional Aged Care Program (who are not customer facing)
- AO4 Administration staff in Aged Care Assessment Service who have an intake role and who are not patient facing.
- AO4 Administration staff in the Regional Assessment Service who have an intake role and who are not patient facing.
- Clinical Support Officers who support the Nursing Unit Managers.

As noted above administration staff who are located in a program/stream will have a professional reporting line to the Administration Services Manager.

Table 1

A breakdown of the administration staff not included in the proposed operational management structure

Location/Clinical Stream/Program	Award Description	Sum of FTE
Integrated Prevention and Response to Violence Abuse and Neglect	Administration Officer Level 2	0
	Administration Officer Level 3	2.26
	Administration Officer Level 4	1.00
	Total	3.26
Specialist Palliative Care	Administration Officer Level 2	0
	Administration Officer Level 3	0.95

	Total	0.95
Transitional Aged Care Service	Administration Officer Level 2	0.42
	Administration Officer Level 3	2.63
	Administration Officer Level 4	0
	Total	3.05
Aged Care Assessment Team	Administration Officer Level 2	0
	Administration Officer Level 3	2.52
	Administration Officer Level 4	2.0
	Total	4.52
Regional Assessment Team (RAS)	Administration Officer Level 4 - Scheduler	1.00
	Total	1.00
Clinical Support Officers	Administration Officer Level 3	2.11
	Total	2.11

Group 2

Group 2 includes the following administration services and positions. These staff will be managed by the Administration Services Managers.

- Administration staff, Tweed Community Health Service
- Administration staff, Murwillumbah Community Health Service
- Administration staff, Kingscliff Community Health Service
- Administration staff, Pottsville Health One
- Administration staff, Lismore Community Health Service
- Administration staff, Allied Health, Lismore Base Hospital
- Administration staff, Ballina Community Health Service
- Administration staff, Casino Community Health Service
- Administration staff, Carroll Centre, Lismore

- Administration staff, Coraki Health One.
- Administration staff, Evans Health Community Health Service
- Administration staff, Child and Family Health Service, Goonellabah
- Administration staff, Grafton Community Health Service
- Administration staff, Maclean Community Health Service
- Administration staff, Iluka Community Health Service
- Administration staff, Yamba Health One

There are three HAG positions that will also need to be included in the structure.

Table 2

A breakdown of the administration staff included in the proposed management structure

Location	Award Description	Sum of FTE
Clarence	Administration Officer Level 2	5.00
	Administration Officer Level 3	3.42
	Administration Officer Level 4	0
	Administration Officer Level 5	0
	Administration Officer Level 6	0
	Total	8.42
Richmond	Administration Officer Level 2	0
	Administration Officer Level 3	12.69
	Administration Officer Level 4	1.63
	Administration Officer Level 5	0
	Administration Officer Level 6	0
	Total	14.32
Hospital Assistant Grade 2	Goonellabah	1
	Coraki	0.5
	Evans Head	0.4
Total	16.22	
Tweed	Administration Officer Level 2	4.00 (2 FTEs are trainees)
	Administration Officer	5.57

	Level 3	
	Administration Officer Level 4	1.00
	Administration Officer Level 5	0
	Administration Officer Level 6	0.84
	Total	11.41

Proposed Model

The proposed organisational structure for the management of administration staff is as follows.

1. Establishment of an Administration Services Manager (Health Manager Level 1)

This position will be operationally and professionally responsible for the management of administration staff as outlined in Table 2. This position will also be professionally responsible for the administration staff as outlined in Table 1.

The role and function of this role will include:

- Manage, lead, and support the administrative team, providing a coordinated approach to allocation of work, setting priorities, troubleshooting issues as they arise to ensure that expected outcomes are achieved.
- Undertake workforce systems management, including rostering, recruitment, leave, payroll and purchasing, monitor the budget and staffing profiles to ensure expenditure and staff allocation aligns with allocated resources ensuring the ongoing smooth functioning of the unit.
- Undertake performance reviews and provide education and professional development opportunities to continuously improve the standard of services, and coach and develop team members to ensure services are provided within agreed timeframes and meet expected standards.
- Participate in the development, maintenance and review of department systems, procedures and evaluate new methods to continuously improve service efficiency.
- Support and participate in the administrative aspects of activities such as Quality Accreditation, Work Health and Safety, and Incident Management processes to assist in the fulfilment of unit/ward requirements.
- Manage a range of diverse and complex functions, applying independent decision making across a number of areas.

- Provide review of operations to deliver high level and proactive support to the Senior Business Manager.
- Review and/or develop guidelines, instructions, or procedures relevant to the area of responsibility.
- Responsible for the direct management of the Network Administration Services Managers in Clarence, Richmond and Tweed.

This position will report to the Health Manager Level 4, Senior Business Manager, Community and Allied Health.

2. Establishment of 3 Network Administration Services Managers (AO6 Administration Officers)

These positions will sit in each of the three areas Clarence, Richmond, and Tweed.

The role and function of this role will include:

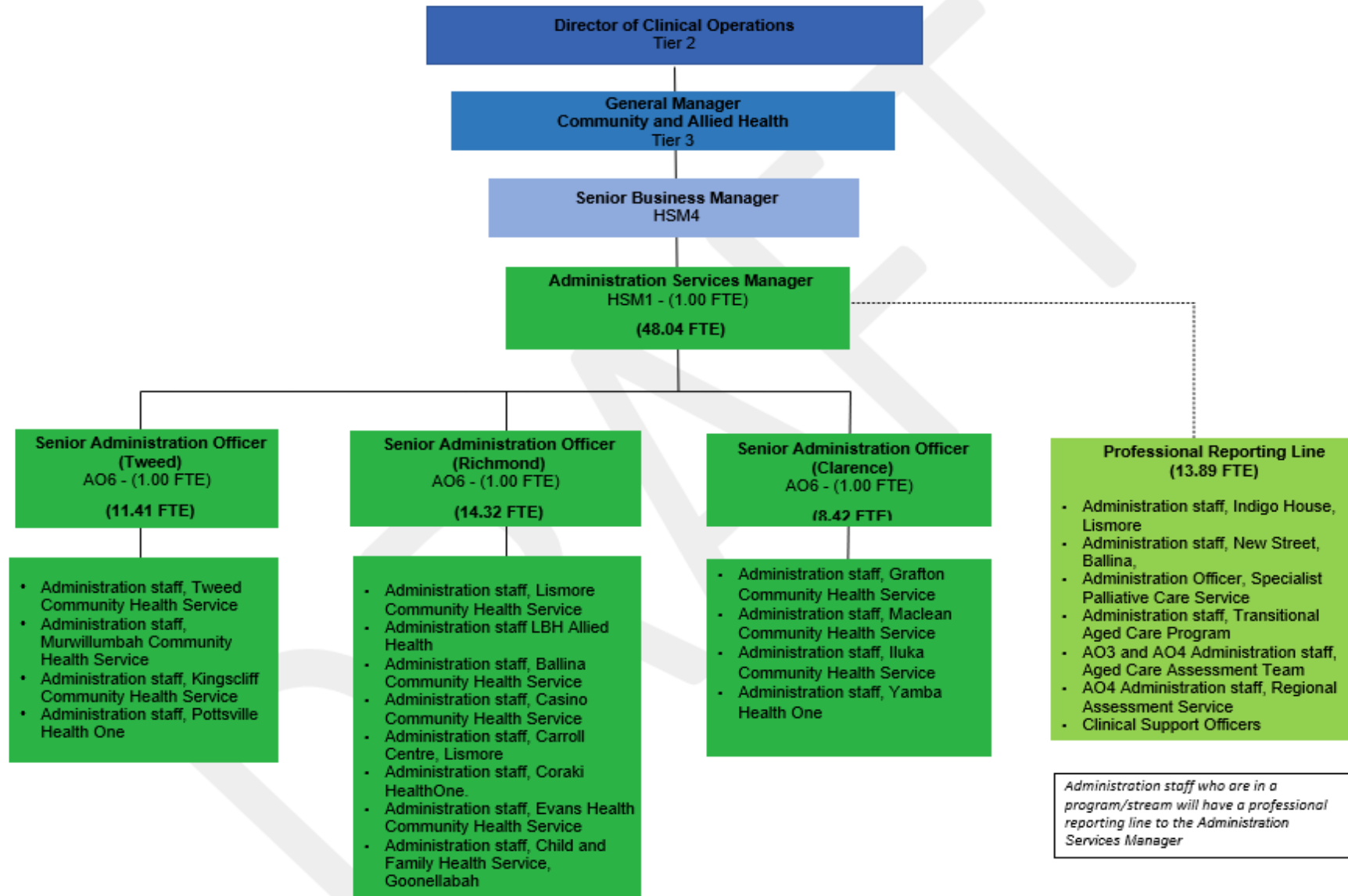
- Responsible for the efficient management of administration services across Clarence, Richmond, and Tweed.
- Responsible for the coordination of the provision of administration services across Clarence, Richmond, and Tweed.
- Responsible for the professional support and development of administration staff across Clarence, Richmond, and Tweed.
- Lead the administration staff, ensuring effective liaison between all staff and be responsible for the environmental, work health and safety management in administration services.
- Deliver a comprehensive administration service to ensure the efficient and effective organisation and management of community and allied health
- Responsible for the direct management of administration staff in Clarence, Richmond, and Tweed.
- Deliver a comprehensive administration service to ensure the efficient and effective organisation and management of community and allied health.

These three Network Administration Services Manager positions will be responsible for the direct management of administration staff as outlined in Table 2 in each of the designated areas and will report directly to the Administration Services Manager (Health Manager 1) Community and Allied Health.

Figure 1 Organisational Chart Administration Services

**Administration Services Manager (HM 1) is responsible for 48.04 FTE staff – 13.89 FTE professional only and 34.15 FTE professional and operational.*

Draft



Administration staff who are in a program/stream will have a professional reporting line to the Administration Services Manager

Funding of the Proposed Model

- Administration Services Manager, Tweed. There is a .0.84 FTE vacant AO6 Administration Officer position. Community and allied health will fund the remaining hours to bring this position to 1.00 FTE AO6.
- Administration Services Manager, Richmond. There is a 0.63FTE vacant AO4 Business Support Officer position. Community and allied health will fund the remaining hours to bring this position to 1.00 FTE AO6.
- Establishment of a 1.00 FTE AO6 position in Clarence.

Consultation

It is proposed that two representatives from Clarence, Richmond and Tweed work with the General Manager and Senior Business Manager to continue to develop the model for administration services. This group will have Terms of Reference, will have responsibility for consultation processes and will report back to the monthly Health Services Union meetings.

Draft