

NSLHD Oral Health Management Restructure

Contact for enquiries and proposed changes:

Project sponsor

Name Velda Sturt

Position Director Oral Health

Executive Project sponsor

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Position: Director Primary and Community Health

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Stage 1 – Scope, Plan and Approval

1.1 The Need for Change

1.1.1 Description of Service

Northern Sydney Local Health District (NSLHD) Oral Health (OH) provides free public dental services to all eligible adults and all young people below the age of 18 years. To meet eligibility for adults they are required to hold the following government concession cards: Health Care Card, Pensioner Concession Card or Commonwealth Seniors Health Card.

NSLHD Oral Health provides dental services at 5 dental clinics located at Royal North Shore (RNS) Community Building, Ryde Community Building, Hornsby Hospital, Brookvale Community Building and Mona Vale Community Building. Services to the public include general dentistry at all the dental clinics and specialist oral surgery dental services at RNS. NSLHD Oral Health also has established pathways for patients with special needs/disability, chronic disease, oncology patients, refugee groups, Aboriginal and Torres Strait Islander patients, special needs schools and mental health patients.

NSLHD Oral Health is organisationally located within the Primary and Community Health Directorate and reports to the Director Primary and Community Health.

Oral Health is currently funded through two streams:

1. Dental (DEN) funding from the Ministry of Health
2. National Partnership Agreement (NPA) funding from the Commonwealth

Both funding sources are reliant on NSLHD Oral Health meeting the Dental Weighted Activity Unit (DWAU) targets, which are determined by the Ministry of Health on an annual basis. In previous years, funding has not been linked with performance outcomes; however, this has changed in the 2020/2021 financial year (FY2021). In FY2021, funding will be reduced where minimum performance targets of 95% are not achieved.

1.1.2 Background

In November 2018, a new dental electronic record and reporting system, “Titanium”, was implemented in NSLHD Oral Health. The Titanium system has created operational efficiencies across administrative, clinical and reporting functions. These efficiencies have changed the nature of the service and the tasks required in a number of positions. The enhanced reporting functions have also helped identify opportunity to streamline processes and create further efficiencies leading to cost reduction and enhanced patient care.

A major objective for NSLHD Oral Health is to improve the operational capability and efficiency of the Service whilst providing a stronger operational support structure, improved governance and an increased focus on quality and infection control. This approach will ensure that services are provided to eligible patients in an equitable manner, at a consistently high standard, and in an integrated and coordinated manner across Northern Sydney.

A new management and operational structure for NSLHD Oral Health is being proposed that reflects the organisational and population needs of Northern Sydney. It will also assist to enhance the efficiency and effectiveness of the service so performance targets are met and funding is maintained so that adequate service provision can continue.

1.1.3 Current Structure and FTE Establishment

The NSLHD Oral Health current organisational structure and FTE establishment is shown in **TAB A**

1.2 Restructure Plan

1.2.1 Reason and Purpose of the Restructure

A proposed structure is necessary to support existing staff and positions which have reached capacity and to ensure the service is able to continue to develop operationally. Further reasons are due to:

Need for Increased Role Clarity and Task Delineation

- Many of roles in the management, administration and senior dental assistant teams have become intertwined and, in some cases, no longer function efficiently. This has led to confusion amongst staff as more than one staff member is providing direction or instruction which is conflicting. Increased role clarity and task delineation is required.
- Some accountabilities and tasks within the Oral Health team are duplicated in more than one position description and no longer reflects the roles required. This is evident for the Quality Manager, Principal Dental Assistant, Senior Dental Assistant, Patient Flow and Information Manager, Health Promotion Co-ordinator and Projects and Survey Co-ordinator.

Utilise efficiencies caused by information system improvements

- The implementation of the new electronic record, Titanium, has eliminated/automated and/or changed accountabilities previously included as part of position descriptions.
- Titanium is managed externally by eHealth whereas the previous system was managed by NSLHD Oral Health.
- Many daily reports have been automated to assist with management decision-making e.g. daily chair utilisation which was previously manually generated.
- External reporting has been centralised and is now managed by the Ministry of Health so fewer Oral Health resources are required.
- Many tasks have become simplified and are more administrative in nature.
- Oral Health Fee for Service Provider payments are downloaded directly into Oracle ADI as one download. This capability did not exist previously with all Providers entered individually into Oracle as payment requisitions.

Reduction in scope – Health Promotion Co-ordinator

- The nature of the role has changed over time with reduced accountabilities and tasks required for Health Promotion activities. Some of these include:
 - With the implementation of Titanium the role has been required to create Titanium letters. The responsibility of Titanium administration now sits with the Business Manager.
 - The role manages and monitors referral pathways and submission of reports that have resulted from models of care initiated by oral health promotion. Some of these include Early Childhood, Out of Home Care, Aboriginal Health, Drug and Alcohol. Through this restructure, it will be the responsibility of the Booking team to appoint and monitor referrals and submit reports.
 - The position currently monitors Child Recall lists. However, this task is the responsibility of the Senior Oral Health Therapist and will also be monitored by the Booking Team.
- In terms of benchmarking, Oral Health Promotion roles in other Districts are either part-time or are combined with clinical roles, with the exception of one District which is combined with a Quality role. The Oral Health Promotion elements range from 0.4 FTE to 0.6 FTE. NSLHD is the only district to currently employ a full-time, dedicated position.
- While the Oral Health Promotion Co-ordinator was previously responsible for developing most of the LHD's oral health promotional resources, the Centre for Oral Health Strategy, Ministry of Health, now develops standardised promotional materials for all LHDs. This has reduced the required tasks of the Oral Health Promotion Co-ordinator.

- The Dental Therapists and Oral Health Therapists are also involved in the delivery of oral health promotion activities meaning it is not the sole responsibility of the Oral Health Promotion Co-ordinator and a 1.0FTE position is no longer required.

Increased need for Infection Control Expertise

- A gap has been identified in that there is no continuous support, guidance, advice and education relating to infection control in a service where the majority of dental procedures produce high levels of aerosols.
- The current Quality Manager position is a non-clinical role which does not have the clinical background to facilitate the development, analysis, implementation and evaluation of the quality program, patient safety, work health and safety, risk management and infection control to further develop and strengthen the service programs.
- Quality and infection control is a core element in dental patient safety and quality programs which is currently not consistently followed in NSLHD Oral Health with no continuous education occurring for both Clinicians and Dental Assistants. To fulfil this the position it needs enhanced clinical expertise not present in the current position.
- Consultation has occurred with the Director of Nursing and Midwifery, Primary and Community Health (PACH) who has advised that a Nurse Manager Grade 2 (NM2) would be the most suitable PD for the role.

Role Growth - Principal Dental Assistant (PDA)

- The management and supervision of Dental Assistants and Reception staff is no longer effectual due to the increased workload over time; it is no longer sustainable for the sole Principal Dental Assistant, to effectively undertake all supervision responsibilities across 5 dental clinics.
- This position is responsible for ensuring supervision and continuous education of all Dental Assistants and Reception Staff in each of the clinics (35 headcount), providing chair side dental assisting when required, preparing and maintaining all clinic rosters, ensuring all equipment and instrumentation is maintained, appropriate consumables and instrumentation is available in each of the clinics, WHS and emergency procedures are maintained and all other operational tasks, including sterilisation of instruments, to facilitate the smooth running of each dental clinic. This position also supervises the Senior Dental Assistant at Hornsby and, previously, the 3 other Senior Dental Assistant positions (currently vacant).
- NSLHD Oral Health has 1 FTE Senior Dental Assistant (SDA), at Hornsby Dental Clinic who reports directly to the Principal Dental Assistant. Historically there were 4 FTE SDA's in NSLHD; however, over the last 2 years 3 FTE SDA's have voluntarily resigned (currently vacant) from the SDA role due to misunderstanding over role delineation. SDA's are paid as Grade 2 with a weekly allowance. The original intent was for these positions to be 70% clinical however they have become almost full-time administrative resulting in reduced chair side assisting support. Multiple reporting lines and no clear role delineation between the SDA's and PDA has led to confusion amongst oral health staff, with responsibility for the completion of operational tasks being assumed and not performed.

Benefits of a Booking Team

- NSLHD Oral Health has run a trial with a Booking Team using vacant positions.
- The trial of a dedicated team resulted in increased equity in patient's accessibility to appointments from the waitlist.
- Patient appointment books have become more structured whereby patients with more complex needs are consistently appointed at appropriate times of the day which supports workflow, health and safety and fatigue for the clinicians.
- Large gaps in clinician appointment books have been filled due to more appropriate booking procedures stemming from expertise by increased specialisation.
- More in-depth triaging has aided patients to be placed in an accurate triage category.
- The trial has led to improved Ministry of Health activity targets with NSLHD reaching 106% in 2020-21.

In summary, the purpose of the restructure is to:

- Implement an efficient and effective management and operational structure that will ensure services are provided to eligible patients in an equitable manner, at a consistently high

standard, and in an integrated and coordinated manner across NSLHD by highly competent and supported staff.

- Be cost effective, ensuring the service can continue to increase clinical service while maintaining quality service delivery. Effective from 2020-21 funding will be reduced where >95% activity is not met. In 2018-19, NLSHD only met 93% of target and in 2019-20, activity was calculated by basing the annual target on the period July to February, due to the impact of COVID-19, with a result of 95.3%.
- Strengthen clinical and infection prevention and control governance and education.
- Improve equitable access for all patients receiving dental appointments across Northern Sydney.
- Reduce duplication of tasks amongst management, operational and administrative staff and develop transparency for reporting lines and provide role clarity.
- Improve communication between operational staff in relation to Health Roster, Titanium appointment books and Staffing Clinic Rosters.

1.2.2 Proposed New Structure

NSLHD Oral Health recommends a more centralised approach to the management of Oral Health as shown in the Proposed Organisation Chart in **TAB B**.

1.2.3 Cost Benefit Analysis

Current Positions Affected by Restructure				Proposed Changed Positions			
Position	Pos. No.	FTE	Grading	Position	Pos. No.	FTE	Grading
OH Promotion Co-ordinator 1 FTE	62473	1.0	OHT4	OH Promotion Co-ordinator 0.6 FTE	New	0.6	HM 2
Quality and Consumer Manager (Vacant) 1 FTE	62469	1.0	HM2	Deleted	Deleted	0.0	
				Nurse Manager Quality and Infection Control 1FTE	New	1.0	Nurse Manager Gde 2
Patient Survey & Project Co-ordinator 1 FTE	62468	1.0	HM1	OH Consumer Co-ordinator 1 FTE	62468	1.0	HM1
Patient Flow and Information Manager (Vacant) 1 FTE	62469	1.0	HM2	Deleted	Deleted	0.0	
Patient Booking Officer 1 FTE	62474	1.0	DA1/2	Patient Booking Officer Team Leader 1 FTE	New	1.0	Admin L6
				Patient Booking Officer 2.0 FTE	New	2.0	Admin L4
Principle Dental Assistant 1 FTE	531768	1.0	DA3	Principle Dental Assistant 2 FTE	531768 plus New	2.0	DA 3
Senior Dental Assistant 1 FTE	62441	1.0	DA2 + allowance	Dental Assistant 1 FTE	62441	1.0	DA 2
Dental Assistant (Vacant) 1 FTE	62477	1.0	DA2	Deleted	62477 reduced by 1 FTE	0.0	
Net Savings		8.0				8.6	

1.2.4 Impact on services and functions

The impact of proposed restructure will:

- a) Facilitate efficiency in the management structure and promote a more collaborative management approach by strengthening the responsibilities of the management team to support key business areas of the service (overall management, appointments, clinical).
- b) Redistribute tasks and responsibilities to create transparency in roles with clear delineation.
- c) Be cost effective, ensuring the service can continue to increase clinical services while maintaining quality service delivery and supporting increased participation according to Ministry of Health dental weighted activity unit targets.
- d) Promotes effective utilisation of staff and offers opportunities for succession planning

The challenges of the proposed restructure will be:

- a) To establish a transition period to ensure appropriate appointments to newly defined roles and that all necessary support and mentoring is provided in a timely manner.
- b) To ensure that all efficiencies gained are directed into clinical services and subsequent increased activity.

1.2.5 Key New and Increase in Positions

- a) Nurse Manager Quality and Infection Control (1 FTE Nurse Manager Grade2)

The Quality and Consumer Manager (HM2, position number 62469) will be replaced by the Nurse Manager Quality and Infection Control. This position will be a clinical role which will provide leadership and responsibility for the Quality program, Patient Safety, Risk Management, Infection Control, Work Health and Safety, and all accreditation requirements within NSLHD Oral Health. As a clinical position the role will be responsible for the planning, development, implementation and evaluation of all quality initiatives, patient safety, work health and safety, risk management and infection control systems across NSLHD Oral Health, including all policies, procedures and guidelines, and provide continuous infection prevention best practice advice and education to Oral Health staff to support the provision of high quality person-centred care to dental patients. This position will be instrumental in leading and ensuring NSLHD Oral Health meets the National Safety and Quality Health Service (NSQHS) Standards for accreditation.

This combination of roles is being used in other Districts due to the accountabilities being intertwined with each other. Consultation with the Primary and Community Director of Nursing has occurred in relation to the infection control and clinical activities of the role within Oral Health.

The current position shares its position number with the Patient Flow and Information Manager (Vacant)

- b) Principal Dental Assistant (1 FTE Dental Assistant Gr3)

In addition to the incumbent Principal Dental Assistant (PDA) there will be an increase of 1 FTE which will replace the Senior Dental Assistant structure. The new position will be responsible for Royal North Shore and Ryde Dental Clinics (currently 13 dental chairs to increase to 17 dental chairs when the Ryde Community building is built circa 2022-23) and the incumbent Principal Dental Assistant will be responsible for Hornsby, Brookvale and Mona Vale Dental Clinics (currently 15 dental chairs to increase to 17 chairs when the Hornsby 2nd stage Outpatient Building is built circa 2021-22).

These positions will ensure that the clinics are operationally functional on a daily basis in supporting the Clinicians in the provision of patient-centred care and will have direct responsibility for all the Dental Assistants and Administration Staff in the clinics. The Principal Dental Assistants will be responsible for most of the behind the scenes operational running of the clinics which will include Dental Assistant, Trainee Dental Assistant and Reception mentoring and training, clinic staffing rosters, annual performance reviews, stock and instrumentation ordering and control, equipment stock takes, adherence to all Policies and Procedures by all Dental Assisting and Administrative Staff including infection control and WHS policies, as well ensuring their designated clinics are NSQHS accreditation

standards compliant. These positions will also provide dental assistance to the multidisciplinary team as required.

c) Patient Officer Team Leader (1 FTE Admin 6) and Patient Booking Officer (2.0 FTE Admin 4)

The current Patient Booking Officer was established as a Dental Assistant Grade 1/2. The incumbent was appointed via a merit-based selection process; however, was not established as a discrete position in Stafflink. The funding for the position will come via reducing funding linked to position 62474. A new positions will be created which will be graded as Admin Officer Level 6.

In addition to the incumbent Patient Booking Officer 1.0 FTE, there will be an increase by 2.0 FTE due to the volume and complexity of patients requiring appointments on the waitlist. It is proposed that these positions will be graded as Administration Officer Level 4.

The establishment of 3.0 FTE will include 1 FTE Patient Booking Officer Team Leader, Admin level 6, to supervise and provide advice and support to the booking team. This incumbent should have either a Dental Assisting or other clinical background to read and understand a clinical chart in the medical record, which is often required when making dental appointments.

In Jan-2020 NSLHD Oral Health centralised all patient appointment bookings to improve equity of appointments across NSLHD and to optimise appointments for each clinician. This has resulted in improved activity targets due to the focus on more structured appointment books for each clinician and filling any gaps or patient cancellations. Previously patient appointments were made by the clinic reception which included all assessment appointments, follow up appointments and treatment appointments from the waitlist. The combination of their other reception responsibilities and appointment bookings led to gaps between appointments and a lack of new appointments being made for cancellations which impacted activity targets.

The treatment waitlist generally averages between 4,500 and 5,500 adult and child patients which will require 3.0 FTE to ensure that all patients receive equitable dental care across Northern Sydney according to the Ministry of Health Priority Oral Health Program. The Patient Booking Officers will create the appointment books in Titanium for all of the clinicians in each of the dental clinics and make appointments for all: Triage 3C assessment; treatment waitlist patients; child recall waitlist patients; referrals to Oral Health including special needs, general anaesthetic assessments and surgical bookings, Out of Home Care, Aboriginal and Torres Strait Islander, Mental Health and Chronic Disease; and other models of care such as registering Stewart House (disadvantaged teenagers on respite) patients on eMR and booking appointments and Special Needs Schools patients. These positions will investigate failed to attend patients and cancellations and reappoint as necessary and will be responsible for data cleansing within the Titanium system based on error reports. The key outcome of these positions is to ensure that all appointment books are filled to capacity with minimal gaps between appointments according to the Priority Oral Health Program, which in turn will maximise activity.

1.2.6 Likely impact on employees

1.2.6.1 Key Impacted Positions

a) Oral Health Promotion Co-ordinator (OHT 4) (position number 62473)

This full-time position will become 0.6 FTE which will affect the current incumbent who is a full-time employee.

This position will be graded as a Health Manager Grade 2 to facilitate succession planning and attract individuals with health promotion expertise from different disciplines, e.g. Dental Therapists and Health Promotion Co-ordinators. Under the current grading classification only individuals with a degree in Oral Health Therapy can apply for this role. The Oral Health Therapist Level 4 is comparable to the salary of a Health Manager Grade 2.

This position will focus on providing leadership in building organisational capacity for oral health promotion and deliver evidence based and/or innovative oral health programs designed to improve the oral health of the Northern Sydney population. This position will be responsible for planning, implementing and evaluating all oral health promotional activities including sourcing new patients and liaising and co-ordinating health services and schools, as well as rolling out NSW Health centralised oral health programs.

b) Senior Dental Assistant (Dental Assistant Gr2 with allowance) (position number 62441)

The Senior Dental Assistant (SDA) structure will be replaced by an additional 1 FTE Principal Dental Assistant. The Senior Dental Assistant position at Hornsby will revert to a Dental Assistant Gr 2 position with no allowance. This position will focus more on dental chair-side support and reception duties in accordance with the current Dental Assistant Grade 2 position description. The current incumbent would be eligible to apply for the newly created Principle Dental Assistant position; however would not be eligible to be directly appointed.

1.2.6.2 Impacted - Deleted Positions

The following positions/FTE will be deleted by the restructure:

Position	FTE	Current grading	Change
Quality and Consumer Manager 62469	1.0	HM2	Position deleted
Patient Flow and Information Manager 62469	1.0	HM2	Position deleted
Health Promotion Co-ordinator 62473	0.4	OHT4	Reduction by 0.4 FTE to 0.6 FTE
Senior Dental Assistant 62441	1.0	DA2 + allowance	Financial loss of weekly allowance of \$49.30

a) Quality and Consumer Manager (HM 2) (position number 62469)

This position is to be replaced with a clinical position, Nurse Manager Grade 2, which will meet with the clinical needs within NSLHD Oral Health in relation to quality initiatives, patient safety, work health and safety, risk management and infection control systems across NSLHD Oral Health, including all policies, procedures and guidelines, and provide continuous infection prevention best practice advice and education.

This position is currently vacant.

b) Patient Flow and Information Manager (HM 2) – vacant (position number 62469)

The Patient Flow and Information Manager, currently vacant, is to be deleted due to many of the accountabilities in the PD being automated. The Information Manager accountabilities within the role have ceased with the implementation of Titanium. The accountabilities remaining in the position are administrative in nature which are more aligned with that of a Patient Booking Officer, Administration Officer Level 6. This position has no decision making accountabilities and is not responsible for any staff.

c) Dental Assistant (DA 2) – vacant (position number 62477)

The 1 FTE Dental Assistant position, currently vacant, will be deleted and replaced with the Principal Dental Assistant structure. The FTE results from a long-term vacant Senior Dental Assistant role.

1.2.6.3 Minor Changes in Positions

a) Patient Project and Survey Co-ordinator (HM 1)

This full-time position will be retitled to the Oral Health Consumer Co-ordinator. The position description will be amended to reflect the actual duties of the role. During the last 2 years this position has been wholly responsible for customer complaints, Ministerial complaints and Release of Information. The current grading is in line with comparable positions and the incumbent will not be affected.

1.2.7 Employees Not Impacted

The following positions have no changes in the proposed restructure:

Position	Position number	Grade	FTE
Director Oral Health	62470	HM 5	1.0
Clinical Director Oral Health	66101	DOH 2	1.0
Business Manager	502284	HM 3	1.0
Executive Assistant	693439	AO 6	1.0
Equipment Officer	518732	DA 2	1.0

Stage 2 – Consultation

2.1 Notification to employees

Staff consultation will occur in accordance with the Restructuring in Northern Sydney Local Health District Policy Directive (PR2014_016).

A staff consultation meeting will be held to advise all affected staff of the proposal. In this meeting, staff will also be hand delivered a letter regarding the proposal outlined above.

Affected employees will be informed in writing.

The Director will meet with individual employees affected by the restructure within 2 working days of the staff consultation meeting and will be available to have further meeting with individual employees as required.

It is proposed that the consultation period will be 2 weeks.

2.2 Notification to Union/Industrial Bodies and other relevant parties

The Health Services Union will be sent a letter advising of the proposal for further consultation

Stage 3 – Implementation

NSLHD Oral Health will seek the assistance of the People and Culture Department (HR) to implement this proposed structure and ensure that all necessary communication and negotiation aspects are appropriate.

In consultation with People and Culture and Ministry of Health guidelines for restructures, positions may be advertised internally in the first instance. If a suitable candidate cannot be appointed then the advertising will be extended.

If affected staff are not successful in gaining positions within the proposed structure they will be managed within the Ministry of Health and Northern Sydney LHD current policies and procedures.

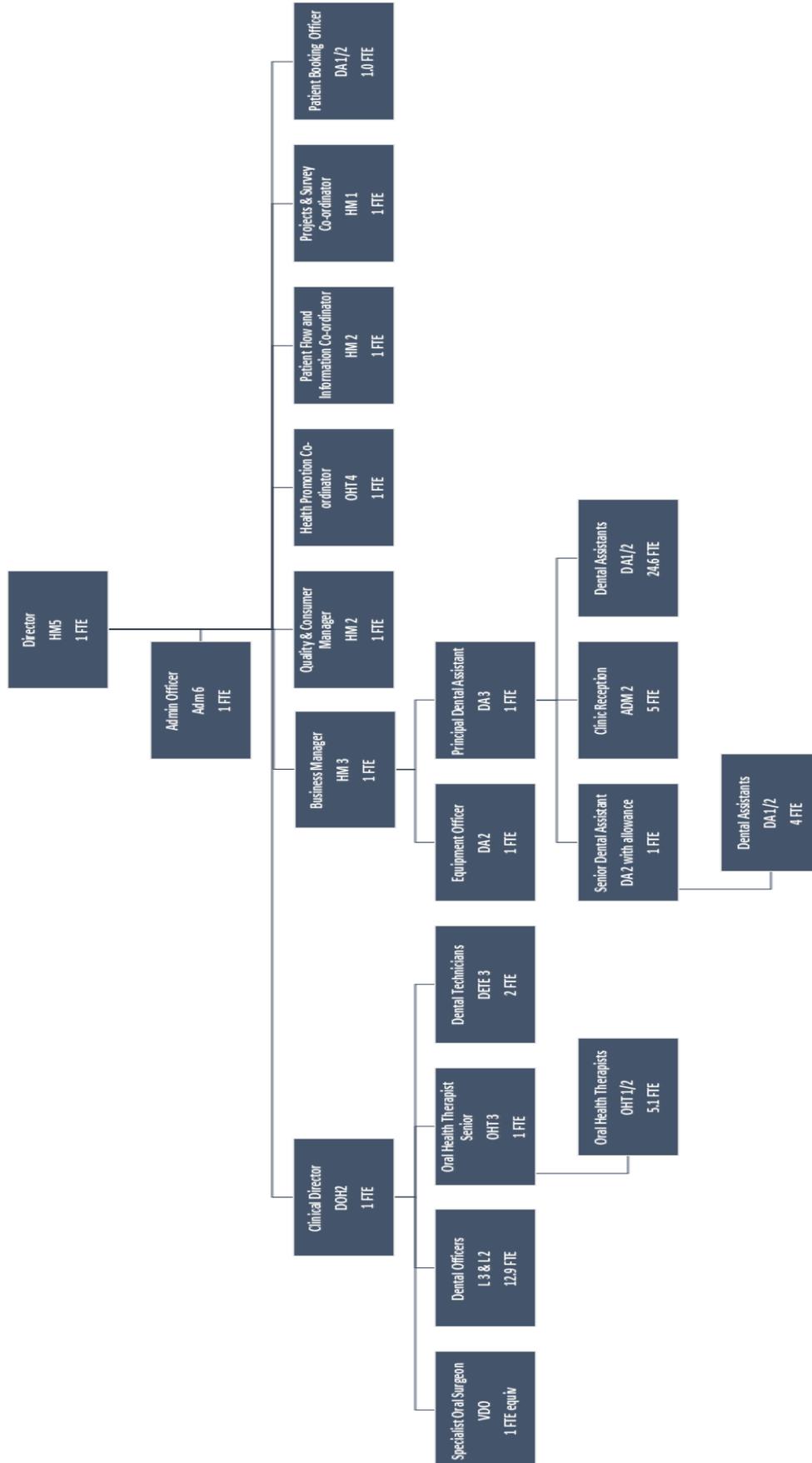
Stage 4 – Communication Strategy

In consultation with People and Culture:

- Consultation and communication with relevant Unions will occur.
- Meetings to consult and inform staff is the preferred strategy during this process. In addition regular email updates will be sent and hardcopy versions circulated.
- Staff members will be offered EAP.
- The Director will be available to meet with individual staff as required.

TAB A – Current Organisational Structure

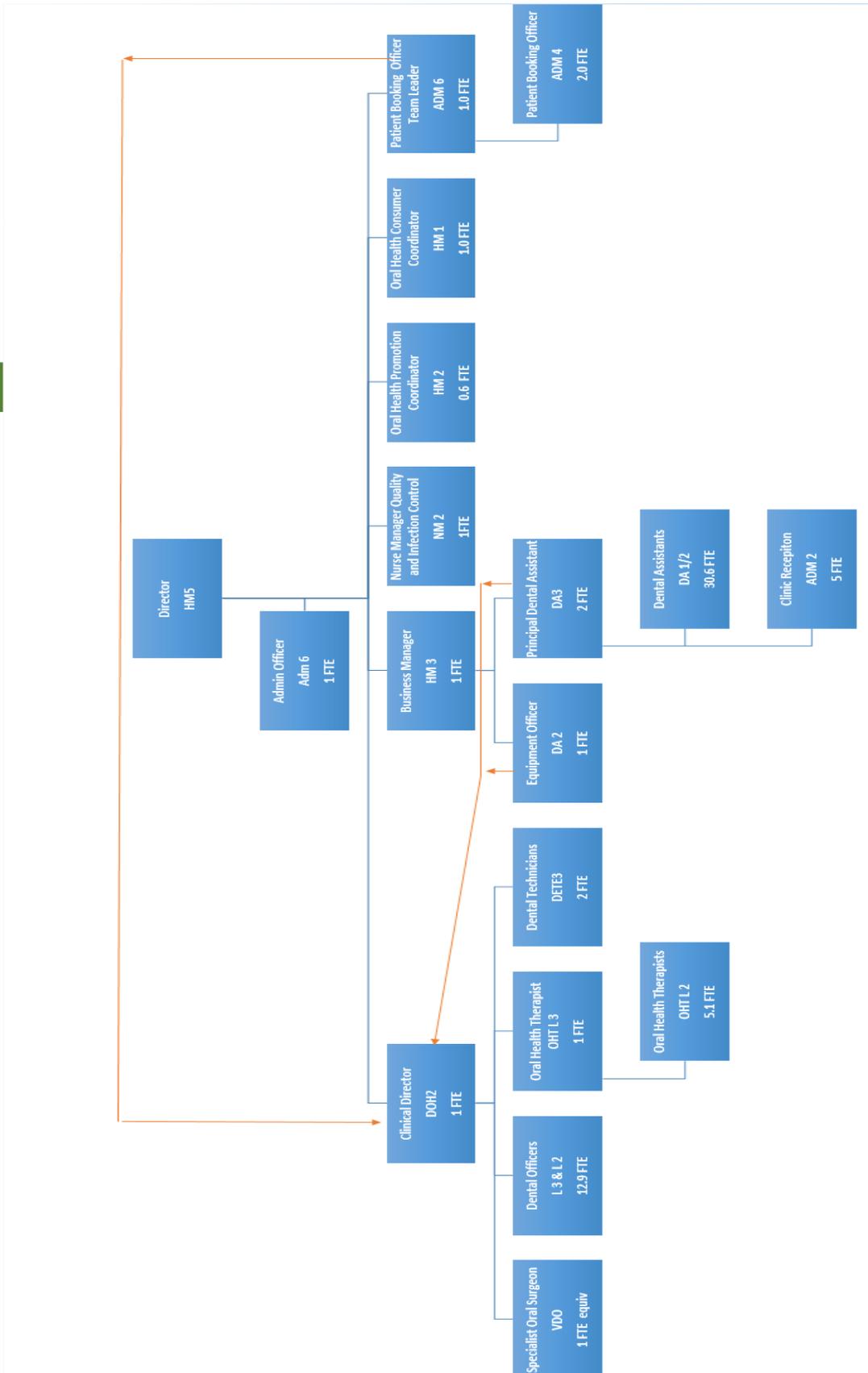
NSLHD Oral Health - Organisation Structure - CURRENT



TAB B – Proposed Organisational Structure

NSLHD Oral Health - Organisation Structure - PROPOSED

— denotes Reporting line
 → denotes Professional Reporting line
 Green denotes new or increased no. positions





Mr Gerard Hayes
General Secretary
Health Services Union
Level 2, 109 Pitt Street
SYDNEY NSW 2000

Via email: info@hsu.asn.au
Attention: Denise O'Shaughnessy, Greg O'Donohue

Dear Mr Hayes

Re: NSLHD Oral Health Management Restructure Proposal

I write to notify the Health Services Union that Northern Sydney Local Health District (NSLHD) is proposing a change to the management structure within the NSLHD Oral Health Service.

The purpose of these changes is to enhance the care we provide to our vulnerable patients by providing our clinical teams with greater support, increasing clarity around a number of management roles, making the most of the advancements from the Titanium system and celebrating its success by formalising an administrative bookings team.

I have attached a copy of the proposed changes and welcome any questions or comments. A copy of this proposal document has been provided to the employees of the NSLHD Oral Health Service and the NSW Nurses and Midwives Association for consideration on the same date as this letter.

In accordance with the NSW Health Policy Directive Industrial Consultative Arrangements (PD2011_002), I extend the opportunity for a Union Specific Consultative Committee (USCC) meeting to discuss the proposal in detail (if requested or deemed required).

I wish to advise if you do not provide feedback on the proposal or request a USCC within the two weeks from the date of this letter will be deemed the HSU have no concerns with the proposal and I will progress accordingly.

I propose that the changes will begin to be implemented on or after 29 November 2021 and I welcome your feedback by Close of Business Wednesday 24 November 2021.

I invite you to contact me if you have any questions or comments about this proposal via telephone 02 8877 5317 or via email on Velda.Sturt@health.nsw.gov.au . Alternatively, you may wish to contact Mr Michael Williams, HR Business Partner on telephone 0491 226 542 or via email on Michael.Williams@health.nsw.gov.au .

Northern Sydney Local Health District
ABN 63 834 171 987

Oral Health – Macquarie Hospital
Level 1 Wallace Wurth Building
51 Wicks Road
NORTH RYDE NSW 2113
Tel 02 8877 5136 Fax 02 8877 5139
Website www.nslhd.health.nsw.gov.au

Yours sincerely

A handwritten signature in black ink, appearing to be 'V. Sturt', with a large, stylized initial 'V' and a long horizontal stroke extending to the right.

Velda Sturt
Director, Oral Health
Northern Sydney Local Health District

DATE:

Encl. NSLHD Oral Health Management Restructure Proposal

Cc. Michael Williams, Human Resources Business Partner
Sarah Eldridge-Smith, People & Culture Manager, MHDA and PaCH

POSITION DESCRIPTION

Consumer Liaison Co-Ordinator – NSLHD
Oral Health

POSITION TITLE	Consumer Liaison Co-Ordinator - NSLHD Oral Health
STAFFLINK POSITION NO.	62468
COST CENTRE	252602
CLASSIFICATION	Health Manager Level 1
AWARD	Health Managers (State) Award
REGISTRATION/LICENCE REQUIREMENTS	
VACCINATION CATEGORY	Category B
PRE-EMPLOYMENT SCREENING CHECKS	National Criminal Record Check
RESPONSIBLE TO	Director Oral Health
RESPONSIBLE FOR	N/A
PRIMARY PURPOSE OF THE ROLE	<p>To provide a high standard of customer service for all NSLHD Oral Health patients, visitors and employees in a manner consistent with the NSLHD Core Values and Behaviour Charter.</p> <p>The primary responsibility of the role is to manage the NSW Oral Health Fee for Service Scheme (OHFFS) and all patient/consumer feedback, incidents and complaints.</p> <p>The position will have a patient centred approach to working with families and carers, staff and external agencies and will continuously review processes and recommend opportunities to improve.</p>
KEY ACCOUNTABILITIES <i>(Maximum of 8)</i>	<p>Oversee and maintain OHFFS Private Provider web-based system to ensure current; process requests/applications from new Private Providers which includes registration completion and checking with the relevant practice regulating body, obtaining working with children checks and prohibited employment declarations.</p> <p>Act as the liaison between the Private Providers and NSLHD Clinicians regarding patient treatment and ensure all vouchers are issued in accordance with Policy requirements; administer requests for voucher limit extensions.</p> <p>Ensure all authorised vouchers are processed for payment in a timely manner in Oracle including validating item numbers claimed, fees claimed and voucher limits in the Information System, Titanium. Review all unclaimed OHFFS vouchers each month and resolve.</p> <p>Manage CDBS claims for submission to Revenue and Medicare.</p> <p>Manage the processing of complaints and compliments in accordance with NSW Health Complaints Management Policy. Acknowledge complaints with patients/consumers and ensure timely escalation of general</p>

	<p>complaints, Ministerial complaints and HCCC's as appropriate to improve patient outcomes and/or satisfaction.</p> <p>Provide written responses, letters and/or briefs, regarding complaints, Ministerial complaints and HCCC's for approval by the Communication Unit.</p> <p>Manage the "Release of patient clinical information" to external agencies.</p> <p>Perform other appropriate duties consistent with the position grade as requested by the Director and Clinical Director to support a patient focused dental service.</p>	
KEY CHALLENGES <i>(Maximum of 3)</i>	Working with distressed consumers and achieving complaint/patient feedback KPI's.	
	Developing strong working relationships with internal and external stakeholders.	
	Escalating issues to appropriate staff for resolution.	
KEY INTERNAL RELATIONSHIPS <i>(Maximum of 3)</i>	WHO	WHY
	NSLHD Oral Health Management and Staff	To ensure organisational priorities and tasks are met and to ensure the clinical service functions efficiently to enable staff to deliver safe and timely services.
	Other NSLHD staff, departments and internal stakeholders	For the provision of effective service delivery of the department.
KEY EXTERNAL RELATIONSHIPS <i>(Maximum of 2)</i>	WHO	WHY
	Members of the public, including patients and visitors	To contribute towards a positive experience for patients and visitors to the Dental Clinic
	Ministry of Health and NSLHD consumers	Maintain effective networks to enable performance benchmarking and collaboration.
SELECTION CRITERIA <i>(Minimum of 3 maximum of 8)</i>	Consistently demonstrates behaviours that reinforce the CORE Values of our organisation; Collaboration, Openness, Respect and Empowerment. Demonstrates these behaviours with all stakeholders; colleagues, direct reports, as well as our patients and consumers, and those that care for them.	
	Relevant tertiary qualification and/or demonstrated relevant experience.	
	Demonstrated ability and commitment to engage and support patients and staff in relation to sensitive information whilst providing a high level of customer service and continuous improvement.	
	Proven ability to manage concurrent activities of a diverse nature, prioritisation of daily work activities, with a high level of accuracy and attention to detail, to ensure deadlines are met.	
	Highly developed interpersonal, verbal and written communication skills (both oral and written) and negotiation skills with a demonstrated commitment to the provision of high level quality and customer focused services.	

	Demonstrated advanced computer skills in Microsoft Office and data information systems e.g. Titanium, Oracle.
	Ability and experience to make and discuss decisions that involve management of complex issues with both internal and external stakeholders.
	Current valid driver's licence and a willingness to travel across NSLHD clinics when required.

JOB DEMANDS CHECKLIST

The purpose of this checklist is to manage the risk associated with the position in relation to the occupant. It may be used to provide information about the position to a Health Professional required to perform a pre-employment medical assessment. Identification of possible risk can also assist with the development of a training plan for the occupant to ensure the risks are minimised.

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Infrequent: intermittent activity exists for a short time on a very infrequent basis
 Occasional: activity exists up to 1/3 of the time when performing the job
 Frequent: activity exists between 1/3 and 2/3 of the time when performing the job
 Constant: activity exists for more than 2/3 or the time when performing the job
 Repetitive: activity involved repetitive movements
 Not Applicable: activity is not required to perform the job

Physical Demands	Frequency
Sitting - remaining in a seated position to perform tasks	Frequent
Standing - remaining standing without moving about to perform tasks	Frequent
Walking - Floor type: even / uneven / slippery, indoors / outdoors, slopes	Frequent
Running - Floor type: even / uneven / slippery, indoors / outdoors, slopes	Not applicable
Bend/Lean Forward from Waist - Forward bending from the waist to perform tasks	Occasional
Trunk Twisting - Turning from the waist while sitting or standing to perform tasks	Infrequent
Kneeling - remaining in a kneeling posture to perform tasks	Not applicable
Squatting / Crouching - Adopting a squatting or crouching posture to perform tasks	Not applicable
Leg / Foot Movement - Use of leg and / or foot to operate machinery	Not applicable
Climbing (stairs/ladders) - Ascend / descend stairs, ladders, steps	Frequent
Lifting / Carrying - Light lifting & carrying: 0 - 9 kg	Occasional
Lifting / Carrying - Moderate lifting & carrying: 10 - 15 kg	Not applicable
Lifting / Carrying - Heavy lifting & carrying: 16kg & above	Not applicable
Reaching - Arms fully extended forward or raised above shoulder	Occasional
Pushing / Pulling / Restraining - Using force to hold / restrain or move objects toward or away from the body	Not applicable
Head / Neck Postures - Holding head in a position other than neutral (facing forward)	Infrequent
Hand & Arm Movements - Repetitive movements of hands and arms	Frequent
Grasping / Fine Manipulation - Gripping, holding, clasping with fingers or hands	Infrequent
Work At Heights - Using ladders, footstools, scaffolding, or other objects to perform work	Not applicable
Driving - Operating any motor powered vehicle	Frequent

Sensory Demands	Frequency
Sight - Use of sight is an integral part of work performance e.g. Viewing of X-Rays, computer screens	Repetitive
Hearing - Use of hearing is an integral part of work performance e.g. Telephone enquiries	Repetitive
Smell - Use of smell is an integral part of work performance e.g. Working with chemicals	Not applicable
Taste - Use of taste is an integral part of work performance e.g. Food preparation	Not applicable
Touch - Use of touch is an integral part of work performance	Infrequent
Psychosocial Demands	Frequency
Distressed People - e.g. Emergency or grief situations	Not applicable
Aggressive & Uncooperative People - e.g. drug / alcohol, dementia, mental illness	Not applicable
Unpredictable People – e.g. dementia, mental illness, head injuries	Not applicable
Restraining - involvement in physical containment of patients / clients	Not applicable
Exposure to Distressing Situations - e.g. Child abuse, viewing dead / mutilated bodies	Not applicable
Environmental Demands	Frequency
Dust - Exposure to atmospheric dust	Infrequent
Gases - Working with explosive or flammable gases requiring precautionary measures	Not applicable
Fumes - Exposure to noxious or toxic fumes	Not applicable
Liquids - Working with corrosive, toxic or poisonous liquids or chemicals requiring PPE	Not applicable
Hazardous substances - e.g. Dry chemicals, glues	Infrequent
Noise - Environmental / background noise necessitates people raise their voice to be heard	Occasional
Inadequate Lighting - Risk of trips, falls or eyestrain	Not applicable
Sunlight - Risk of sunburn exists from spending more than 10 minutes per day in sunlight	Not applicable
Extreme Temperatures - Environmental temperatures are less than 15C or more than 35C	Not applicable
Confined Spaces - areas where only one egress (escape route) exists	Not applicable
Slippery or Uneven Surfaces - Greasy or wet floor surfaces, ramps, uneven ground	Not applicable
Inadequate Housekeeping - Obstructions to walkways and work areas cause trips and falls	Infrequent
Working At Heights - Ladders / stepladders / scaffolding are required to perform tasks	Not applicable
Biological Hazards - e.g. exposure to body fluids, bacteria, infectious diseases	Infrequent

POSITION DESCRIPTION

Oral Health Promotion Co-Ordinator NSLHD

POSITION TITLE	Oral Health Promotion Co-Ordinator - NSLHD Oral Health
STAFFLINK POSITION NO.	
COST CENTRE	252602
CLASSIFICATION	Health Manager Level 2
AWARD	Health Managers (State) Award
REGISTRATION/LICENCE REQUIREMENTS	Driver's Licence
VACCINATION CATEGORY	Category B
PRE-EMPLOYMENT SCREENING CHECKS	National Criminal Record Check
RESPONSIBLE TO	Director Oral Health Professionally: Clinical Director Oral Health
RESPONSIBLE FOR	N/A
PRIMARY PURPOSE OF THE ROLE	<p>To provide a high standard of customer service to all NSLHD Oral Health patients, visitors and employees in a manner consistent with the NSLHD Core Values and Behaviour Charter.</p> <p>This position will provide leadership in building organizational capacity for oral health promotion and be responsible for the delivery of evidence based and/or innovative oral health programs and strategies designed to improve the oral health of the Northern Sydney population.</p> <p>The position is responsible for planning, implementation and evaluation of all oral health promotion activities.</p> <p>This position requires flexibility with work duties and will be requested required to travel regularly to the NSLHD Oral Health dental clinics and external sites to promote the oral health service.</p>
KEY ACCOUNTABILITIES <i>(Maximum of 8)</i>	<p>Plan, develop, implement and evaluate the NSLHD Oral Health Promotion strategic directions, including the Integrated Oral Health Promotion Plan. Translate and implement NSW Oral Health Promotion action plans to guide oral health promotion activities and programs.</p> <p>Source new patients by establishing, promoting and evaluating Oral Health promotion programs and activities ensuring accessibility to vulnerable and targeted populations and communities through group talks, promotional material and education. Identify innovative programs to increase the Oral Health waitlist for adults and children.</p> <p>Liaise and co-ordinate with health services and schools to aid successful program implementation and continuity.</p> <p>Provide regular feedback and appraisals for management to improve oral health outcomes for patients. This includes state-funded, local and joint programs and projects and preparation of publications and PowerPoint presentations, as required.</p>

	Be accountable for implementation of local and state-wide programs and report on state benchmarks and targets as required.	
	Lead, motivate, co-ordinate and collaborate with all clinical staff in all aspects of oral health promotion within NSLHD and represent NSLHD Oral Health Service at internal and external meetings	
	Mentor and support oral health staff to develop and implement oral health promotion and program planning capabilities.	
	Perform other appropriate duties consistent with the position grade as requested by the Director including ad hoc projects, oral health promotion business proposals and quality initiatives.	
KEY CHALLENGES <i>(Maximum of 3)</i>	The position requires leadership and negotiation skills to manage the day to day oral health promotion activities across various locations within NSLHD Oral Health.	
	To identify opportunities for growth and enhancement of the Oral Health Promotion portfolio.	
	To effectively manage a number of Oral Health Promotion projects simultaneously.	
KEY INTERNAL RELATIONSHIPS <i>(Maximum of 3)</i>	WHO	WHY
	NSLHD Oral Health Management and Staff	To ensure organisational priorities and tasks are met to maximise the effectiveness of oral health promotion programs and strategies across the LHD.
	Other NSLHD staff, departments and internal stakeholders	For the provision of effective service delivery of the department and to develop and manage social media content.
KEY EXTERNAL RELATIONSHIPS <i>(Maximum of 2)</i>	WHO	WHY
	Centre for Oral Health Strategy, Health Promotion Services, Primary Health Networks, Non-Government Organisations and other key organisations and stakeholders	To maximise the effectiveness of oral health promotion programs and strategies across external stakeholders and manage the expectations of the Ministry of Health.
	Members of the public, including patients and visitors	To contribute towards a positive experience for patients and visitors to the Dental Clinic
SELECTION CRITERIA <i>(Minimum of 3 maximum of 8)</i>	Consistently demonstrates behaviours that reinforce the CORE Values of our organisation; Collaboration, Openness, Respect and Empowerment. Demonstrates these behaviours with all stakeholders; colleagues, direct reports, as well as our patients and consumers, and those that care for them.	
	Relevant tertiary qualifications in health or related discipline and/or equivalent work experience and knowledge of health promotion. Demonstrated advanced computer skills in Microsoft Office and data information systems.	

	Proven experience in leading, planning, managing and evaluating projects.
	Understanding of a public health focus to service delivery and of early intervention and prevention.
	Demonstrated high level organisational and project management skills with the ability to co-ordinate and manage a variety of concurrent projects.
	Demonstrated and highly developed verbal and written communication skills, experience in presentation, training and group facilitation.
	High level leadership, negotiation and interpersonal skills necessary to communicate with a wide variety of internal and external stakeholders.
	Current valid driver's licence and willingness to travel across NSLHD clinics and external sites as required.

JOB DEMANDS CHECKLIST

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Physical Demands	Frequency
Sitting - remaining in a seated position to perform tasks	Frequent
Standing - remaining standing without moving about to perform tasks	Frequent
Walking - Floor type: even / uneven / slippery, indoors / outdoors, slopes	Occasional
Running - Floor type: even / uneven / slippery, indoors / outdoors, slopes	Not applicable
Bend/Lean Forward from Waist - Forward bending from the waist to perform tasks	Occasional
Trunk Twisting - Turning from the waist while sitting or standing to perform tasks	Infrequent
Kneeling - remaining in a kneeling posture to perform tasks	Not applicable
Squatting / Crouching - Adopting a squatting or crouching posture to perform tasks	Not applicable
Leg / Foot Movement - Use of leg and / or foot to operate machinery	Not applicable
Climbing (stairs/ladders) - Ascend / descend stairs, ladders, steps	Infrequent
Lifting / Carrying - Light lifting & carrying: 0 - 9 kg	Occasional
Lifting / Carrying - Moderate lifting & carrying: 10 - 15 kg	Not applicable
Lifting / Carrying - Heavy lifting & carrying: 16kg & above	Not applicable
Reaching - Arms fully extended forward or raised above shoulder	Frequent
Pushing / Pulling / Restraining - Using force to hold / restrain or move objects toward or away from the body	Not applicable
Head / Neck Postures - Holding head in a position other than neutral (facing forward)	Repetitive
Hand & Arm Movements - Repetitive movements of hands and arms	Repetitive
Grasping / Fine Manipulation - Gripping, holding, clasping with fingers or hands	Repetitive
Work At Heights - Using ladders, footstools, scaffolding, or other objects to perform work	Not applicable
Driving - Operating any motor powered vehicle	Frequent

Sensory Demands	Frequency
Sight - Use of sight is an integral part of work performance e.g. Viewing of X-Rays, computer screens	Repetitive
Hearing - Use of hearing is an integral part of work performance e.g. Telephone enquiries	Repetitive
Smell - Use of smell is an integral part of work performance e.g. Working with chemicals	Not applicable
Taste - Use of taste is an integral part of work performance e.g. Food preparation	Not applicable
Touch - Use of touch is an integral part of work performance	Infrequent
Psychosocial Demands	Frequency
Distressed People - e.g. Emergency or grief situations	Infrequent
Aggressive & Uncooperative People - e.g. drug / alcohol, dementia, mental illness	Infrequent
Unpredictable People – e.g. dementia, mental illness, head injuries	Infrequent
Restraining - involvement in physical containment of patients / clients	Not applicable
Exposure to Distressing Situations - e.g. Child abuse, viewing dead / mutilated bodies	Not applicable
Environmental Demands	Frequency
Dust - Exposure to atmospheric dust	Infrequent
Gases - Working with explosive or flammable gases requiring precautionary measures	Not applicable
Fumes - Exposure to noxious or toxic fumes	Not applicable
Liquids - Working with corrosive, toxic or poisonous liquids or chemicals requiring PPE	Infrequent
Hazardous substances - e.g. Dry chemicals, glues	Infrequent
Noise - Environmental / background noise necessitates people raise their voice to be heard	Occasional
Inadequate Lighting - Risk of trips, falls or eyestrain	Not applicable
Sunlight - Risk of sunburn exists from spending more than 10 minutes per day in sunlight	Not applicable
Extreme Temperatures - Environmental temperatures are less than 15C or more than 35C	Not applicable
Confined Spaces - areas where only one egress (escape route) exists	Not applicable
Slippery or Uneven Surfaces - Greasy or wet floor surfaces, ramps, uneven ground	Not applicable
Inadequate Housekeeping - Obstructions to walkways and work areas cause trips and falls	Infrequent
Working At Heights - Ladders / stepladders / scaffolding are required to perform tasks	Not applicable
Biological Hazards - e.g. exposure to body fluids, bacteria, infectious diseases	Infrequent

POSITION DESCRIPTION

Patient Booking Officer, NSLHD Oral Health



Health
Northern Sydney
Local Health District

POSITION TITLE	Patient Booking Officer, NSLHD Oral Health
STAFFLINK POSITION NO.	
COST CENTRE	252602
CLASSIFICATION	Admin Officer Lvl 4
AWARD	Health Employees Administrative Staff (State) Award
REGISTRATION/LICENCE REQUIREMENTS	
VACCINATION CATEGORY	Category B
PRE-EMPLOYMENT SCREENING CHECKS	National Criminal Record Check
RESPONSIBLE TO	Team Leader Patient Booking Officer Professionally: Director Oral Health and Clinical Director Oral Health
RESPONSIBLE FOR	N/A
PRIMARY PURPOSE OF THE ROLE	<p>To provide a high standard of customer service for all NSLHD Oral Health patients, visitors and employees in a manner consistent with the NSLHD Core Values and Behaviour Charter.</p> <p>This position is required to work under limited direction and guidance in managing all Oral Health patient bookings within the constraints set by management and in accordance with the Ministry of Health Priority Oral Health Program (POHP).</p> <p>The focus of the role is to actively work with and support the Booking Team to carry out a variety of functions, which may be complex in nature and require judgement in selecting and applying established principles, techniques and methods, for the optimal flow of patients in the delivery of dental services.</p> <p>This role may on occasion be required to delegate work to Reception Staff in the dental clinics regarding patient bookings.</p>
KEY ACCOUNTABILITIES <i>(Maximum of 8)</i>	Develop, update and maintain electronic appointment books for all Clinicians, Registrars and Students with limited direction and guidance. This includes reviewing and booking appointments against unused Emergency slots, any vacant spots and any other booking inefficiencies to maximise chair utilisation.
	Review the waiting list on a daily basis and manage appointments for assessment patients ensuring all patients seen within their triaged timeframe in accordance with the Ministry of Health Priority Oral Health Program.
	Review the treatment waitlist and child recall waitlist and organise appointments in accordance with the Priority Oral Health Program guidelines. This includes registering and organising appointments for

	Macquarie Hospital patients, Tibetan and Syrian refugee patients, Special Needs Schools and Stewart House.	
	Organise, monitor and maintain General Anaesthesia waitlist with management of patient consent/medico legal and all clinical documentation for the Theatre booking unit.	
	Monitor and organise all referrals for the different models of care as required by the Patient Booking Officer Team Leader, ensuring triaged by Clinician, if required, and book or waitlist the patients as appropriate. Ensure all case-supporting documentation has been completed/provided by Clinicians.	
	Assist the Patient Booking Officer Team Leader to perform various audits and data cleansing including, but not limited to, ensuring all appointment books do not have inappropriate bookings, Courses of Care are closed off and charged by Clinicians, and investigate booking anomalies.	
	Sending of the SMS message to patients and where patients have not responded perform follow-up phone calls to confirm, cancel or reschedule appointment to support the reduction in Failed to Attend appointments. Investigate all Failed to Attend and Cancelled patients and rebook appointment as required.	
	Develop, support and maintain productive working relations with the Dental Clinic staff and the Health Contact Centre and perform other appropriate duties consistent within the position grade as requested by the Team Leader Patient Booking Officer, Director and Clinical Director to support a patient focused dental service.	
KEY CHALLENGES <i>(Maximum of 3)</i>	Remaining updated with current service capacity and availability and identifying gaps in patient flows and initiating strategies to overcome gaps	
	Negotiating with patient to ensure equitable access to services which may not meet the patient's expectations.	
	Managing the demands of the Oral Health staff whilst meeting benchmark targets for the service.	
KEY INTERNAL RELATIONSHIPS <i>(Maximum of 3)</i>	WHO	WHY
	NSLHD Oral Health Management and Staff	To ensure the Dental Service functions efficiently to enable staff to deliver safe and timely services.
	Other NSLHD staff, departments and internal stakeholders	For the provision of effective service delivery of the department.
KEY EXTERNAL RELATIONSHIPS <i>(Maximum of 2)</i>	WHO	WHY
	Members of the public, including patients and visitors	To contribute towards a positive experience for patients and visitors in NSLHD Oral Health
	Universities and other training providers	To encourage student placement to NSLHD
SELECTION CRITERIA	Consistently demonstrates behaviours that reinforce the CORE Values of our organisation; Collaboration, Openness, Respect and Empowerment. Demonstrates these behaviours with all stakeholders; colleagues, direct	

<i>(Minimum of 3 maximum of 8)</i>	reports, as well as our patients and consumers, and those that care for them.
	High level problem solving skills with a proven ability to develop sound solutions to complex issues. Experience working in a clinical environment.
	High level negotiation skills with well-developed interpersonal skills and ability to establish effective relationships with patients and colleagues.
	Ability to work autonomously with a high level of effectiveness and as part of a team with proven time management and ability to set priorities and monitor work flow in area of responsibility.
	Exceptional verbal/written communication skills with ability to critically investigate and evaluate regulations, instructions or procedural guidelines relevant to the Booking Team tasks and responsibilities.
	Demonstrated advanced computer skills in Microsoft Office and data information systems e.g. Titanium, Microsoft
	Demonstrated high level attention to detail and accurate data entry skills with proven experience in accurately recording, collating and distributing information.
	Current valid driver's licence and willingness to travel across NSLHD clinics to provide support.

JOB DEMANDS CHECKLIST

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Driving - Operating any motor powered vehicle	Frequent

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Aggressive & Uncooperative People - e.g. drug / alcohol, dementia, mental illness	Infrequent
Unpredictable People – e.g. dementia, mental illness, head injuries	Infrequent
Restraining - involvement in physical containment of patients / clients	Not applicable
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Environmental Demands	Frequency
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Gases - Working with explosive or flammable gases requiring precautionary measures	Not applicable
Fumes - Exposure to noxious or toxic fumes	Not applicable
Liquids - Working with corrosive, toxic or poisonous liquids or chemicals requiring PPE	Infrequent
Hazardous substances - e.g. Dry chemicals, glues	Infrequent
Noise - Environmental / background noise necessitates people raise their voice to be heard	Occasional
Inadequate Lighting - Risk of trips, falls or eyestrain	Not applicable
Sunlight - Risk of sunburn exists from spending more than 10 minutes per day in sunlight	Not applicable
Extreme Temperatures - Environmental temperatures are less than 15C or more than 35C	Not applicable
Confined Spaces - areas where only one egress (escape route) exists	Not applicable
Slippery or Uneven Surfaces - Greasy or wet floor surfaces, ramps, uneven ground	Not applicable
Inadequate Housekeeping - Obstructions to walkways and work areas cause trips and falls	Infrequent
Working At Heights - Ladders / stepladders / scaffolding are required to perform tasks	Not applicable
Biological Hazards - e.g. exposure to body fluids, bacteria, infectious diseases	Infrequent

POSITION DESCRIPTION

Principal Dental Assistant - NSLHD Oral Health



Health
Northern Sydney
Local Health District

POSITION TITLE	Principal Dental Assistant - NSLHD Oral Health
STAFFLINK POSITION NO.	531768
COST CENTRE	
CLASSIFICATION	Dental Assistant Level 3
AWARD	Public Hospitals Dental Assistant Award
REGISTRATION/LICENCE REQUIREMENTS	Driver's Licence
VACCINATION CATEGORY	Category A
PRE-EMPLOYMENT SCREENING CHECKS	Working With Children and National Criminal Record Check
RESPONSIBLE TO	Business Manager Professionally to: Clinical Director for all clinical matters
RESPONSIBLE FOR	Dental Assistants and Clinic Reception Staff
PRIMARY PURPOSE OF THE ROLE	<p>To provide a high standard of customer service for all NSLHD Oral Health patients, visitors and employees in a manner consistent with the NSLHD Core Values and Behaviour Charter.</p> <p>The primary responsibility of the role is to supervise and support dental assistants and reception staff at the designated clinics within Oral Health while providing high quality efficient and effective dental health services to patients.</p> <p>The Principal Dental Assistant will be responsible for most of the behind the scenes operational running of the clinics including stock, maintenance, instrumentation and equipment control, training, adherence to all Policies and Procedures including infection control and WHS policies.</p> <p>This position will also provide clinical assistance to the multidisciplinary team as required and will work in other clinics on a needs basis.</p>
KEY ACCOUNTABILITIES <i>(Maximum of 8)</i>	<p>Coordinate, support and mentor all Dental Assistants and Reception Staff within designated dental clinic/s; assist the Clinicians to reappoint their patients by liaising with external 3rd parties including Oral Health Fee for Service Providers, laboratories, patient transport, interpreter services and staff at the other clinics.</p> <p>Complete weekly stock supply requests within each designated clinic to maintain appropriate stock levels of instruments, consumables and sundry items and coordinate the maintenance of all equipment; maintain an Attractive/Minor Assets Register (instrumentation, equipment and computers under \$10K) for all designated clinic/s, to be submitted to the Equipment Officer on a monthly basis; ensure all instrumentation and equipment is in good working ordering and escalate replacement requirements; ensure all delivery notes/invoices are submitted to the Equipment Officer for receipting.</p>

	<p>Participate in the development, implementation and co-ordination of quality improvement activities and projects; liaise with all staff to ensure a high standard in delivery of services to patients and treat patients and other staff with courtesy and respect at all times; report incidents and document through the Incident Information Management System as per Ministry of Health Policy.</p>
	<p>Provide assistance to the Clinician during patient care, as required, including the preparation of all equipment, instruments and materials for each dental procedure; instrument transfer and moisture control; management of the patient's well-being; provide appropriate oral health care and/or post-operative instructions. Maintain a high standard of infection control in accordance with the relevant Ministry of Health, NSLHD and Oral Health Policies including: compliance with the correct use PPE, correct doffing and donning of PPE, correct disposal of waste and reprocessing and sterilisation of instruments.</p>
	<p>Monitor compliance by Dental Assistants with clinical policies and procedures, providing feedback to the Business Manager, Clinical Director and Director. Ensure compliance among the dental team (including regular audits in collaboration with the Quality and Infection Control Manager). In collaboration with the Quality and Infection Control Manager oversee adherence to all the NSQHS standards for accreditation within the clinic/s. Oversee the management and adherence of all WHS policies and protocols within the clinic/s ensuring the sterilisation and storage of dental equipment follows the highest levels of cleanliness and safety guidelines. Manage hazardous materials.</p>
	<p>Assist in recruitment of new staff as required by the Business Manager; be actively involved in mandatory, recommended and new systems training, including orientation of new staff, guidance of Trainees, continuing education of current staff; assist the Business Manager, Clinical Director and Director in the development and implementation of departmental policies and procedures in their designated clinic/s. Ensure that all Performance Reviews are completed annually and that all mandatory training is completed.</p>
	<p>Roster all Dental Assistants and Reception staff in their designated clinic/s whilst working corroboratively with the other Principal Dental Assistant to provide staff relief to ensure staffing absences are filled in all dental clinics in NSLHD Oral Health.</p>
	<p>Develop, support and maintain productive working relations with all Dental Clinic staff and all other staff members within NSLHD Oral Health and perform other appropriate duties consistent with the position grade as requested by the Business Manager, Director or Clinical Director to support a patient focused dental service. Attend meetings as appropriate, and participate in oral health promotion activities and preventative programs; be able to work in any oral health dental clinic.</p>
<p>KEY CHALLENGES <i>(Maximum of 3)</i></p>	<p>Manage responsibilities in a fast paced, demanding environment and manage patients of varied ages from paediatric to geriatric, with their associated treatment needs.</p> <p>Implement contemporary Dental Assisting models of care within the District that are appropriate to service needs, changing clinical dental assisting practice, staff ratios and skill mix based on team work at all levels.</p>

	Manage a high level of compliance by all Dental Assistants and Administrative staff to the strategic direction of NSLHD Oral Health and to the policies, procedures and guidelines attributable to Oral Health	
KEY INTERNAL RELATIONSHIPS <i>(Maximum of 3)</i>	WHO	WHY
	NSLHD Oral Health Management and Staff	To ensure the Dental Service functions efficiently to enable staff to deliver safe and timely services.
	Other NSLHD staff, departments and internal stakeholders	For the provision of effective service delivery of the department.
KEY EXTERNAL RELATIONSHIPS <i>(Maximum of 2)</i>	WHO	WHY
	Members of the public, including patients and visitors	To contribute towards a positive experience for patients and visitors in NSLHD Oral Health
	Universities and other training providers	To encourage student placement to NSLHD
SELECTION CRITERIA <i>(Minimum of 3 maximum of 8)</i>	Consistently demonstrates behaviours that reinforce the CORE Values of our organisation; Collaboration, Openness, Respect and Empowerment. Demonstrates these behaviours with all stakeholders; colleagues, direct reports, as well as our patients and consumers, and those that care for them.	
	Extensive experience as a Dental Assistant across a range of dental specialties and settings and a Certificate IV in Dental Assisting and extensive experience working in a leadership role within dentistry.	
	Demonstrated ability to assist the clinician in a four-handed dentistry environment, with a variety of dental procedures providing specialist or specialised care including the ability to perform effective infection control procedures in all aspects of Dental Assisting.	
	Exceptional computer skills and demonstrated experience in using dental software; Excellent organisational, time-management and problem-solving skills with abilities to roster staff.	
	Demonstrated ability to work collaboratively with Senior Oral Health staff in managing patient complaints, staff grievances and performance issues.	
	Experience in mentoring and training other dental assistants in their roles.	
	The ability to work in a large, multidisciplinary team, and be able to liaise effectively with a range of individuals including fellow health care workers and the general public.	
	Current valid driver's licence and a willingness to travel across NSLHD clinics to provide support.	

JOB DEMANDS CHECKLIST

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Sitting - remaining in a seated position to perform tasks	Infrequent
Standing - remaining standing without moving about to perform tasks	Constant
Walking - Floor type: even / uneven / slippery, indoors / outdoors, slopes	Constant
Running - Floor type: even / uneven / slippery, indoors / outdoors, slopes	Not applicable
Bend/Lean Forward from Waist - Forward bending from the waist to perform tasks	Frequent
Trunk Twisting - Turning from the waist while sitting or standing to perform tasks	Infrequent
Kneeling - remaining in a kneeling posture to perform tasks	Not applicable
Squatting / Crouching - Adopting a squatting or crouching posture to perform tasks	Not applicable
Leg / Foot Movement - Use of leg and / or foot to operate machinery	Not applicable
Climbing (stairs/ladders) - Ascend / descend stairs, ladders, steps	Frequent
Lifting / Carrying - Light lifting & carrying: 0 - 9 kg	Occasional
Lifting / Carrying - Moderate lifting & carrying: 10 - 15 kg	Not applicable
Lifting / Carrying - Heavy lifting & carrying: 16kg & above	Not applicable
Reaching - Arms fully extended forward or raised above shoulder	Occasional
Pushing / Pulling / Restraining - Using force to hold / restrain or move objects toward or away from the body	Not applicable
Head / Neck Postures - Holding head in a position other than neutral (facing forward)	Frequent
Hand & Arm Movements - Repetitive movements of hands and arms	Repetitive
Grasping / Fine Manipulation - Gripping, holding, clasping with fingers or hands	Infrequent
Work At Heights - Using ladders, footstools, scaffolding, or other objects to perform work	Not applicable
Driving - Operating any motor powered vehicle	Frequent

Sensory Demands	Frequency
Sight - Use of sight is an integral part of work performance e.g. Viewing of X-Rays, computer screens	Repetitive
Hearing - Use of hearing is an integral part of work performance e.g. Telephone enquiries	Repetitive
Smell - Use of smell is an integral part of work performance e.g. Working with chemicals	Not applicable
Taste - Use of taste is an integral part of work performance e.g. Food preparation	Not applicable
Touch - Use of touch is an integral part of work performance	Infrequent
Psychosocial Demands	Frequency
Distressed People - e.g. Emergency or grief situations	Infrequent
Aggressive & Uncooperative People - e.g. drug / alcohol, dementia, mental illness	Infrequent
Unpredictable People – e.g. dementia, mental illness, head injuries	Infrequent
Restraining - involvement in physical containment of patients / clients	Not applicable
Exposure to Distressing Situations - e.g. Child abuse, viewing dead / mutilated bodies	Not applicable
Environmental Demands	Frequency
Dust - Exposure to atmospheric dust	Infrequent
Gases - Working with explosive or flammable gases requiring precautionary measures	Not applicable
Fumes - Exposure to noxious or toxic fumes	Not applicable
Liquids - Working with corrosive, toxic or poisonous liquids or chemicals requiring PPE	Infrequent
Hazardous substances - e.g. Dry chemicals, glues	Infrequent
Noise - Environmental / background noise necessitates people raise their voice to be heard	Occasional
Inadequate Lighting - Risk of trips, falls or eyestrain	Not applicable
Sunlight - Risk of sunburn exists from spending more than 10 minutes per day in sunlight	Not applicable
Extreme Temperatures - Environmental temperatures are less than 15C or more than 35C	Not applicable
Confined Spaces - areas where only one egress (escape route) exists	Not applicable
Slippery or Uneven Surfaces - Greasy or wet floor surfaces, ramps, uneven ground	Not applicable
Inadequate Housekeeping - Obstructions to walkways and work areas cause trips and falls	Infrequent
Working At Heights - Ladders / stepladders / scaffolding are required to perform tasks	Not applicable
Biological Hazards - e.g. exposure to body fluids, bacteria, infectious diseases	Infrequent

POSITION DESCRIPTION

Patient Booking Officer Team Leader, NSLHD Oral Health

POSITION TITLE	Team Leader Patient Booking Officer, NSLHD Oral Health
STAFFLINK POSITION NO.	
COST CENTRE	252602
CLASSIFICATION	Admin Officer Lvl 6
AWARD	Health Employees Administrative Staff (State) Award
REGISTRATION/LICENCE REQUIREMENTS	
VACCINATION CATEGORY	Category B
PRE-EMPLOYMENT SCREENING CHECKS	National Criminal Record Check
RESPONSIBLE TO	Director Oral Health Professionally: Clinical Director Oral Health
RESPONSIBLE FOR	N/A
PRIMARY PURPOSE OF THE ROLE	<p>To provide a high standard of customer service for all NSLHD Oral Health patients, visitors and employees in a manner consistent with the NSLHD Core Values and Behaviour Charter.</p> <p>This position is required to manage all Oral Health patients within the constraints set by management and in accordance with the Ministry of Health Priority Oral Health Program (POHP).</p> <p>The focus of the role is to provide definitive advice and support to the management in relation to the optimal flow of patients in the delivery of dental services.</p>
KEY ACCOUNTABILITIES <i>(Maximum of 8)</i>	Develop, update and maintain electronic appointment books for all Clinicians, Registrars and Students including reviewing and booking appointments against unused Emergency slots, any vacant spots and any other booking inefficiencies to maximise chair utilisation. Supervise Patient Booking team to navigate complex patient appointments through reading and analysing patient records.
	Review the waiting list on a daily basis and manage appointments for assessment patients ensuring all patients seen within their triaged timeframe in accordance with the Ministry of Health Priority Oral Health Program (POHP). Develop local guidelines and work instructions to optimise patients booking within Oral Health.
	Review the treatment waitlist and child recall waitlist and organise appointments in accordance with the Priority Oral Health Program guidelines. This includes registering and organising appointments for Macquarie Hospital patients, Tibetan and Syrian refugee patients, Special Needs Schools and Stewart House.

	Organise, monitor and maintain General Anaesthesia waitlist with management of patient consent/medico legal and all clinical documentation for the Theatre booking unit.	
	Monitor and manage all referrals for the different models of care, ensuring triaged by Clinician, if required, and book or waitlist the patients as appropriate. Ensure all case-supporting documentation has been completed/provided by Clinicians.	
	Perform various audits and data cleansing including, but not limited to, ensuring all appointment books do not have inappropriate bookings, Courses of Care are closed off and charged by Clinicians, and investigate booking anomalies.	
	Manage the daily sending of the SMS message to patients and where patients have not responded perform follow-up phone calls to confirm, cancel or reschedule appointment to support the reduction in Failed to Attend appointments. Manage and follow up all Failed to Attend and Cancelled patients and rebook appointment as required.	
	Mentor and supervise a small team of Patient Booking Officers and develop, support and maintain productive working relations with the all Dental Clinic staff and the Health Contact Centre and perform other appropriate duties consistent within the position grade as requested by the Director, Clinical Director or Service Manager to support a patient focused dental service.	
KEY CHALLENGES <i>(Maximum of 3)</i>	Remaining updated with current service capacity and availability and identifying gaps in patient flows and initiating strategies to overcome gaps	
	Negotiating with patient to ensure equitable access to services which may not meet the patient's expectations.	
	Managing the demands of the Oral Health staff and the Booking Officers whilst meeting benchmark targets for the service.	
KEY INTERNAL RELATIONSHIPS <i>(Maximum of 3)</i>	WHO	WHY
	NSLHD Oral Health Management and Staff	To ensure the Dental Service functions efficiently to enable staff to deliver safe and timely services.
	Other NSLHD staff, departments and internal stakeholders	For the provision of effective service delivery of the department.
KEY EXTERNAL RELATIONSHIPS <i>(Maximum of 2)</i>	WHO	WHY
	Members of the public, including patients and visitors	To contribute towards a positive experience for patients and visitors in NSLHD Oral Health
	Universities and other training providers	To encourage student placement to NSLHD
SELECTION CRITERIA <i>(Minimum of 3 maximum of 8)</i>	Consistently demonstrates behaviours that reinforce the CORE Values of our organisation; Collaboration, Openness, Respect and Empowerment. Demonstrates these behaviours with all stakeholders; colleagues, direct reports, as well as our patients and consumers, and those that care for them.	

	<p>Demonstrated experience as a Dental Assistant or in another clinical environment, with ability to read and interpret patient records. High level problem solving skills with a proven ability to develop sound solutions to complex issues and conflict resolution.</p>
	<p>High level advocacy and negotiation skills with well-developed interpersonal skills and ability to establish effective relationships with patients and colleagues.</p>
	<p>Ability to provide mentorship and supervision to a small team and ability work autonomously with a high level of effectiveness and as part of a team with proven time management and organisational skills.</p>
	<p>Exceptional verbal/written communication skills with ability to critically analyse information and prepare clear concise reports for management.</p>
	<p>Demonstrated advanced computer skills in Microsoft Office and data information systems e.g. Titanium, Oracle.</p>
	<p>Demonstrated high level attention to detail and accurate data entry skills with proven experience in accurately recording, collating and distributing information.</p>
	<p>Current valid driver's licence and willingness to travel across NSLHD clinics to provide support.</p>

JOB DEMANDS CHECKLIST

The purpose of this checklist is to manage the risk associated with the position in relation to the occupant. It may be used to provide information about the position to a Health Professional required to perform a pre-employment medical assessment. Identification of possible risk can also assist with the development of a training plan for the occupant to ensure the risks are minimised.

Each position should be assessed at the site as to the incumbent's (or future incumbent's) OHS responsibilities specific to the position. This form is to be completed in consultation with the manager/supervisor of the position being recruited for.

Infrequent: intermittent activity exists for a short time on a very infrequent basis
 Occasional: activity exists up to 1/3 of the time when performing the job
 Frequent: activity exists between 1/3 and 2/3 of the time when performing the job
 Constant: activity exists for more than 2/3 or the time when performing the job
 Repetitive: activity involved repetitive movements
 Not Applicable: activity is not required to perform the job

Physical Demands	Frequency
Sitting - remaining in a seated position to perform tasks	Frequent
Standing - remaining standing without moving about to perform tasks	Frequent
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