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Gerard Hayes
General Secretary
Health Services Union
Level 2
109 Pitt St
SYDNEY NSW 1215

22 February 2023

Dear Mr Hayes

Proposal - Restructure Health Information Services and change to operating hours

I write to advise of a proposal to restructure the Health Information Services function at Central Coast Local Health District (the District), which includes a change to operating hours.

Context

- In 2015 Health Information Services (HIS) at both Gosford and Wyong Hospital transitioned to Document Imaging (DI)
- Operational hours at both Gosford and Wyong sites are currently 7am-9pm, 7 days per week.
- The structure, hours of operations and positions in HIS have not been reviewed since prior to the implementation of DI despite ongoing improvement to technology and enhanced contemporary ways of working
- The current staff establishment comprises a mixture of full time, part time and casual staff
- A review of the services

Why we are proposing the changes (the benefits)

Staff support

- To improve coaching and support of staff through improved structures which are better aligned to work types, more relevant to contemporary ways of working, and more organic in nature
- To improve employee engagement through increased retention, succession planning and career pathways for staff
- To recognise the changes in work as a result of technology impacts and the greater focus on Hospital Acquired Complications (HAC), and CDI within the District, ensuring position descriptions accurately reflect the work required
- To align the District with the Usual practice across Health and move the MRA7 roles in Clinical Coding to the Health Manager roles.

Technology Impacts

- To align with the change in how work is carried out due to new and emerging technology, allowing for more efficient operations
- To reflect and respond to the increasing workload in Clinical Documentation Integrity (CDI), and the Districts increased auditing requirements within the Clinical Coding Team.

Financial Responsibility

- To address the over service from 7pm and on Sundays as a result of improved technology which, when adjusted enables the District to use the funds more effectively

Summary of proposed changes

After careful review and (including feedback sessions with HIS Managers, HIS Supervisors, and HIS Teams Leaders, and a review of work management KPI's and data), it is proposed to:

- Adjust operating hours to 7am – 7pm, 6 days per week
- Introduce enhanced resourcing to improve clinical documentation integrity, including a manager to lead the team, two additional Clinical Documentation Specialist roles and bringing the Sub-Non-Acute Patient (SNAP) and Functional Independence Measure (FIM) Coordinators within this team.
- Complete grading reviews for the Medico-Legal roles- anticipate possible increase in grade
- Include an additional HSM1 Coding Auditor role to support the Clinical Coding Stream
- Convert Clinical Coding MRA7 roles to HSM1 to increase flexibility and retention in the team
- Overall FTE reduction from 91.09 FTE to 89.2FTE – no staff to be impacted. This reduction is attributed to the AO2 HIS Admin establishment from 36.79 FTE to 30.3 FTE, noting there is growth in other roles.

How will staff be affected?

There will be **no** redundancies with this proposed change.

Potential impacts arising from the proposed changes may include:

- Increased salary as a result of positional regrades (within 5% so direct appointment applicable)
- An opportunity for staff to apply for newly created roles
- Two staff affected by proposed change in Award (MRA7-HSM1)
- No shifts beyond 7pm and on Sundays – changes in rostered hours aligned to hours of operation
- Change in reporting lines
- Changes to existing role due to new position description

Central Coast Local Health District

ABN 88 523 389 096

Holden Street Gosford NSW 2250
Post Office Box 361 Gosford NSW 2250
Tel (02) 4320 2111 Fax (02) 4320 2477
Website www.health.nsw.gov.au/cclhn

How will staff be supported through the change?

Staff will be engaged throughout the consultation process, and through any changes that proceed because of the proposal. This support includes:

- Formal consultation meetings
- Management presence at team meetings and availability for direct conversations
- A direct contact provided in HR to raise concerns outside of management lines
- Capability assessments and support options for identified training needs
- Performance and development plan review discussions

Timeframe for implementation of proposal

I anticipate this proposal will commence implementation two weeks after consultation is complete, with a view for direct appointments to occur within four weeks after consultation. Line reporting changes will occur progressively as new roles are advertised, and appointments are made.

Feedback and Consultation on the Proposal

I wish to confirm staff have been invited to attend a briefing to initiate the consultation phase for the proposed change which will be held on 22 February 2023. The consultation phase will be open for two weeks.

In addition to the above, further avenues for direct staff consultation throughout this period include:

- A scheduled meeting at the mid-point of consultation for questions and feedback
- Email correspondence to staff if appropriate throughout the consultation period
- Meetings directly with the management team as per employee requests

We are looking forward to engaging positively with the Union throughout this process and have:

- Invited Mr Matthew Ramsey and Mr Greg O'Donoghue to attend an initial briefing immediately following the initial staff briefing. At this session we will:
 - Walk through the proposed changes
 - Discuss how we can support the Union being available to staff
 - Confirm a follow up time prior to the end of the consultation period to discuss any feedback
- I also invite you to reach out to myself or HR Business Partner, Linda Sutton linda.sutton1@health.nsw.gov.au on 0477 756 580 at any stage throughout the consultation period

Notwithstanding the above, I invite you to provide any feedback, comments, questions and/or concerns on this proposal within two (2) weeks from the date of this letter. This feedback can be emailed to HR Business Partner, Linda Sutton linda.sutton1@health.nsw.gov.au

Thank you for your support in advance. If you require any additional information I can be contacted on (02) 4320 2071 or via email kara.pollard@health.nsw.gov.au

Support Documents

Please find attached:

- Health Information Services – Proposal Overview.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Kara Pollard', is written over a horizontal line.

Kara Pollard
District Health Information Manager
Quality, Strategy and Improvement Directorate

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