



**Health**  
Illawarra Shoalhaven  
Local Health District

# Restructuring Plan

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*ISLHD Research Directorate*

November 2023

# Restructuring Plan

## 1. Reason for the restructure

The Illawarra and Shoalhaven Local Health District (ISLHD) has historically partnered with the University of Wollongong to finance health and medical research institutes that service the needs of the region. Recent developments have seen the dissolution of both the Illawarra Health and Medical Research Institute (IHMRI) and the Australian Health Services Research Institute (AHSRI). This has created a void for the advancement of local research which hampers innovations in clinical care and impacts the long-term health and wellbeing of the community.

The changing landscape of research in the Illawarra and Shoalhaven regions has created an opportunity for ISLHD to reconsider its approach to research development. The ISLHD Research Strategy 2023-2027 outlines the district's vision to become a hub for regional, rural and remote research and its aspirations to use research to address areas of clinical priority for the community whilst optimising the operations of its healthcare delivery.

The ISLHD Research Strategy 2023-2027 will be launched in January 2024 to coincide with board endorsed plans for ISLHD to support the development of a new, independent research institute. The independent research institute is expected to commence operations in February 2024 and will provide research support services, including grant writing and statistics support, for areas of strategic priority, from a company structure that can seek philanthropic donations and administer grant funds.

The ISLHD Research Directorate currently provides:

- Research ethics and governance review services.
- Research support, including assistance formulating research questions, conducting literature reviews, performing statistical analysis, writing papers and developing conference posters, for clinicians who are interested in conducting research but are not connected with universities or collaborative groups that would otherwise provide this support.
- Biostatistics and bioinformatics support.

The Research Directorate also houses two staff members that conduct research in critical care.

A restructure of the ISLHD Research Directorate is proposed to:

- Align both internal (ISLHD) and external (research institute) resources with the priorities set out in the ISLHD Research Strategy 2023-2027.
- Eliminate the duplication of services that would otherwise be provided by both the LHD and the institute.

## 2. Number of staff affected

Positions in the current structure will be deleted to allow for the new research institute to lead the provision of research support services that align with the priorities of the ISLHD Research Strategy 2023-2027.

**Positions that are proposed to be deleted are as follows:**

Position Title	Classification	Location	FTE
Executive Director of Research	Staff Specialist	Wollongong Hospital	0.4
Director of Community Engagement	Health Manager 5	Wollongong Hospital	1.0
Director of Critical Care	Health Manager 5	Wollongong Hospital	0.8

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Research			
Director of Research Operations	Health Manager 5	Wollongong Hospital	1.0
Research Clinician	Health Manager 1	Wollongong Hospital	1.0
Research Clinician	Dietitian	Wollongong Hospital	0.2
Senior Research Officer – Critical Care	Health Manager 3	Wollongong Hospital	1.0
Research Clinician	Health Manager 2	Wollongong Hospital	0.2
Biostatistician	Health Manager 3	Wollongong Hospital	1.0
Bioinformatician	Health Manager 2	Wollongong Hospital	1.0
Senior Research Clinician	Health Manager 2	Wollongong Hospital	2.0
Governance Officer	Health Manager 1	Wollongong Hospital	2.0
Research Development Manager	Health Manager 3	Wollongong Hospital	1.0
		<b>Total</b>	<b>12.6 FTE</b>

Two positions will be created to facilitate implementation and monitoring of the research strategy, as well as continuation of ethics and governance services in line with volume requirements. It is proposed that the Research Strategy Lead position will report into Executive Director, Strategy, Risk, Planning and Performance and the Ethics and Governance Officer will report into Director, Clinical Governance, Patient Safety and Quality.

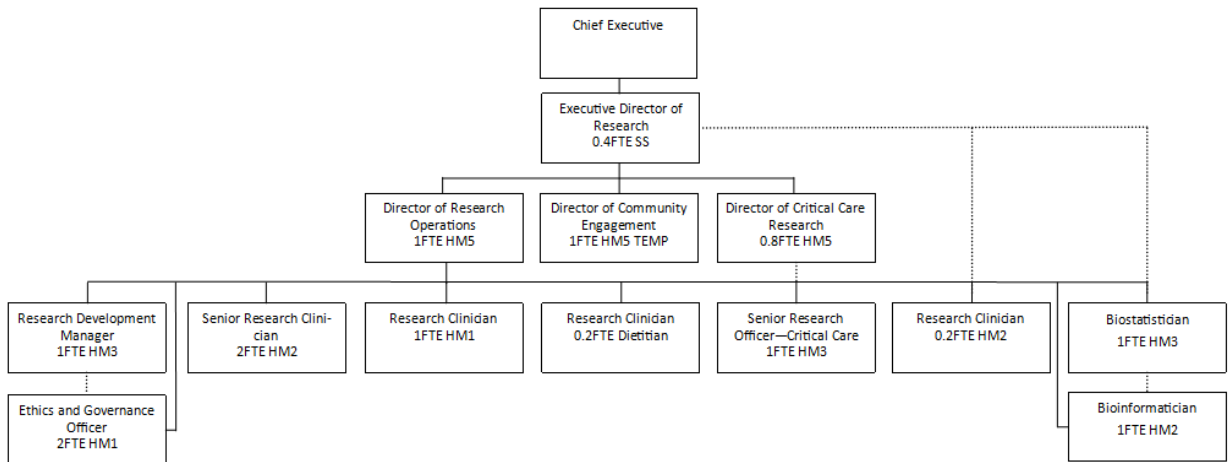
## Proposed new positions are as follows:

Position Title	Classification	Location	Department	FTE
Research Strategy Lead	Health Manager 4	Wollongong Hospital	Strategy, Risk, Planning and Performance	1.0
Ethics and Governance Officer	Health Manager 1	Wollongong Hospital	Clinical Governance, Patient Safety and Quality	1.0
			<b>Total</b>	<b>2.0 FTE</b>

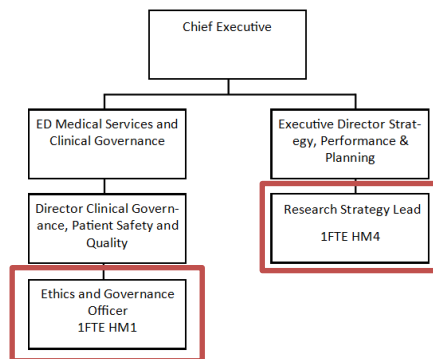
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## 3. Current and proposed organisational charts

### 3.1. Current Structure



### 3.2. Proposed Structure



## 4. Current and proposed position descriptions

Proposed position descriptions for the Research Strategy Lead and Ethics and Governance Officer to be attached.

## 5. Consultation and Implementation

All roles impacted by this proposal are covered by the Health Services Union (HSU), who will be invited to provide comment on the proposal via formal correspondence, and to support any staff who may be members, including through meetings if requested.

A series of informal and formal meetings will be arranged to communicate the proposal and its impacts on staff. The timing, nature and frequency of the meetings will be adjusted to suit the timings of the various aspects or stages of this proposal, noting the effective date of 14 February 2024.

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Item	Action	Timeframe	Responsible
1	All staff advised of proposed changes/restructure plan	24 Jan 2024	Bruce Ashford
2	Unions formally advised of restructure plan for consultation with members	24 Jan 2024	Workforce
3	Restructure Plan and proposed PDs provided to staff for consultation feedback	24 Jan 2024	Leah McManus
4	Meeting/s with union and members (if requested)	24 Jan – 7 Feb 2024	Workforce and Leah McManus
5	Meetings with staff (if requested)	24 Jan – 7 Feb 2024	Workforce and Leah McManus
6	Consultation period closes (two weeks)	7 Feb 2024	
7	Review feedback	8 -13 Feb 2024	Workforce and Leah McManus
8	Staff meeting to communicate final structure following feedback	14 Feb 2024	Leah McManus
9	Affected staff advised formally in writing	14 Feb 2024	Workforce
10	Notify Unions of feedback and final structure	14 Feb 2024	Workforce
11	Case management commences for affected, permanent staff	14 Feb 2024	Workforce and Leah McManus
12	Formal communication to staff and key stakeholders of feedback, final structure, and next steps	21 Feb 2024	Media and Comms
13	New position descriptions graded and established	28 Feb 2024	Leah McManus
14	Recruitment process commences and vacancies filled	1 Mar 2024	Hiring managers
15	Close of Research Directorate – close cost centre, remove email accounts, archive drives, vacate floor space	TBC	Leah McManus
16	Remaining staff managed in accordance with Managing Excess Staff of the NSW Health Service PD2012_021	Following completion of Workforce Mobility Program	Workforce

## 6. The availability of counselling and vocational assessment services for staff

Support for staff is available via the Workforce Support Team and our Employee Assistance Provider (EAP), Converge International on 1300 687 327.

## 7. Estimated number of staff likely to be redeployed and the number of voluntary redundancy packages that may be offered

Staff will be supported to be redeployed within ISLHD. Voluntary Redundancies will only be offered as a last resort after all options for redeployment have been explored and will be offered in accordance with the Managing Excess Staff of the NSW Health Service Policy Directive, PD2021\_02