



Restructure Consultation Paper

Acute Services Building, Prince of Wales Hospital Pharmacy Services

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Comments or feedback on this proposal can be
submitted in writing to:

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by 5pm 21st March2023

Version Control

Version Number	Date (DD/MM/YYYY)	Details of Changes	Author (Name and Position Title)
1	15/12/2022	First approved version of document.	<p>Declan Gibney, Director of Pharmacy, Prince of Wales Hospital, Sydney Children's Hospital Randwick, Royal Hospital for Women</p> <p>Amy Murray, District Director of Pharmacy Services, SESLHD</p> <p>Nicole McGregor, Lead People and Culture Business Partner</p>

Contents

Version Control	2
1. Overview of the Prince of Wales Hospital Acute Services Building and Pharmacy Department ..	4
1.1 Background	4
1.2 Case for Change	5
1.3 Current Department Service	6
1.3.1 Staffing Enhancements	6
2. Proposed Pharmacy Department Structure	7
2.1 Overview	7
3. Proposed changes to Positions	8
3.1 Positions with significant changes in work patterns	8
5. Consultation	9
6. Restructure Timeframe	9
7. Appendices	9
8. Endorsement	10
Appendix A	11
Appendix B	12

1. Overview of the Prince of Wales Hospital Acute Services Building and Pharmacy Department

1.1 Background

The NSW Government has partnered with UNSW Sydney to deliver the Prince of Wales Hospital (POWH) Acute Services Building (ASB); the first stage of the Randwick Campus Redevelopment and the catalyst project for expanding the world-class health, research and education facilities at the Randwick Health and Innovation Precinct. More than \$800 million in funding has been committed to the redevelopment project.

The ASB is the first major upgrade to the POWH in 25 years. The redevelopment has provided a significant opportunity for POWH to review its operations, and develop new and innovative approaches to acute healthcare, improving services and technology to deliver contemporary models of care.

The new POWH ASB includes:

- Adult Emergency Department (ED)
- Intensive Care Unit (ICU)
- A new Central Sterilising Services Department
- A new helipad serving the Randwick Hospitals Campus
- Psychiatric Emergency Care Centre
- New Community Assessment Unit
- A Community Management Centre
- Replacement of existing inpatient wards and provision of additional inpatient beds providing contemporary facilities for the following specialties:
 - Haematology and Oncology
 - Aged Care (Acute and Rehabilitation)
 - Orthopaedics
 - Respiratory and Infectious Diseases
 - Clinical Neurosciences floor that will incorporate an expanded Acute Stroke Unit, Neurology and Neurosurgical beds and the Complex Epilepsy Service
 - Research, education and training spaces.

In particular for pharmacy services the new ASB involves:

- Changes of medication management processes with the introduction of automated dispensing cabinets (ADCs) in all clinical areas.
- An increase in beds and introduction of changes to models of care which will require the provision of operational and clinical pharmacy services over seven days to support patient care.

1.2 Case for Change

The strategic objective of the POWH Pharmacy Department is to take a lead role in providing a high-quality pharmacy service which supports the safe, judicious and cost-effective use of medicines across the campus hospitals, partnering with patients and the multidisciplinary team to optimise health outcomes.

The medication management plan for the ASB includes the introduction of automated dispensing cabinets (ADC) in all clinical areas. Introduction of ADCs will also be implemented in all clinical areas remaining in the existing POWH buildings to maximise the benefits and safety features and streamline service models across the hospital.

Introduction of electronic management of accountable medicines (S8 and S4D) will support accountable medicines workflows reducing risk, administrative tasks and time for pharmacy, nursing and midwifery staff.

Overall a new model for medication management is being introduced on the Randwick Campus with pharmacy staff undertaking tasks related to imprest medication ordering and restocking which were historically managed by nursing staff. Additionally, the new models of care require critical clinical units of ICU, ED and Community Assessment Unit to be provided a more comprehensive pharmacy service. To support this, an expansion is proposed for a 7 day pharmacy service.

Existing established pharmacy services will remain with the following defined services to be provided across 7 days pharmacy:

- Clinical pharmacy service for Emergency Department [established existing 7 day service]
- Clinical pharmacy service for Community Assessment Unit (CAU) [new service]
- Clinical pharmacy service for ICU [established existing 5 day service]
- Operational pharmacy service (medication supply service) per existing service Monday to Friday and limited weekend service [established existing 5 day service]

The weekend operational (medication supply service) will not provide the full pharmacy service that is available Monday to Friday; the service will have a defined scope to meet clinical service needs and will include:

- Inpatient medication supply – inpatients in acute areas
- Discharge medication supply – urgent or for defined clinical areas e.g. CAU
- Imprest medication supply– urgent restocking
- ADC troubleshooting
- Clinical service – limited by risk stratification, priority and referral basis (e.g. urgent patient counselling)

Scope for weekend clinical pharmacy service provided to ED, CAU and ICU:

- Medication review for newly admitted patients or at transitions of care prioritise on risk stratification
- Patient counselling
- Clinical services that support bed flow
- Medication related activities to support the hospital with patient flow, to create capacity for patients requiring ICU, ED beds, e.g. facilitate discharge medications for an inpatient unit

This objective links with the SESLHD strategy, SHPA Standards of Practice for Clinical Pharmacy Services, ACSQHC's National Safety and Quality Health Service Standards and the ACSQHC's Medication without harm WHO Global Patient Safety Challenge Discussion paper for public consultation May 2019.

1.3 Current Department Service

Currently the POWH Pharmacy Department operates a 5 day service, Monday to Friday 8:30am-5pm. There is an After Hour's Drug Room (AHDR) accessible by the after-hours nurse team to obtain supply of some medications. An on-call pharmacist can be contacted out of hours for support and call back to supply medications not available in the AHDR. There is currently a clinical pharmacy service provided by a pharmacist rostered to work in ED Monday to Sunday 8:30am-5pm.

POWH PTU provides a manufacturing service for POWH and Sydney Children's Hospital, Randwick (SCHR) patients, Monday to Friday 8:30am-5pm. An on-call pharmacist for PTU can be contacted out of hours for supply of products requiring manufacturing. A limited manufacturing service is provided on Saturdays 8:30am– 12:30pm, paid as overtime and a rostered call back service as required on Sundays.

Imprest medications are currently ordered by either nursing or pharmacy staff and delivered in boxes by the pharmacy to the units 1-3 days per week. Nursing staff are responsible for restocking shelves on the unit.

Benchmarking the POWH Pharmacy Department against other large teaching hospitals in NSW and interstate, acknowledging the difference in resources interstate, POWH Pharmacy is noticeable in the lack of an established weekend service.

The current organisation structure is found at Appendix A.

1.3.1 Staffing Enhancements

Additional staffing resources have been provided to the Pharmacy Department as part of the redevelopment and in anticipation of the changes proposed above.

The following additional positions have been approved and are under recruitment:

- 0.6 FTE Pharmacist Grade 2 position to increase service provided to the Respiratory Close Observations Unit over 5 days.
- 1.62 FTE Pharmacist Grade 2 positions to increase service provided to the Intensive Care Unit over 7 days.
- 4.01 FTE Pharmacist Grade 2 positions to provide service to the new Community Assessment Unit (CAU) over 7 days.
- Introduction of ADCs and a seven-day service:
 - 1 FTE Pharmacist Grade 3 Senior Pharmacist Automation and Distribution
 - 0.84 FTE Pharmacist Grade 2
 - 1 FTE Pharmacy Technician Grade 3 Lead Pharmacy Technician- Automation and Distribution
 - 4 FTE Pharmacy Technician Grade 2
 - 1.42 FTE Pharmacy Porter Hospital Assistant Grade 2

2. Proposed Pharmacy Department Structure

Refer to Appendix A and B for current and proposed future organisational charts.

2.1 Overview

POWH Pharmacy staff will be required to be rostered on site for service 7 days per week to support this model of care. As a result, POWH Pharmacy staff will be reclassified under the relevant Award from 'day workers' to 'shift worker's. The definitions of these terms are below:

- "Day Worker" means a worker who works their ordinary hours from Monday to Friday inclusive and who commences work on such days at or after 6.00 a.m. and before 10.00 a.m. otherwise than as part of a shift system.
- "Shift Worker" means a worker who is not a day worker as defined.

The following staffing is proposed for weekend days:

Weekend Dispensary, supply service

No.	Position Title and Grade	Saturday FTE	Sunday FTE
1	Pharmacist Grade 3	0.21	0.21
2	Pharmacist Grade 1 or 2*	0.31	0.1
3	Pharmacy Assistant/Technician Grade 1,2 3 or 4	0.42	0.42
4	Pharmacy Porter	0.21	0.21

Weekend PTU, Manufacturing service

No.	Position Title and Grade	Saturday FTE
1	Pharmacist Grade 1, 2 or 3	0.21
2	Pharmacy Assistant/Technician Grade 1,2 or 3	0.21

Weekend ED, ICU and CAU clinical service

No.	Position Title and Grade	Saturday FTE	Sunday FTE
3	Pharmacist Grade 1 2 or 3*	0.52	0.52

**The proposed model is for a clinical pharmacist from the weekend ICU clinical service to work half day in the dispensary to support the supply service.*

The rostering of shifts will be in accordance with SESLHD's Rostering Best Practice procedure, SESLHDPR/529, available on the SESLHD internet page.

The 7-day service is proposed to commence in May 2023. The staffing requirements on weekends may be phased in, in line with the commencement of new services and transition of wards from the existing building to the ASB.

The staffing requirements for the weekend dispensary service will be based on the 13 week trial Saturday dispensary service undertaken from September to November 2022 with further refinements as the impact of use of ADCs across the campus are determined.

It is proposed that all staff will participate in weekend rosters. Training will be undertaken to ensure that staff are suitably skilled before being rostered in the more specialised areas of ED, ICU and CAU and undertaking more specialised tasks (e.g. managing ADCs).

The general on call service for POWH and RHW will change to evenings only, commencing at 5pm.

The Saturday PTU manufacturing roster will transition from a 4hour shift paid as overtime to a routine 8 hour shift.

The PTU on call service for POWH will change to evenings only Monday to Saturday, commencing at 5pm, no change to Sundays.

3. Proposed changes to Positions

3.1 Positions with significant changes in work patterns

All current POWH/RHW Grade 1-3 Pharmacist, pharmacy assistant and technicians, and Pharmacy Porter staff are proposed to transition to a rostered work pattern across seven days per week. Penalty rates will apply for relevant shifts in line with the award.

Staff will be rostered to work public holidays as per service needs and will be remunerated according to the Health Employees' Conditions of Employment (State) Award.

<https://www.health.nsw.gov.au/careers/conditions/Awards/hsu-he-conditions.pdf>

There is no proposed deletion of positions.

FTE numbers are listed on the organisation structure at Appendix B.

5. Consultation

This Restructure Consultation Paper are being released for consultation for four weeks. Senior executives and managers from the Pharmacy Department will have individual discussions with staff members directly affected.

The Director, Pharmacy, POWH and Director, Pharmacy Services, SESLHD will consider feedback from all staff members.

The Health Services Union, NSW Branch is being notified of the proposal and provided with this Restructure Consultation Paper, as well as an opportunity to comment on the proposal.

6. Restructure Timeframe

Task	Documentation/Task	Timeframes (Indicative) Week Commencing
Consultation period with staff and unions commences	Restructure Consultation Paper	
Consultation period closes	-	
Feedback reviewed and considered.	Restructure Consultation Paper Feedback from consultation	
Final consultation document incorporating any changes identified during consultation circulated	Restructure Consultation Paper (Final)	
Written advice issued to staff	Letter to advise of approval changes and timeframes involved	
Written advice issued to staff	Letter to advise commencement of arrangements	

7. Appendices

No.	Document description
A	Randwick Campus Pharmacy Organisation Chart
B	Proposed Organisation Chart – Prince of Wales Hospital and Royal Hospital for Women

8. Endorsement

Executive Sponsor

Name	Kim Olesen
Position Title	Executive Director, Operations, SESLHD
Date	

Proposed Organisational Chart – POWH and RHW Pharmacy

Appendix B

