

Consultation Document

Restructure of Gosford Sterilising Services

1. PURPOSE

This paper outlines a concept to undertake workforce consultation and seek feedback from staff of the Sterilising Services, Gosford Hospital, Central Coast Local Health District (The District) and union representatives in relation to an identified opportunity for service improvement.

The proposed change will be approached in line with the District's commitment to staff and union consultation obligations and relevant industrial instruments.

2. BACKGROUND

The existing structure has been in place since 2006.

The drive for change to the existing structure is:

- The proposed structure meets the needs of increased service activity and demands to the sterilising industry now and into the future, which has changed since the current structure was implemented, this is evident by other Local health districts implementing a similar structure.
- To improve the current structure in relation to having clear role delineation and reporting lines for staff and customers to resolve issues and consult.
- To improve education and staff competency by having a streamlined approach to education and training
- Consistent supervision approach with appropriate remuneration for expectations of roles
- Further influences for change have been to re-implement support for management similar to previous structure pre 2005 where there was 1x Manager and 1x Operations Manager and 3x Grade 3 Technicians.
- In 2016, the updated standard for Sterilising Services AS/NZS 4187: 2014 came in to effect. The standard was a substantial change from the structure of the previous standard and involved a significant body of work. AS/NZS 4187:2014 is not written as a procedural document as previous therefore health services are expected to develop their own workplace procedures based on this standard. As a result areas were expected to implement a plan to attain compliance within 5 years or by the end of 2021 and this is the impetus for the change. Whilst a portion of this work is complete, SSD have repeatedly identified a need for a permanent member of staff to oversee quality management, compliance with standards, education and credentialing of staff to achieve and maintain compliance.

In preparation for the re-organisation of Sterilising Services this consultation document has been developed to summarise the key benefits and limitations of changes and inform the Service and other important stakeholders of the proposed changes. Information sessions will be available to staff throughout the consultation as required to ensure that the changes have considered all possible impacts and incorporated feedback by the relevant staff. To date, staff have been provided with initial communication surrounding this proposed change and the feedback received has been documented and will be considered as part of the consultation and feedback raised in relation to this change.

3. BUSINESS CASE/RESTRUCTURE SCOPE

The scope of the restructure is limited to Gosford Sterilising Services.

- Disestablish 2 x Sterilisation Technician Grade 3 (positions currently vacant)
- Create 1 x Health Manager 1

There are/are not other stakeholders or interested parties perceived to be affected by this structural change.

4. PROPOSED CHANGE TO ORGANISATIONAL STRUCTURE

- There will be a change in reporting line for 3 Sterilisation Technician Grade 3, who will report into the proposed Health Manager 1 position.

4.1. CHANGE AND DELETED POSITIONS

Position Name	Current Classification	Current FTE	Proposed Change	Proposed FTE
Sterilising Services Co-ordinator		0	HSM1	1
Grade 3 Technicians	STE03	6		4
TOTAL FTE		6		5

5. INFRASTRUCTURE/SPACE IMPACT

There is no impact on space / infrastructure as the position would utilise the current supervisor / hot desk area in SSD at Gosford.

6. RISK ASSESSMENT

Risks of this proposal include:

Description	Risk Rating
Disruption of service delivery during implementation	Low
Staff, patient and visitor safety	Low
Staff unrest and industrial action	Medium
Benefits are delayed or reduced	Low
Timeframes are extended	Medium
Outlays are advanced or increased	Low
Output quality (fitness for purpose) is reduced	Low
Media interest	Low

7. BENEFITS

- No changes to service hours or work days, or shift times.
- A higher grade, Health Manager 1 role will be created providing a clearer career path for compliance with the Australian New Zealand Standard 2014. "Reprocessing of reusable Medical Devices in Health Service Organisations" which requires evidence of Competency

Based Training of Sterilising Technicians, implementation of a Quality Management Program and Credentialing

- Increased efficiencies in daily activities by managing workflow and assist staff to prioritise work, including giving direction where appropriate and providing education and support
- Rostering duties
- Review of all roles and responsibilities to ensure that they are current and specific to the role/s being performed.
- Improved efficiencies in the management and control of education, training, quality and safety standards to align with the Standards for Sterilising Services.
- Review of all SOPs and other documentation will be undertaken to ensure that it supports the new model.

8. CONSULTATION PLAN – ENGAGING AND SUPPORTING STAFF

The consultation process will be undertaken in accordance with Table 1: Consultation Plan (below). This process will entail consultation with relevant union representatives and staff on the concept identified for service improvement, where required the process may be repetitious.

Support available for staff will include:

- Individual discussion with the affected/impacted employees providing clarity about the impact of the changes as soon as is possible during the process;
- Consultation will be conducted with staff and relevant unions on ways to minimise the effects of the change;
- Support and assistance through the process from the relevant directorate line management with human resource services support to line managers if required.
- Employee Assistance Program including free and confidential, face-to-face counselling is available to all staff through AccessEAP via self-referral by calling 1800 818 728.
- All staff will be given an opportunity to participate in the consultation. As part of the consultation process, staff forums/workshops will take place as required with impacted staff. These staff will be encouraged and supported by their managers, and will be allowed sufficient time and resources to actively participate in the consultation process.
- Engagement with participating unions will be encouraged throughout the consultation process.

Table 1: consultation plan

Consultation Step	Communication Tool	Responsible	Date
1. Individual meetings held with proposed impacted staff	Individual meetings with proposed staff impacted by the change to introduce identified opportunity, discuss proposal to regrade role and explain recruitment process. Follow up meetings with impacted staff through consultation period, including	Sterilising Services Management, Human Resources Business Partner	10/03/2023 SSD Manager to meet with staff on duty.

Consultation Step	Communication Tool	Responsible	Date
	<p>communication to staff who are unable to attend.</p> <p>Note: initial discussions and feedback has commenced 10/03/2023</p>		
2. Initial staff consultation	Staff meeting to discuss the identified opportunity and proposed consultation plan, follow up with an email	Sterilising Services Management, Human Resources Business Partner	<p>SSD Manager to meet with staff on duty.</p> <p>Email sent on the 10/03/2023 and including HR Business partner</p>
3. Initial Association consultation	<p>Letter to Association to introduce identified opportunity and documentation.</p> <p>Opportunity to meet with the association and their members to discuss proposed changes and to provide feedback as required.</p>	<p>Sterilising Services Management, Human Resources Business Partner</p> <p>ALL</p>	HR Business partner to advise the HSU in writing of the proposal 10/03/2023.
4. Current staff within the Service will have the opportunity to apply for the proposed role.	Email informing staff within the service of the opportunity to apply for the proposed role. This process will be in accordance with the normal merit-based selection process as per the NSW Health Recruitment and Selection of Staff to the NSW Health Service Policy Directive (PD2017_040).	Line manager	Anticipating after completion of the consultation period with HSU 14/04/2023
5. New Structure implemented	Email to all staff and unions concluding process. (Some recruitment processes and training may be ongoing.)	Sterilising Services Management, Human Resources Business Partner	Anticipating after completion of the consultation period with HSU 14/04/2023

9. BUSINESS RULES TO FILL POSITIONS

Current staff within the Sterilising Services Department will be invited to apply for the proposed position.

As this is a move to a permanent position a merit-based process will be followed. This process will be followed in accordance with the normal merit based selection process as per the [NSW Health 'Recruitment and Selection of Staff to the NSW Health Service' Policy Directive \(PD2017_040\)](#).

Internal recruitment to CCLHD will occur in the first instance. Alternatively, if the position is not filled, external recruitment will occur.

10. PROVIDING FEEDBACK

Stakeholders are invited to provide feedback by 2 weeks from the date of this correspondence regarding the change process. Feedback may be provided to Ms Kim Beard, Manager, Sterilising Services Department via email kim.beard@health.nsw.gov.au and/or Ms Katrina Haines, Human Resource Business Partner, Workforce and Culture, via email Katrina.haines@health.nsw.gov.au

11. ATTACHMENTS

Attachment 1 – Current Organisational Structure

Attachment 2 – Proposed Organisational Structure

Attachment 3 – Position Description – Health Manager 1

Document Details

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