



# Commonwealth Funded Day Care and Respite Services

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*Division of Aged Care, Palliative Care, and  
Rehabilitation*

## **RESTRUCTURE PLAN**

Printed: 14 November 2023

CONFIDENTIAL DRAFT

# WORKFORCE DECANTING PLAN – Nowra and Ulladulla Day Centres

## **1. Reason for the proposed restructure**

The Illawarra Shoalhaven Local Health District (ISLHD) has been a provider of respite services via Commonwealth Home Support Program (CHSP) funding for a number of years. Two of these services, comprising of day centres in Nowra and Ulladulla, are facilitated by the Division of Aged Care, Palliative Care, and Rehabilitation (DoACPCR) and are the subject of this plan.

Despite ISLHD's best efforts to provide these community respite services it has been difficult to achieve targets and outputs for these Commonwealth funded programs, even prior to the COVID-19 pandemic in 2020. The two Day Care Centres (DCC) were closed in 2020 in response to the risk that COVID-19 transmission posed to the community and staff.

While this closure was intended to only be temporary in nature, the pandemic response was longer than anyone anticipated at the time. In the interim, community support was maintained by welfare checks, diversional interventions, information packages supplied, and referrals to other services. The staff from these centres, who are employed by ISLHD, were redeployed to alternative temporary roles at other facilities.

Neither service has resumed and given the difficulties in achieving anticipated targets prior to COVID-19, the decision was made to close these services and relinquish the funding back to the Commonwealth for reallocation to an alternative external provider.

As Commonwealth funding has only been provided to 31 December 2023, the primary risk for ISLHD is the transfer of remaining clients to a new provider and the management of (permanent) staff allocated to the DCC.

## **3. Potential Workforce Impacts**

The two DCCs employ four staff on a permanent basis. The staff were employed permanently as there was at the outset an expectation that the funding would be ongoing. While the funding is still available, for reasons set out within this report, it is not viable for ISLHD to continue this arrangement and therefore it was determined that the funding should revert to the Commonwealth, who can engage an alternative provider for these services.

It is proposed that all DCC positions will be deleted as ISLHD is exiting the arrangement with the Commonwealth and the new provider does not require ISLHD staff. This will deliver a permanent outcome for staff as they have been working in other services since 2020 with no definite decision regarding the future of the service, and their employment, until now.

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Staff impacted by this proposal will no longer have funded employment, therefore their employment will need to be managed in accordance with the *Managing Excess Staff of the NSW Health Service Policy Directive PD2012\_021*.

The Division would have until 31 December 2023 to find alternative funded roles for these staff, noting that some staff are already in other roles albeit (albeit also funded temporarily funded by CHSP). Permanent redeployment options will need to be found prior to those alternative arrangements concluding.

## 3.1 Staffing Profile

The two services have a staffing profile of 2.5 full time equivalent (FTE), comprising:

Number	Designation / Classification	FTE	Employment Status	Location
██████	DT / AHA 3	0.7	Old Part Time	North Nowra
██████	DT / AHA 3	0.7	Permanent Part Time	Bomaderry
Number	Classification	FTE	Employment Status	Location
██████	DT / AHA 3	0.6	Permanent Part Time	Ulladulla
██████	DT / AHA 3	0.4	Permanent Part Time	Wright's Beach

## 4. Consultation

### 4.1 Communication and Consultation with Staff

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 31 December 2023 and at the same time acknowledging that all staff are currently in temporary alternative roles of a finite nature which may be of varying durations.

Action	Timeframe
Notify staff and discuss future options	September 30 2023
Notify Unions of change of positions	September 30 2023
Decant and clean resources from Nowra and Ulladulla day centre	November 30 2023
Finalise administrative functions such as staff establishment and budget	January 31 2024

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## 4.2 Consultation with Industrial Organisations

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.

## 4.3 Support for Staff

Support for staff is available via the relevant Workforce Support Teams and our Employee Assistance Provider (EAP), Converge International on 1300 687 327. Consideration should be given as to whether to engage EAP as part of the transition process to assist staff with coping with change and/or career advice.

Action	Date	Delivery	Leader
Staff to be reminded of support including Career Assist via EAP	With every communication	In all communication	Network Community Aged Care Manager

## 5. Implementation

A series of meetings will be set up to advise staff and unions of the proposal, impacts, and progress of the proposal. The timing of future-dated events is an estimate.

Purpose	Members	Date	Time	Delivery	Leader	Guest
General Update	Staff	XX/10/2023	TBD	Online and F2F	Lynne Yates	N/A
General Update	Staff	25/10/2023	TBD	Online and F2F	Lynne Yates	N/A
One-on-Ones	Affected staff	13/11/2023	TBD	Online and F2F		
General Update	Staff, unions invited	14/11/2023	TBD	Online and F2F	Lynne Yates	Workforce
Team Meetings	Affected Staff	If required	TBD	Online and F2F	Lynne Yates	TBC
Formal Consultation	All unions	14/11/2023	TBD	In writing		
Group Consultation	All invited to comment	If required	TBD	Online and F2F if requested	Lynne Yates	Workforce
Consultation Ends	All invited to comment	1/12/2023	TBD	In writing	Lynne Yates	Workforce
Review Feedback and Finalise Proposal	N/A	4/12/2023	N/A	Write to CE and MOH as required	Lynne Yates	Workforce
One-on-Ones	Affected staff	5/12/2023	TBD	Online and F2F	Lynne Yates	Workforce
Team Meetings	All invited	If required	TBD	Online and F2F	Lynne Yates	Workforce
Formal Notification	Affected Staff	11/12/2023	TBD	In writing	Lynne Yates	Workforce
Vacancies Advertised and Filled	Affected Staff	N/A	TBD	In writing		
Case Management	Affected Staff	11/12/2023	N/A	Online and F2F	Lynne Yates	Workforce

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\* timeframes are an estimate

### **6. Number of voluntary redundancy packages that may be required**

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\_021*

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