



**Service Model Review Paper
Prince of Wales Hospital Corrections
Health Unit**

May 2023



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



Version Control

Version Number	Date (DD/MM/YYYY)	Details of Changes	Author (Name and Position Title)
1.1	26/04/2023	Initial Draft	Niall Caverly, Executive Officer POWH SSEH
1.2	27/04/2023	Updated Draft	Niall Caverly, Executive Officer POWH SSEH
1.3	04/05/2023	Updated Draft, developed case for change	Niall Caverly, Executive Officer POWH SSEH
1.4	05/05/2023	Finalised, corrected typos.	Niall Caverly, Executive Officer POWH SSEH

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1. Overview of SESLHD Corrections Health Unit

1.1 Background

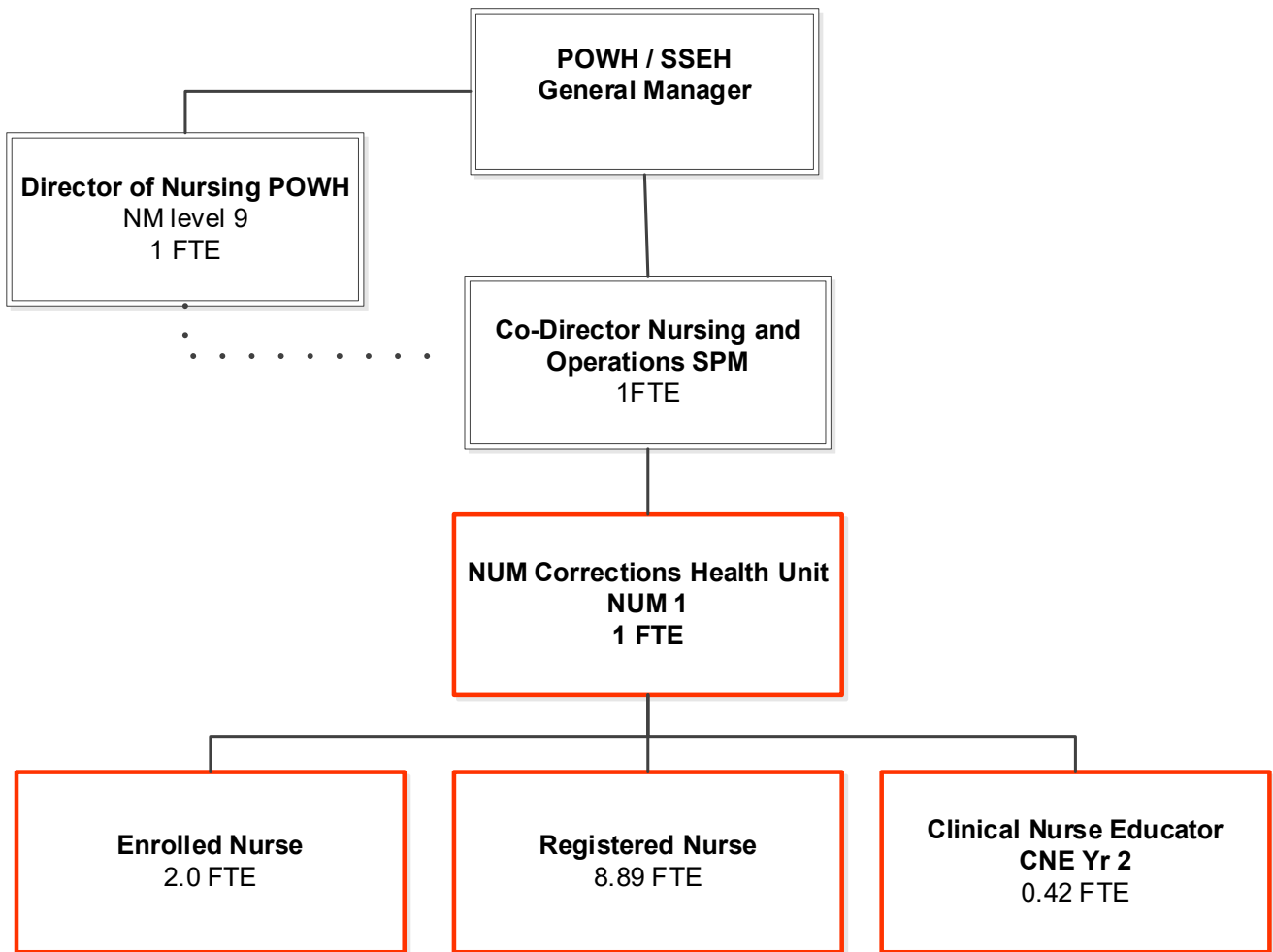
SESLHD and Justice Health and Forensic Mental Health Network (JHFMHN) have an agreed Service Level Agreement. Prince of Wales Hospital (POWH) has a seven bed Corrections Health Unit (CHU) in the Parkes Building on campus and provides non-admitted services to corrections patients through the Emergency Department and centralised and de-centralised outpatients.

With the commissioning of the Prince of Wales Hospital Acute Services Building, there has been an opportunity to review the model of care provided to Corrections Health patients, whilst addressing the need to decant the POWH Parkes Building from level 4-10 as the building has passed its life cycle. The model of care review delivers care for Corrections Health patients in line with the most appropriate level of patient care, clinical skillset and availability of equipment.

1.2 Current Organisation Structure

COST CENTRE	POSITION NUMBER	POSITION CLASSIFICATION	POSITION FTE	CONTRACTED (NON-CASUAL) FTE	ASG. NO	ASG. CATEGORY	ASG WORKING HOURS	ASSIGNMENT GRADE
150130	95055	Enrolled Nurse	1.7	2	53032537	Full Time - Permanent	38	Enrolled Nurse..Nurses and Midwives.Nurses and Midwives
150130	95055	Enrolled Nurse	1.7	2	53059132	Full Time - Permanent	38	Enrolled Nurse..Nurses and Midwives.Nurses and Midwives
150130	95054	Registered Nurse	9.19	8.89	53054972	Full Time - Permanent	38	Registered Nurse..Nurses and Midwives.Nurses and Midwives
150130	95054	Registered Nurse	9.19	8.89	53800096	Full Time - Permanent	38	Registered Nurse..Nurses and Midwives.Nurses and Midwives
150130	95054	Registered Nurse	9.19	8.89	53024840	Full Time - Permanent	38	Registered Nurse..Nurses and Midwives.Nurses and Midwives
150130	95054	Registered Nurse	9.19	8.89	60014051	Full Time - Permanent	38	Registered Nurse..Nurses and Midwives.Nurses and Midwives
150130	95054	Registered Nurse	9.19	8.89	60126898	Full Time - Permanent	38	Registered Nurse..Nurses and Midwives.Nurses and Midwives
150130	95054	Registered Nurse	9.19	8.89	53033358	Full Time - Permanent	38	Registered Nurse..Nurses and Midwives.Nurses and Midwives
150130	95054	Registered Nurse	9.19	8.89	53048940	Part Time - Permanent	16	Clinical Nurse Specialist.Gde 1.Nurses and Midwives.Nurses and Midwives
150130	95054	Registered Nurse	9.19	8.89	60028045-2	Full Time - Reduced Hours - Permanent	24	Registered Nurse..Nurses and Midwives.Nurses and Midwives
150130	95054	Registered Nurse	9.19	8.89	53030376	Full Time - Permanent	38	Clinical Nurse Specialist.Gde 1.Nurses and Midwives.Nurses and Midwives
150130	95054	Registered Nurse	9.19	8.89	60126529-4	Part Time - Permanent	18	Registered Nurse..Nurses and Midwives.Nurses and Midwives
150130	690445	Clinical Nurse Educator	0.42	0.42	53048940-3	Part Time - Permanent	16	Clinical Nurse Educator..Nurses and Midwives.Nurses and Midwives
150130	95060	Nurse Unit Mgr LV 1	1	1	53039033	Full Time - Reduced Hours - Permanent	32	Nurse Unit Mgr.LV 1.Nurses and Midwives.Nurses and Midwives

1.2.1 Current Organisation Charts



1.3 Case for Change

The decant of services to the new POWH Acute Services Building (ASB) has commenced and the Parkes Building from level 4 to level 10 is due to be decommissioned by July 2023. It is necessary to define a new service model that will provide efficient, effective, and safe care for patients within the new facility and across POWH services.

Current secure annexe

The POWH Secure Annexe is a 7-bed unit currently located on Level 9 East of the Parkes building. It is necessary for the annexe to be decanted out of the Parkes Building. The existing unit provides care for corrections patients requiring medical and surgical specialty care. The CHU does not accommodate some models of care including:

- cardiac monitored patients and
- patients requiring ICU/HDU admission
- patients who require speciality intervention when acutely unwell
- patients admitted and discharged directly from procedural units

In addition to care in the secure annexe, inmates may be admitted directly to hospital, depending on their care needs. At POWH in financial year 2022 there were 499 inmates admitted to POWH. Of those 209 inmates, or 41%, were managed in the Corrections Annexe. Corrections patients accommodated in wards other than the CHU are under the supervision of Corrections Officers.

Decisions regarding patient placement in the CHU are made in consultation with POWH Bed Manager, NUM/CHU Nurse In Charge after hours and Officer In-Charge of shift. Placement on the unit is dependent on the corrections patients' 'Security Categories', this at times means that the unit cannot take all corrections patients admitted to POWH because their categories don't allow them to associate. The CHU Nursing staff work very closely with Department of corrective services officers to maintain safety of all staff.

Revised model of care

Consultation has occurred with representatives from Corrective Services New South Wales, JHFMHN and South Eastern Sydney Local Health District (SESLHD) with a view to revise the model of care for inmate patients allowing them to receive care in line their clinical need.

It is proposed that from 05 June 2023, the POWH Annexe will cease operations and patients will be managed across the facility in the area equipped to provide optimum care according to their presenting condition. This is currently the model for inmates who required a higher level of specialist care. Inmates will be cared for in a private room or the room most clinically appropriate for their care requirements. At all times, corrections patients will be managed by corrections officers while admitted and present at POWH. This model is in line with the existing model of care used for corrections health patients, in the financial year 2022, 59% of which were admitted to POWH, but not to the secure annex.

With the opening of the POWH Acute Services Building the availability of single rooms across POWH has increased, making single room placement for Corrections Health patients far more efficient than the previous model when required. Further single room capacity will be available with the commissioning of the Acute Services Building Level 06 Surgical Wards in phase 2 of the redevelopment. This will negate the issue of patients' 'Security Categories' not allowing inmates to associate or be placed together.

A new position will be created, Nursing Unit Manager, Corrections Health Liaison to manage the referral, review, and appropriate placement of the patients into the most appropriate bed and be the point of contact for Corrections Officers and POWH ward staff.

There is no overall reduction in the number of corrections beds at Prince of Wales hospital. Seven beds currently in the annexe will be reallocated across POWH.

Staff Consultation and Impact

Consultation and communication with all staff members across the three agencies (SESLHD, JHFMHN and Corrective Services) will occur at the same time.

Staff from JHFMHN and SESLHD will be offered opportunities across both agencies. There are 12.34 SESLHD Nursing FTE who will be offered deployment across POWH. Staff will be offered opportunity to transfer to Justice Health if that is their preference. Cleaning staff will be redeployed across POWH / SESLHD and their positions are not impacted by this service change.

Operational Management

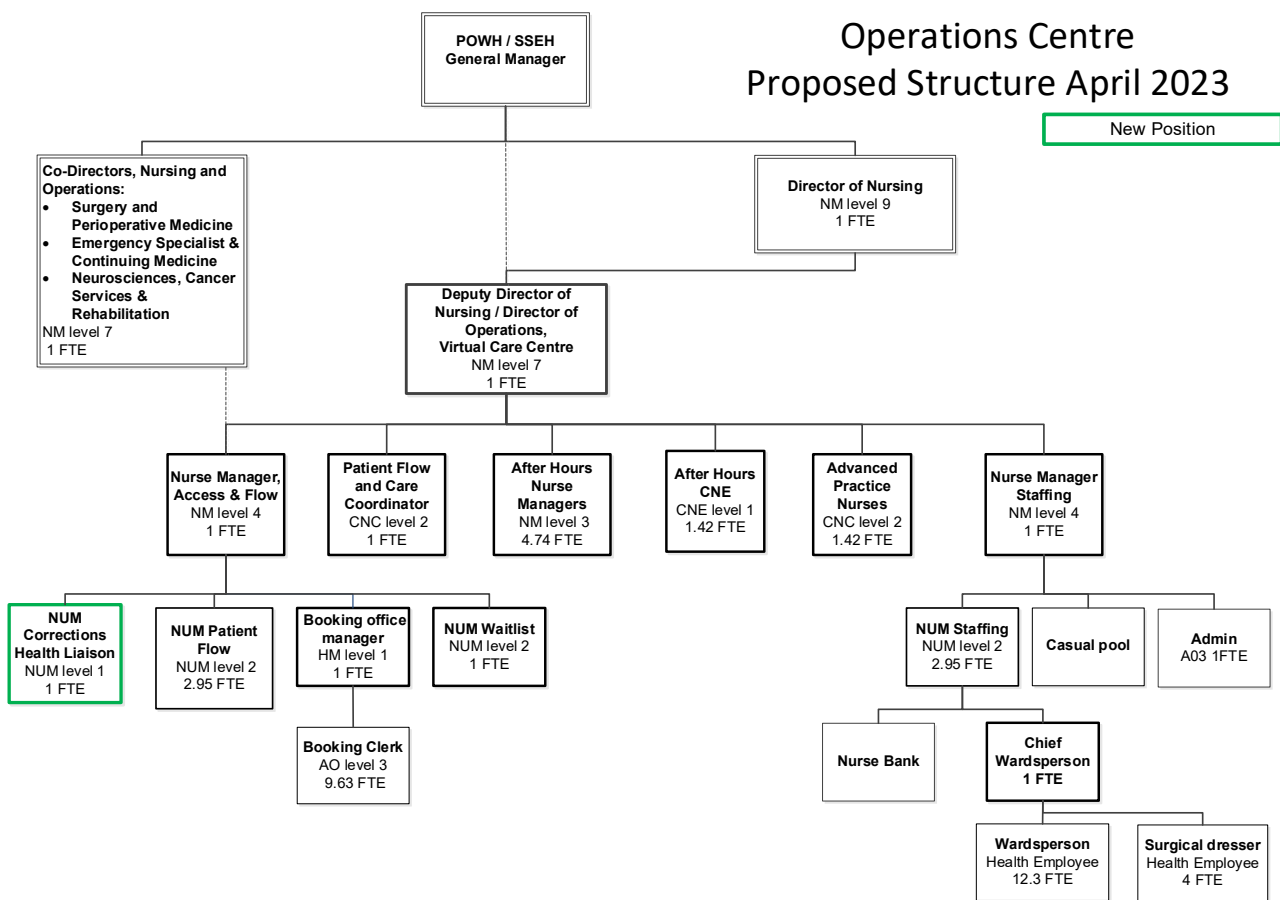
It is proposed that a new role – NUM Corrections Health Liaison – will be created to manage the patient flow and operational matters between POWH and JHFMHN to ensure timely and efficient access to safe patient care for corrections health patients. This position is proposed to join the POWH Operations Centre alongside bed management and patient flow functions within the hospital. The position will also be the point of contact for JHFMHN, Corrections Officers and POWH ward managers for day-to-day operational needs, which can be escalated through the current patient flow escalation structure.

2.1 Proposed Organisation Structure

Insert proposed budget information

NUM & Other Nursing Positions	Productive FTE	Leave Relief					Total FTE for Position
		Sick/ FACS/ Mandatory Educat.		Annual Leave		Total	
		Wks	FTE	Wks	FTE		
NUM1	1.00	2.0	0.04	3.0	0.06	0.10	1.10

2.2 Proposed Organisation Chart



3. Proposed changes to Positions

3.1 Positions with Changes to Reporting Lines

No.	Position Title	Summary of Proposed Change	Filled or Vacant	Incumbent affected
1	NUM 1 – Corrections Health Unit	Deleted position. Relevant remaining duties to be transferred to new position – NUM Corrections Health Liaison with incumbent proposed to be matched pending outcome of grading committee.	Filled	Y
2	Registered Nurses Corrections Health Unit	Deleted positions. Incumbents to be offered to be matched to vacancies across POWH, SESLHD and JHFMHN	Filled	Y
3	Enrolled Nurses Corrections Health Unit	Deleted positions. Incumbents to be offered to be matched to vacancies across POWH, SESLHD and JHFMHN	Filled	Y
4	Clinical Nurse Educator Year 2	Deleted position. Incumbent to be mated to a suitable vacancy.	Filled	Y

3.2 New Positions

No.	Position Title	Summary of Proposed Change
1	NUM Corrections Health Liaison	New position to manage the patient flow of Corrective Services patients in and out of Prince of Wales Hospital. Position to report to the Nurse Manager, Access & Flow within the Operations Centre under the Deputy Director of Nursing POWH.

3.3 Positions with Changed Responsibilities

No.	Position Title	Summary of Proposed Change
1	Nurse Manager Access & Flow (NM 4)	Position has additional responsibility for line management of new NUM Corrections Health Liaison position.

4. Consultation

Affected staff will be contacted individually and made aware of the proposed changes as part of the service change. Changes will be managed in line with the NSW Health and SESLHD policies.

This Service Model Review Paper will be released for feedback from SESLHD staff. The Co-Director Nursing & Operations SPM and Deputy Director of Nursing POWH will consult with all members of the team impacted by the proposal.

Written feedback will be collected by the Co-Director Nursing & Operations SPM POWH & Deputy Director of Nursing POWH.

The New South Wales Nursing and Midwives Association (NSWNMA) and Health Services Union (HSU) will be notified of the proposal and provided with the Service Model Review Paper and an opportunity to comment on the proposal.

The Co-Director Nursing & Operations SPM POWH & Deputy Director of Nursing POWH will consider all feedback.

It is expected that the period of consultation will take approximately 2 weeks from issuing of the consultation paper. Following the completion of this consultation workforce transition activities will commence.

5. Review Timeframe

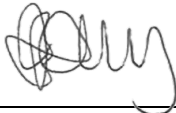
Task	Documentation/Task	Timeframes (Indicative) Week Commencing
Service Model Review Consultation documents completed	Service Model Review Paper	01 May 2023
Initial consultation period / awareness discussions with Executive	Meet with General Managers –	01 May 2023
Consultation period with staff and unions commences	Service Model Review Paper and draft position descriptions	08 May 2023
Consultation period closes	-	15 May 2023
Feedback reviewed and considered.	Service Model Review Paper Feedback from consultation	22 May 2023
Final consultation document incorporating any changes identified during consultation circulated	Service Model Review Paper (Final)	22 May 2023
Written advice issued to affected staff	Letter to advise of 'affected status'	22 May 2023
Process of direct matching of affected staff to positions in the new structure	Letter to advise of matching to position	29 May 2023
Vacant positions advertised	Through merit selection recruitment process	N/A
Selection process for positions commences	Assessment of applications and interviews	N/A
Written advice issued to staff appointed to positions	Letter to advise of appointments	29 May 2023

6. Position Descriptions

No.	Document description	Internal Ref.
1	Draft PD NUM Corrections Health Liaison NUM 1	T23/26323

7. Endorsement

Executive Sponsor

Name	Jennie Barry
Position Title	General Manager, Prince of Wales Hospital, Sydney/Sydney Eye Hospital and Health Services
Signature	
Date	10 May 2023