

## Reconfiguration of Mona Vale Hospital

Dear Member,

The HSU has received information on the reconfiguration of Mona Vale Hospital. Please refer to the attached consultation paper.

Your HSU organiser Brendan Roberts and Industrial Division manager Ayshe Lewis will be at Mona Vale Hospital to discuss this proposal and any other issues affecting members.

**Date:** Monday 28 May 2018

**Time and venue:** John Newlinds room, between 11am and 2pm.

The HSU is aware that management have advised that consultation with the Unions closes on 23 May. This is incorrect. Consultation will end when we have no issues to discuss about the proposal. We have written to the General Manager of Northern Beaches Health Service to notify him of this.

In unity,



Gerard Hayes  
Secretary, HSU NSW/ACT/QLD

# **Northern Sydney Local Health District**

## **Northern Beaches Health Service Redevelopment**

### **Reconfiguration of Mona Vale Hospital for Future Services - Workforce**

# **CONSULTATION PAPER**

1 May 2018

## 1. Introduction

The purpose of this document is to provide information and create an opportunity for consultation with corporate and clinical support staff members of the Northern Sydney Local Health District (NSLHD) at Mona Vale Hospital (MVH) about an organisational structure for the reconfiguration of Mona Vale Hospital after the opening of the Northern Beaches Hospital (NBH) in late October 2018.

## 2. Background

Staff currently employed in acute services at MVH will transition to the NBH on 31 October 2018. Of the 299.5 FTE acute services staff who are in scope for migration to NBH, 23.5 FTE of medical, nursing, allied health and clerical will be required for the Urgent Care Centre. The Urgent Care Centre staffing is outside the scope of this document.

Clinical staff employed in Assessment and Rehabilitation Unit (ARU), Beachside Rehabilitation Unit (BRU) and Mona Vale Community Health Centre (MVCHC) are not part of a transferring function to the NBH. These staff will continue to be employed by NSW Health/NSLHD and remain working on the MVH site. Staff who rotate between acute services, Rehabilitation and Aged Care (RACS) and Community Health have been part of an expression of interest as to their future work location/environment. This mainly applies to Allied Health staff. Clinical workforce at MVH is outside the scope of this document.

Support services will see 48.70 FTE remain at MVH. Clinical support services will see 11 FTE, (pharmacy, medical imaging and pathology), remain at MVH. This paper refers to these corporate and clinical support staff, required to support 56 beds at MVH.

A determination about which Corporate Services and clinical support staff will remain at MVH will be undertaken via an expression of interest/restructure process which includes only those Corporate Services and Clinical Support staff currently working at MVH in the first Stage. This will be broadened out to Manly Hospital staff in Stage 2 and further beyond that. This process is being completed concurrently with expression of interest process for positions at the NBH.

## 3. Service Description

As part of the Northern Beaches Health Service redevelopment, all acute clinical services will transfer from MVH to Northern Beaches Hospital (NBH) and MVH will cease acute services delivery from 31 October 2018.

MVH will have a rehabilitation, aged care and palliative care focus. The existing 56 inpatient rehabilitation beds will remain on site, together with community palliative care services.

The Community Health Centre which was constructed in 2016 will remain on site. There is also a commitment to provide new services on site including 10 bed inpatient palliative care unit, 10 bed geriatric and evaluation management unit and an Urgent Care Centre.

Corporate and Clinical Support Staffing profiles are for the 56 beds at MVH after October 2018.

## 4. Aim

The aim of the workforce structure is to provide operational capability and efficiency of the remaining services at MVH whilst providing appropriate governance, focus on quality and a workable reporting structure.

## 5. Objectives

The key objectives of the structure are:

- to implement an efficient and effective management structure,
- to direct maximum resources into clinical services,
- to ensure the organisational structure is robust and can effectively implement all necessary changes to ensure activity and quality KPIs are met,
- to ensure a sustainable business and resource management model.

## 6. Consultation previously undertaken

The reconfiguration of MVH has been subject to discussion at the Union specific consultation committee meetings held every two months regarding the NBH Redevelopment. The staffing levels have now been supported by NSLHD and therefore further consultation with industrial organisations is being undertaken.

## 7. Strengths of proposed structure

The strengths of the proposed structure:

- Identifies corporate and operational functions of the service
- Facilitates efficiencies in the management structure and promotes a collaborative management approach
- Is cost effective, ensuring MVH can continue to increase clinical services while maintaining quality service delivery
- Creates an environment that encourages internal promotion and cross skilling to support staff satisfaction.
- Promotes effective utilisation of staff and offers opportunities for succession planning.

## 8. Positions in the structure

Position Title	Grade	FTE (56 beds)
General Manager	Health Manager Level 5	1.08
Director of Nursing	Nurse Manager 5	1.08
Deputy Director of Nursing	Nurse Manager 3	1.08
After Hours Nurse Manager	Nurse Manager 2	4.16
Nursing Administration	Administrative Officer Level 5	1.08
Wound Care Nurse	CNS2 (Provided by NSLHD Sydney Home Nursing under MOU)	0.21
Infection Control Nurse	CNS2 Provided by NSLHD Sydney Home Nursing under MOU)	0.21
W/E Clerical Support for ADONs	Administration Officer Level 3	0.21
Health Information Services Officer	Administrative Officer Level 2	3.00
Health Information Services Auditing Supervisor	Administration Officer Level 6	1.0
Clinical Coders	Administration Officer Level 4	1.5
Medicolegal Officer	Administration Officer Level 3	1.0
Combines Clerk	Administration Officer Level 3	0.5
Facilities Manager	Health Manager Level 3	1.00
Environmental Services Supervisor	General Administrative Staff Grade 4	1.08
Environmental Services Leading Hand	Hospital Assistant Grade 2 with Leading Hand Allowance	1.08
Linen Supply Officer	Linen Supply Officer	0.50
Waste Handler	Waste Handler	0.50
Cleaner	Hospital Assistant Grade 2	8.05

Relief cleaner	Hospital Assistant Grade 2	0.82
Electrician Leading Hand with Fire Training and Experience	Electrician	1.08
Administrative Assistant	Administrative Officer Level 4	0.50
Handyman	Hospital Assistant Grade 3	1.00
Plumber	Plumber	1.00
Fitter		1.00
Security Officer	Security Officer	5.00
Gardener	Gardener with Certificate	1.00
Storeperson	General Admin Grade 2	1.08
Finance and Performance Manager	Health Manager Level 2	0.40
Workforce Officers (Human Resources & Educational Consultant)	Health Manager Level 1/ Nurse Educator 2	1.20
WHS/Staff Rehabilitation Consultant/Staff Health	Health Manager Level 2	1.60
Librarian		0.60
Quality & Safety Manager	Health Manager Level 3	0.60
JMO Manager	Health Manager Level 3	1.0
JMO Co-ordinator	Health Manager Level 1	1.0
JMO Co-ordinator	Health Manager Level 1	1.0
JMO education support officer	Health manager level 1	0.5
<b>Total</b>		<b>48.70</b>
Food Services		6.60

## 9. Key Services

### 9.1 Nursing Administration and Executive

There are a number of key roles to support the overall management of the site as well as nursing services.

#### 9.1.1 Director Nursing, Nurse Manager Grade 5

The Director Nursing, NM 5 grading is in line with the Public Health System Nurses' and Midwives' (State) Award 2017 (Nurses Award) identifying that the position is the on-site senior nursing officer having responsibility for the management of nursing services. This position would report to the NSLHD Director Nursing and Midwifery for nursing professional governance and operationally to the General Manager.

#### 9.1.2 Deputy Director Nursing/Operational Nurse Manager Grade 3

The Deputy Director Nursing, NM 3 grading is in line with the Nurses Award identifying the position participates in the management of nursing services as the Deputy Nurse Manager in a medium-sized health facility.

This role will support the Director Nursing in several key areas including demand management, discharge facilitation, Clinical Governance, emergency procedures, and nursing workforce, recruitment and staffing.

#### 9.1.3 After-hours Management

After hours management would be provided by a team of Nurse Managers Level 2.

This role provides 24/7 after-hours shift onsite management for 56 beds. This role could also provide after-hours support for the Urgent Care Centre when it is operational in late 2018. Each NM will be allocated portfolios aligned with National Standards and other areas that support clinical management on a small site. These staff should be clinically up-to-date with training in advanced resuscitation, cannulation, venepuncture and management of porta caths to provide after-hours clinical support.

Weekend clerical support of 4 hours Saturday and 4 hours Sunday for the After-hours Nurse Managers is recommended.

## **9.2 Finance and Performance**

This function would be managed by a Health Service Manager Level 2 position on a part-time basis as part of the NSLHD service as happens currently.

A cashier would not be required for the site. The Receptionist at MVCHC has cash handling capacity with a float and access to eftpos. This could be run as an "outpost" from NSLHD Finance.

A manned switchboard would not be required. Telephone services would be managed with an integrated communication solution provided in consultation with NSLHD ICT.

## **9.3 Corporate and Non-clinical Support Services:**

9.3.1 A Facilities Manager (HM3) is included in the site management structure on the basis that this position would also manage facilities for the three Community Health Services that will be located on the Northern Beaches; Dalwood, Brookvale and Mona Vale Community Health Service. This position would report to the General Manager.

The Facilities Manager will manage non-clinical site specific buildings and security. Engineering, Security, Fire Safety and materials management staff will report to this position. They would also be responsible for all matters related to Repairs, Renewals and Maintenance including service agreements and capital funding items.

### **9.3.2 Engineering and Maintenance Services**

Engineering will be responsible for a larger range of facilities including Mona Vale Hospital, Brookvale CHC and Dalwood. A dedicated Administrative Officer Level 4 is required, 0.50FTE, to provide administrative support for a number of processes including service agreements, orders, inductions for visiting contractors and BEIMS reports.

### **9.3.3 Environmental Services**

An environmental service includes cleaning, waste management and linen. The staffing profile has been collated for the services remaining (including MVCHC and the hydrotherapy pool) and for those proposed for Mona Vale Hospital site. The supervisor will report to the General Manager.

### **9.3.4 Stores/Materials Management**

This service is currently provided and managed by Northern Sydney Local Health District (NSLHD) Logistics and Procurement Services. The NSLHD Materials Management service and staff have recently been transitioned from Northern Sydney Local Health District (NSLHD) management to NBHS management. This was completed on 7 August 2017.

There will be a requirement for materials management staff to remain on the MVH site. 1.08 FTE materials management staff is recommended to remain for receiving and distribution.

### **9.3.5 Security**

Security Services are to be provided in house across the site on a 24/7 basis.

There may be some changes to the Security Officer FTE required in the future. There may be opportunities for these positions to have dual roles as Security Officer/Wardsperson.

### **9.3.6 Garden/Grounds Maintenance**

It is recommended that 1 FTE Gardener is included to maintain the grounds and gardens across the site.

### **9.3.7 Fire Safety**

This would be provided by a Leading Hand Electrician with Fire Safety training and experience as per the staffing profile.

## **9.4 Food Services**

These are provided by Health Share on a Meal Delivery Model. It is recommended that 6.60 FTE (including relief) will be required to manage this model of food service provision for 56 beds.

## 9.5 Workforce Support

Human Resources consultancy, Staff Development, Work Health Safety consultancy, Workers Compensation, Return to Work coordination and Staff Health have been included as part of the staffing model. (Human Resources -0.6FTE, Nurse Educator (Grade 2) -0.6FTE, Staff Health RN -0.6FTE, Safety Officer HSM2 -0.6FTE, Rehab Officer HSM2 -0.4FTE)

This support will be provided on an outreach basis from the NSLHD service. Hot desk accommodation would be required. The Workforce Team will be providing support for all health services at Mona Vale and the community health centres at Dalwood, Mona Vale and Brookvale.

## 9.6 Clinical Governance, Quality and Safety

Clinical governance support, risk management, complaints/commendations management and accreditation support is required. A part-time position at HSM3 level has been included in the staffing profile. This position will also provide this service to Dalwood and Brookvale CHC. This position will report locally to the General Manager with links to the NSLHD as is the case presently.

## 9.7 Infection Control

Services remaining at MVH will need access to specialist infection control staff. It is estimated that 0.21FTE CNS2 will be required. This will be provided by suitably skilled staff from Northern Sydney Home Nursing Service at MVCHC) via a service level agreement.

## 9.8 Wound Care

Services remaining at MVH will need access to specialist infection control staff. It is estimated that 0.21FTE CNS2 would be required. This will be provided by suitably skilled staff from Northern Sydney Home Nursing Service at MVCHC) via a service level agreement.

## 9.9 Health Information Services (HIS)

The NBHS department of this NSLHD service will be located at Brookvale Community Health Centre with a team leader/manager based at this site. Three administration officers (AO2), one medico-legal clerk, 0.5 combines clerk, 1.5 clinical coders and 1 Supervisor totalling an establishment of 7 FTE have been included in the staffing profile. Storage will be included on site.

## 9.10 Library Services

A small component of Library Services is required to continue on the MVH campus to meet accreditation requirements. It is proposed that 0.6FTE Librarian would be retained on the site as part of NSLHD Library Services. Storage will be included on site.

## 9.11 Clinical Technology Service

An NSLHD based service will outreach to Mona Vale Hospital.

## 9.12 Junior Medical Officer( JMO) Unit

There is a need to create a JMO Unit to manage the annual recruitment of JMO's, the salaries and payroll requirements for both the Northern Beaches Hospital (as part of the Project Deed)and Mona Vale Hospital. The JMO workforce is 133 positions and the staff establishment has been determined at 3.5 FTE.

# 10. Impact on other services currently on site at MVH

## 10.1 Pharmacy services

Pharmacy services will be provided by 'hub and spoke' model with the 'hub' at Hornsby and the 'spoke' at Mona Vale. Staffing profile:

<b>Pharmacy</b>		
Pharmacist	Grade 2 Year 3	2.50
Pharmacy Technician	Grade 2	1.00

## 10.2 Sterilising services

Sterilising services will be contracted to NBH (under negotiation).

## 10.3 ICT Services

ICT services provided by NSLHD via base at Brookvale CHC.

## 10.4 Pathology Services

A modified pathology service will be provided by current pathology provider (NSW Pathology). This would provide continuity of service. Staffing profile:

Collection Staff (Outpatients & point of care testing)		1.00
Collection Staff (Inpatient, outpatient and PoCT)		1.00

## 10.5 Medical Imaging service

Medical Imaging service will be provided by NSLHD Medical Imaging Business Unit. Staffing profile:

Radiographer, 0800-1600, Mon-Fri		1.10
Radiographer, 1200-2000, Mon-Fri		1.10
Radiographer, 0900-1700, Sat & Sun		0.42
Sonographer, 0900-1700, Mon-Sun		1.42
Assistant in Nursing, 0900-1700, Mon-Sun		1.42

## 10.6 Aged Care Assessment Team (ACAT)

The ACAT is a NSLHD service provided at multiple sites across the district. This centralised model allows the service to move staff between sites to meet fluctuating demand. The ACAT at Mona Vale Hospital is currently accommodated in space at the western end of ARU. The current team consists of 9.88 FTE and a head count of 13 staff. Their accommodation is a single office and 13 workstations. The team has complex ICT requirements following the transition to the myagedcare portal. With the aging population, there is a growing demand for this service. Therefore capacity for expansion is a crucial requirement within the accommodation provided for the team. NSLHD ACAT is expecting/has received funding enhancements for additional staff.

It is agreed that this service is **relocated** from their current accommodation to a portion of the shell space at MVCHC.

This would free up valuable space in ARU to accommodate services in keeping with the provision of inpatient sub-acute/rehabilitation services and the master plan.

## 11. Implementation / change management plan

- MVH has sought the assistance of Human Resources to implement this proposed structure and all new roles have had new position descriptions created
- In consultation with the NSLHD, Workforce and NSW Ministry of Health (MoH) guidelines for restructures, positions will initially be advertised internally via Expression of Interest (EOI) at Mona Vale Hospital, and if suitable candidates cannot be appointed then advertising will be further extended to employees at Manly Hospital and then to the rest of the NSLHD.



## 12. Proposed Structure

See Appendix 1

## 13. The Consultation Process

In accordance with the *Restructuring in Northern Sydney Local Health District Procedure* (PR2014\_016) the consultation period with key stakeholders will commence on **1 May 2018** and will conclude on **12 May 2018** (close of business).

If you wish to provide any feedback, issue or concerns on the proposed structure please contact Christine Tait Lees, A/Human Resources Manager on telephone 0430 375 330 or email [Christine.TaitLees@health.nsw.gov.au](mailto:Christine.TaitLees@health.nsw.gov.au)

# APPENDIX 1: MONA VALE HOSPITAL – Organisational Chart

