

## **CCLHD: Proposed Restructure Quality, Strategy and Improvement Directorate**

Dear Member,

The HSU has received the attached information regarding a proposed restructure of the Quality, Strategy and Improvement Directorate within CCLHD.

As a member-led organisation, we want to hear your views, comments and feedback if you are affected by this proposal. We want to ensure that HSU members' voices are being heard and represented in any discussions with management.

Your feedback can be sent to HSU Industrial Officer, Greg O'Donohue via email [greg.odonohue@hsu.asn.au](mailto:greg.odonohue@hsu.asn.au).

Based on members' feedback and concerns, a meeting with management may be needed to discuss any issues. We are seeking expressions of interest from members to represent their colleagues at any such meetings. If you're interested, please also let Greg know.

If you know anyone who isn't currently a member of the HSU, encourage them to join and have a say in their conditions at work. They can join by completing the attached application form and returning it to the local delegate or organiser, visiting [www.hsu.asn.au/join](http://www.hsu.asn.au/join), or by calling the union on 1300 HSU NSW.

In unity,



Gerard Hayes  
Secretary, HSU NSW/ACT/QLD



1 March 2019

Mr Gerard Hayes  
Secretary  
Health Services Union  
Level 2, 109 Pitt St  
SYDNEY NSW 2000

Attention: Greg O'Donohue  
By Email: [Greg.O'Donohue@hsu.asn.au](mailto:Greg.O'Donohue@hsu.asn.au)

Dear Mr O'Donohue

**Re: Proposed Restructure of Directorate of Quality, Strategy and Improvement (DQSI)**

I write to advise of the proposed Directorate of Quality, Strategy and Improvement organisational change within Central Coast Local Health District (the District).

In October 2018, the Directorate of Quality, Strategy and Improvement was established following a recognised need to cohort dislocated services delivering quality, strategic and improvement functions to a growing organisation. The newly established Directorate leads, coordinates and manages the clinical governance, improvement and strategic development functions of the District providing advice to the Chief Executive, Board, Executive Leadership and Clinical Leadership teams.

It will drive and enable the delivery of key initiatives concerning strategic and operational planning by developing and supporting improvement, research and innovative service provision to deliver high quality, safe patient care, for the best possible value. The Directorate will establish a Health Planning Unit with the transition of the current Northern Sydney/CCLHD Inter District Health Service Planning Partnership funding to establish a local planning team.

**SCOPE OF CHANGE**

This business case proposes a governance structure to best align the team capabilities and functions to ensure a proactive support service is provided to assist operational teams to deliver the Districts goals.

The following teams are within the scope of this proposal:

Clinical Governance Unit	Health Information Services
Clinical Governance Programs	Strategic Development and Delivery
Consumer Feedback	Planning, Health Intelligence and Analytics
Research	Health Planning
Library Services	Redevelopment Wyong Hospital
Infection Prevention and Control	Redevelopment Gosford Hospital and HWP
Carer Support	Alliance Manager
Integrated Care	Comcare

**Central Coast Local Health District**  
ABN 88 523 389 096

Holden Street Gosford NSW 2250  
Post Office Box 361 Gosford NSW 2250  
Tel (02) 4320 2111 Fax (02) 4320 xxxx  
Website [www.health.nsw.gov.au/cclhn](http://www.health.nsw.gov.au/cclhn)

## PROPOSED CHANGE

The overall Full Time Equivalent (FTE) will remain the same for HSU classifications. The incumbents of six positions including the Executive Director Clinical Governance, Executive Assistant Executive Director Clinical Governance, Clinical Governance Manager, Consumer Feedback Manager, Multicultural Health Manager, Disability and Inclusion Manager positions will be significantly impacted and will be managed under PD2012\_021 Managing Excess Staff of the NSW Health Service.

There are eleven new positions creating many promotional opportunities for HSU classifications.

The proposed structure is supported by the local management, and is consistent with other grading's within the District.

Position Name	Position Grade	FTE	Proposed Change	Proposed Grade	Proposed FTE
Executive Director Clinical Governance		1.0	Delete position		
Executive Assistant Executive Director Clinical Governance	HSM 2	1.0	Delete position		
Executive Assistant Director Quality, Strategy and Improvement			New position	HSM 1	1.0
Director Patient Quality and Safety	HSM 6		New position. Current Acting position	HSM 6	1.0
Project Officer Director Patient Quality and Safety			New position Current Acting position	HSM 1	1.0
Administration Assistant Director Patient Quality and Safety			New position Current Acting position	A05	1.0
Clinical Governance Manager	HSM 5	1.0	Delete position		
Consumer Feedback Manager	HSM 3	1.0	Delete position		
Patient Quality and Compliance Manager			New position	HSM 4	1.0
Patient & Consumer Experience Manager			New position	HSM 4	1.0
Multicultural Health Manager	HSM 2	1.0	Delete position		

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Disability and Inclusion Manager	HSM 2	1.0	Delete position		
Inclusion & Diversity Consultant			New position	HSM 2	1.0
Health Planning Manager			SPA agreement with NSLHD ending	HSM 4	1.0
Health Planner			SPA agreement with NSLHD ending	HSM 3	1.0
Administration Planning Officer			SPA agreement with NSLHD ending	A05	1.0
Patient Experience Consultant	HSM 2 (contract)		New position	HSM 2	1.0
<b>Total</b>	<b>Delete</b>	<b>7.0</b>		<b>New</b>	<b>7.0</b>
<b>Transition of Health Planning SPA FTE</b>					<b>3.0</b>

It is anticipated that the proposed structure will have a positive impact on service delivery by providing;

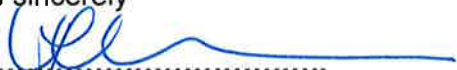
- Alignment of skills and capabilities
- Succession planning
- Improved consumer experience focus
- Improved compliance and assurance focus
- Alignment of improvement teams
- Functional alignment of services

In accordance with Clause 35 Health Employees Condition of Employment (State) Award, we wish to advise the HSU of the following change to the Directorate of Quality, Strategy and Improvement within Central Coast Local Health District (the District).

Consultation has occurred with the staff, with 1:1 meetings arranged with those significantly impacted by the proposed changes, allowing staff an opportunity to provide direct feedback on proposed changes. All staff have been offered EAP and their current line managers are providing support through this process.

If the HSU wishes to obtain more information, please contact Bronwyn Francis on 02 4320 3699 or Mob 0411 440 513 or if you are seeking to arrange a USCC by 15 March 2019.

Yours sincerely

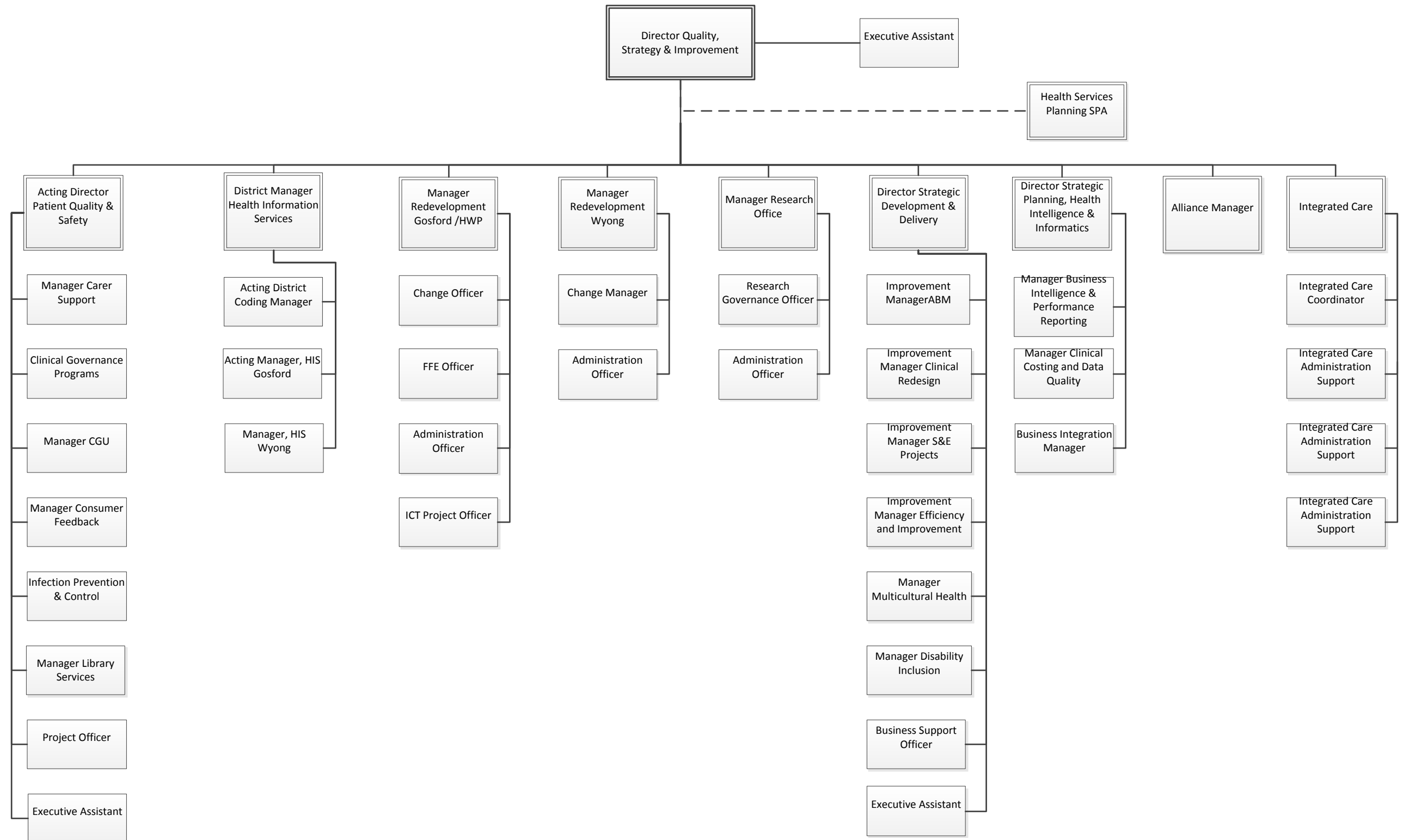


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Fiona Wilkinson  
Directorate of Quality, Strategy and Improvement (DQSI)

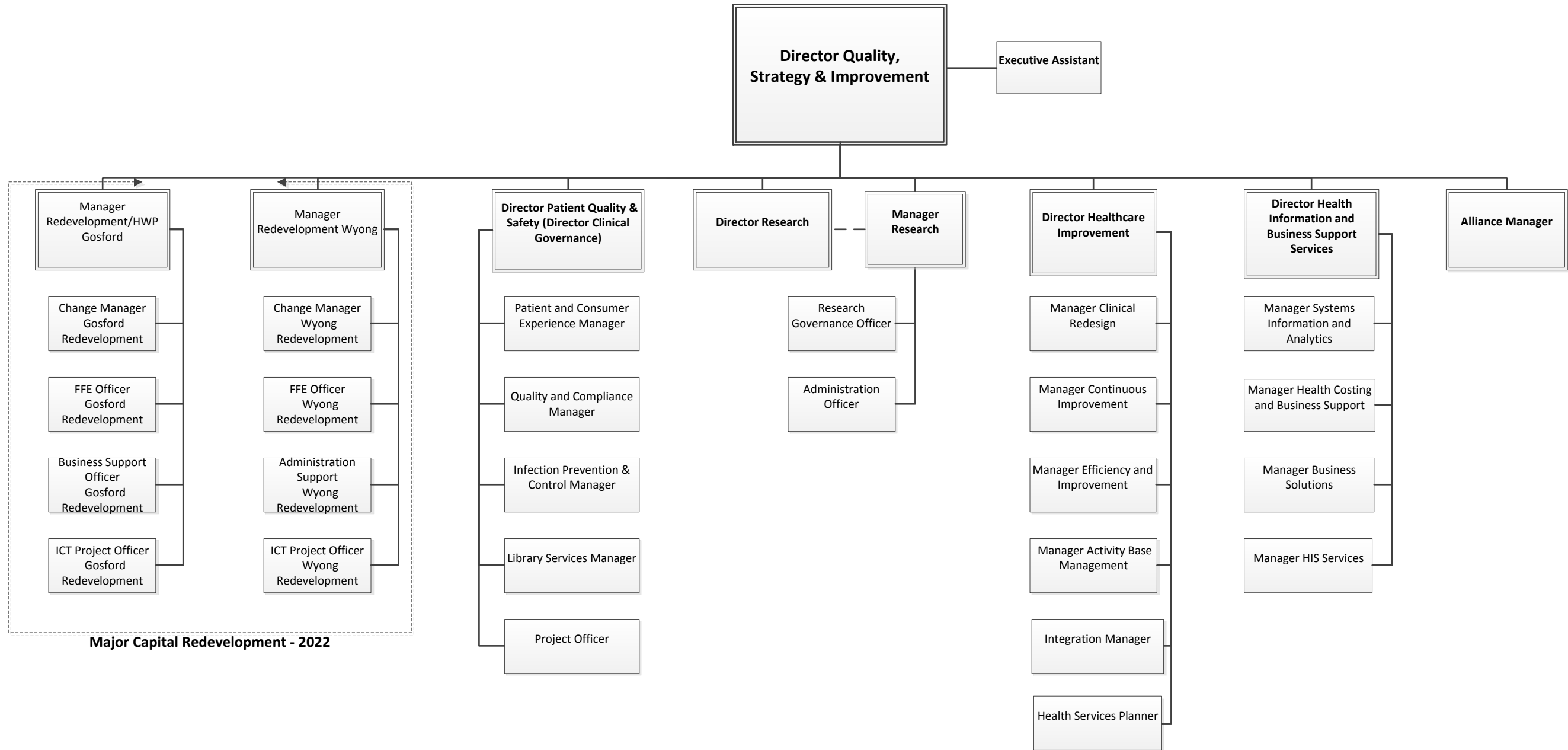
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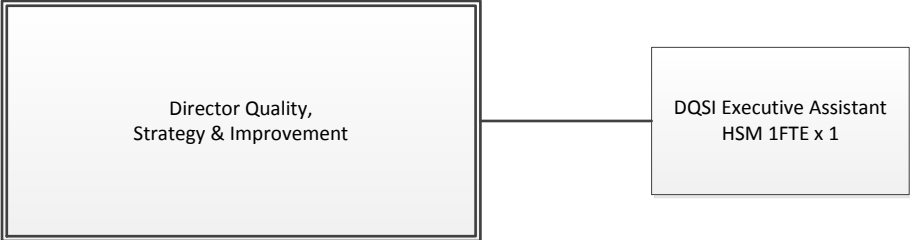
# Current



# Proposed

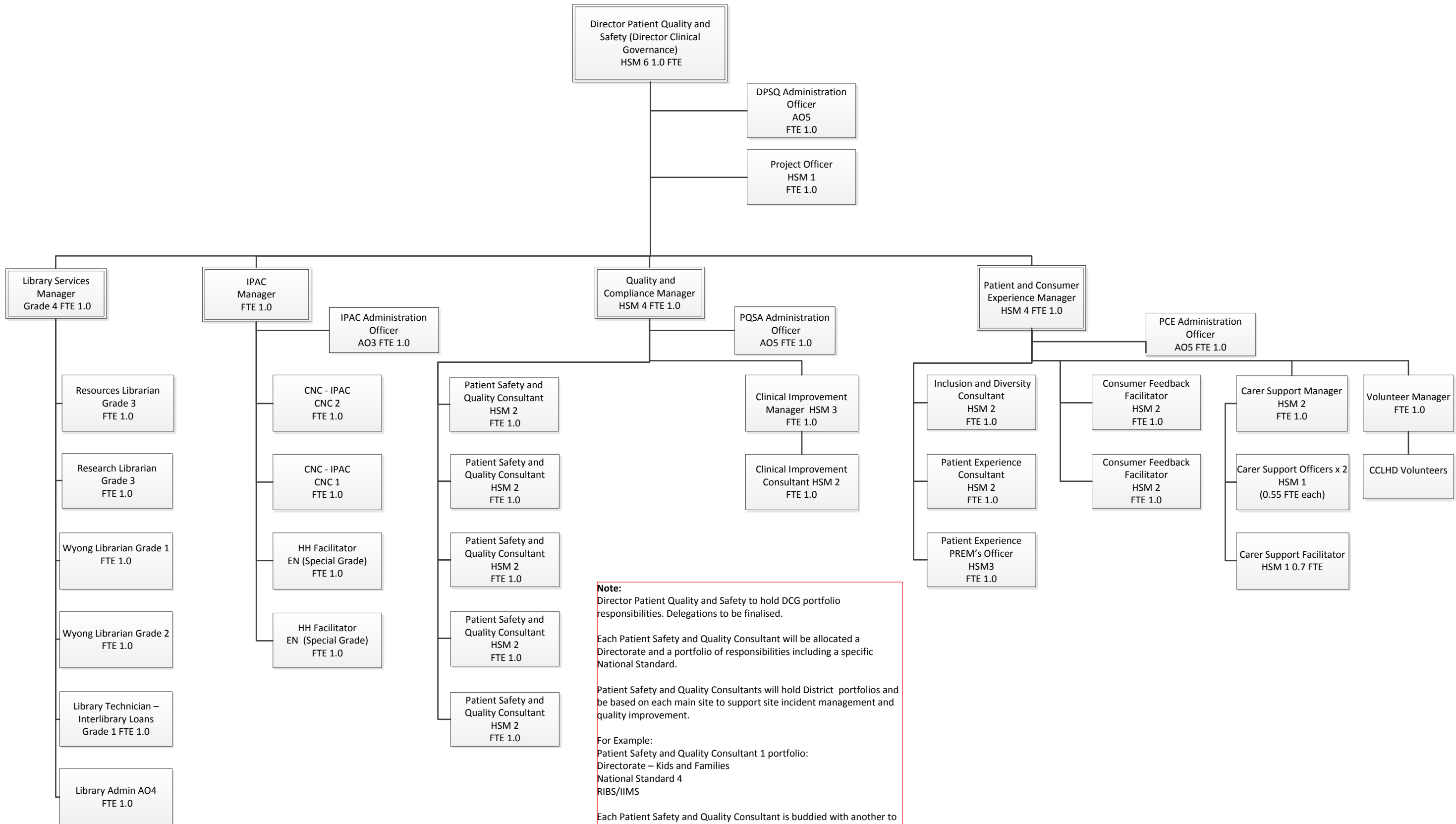


**Director Quality Strategy and Improvement**



**Note:**  
Communication and Events SLA to be established with Communications Team

# Patient Quality and Safety



**Note:**  
 Director Patient Quality and Safety to hold DCG portfolio responsibilities. Delegations to be finalised.

Each Patient Safety and Quality Consultant will be allocated a Directorate and a portfolio of responsibilities including a specific National Standard.

Patient Safety and Quality Consultants will hold District portfolios and be based on each main site to support site incident management and quality improvement.

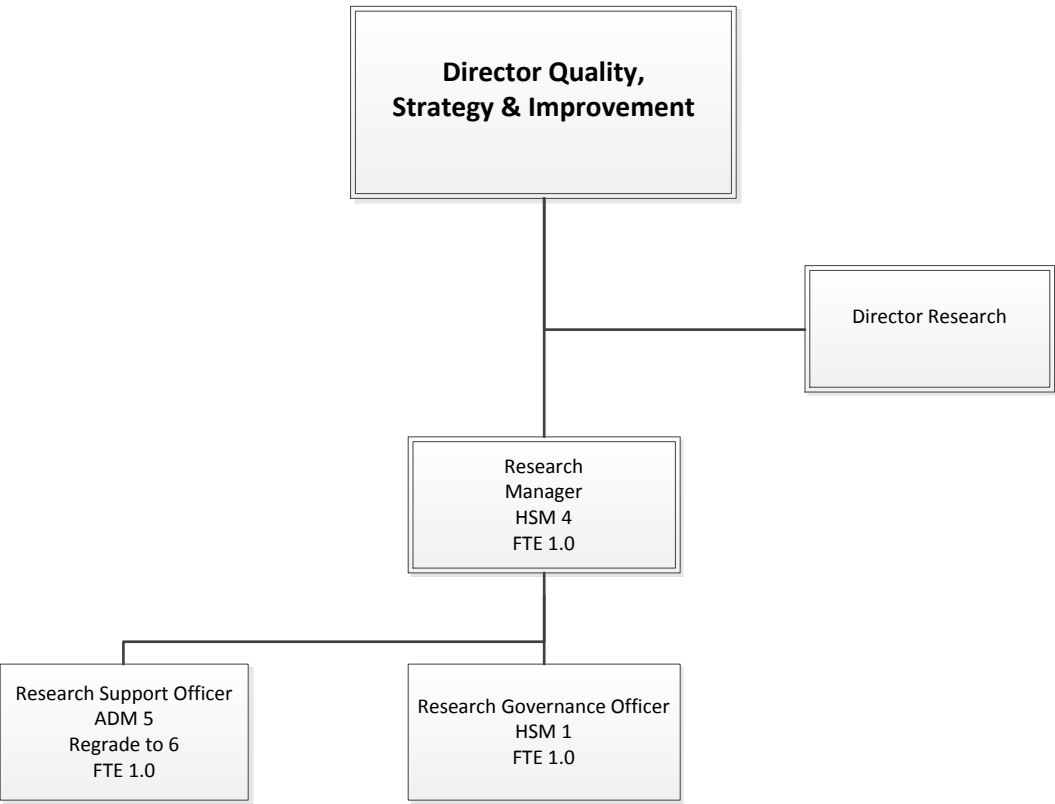
For Example:  
 Patient Safety and Quality Consultant 1 portfolio:  
 Directorate – Kids and Families  
 National Standard 4  
 RIBS/IIMS

Each Patient Safety and Quality Consultant is buddied with another to cover leave and 12 monthly rotation of duties.

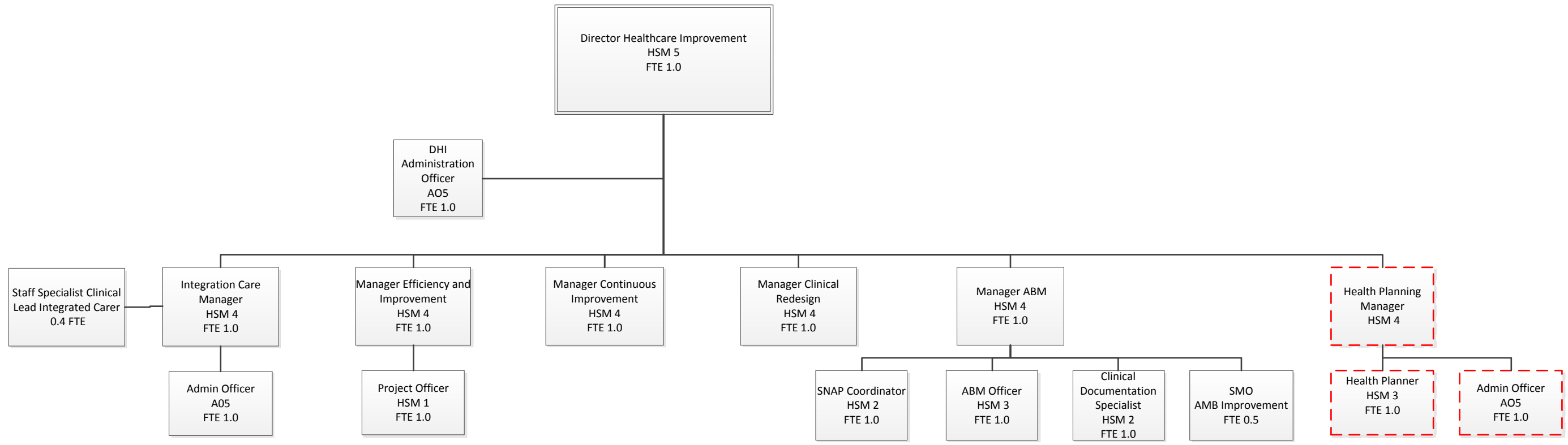
Site/Divisional Patient Safety /Quality Roles/Complaints/Patient Experience roles will hold a professional reporting line to Patient Quality and Safety Manager



**Research**

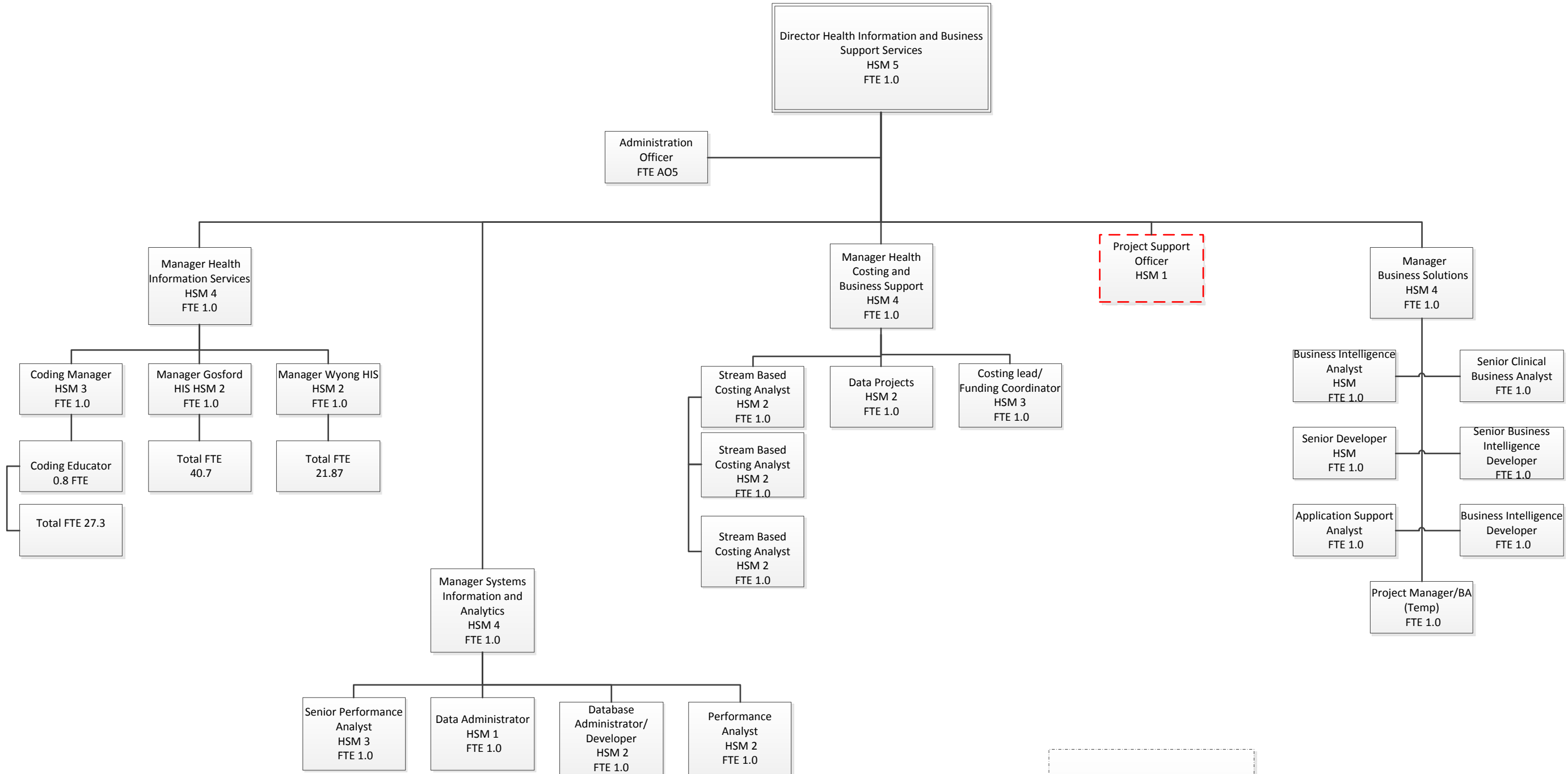


# Health Care Improvement



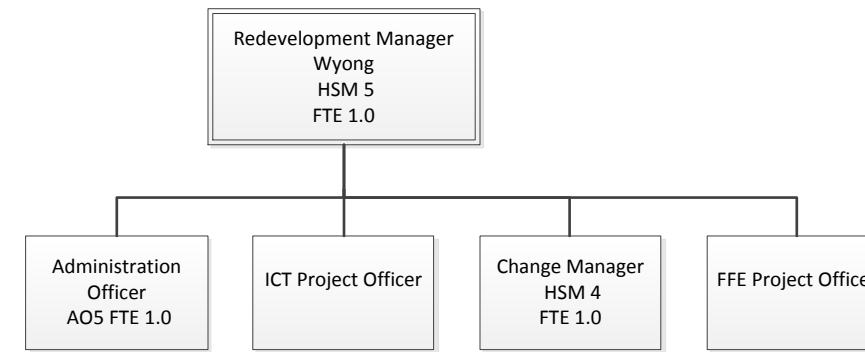
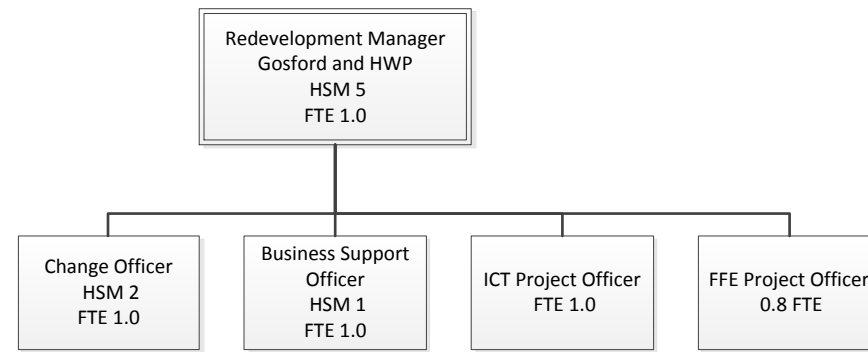
Transfer 1 FTE for NDIS support to Clin Ops  
Transfer 1 FTE for Quality and safety for Inclusion and Diversity Manager

# Health Information and Business Support Services



Transfer Health Planning to Healthcare Improvement  
Transfer Integrated Care to Healthcare Improvement

## Redevelopment





# Health Services Union

Level 2 - 109 Pitt Street  
Sydney, NSW 2000

Phone: 1300 478 679  
Fax: 1300 329 478

Web: [www.hsu.asn.au](http://www.hsu.asn.au)  
E-mail: [info@hsu.asn.au](mailto:info@hsu.asn.au)

Twitter: <https://twitter.com/hsunsw>

facebook: <http://www.facebook.com/HealthServicesUnionNSW>

ABN 850 3775 1682

## I wish to become a member of the HSU New South Wales Branch and Health Services Union

Surname:  Given Name(s):

DOB:  Occupation/Classification:

Worksite:

Employment Status (please tick  one box below): Department / Ward

What is your Award Classification?

Full Time  Part Time  Casual  Hours worked per week

Home Address:

Postcode:

\*E-mail:

Home Phone:  Mobile:

Work Phone:

### Bank Account Details - Name of the account holder (Schedule)

Surname:  Given(s):

BSB Number:  Account Number:

Name of Financial Institution:

### Credit Card Payment

Please charge my; Mastercard  Visacard  American Express

Card No:

\$  Expiry Date:  /

### Payment Method: Direct Debit Request

Please debit my Bank/Credit Card account

Fortnightly

Please start my Fortnightly Debit on  DAY / MONTH / YEAR (day/month/year)

Monthly

All Monthly debits occur on the first of every month.

*Note: where your debit day (fortnightly / monthly) falls on a public holiday, your account will be debited on the next business day*

I request you, until further notice in writing, to debit my/our account described in the schedule above, any amount which  
HSU (user ID No. 017797) / HSU NSW Branch (user ID 428556) may debit or charge me through the Direct Debit System.

Signature:

Date:  DAY / MONTH / YEAR

HSU Delegate Name:

HSU Delegate Membership No:

By signing this membership form, you agree to the terms and conditions of our privacy policy, which can be accessed at <http://www.hsu.asn.au/privacy-policy/> and you consent to us collecting, using, holding and disclosing your information as detailed therein. If you do not consent to any aspect of our privacy policy as it applies to you, please notify the Privacy Officer in writing attention to Privacy Officer - HSU Locked Bag 3 Australia Square NSW 1215

ORGANISER REMARKS / NOTES