

WNSWLHD: Proposed realignment of Aged Care Services Division

Dear Member,

Attached is correspondence the HSU has received from Western NSW Local Health District regarding a proposed realignment of the Aged Care Services Division.

Member feedback requested

The HSU industrial team is currently reviewing the potential impacts of the proposed realignment upon affected employees. We are now seeking feedback, views and comments from our members.

Please review the attached documentation and provide comment and feedback by 23 August 2019. You can submit it by email to justine.amin@hsu.asn.au with subject line *WNSWLHD Aged Care*.

Not a member of the HSU? Now is time to join and have your say! You can join online at www.hsu.asn.au/join or call 1300 HSU NSW and join over the phone.

A union's effectiveness and negotiation power depends upon the strength and density of its membership base. Join your work colleagues today by becoming a member of the Health Services Union and help us continue to protect and improve your working life.

In unity,



Gerard Hayes
Secretary, HSU NSW/ACT/QLD

Our Ref:

Mr Gerard Hayes
Secretary HSU
Level 2, 109 Pitt St
Sydney NSW 2000

Dear Mr Hayes,

Re: Proposed realignment of the Aged Care Services Division in Western NSW Local Health District (WNSW LHD)

The aged care services and programs support older people (over 65yrs old and Aboriginal people 50yrs and older), to be supported to live the best quality of life that they can within the community. The focus is to proactively enable clients to access restorative/re-ablement care, maximize opportunities for independence and develop longer term care plans with the introduction of a range of social support services.

Underpinning the need for WNSW LHD to realign the structure is the aging population, the rapidly and continuously changing aged care environment influenced by the National Aged Care Reforms; and the Royal Commission into Quality of Aged Care, which has seen the growth of a number of the programs, introduction of new programs and significant increases in expectation to deliver timely and efficient services to clients.

The realignment aims to:

- Build a sustainable workforce structure to accommodate the current and emerging reform impacts, the need to provide strong clinical leadership; and ensure workforce capacity to manage the strategic and operational directions of services across the district and within a whole of health service environment.
- Align the service models with those being introduced by the Commonwealth and State Health reform strategies, e.g. streamlined Assessment services (ACAP and RAS) model
- Provide professional development pathways for staff; and
- Address the significantly increased workloads

There will be no positions affected and no reduction in FTE. One nursing position will be re-graded and some other positions will change their line management.

The attached information outlines the consultation process and the existing and proposed changes to positions with the Aged Care Division. Attachments include:

Appendix A

WNSW LHD Integrated Care Directorate: Realignment of the Aged Care Services Division and Draft Position Description for Nurse Manager.

In order to ensure a smooth transition for staff we are working to receive feedback on the consultation document by 24 August 2019 and implement the changes by 31 October 2019. Please do not hesitate to contact me for clarification or further information via julie.cooper1@health.nsw.gov.au or 68098670.

Yours sincerely



Julie Cooper
Executive Director
Integrated Care
8 August 2019

Integrated Care Directorate

Realignment of the Aged Care Services Division

Consultation Document: 8 August 2019

Proposed realignment of the WNSW Aged Care Services Division

The aged care programs in the Division include:

- Aged Care Assessment Program (ACAP)
- Regional Assessment Services (RAS)
- Transitional Aged Care program (TACP)
- Geriatric Medicine program (GM)
- ComPacks – post acute services
- Safe and Supported at Home (SASH)
- Dementia Advisory Services (DAS)
- Commonwealth Support Services (CHSP)
- Department of Veterans' Affairs – Community (DVA)
- Flexible Home Care Packages (HCP)
- Aged Care Access Centre (ACAC)- referral hub for all programs

The aged care services and programs support Western NSW Local Health Districts (WNSWLHD) older people (over 65yrs old and Aboriginal people 50yrs and older), to be supported to live the best quality of life that they can within the community. The aims of the services is to proactively access clients to restorative/re-ablement care, maximize opportunities for independence and develop longer term care plans with the introduction of a range of social support services.

Significantly impacting on the need for WNSW to realign the structure is the aging population, the rapidly and continuously changing aged care environment influenced by the National Aged Care Reforms and the Royal Commission into Quality of Aged Care, which has seen the growth of a number of the programs, introduction of new programs and significant increases in expectation to deliver timely and efficient services to clients.

Aims and objectives of the Realignment

The aims of the realignment are to:

- Build a sustainable workforce structure to accommodate the current and emerging reform impacts, the need to provide strong clinical leadership; and ensure workforce capacity to manage the strategic and operational directions of services across the district and within a whole of health service environment.
- Align the service models with those being introduced by the Commonwealth and State Health reform strategies, e.g. The streamlined Assessment services (ACAP and RAS) model which is intended to provide high levels of efficiency and which is integral to the corresponding emerging reforms within the national *My Aged Care* systems.
- Securing the LHDs position to compete for ongoing services independently, if required, within a competitive market place and demonstrate accountability, transparency, capability and efficiency to meet the performance expectations and deliverables expectations of the funding streams
- Ensure that there are professional development pathways built into the structure for staff at all levels to move within.
- Reduce the pressure of the District Manager Aged Care Services Division whose role and accountabilities have significantly increased creating an unsustainable role.

The following information outlines the current and proposed organisational structure as well as a summary of the proposed changes:

Figure 1: Current organisational structure for Western NSW LHD Aged care Services

Figure 2: Proposed organisational structure for Western NSW LHD Aged care Services

Figure 3: Summary of Proposed Changes

Legend	
	Position Regrade
	Reporting Change
	No Reporting Change
	Role change

Key Stages

Stage	Stage 1: Initial Consultation and Version 1 document distributed	Stage 2: Consultation meetings, collation of feedback and document revision	Stage 3: Consultation meetings with Version 2 document and distribution to Unions	Stage 4: Implementation
Date	27 July to 31 July 2019	1 August to 31 August 2019	2 September to 13 September 2019	16 September 31 October 2019
Key Processes	<ul style="list-style-type: none"> Meetings held with potentially affected staff Document distributed to: <ul style="list-style-type: none"> WNSW LHD Aged Care Staff WNSW LHD Chief Executive WNSW LHD Workforce and Culture team WNSW LHD Director Operations – General Managers, Health Service Managers WNSW LHD Director Nursing & Midwifery Nurses Association & Health Services Union 	<ul style="list-style-type: none"> Consultation meetings with: <ul style="list-style-type: none"> WNSW LHD Aged Care staff Other staff as appropriate Consultation feedback to be received by Friday 24 August. Feedback can be sent via email to debra.tooley@health.nsw.gov.au Further discussions with specific teams and union representatives if required Document revised if required 	<ul style="list-style-type: none"> Final document distributed to unions and staff 	<ul style="list-style-type: none"> Identification of functions requiring further clarification Position descriptions & workforce processes completed Meetings held with key staff Budget and cost centers aligned Finalisation of the role changes It is proposed that changes will be finalised by 31 October 2019

Figure 1: Current Organisational Structure WNSW Aged Care Services Division

Positions under the Aged Care Services outlined in colour are changes as a result of the restructure. All other positions remain unaffected.

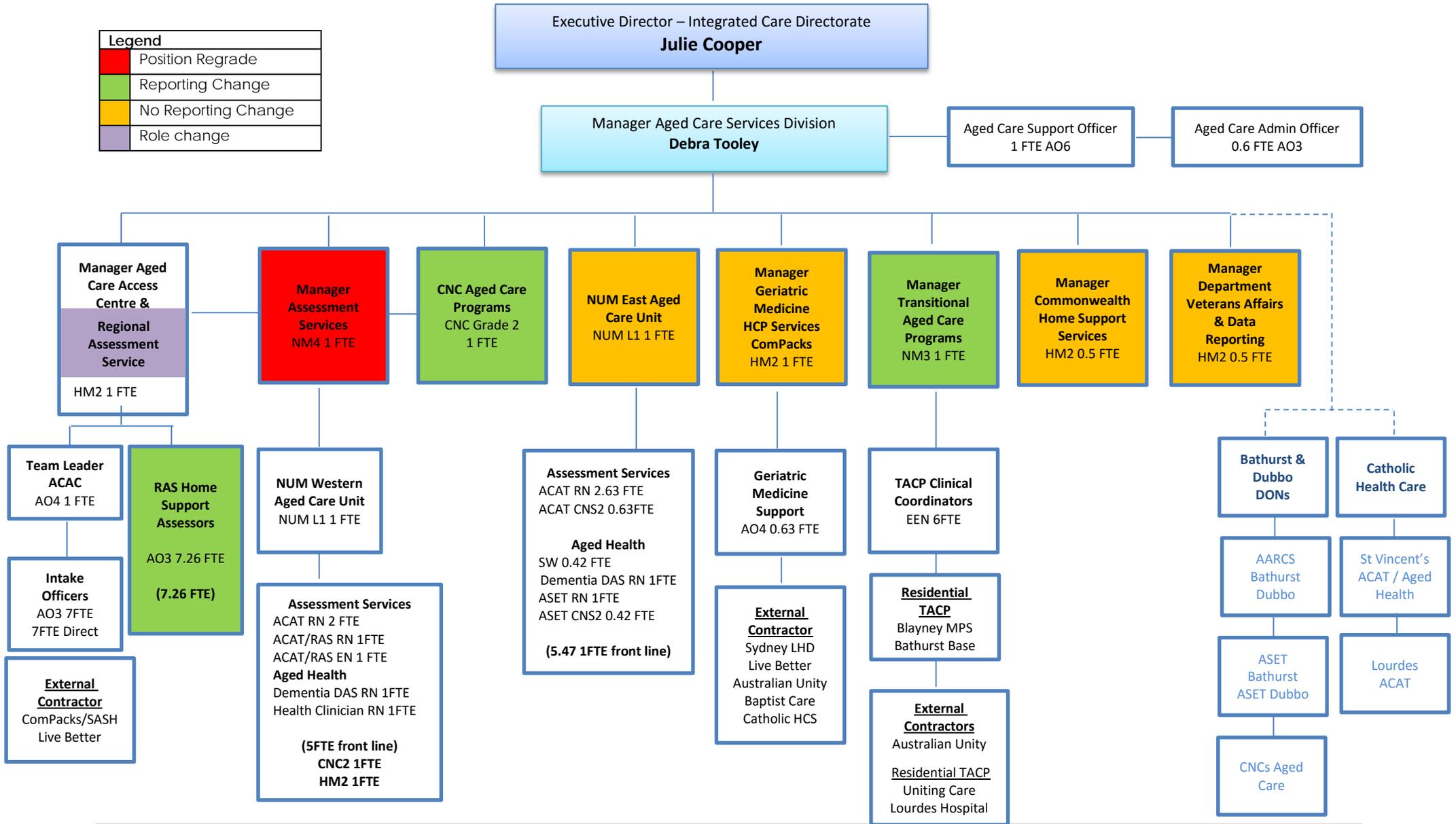


Figure 2: Proposed Organisational Structure WNSW Aged Care Services Division

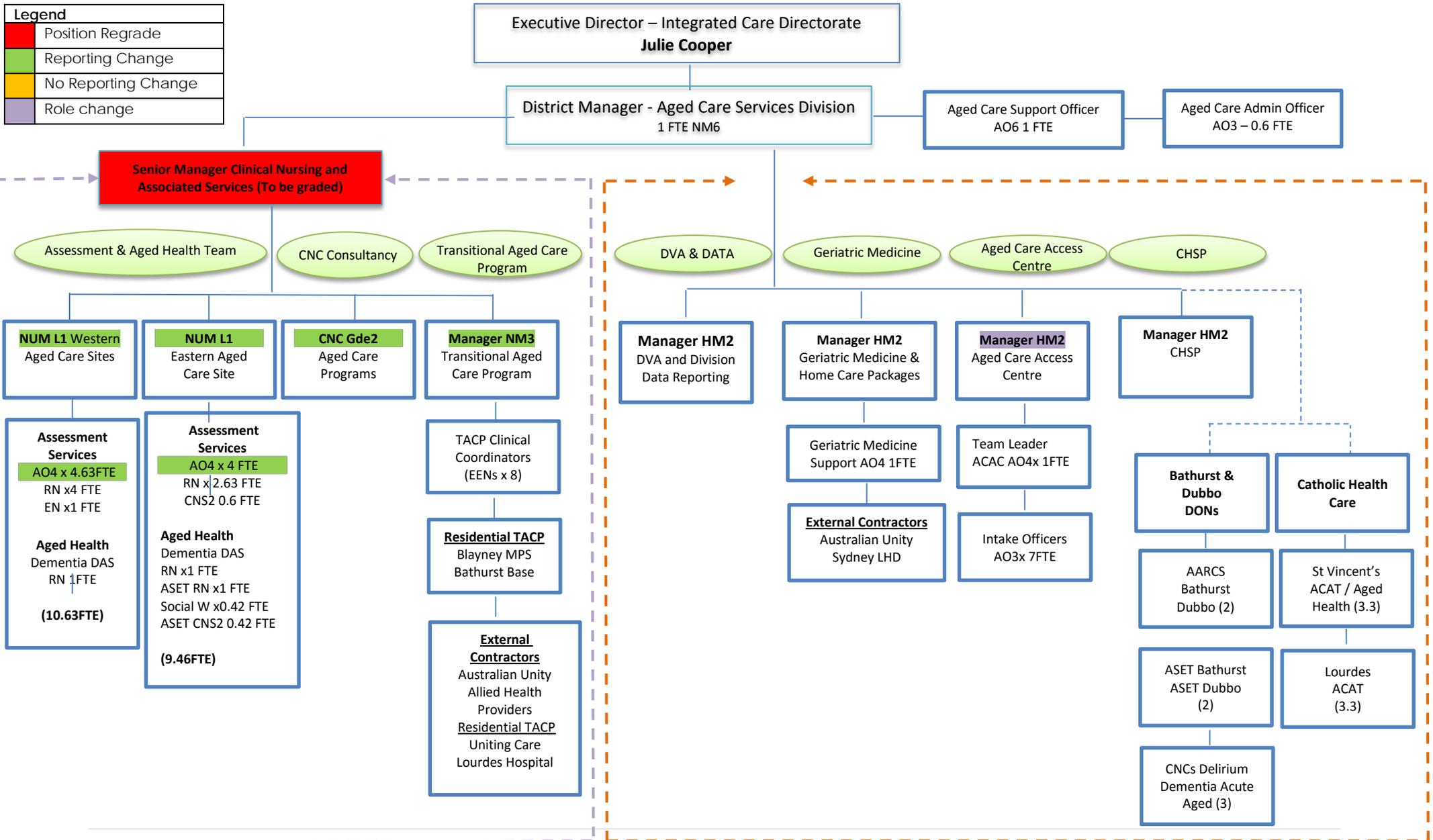


Figure 3: Summary of Proposed Changes

- There will be no positions affected and no reduction in FTE.
- One Nursing position will be re-graded (See comments in red highlight)
- One position is filled temporarily and that staff member will return to their substantive position
- 1x staff will have some functions changed to improve workload challenges (see comments in Purple)

Aged Care Division Realignment Summary			
Position/Service	Current	Proposed Reporting/Responsibilities	Comments
Manager Assessment Services 1 FTE NM4	Reports to the District Manager Aged Care Services Division. Responsible for managing the Parkes Aged Care team and the districts ACAT services	Position to be regraded to Senior Manager Clinical Nursing and Associated Services (To be graded) The position will be redesigned with significant additional range and level of responsibilities that include the provision of senior clinical leadership and operational management of the services providing direct patient care.	The current incumbent is on a temporary contract and will return to their substantive position which is vacant.
Manager Regional Assessment Services and Aged Care Access Centre. 1 FTE HM 2	<u>Dual Reporting lines:</u> Reports to the Assessment Services Manager regarding RAS services Reports to District Manager Aged Care Services Division for ACAC services Responsible for managing and leading the services of the RAS program and the ACAC. <u>Current FTE 17.26 FTE</u> RAS 9.26 FTE ACAC 8 FTE	<u>Changes:</u> <u>Reporting line Change</u> Reporting and responsibilities for the ACAC to the Senior Manager Clinical and Associated Services. Position remains graded as HM2 <u>Change in role</u> Position will manage the Aged Care Access Centre only and only manage the ACAC staff 8 FTE <u>Direct Reports</u> The RAS FTE positions will be distributed into the Aged Care teams to align assessment services	There has been significant growth of the ACAC from 2FTE to 8FTE and the RAS services From 6 FTE to 9.26 FTE. A single line of reporting will enable improved efficiency and capacity to meet the current and predicted growth in demands of the ACAC and corresponding growth in FTE.

Aged Care Division Realignment Summary

Position/Service	Current	Proposed Reporting/Responsibilities	Comments
Regional Assessment Service Home Support Assessors 9.26 FTE AO4	Reports to Manager RAS and ACAC Responsible for undertaking entry level patient assessments to determine eligibility for CHSP services.	<p>Changes:</p> <p><u>Reporting line Change</u> 5.63 FTE will report to Nursing Unit Manager Western (Parkes) 3.6 FTE will report to Nursing Unit Manager Eastern (Orange)</p> <p>No change to role or responsibilities or grading</p>	Staff will be merged into the Aged Care Teams to work collaboratively with the Aged Care Assessment Team (ACAT). This merge will align assessment services in WNSW to comply with the Department of Health's 'Streamlined Assessment Services' model developed under the national aged care reform agenda.
Nursing Unit Manager Eastern (Orange) Aged Care Team 1FTE NUM level1	Reports to: District Manager Aged Care Services Current 5.1 FTE direct reports	<p>Changes:</p> <p><u>Reporting line change:</u> Senior Manager Clinical and Associated Services</p> <p><u>Workload change:</u> Clinical load reduced to 0.4 FTE allowing increased management capacity at 0.6 FTE</p> <p><u>Direct reports change:</u> Additional 3.6 FTE RAS staff Total direct report 8.73 FTE</p>	Merge RAS and ACAT Streamlined Assessment Service

Aged Care Division Realignment Summary

Position/Service	Current	Proposed Reporting/Responsibilities	Comments
<p>Nursing Unit Manager Western (Parkes) Aged Care Team</p> <p>1FTE NUM level1</p>	<p>Reports to District Manager Aged Care Services</p> <p>Current 6 FTE direct reports</p>	<p>Changes: <u>Reporting line change:</u> Senior Manager Clinical and Associated Services</p> <p><u>Workload change:</u> Clinical load reduced to 0.4 FTE allowing increased management capacity at 0.6 FTE</p> <p><u>Direct reports change:</u> Increase of 4.6 FTE RAS</p> <p>Total direct reports 10.6 FTE</p>	<p>The current incumbent is on a temporary contract in the position of Manager Assessment Services and will return to their substantive position of Nursing Unit Manager Western (Parkes) Aged Care Team</p> <p>Merge RAS and ACAT Streamlined Assessment Service</p>
<p>Clinical Nurse Consultant Aged Care Programs</p> <p>1 FTE CNC Grade 2</p>	<ul style="list-style-type: none"> - Reports to the Nursing Unit Manager Western (Parkes) - Reports to District Manager Aged Care Services Division for district aged care program strategies. <p>Responsible for CNC role across all Aged Care programs and provides the Assessment Services Education Officer role.</p>	<p><u>Reporting line change:</u> The position will report solely to the new position Senior Manager Clinical and Associated Services</p> <p>No change to role/responsibilities/grading</p>	<p>One line of direct reporting will provide clearer lines of accountability.</p>
<p>Manager Transitional Aged Care Services</p> <p>1FTE NM3</p>	<p>Reports to District Manager Aged Care Services</p>	<p><u>Reporting line Change</u> Will report to Senior Manager Clinical and Associated Services</p> <p>No change to grading/salary or roles and responsibilities</p>	

POSITION DESCRIPTION

Aged Care Division

Senior Manager Clinical and Associated Services

Nurse Manager Grade 5

What we can expect from each other

As employees of NSW Health there is no higher responsibility than to provide a high quality and caring environment for our patients, clients and co-workers. It only takes one person to make a difference, either positive or negative. When we choose to work within the Western NSW Local Health District, we are choosing to commit to and be accountable for demonstrating the CORE Values and behaviours of **Collaboration**, **Openness**, **Respect** and **Empowerment**.

Organisation	NSW Health
Local Health District / Agency	Western NSW Local Health District
Position Classification	Nurse Mgr Gde 5
State Award	Public Health System Nurses & Midwives (State) Award
Category	Nursing & Midwifery Nurse Manager
Website	https://wnswlhd.health.nsw.gov.au

PRIMARY PURPOSE

The Senior Manager Clinical and Associated Services is responsible for the efficient and effective operational and strategic leadership and management of a comprehensive range of aged care services and staff to enable the delivery of high standards of care for patients and their families.

This position is required to function at a senior level that includes relieving the District Manager of Aged Care Services including representation at a District and State level.

The leadership of the team includes planning, delivery, improvement and evaluation of aged care that maintains the commitment of ensuring there is a focus on staff engagement and positive patient experience and outcomes.

KEY ACCOUNTABILITIES

- Provides a high level of leadership and management of health care staff through the identification, initiation, development, implementation and evaluation of clinical and non-clinical protocols and procedures to support professional practice in line with industrial standards and contractual requirements stipulated by the various funding organisations.
- Provides strong leadership and management which supports an environment that is subject to continuing change in relationship to both NSW Health and Commonwealth Health reforms.
- Utilises a comprehensive approach to district wide service planning, and makes budgetary and resource recommendations to ensure that service delivery is well coordinated, evaluated and meets key performance indicators.
- Develops, monitors and evaluates the allocation and utilisation of the health care workforce including the development of staffing profiles, optimal scheduling, and skill mix that supports the delivery of safe, high quality services and ensure adherence to industrial award requirements.
- Communicates and consults with staff, managers and other health and non-health stakeholders in a professional, clear and timely manner, support the ongoing development, delivery and evaluation of aged care services and to minimise and address potential conflicts and risks.

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KEY RELATIONSHIPS

Who	Why
District Manager Aged Care Services Division.	Strategic manager providing guidance, direction and feedback to deliver quality aged care services.
Unit and program managers and program managers, including the CNC Aged Care Programs	Provide clinical leadership and management and, collaborate regarding appropriate patient pathways and patient care to enable delivery of best practice care.
NGO and Non-NGO Health care providers	Strengthen partnerships and ongoing collaboration regarding to deliver streamlined patient care.

SELECTION CRITERIA

1. Current Authority to Practice as a Registered Nurse (Division 1) with the Australian Health Practitioner Regulation Agency (AHPRA). Extensive relevant post registration nursing experience and relevant post graduate qualifications in management. Demonstrated leadership skills and people management skills with the ability to empower, motivate and manage employees to achieve service and professional goals through recognised service improvements and using change management principles.
2. Demonstrated knowledge and understanding of the state and national aged care environment, including the legislative framework which underpins the eligibility and delivery of aged services in the acute, community and residential settings.
3. Demonstrated ability to facilitate professional and high level workplace standards and competencies in the aged care environment for both clinical and non-clinical health staff.
4. Proven ability to function effectively as part of a senior management team and to work collaboratively with other professionals in the management of health care services.
5. Demonstrated highly developed information technology, communication and interpersonal skills including the ability to represent nurses, consult with staff, conflict management and resolution, negotiation, persuasiveness and facilitation.
6. Demonstrated ability to lead the development of policies and practices, including requirements of the National Safety & Quality Health Standards, and develop an environment which promotes continuous improvement in practice.
7. Current license to drive in NSW with the ability to drive for work purposes.

OTHER REQUIREMENTS

The role and its responsibilities are to be carried out in a manner that is consistent with all relevant delegations, policies and procedures, at both the WNSWLHD and NSW Health levels. Consistent with this, all employees are:

1. Expected to model the NSW Health values and ensure all workplace conduct aligns with these values and the NSW Health Code of Conduct.
2. Required to identify, assess, eliminate/control and monitor hazards and risks within the workplace, to the extent of delegated authority for the role, as per Work Health Safety policy/procedure.
3. Expected to provide safe, high quality healthcare and services, identify and manage clinical risk as applicable to the role, and participate in continuous improvement activities, in line with WNSWLHD's strong commitment to quality and safety.

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CAPABILITIES FOR THE ROLE

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available via the [Public Service Commission website](#).

Capability Summary

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

NSW Public Sector Capability Framework		
Capability Group	Capability Name	Level
	Display Resilience and Courage	Adept
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Adept
	Communicate Effectively	Adept
	Commit to Customer Service	Intermediate
	Work Collaboratively	Adept
	Influence and Negotiate	Advanced
	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Adept
	Demonstrate Accountability	Adept
	Finance	Intermediate
	Technology	Adept
	Procurement and Contract Management	Intermediate
	Project Management	Intermediate
	Manage and Develop People	Advanced
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Adept
	Manage Reform and Change	Adept

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NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Personal Attributes Act with Integrity	Adept	<ul style="list-style-type: none">• Represent the organisation in an honest, ethical and professional way and encourage others to do so• Demonstrate professionalism to support a culture of integrity within the team/unit• Set an example for others to follow and identify and explain ethical issues• Ensure that others understand the legislation and policy framework within which they operate• Act to prevent and report misconduct, illegal and inappropriate behaviour
Relationships Influence and Negotiate	Advanced	<ul style="list-style-type: none">• Influence others with a fair and considered approach and present persuasive counter-arguments• Work towards mutually beneficial win/win outcomes• Show sensitivity and understanding in resolving acute and complex conflicts• Identify key stakeholders and gain their support in advance• Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise• Pre-empt and minimise conflict within the organisation and with external stakeholders
Results Deliver Results	Advanced	<ul style="list-style-type: none">• Drive a culture of achievement and acknowledge input of others• Investigate and create opportunities to enhance the achievement of organisational objectives• Make sure others understand that on-time and on-budget results are required and how overall success is defined• Control output of business unit to ensure government outcomes are achieved within budget• Progress organisational priorities and ensure effective acquisition and use of resources• Seek and apply the expertise of key individuals to achieve organisational outcomes
Results Plan and Prioritise	Advanced	<ul style="list-style-type: none">• Understand the links between the business unit, organisation and the whole-of-government agenda• Ensure business plan goals are clear and appropriate including contingency provisions• Monitor progress of initiatives and make necessary adjustments• Anticipate and assess the impact of changes, such as government

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policy/economic conditions, to business plans and initiatives, and respond appropriately

- Consider the implications of a wide range of complex issues, and shift business priorities when necessary
- Undertake planning to transition the organisation through change initiatives and evaluate progress and outcome to inform future planning

Business Enablers Technology	Adept	<ul style="list-style-type: none">• Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks• Identify opportunities to use a broad range of communications technologies to deliver effective messages• Understand, act on and monitor compliance with information and communications security and use policies• Identify ways to leverage the value of technology to achieve team/unit outcomes, using the existing technology of the business• Support compliance with the records, information and knowledge management requirements of the organisation
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People Management Manage and Develop People	Advanced	<ul style="list-style-type: none">• Refine roles and responsibilities over time to achieve better business outcomes• Recognise talent, develop team capability and undertake succession planning• Coach and mentor staff and encourage professional development and continuous learning• Provide timely, constructive and objective feedback to staff• Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way• Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
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People Management Inspire Direction and Purpose	Advanced	<ul style="list-style-type: none">• Promote a sense of purpose and enable others to understand the links between government policy and organisational goals• Build a shared sense of direction, clarify priorities and goals and inspire others to achieve them• Work with others to translate strategic direction into operational goals and build a shared understanding of the link to core business outcomes• Create opportunities for recognising and celebrating high performance at the individual and team level• Work to remove barriers to achievement of goals
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Core Activities



Title:	Senior Manager Clinical and Associated Services
Classification:	Nurse Manager
Department/Facility:	Aged Care Division – Integrated Care Directorate
PD reference no:	
Reporting to:	District Manager Aged Care Division
Effective date:	

The following core activities for the role provide additional context of your role and does not preclude additional activities as requested by relevant managers or opportunities to expand knowledge base

Core Activities	
1.	Manage the aged care health workforce capacity and performance across the district to meet patient demands on a day to day basis.
2.	Ensure all staff meet their position classification competencies and are well equipped to perform their patient centred focus with restorative care, wellness, re-ablement being key to care planning.
3.	Facilitate the planning, implementation and evaluation of practice and process changes resulting for the national reforms as they emerge.
4.	Provide clinical and operational leadership for the program managers on a day to day basis
5.	Manage the clinical governance for each program; as well as the contract management for the range of purchased services.
6.	Manage the performance against the programs key performance indicators, including reporting, and planning for continuous improvement.
7.	Manage the ComPacks and Safe and Supported at Home (SASH) program
8.	Provide direct line management, supervision and leadership for T5 clinical managers, including the utilisation of the Living Well Together tools.
9.	Lead the resolution of complex problems associated with provision of tailored care and outsourced services, and when required develop strategies, and relevant action plans with effective communication to respective staff and contractors.
10.	Work closely with the District Manager to ensure financial performance indicators are met; and a narrative is provided for variation.
11.	Provide other assistance as required to the District Manager Aged Care Division
12.	Provide support, relief and back up to the District Manager Aged Care Division as required.
13.	Uphold confidentiality and exercise discretion in relation to information received in the performance of duties and to comply with all WNSW policies and procedures.
14.	Willingness to travel as required, both internal and external to the LHD.

<p>Commitment to Role</p>	<p>I have read the core activities, noting the responsibilities and other requirements of the role as detailed in this document.</p> <p>Name: _____</p> <p>Signature: _____ Date: / /</p>
<p>Manager</p>	<p>Signature: _____ Date: / /</p>