

Daceyville Residential Aged Care Roster Review

Dear Member,

As you may recall, Health Services Union representatives attended the staff meeting held on the 2nd of October about the roster review.

The HSU expressed concern about the unrealistic timeframe and the health and safety risks the proposed roster would have on members.

The HSU has now received the information we had requested. Given the delay, it would seem that the timeframe is yet to be determined – add to which the best management can do is to provide a *draft* “Risk Assessment”. It is hard not to draw the conclusion that the work management indicated it had undertaken at the staff meeting was not done, showing little regard for your safety.

Attached are the documents provided for your comment. They include the Workload Risk Assessment for the proposed roster.

Please provide your feedback by contacting your local Organiser Randall Millington on 0458 301 076 or email randall.millington@hsu.asn.au by close of business 18 October 2019.

In unity,



Gerard Hayes
Secretary, HSU NSW/ACT/QLD

1002
 Daceyville RAC
 * Time format examples: 9:00 for 9AM, 14:00 for 2PM

Penalty Shift Reminder	
10% Penalty	50% Penalty
12.5% Penalty	75% Penalty
15% Penalty	150% Penalty

Staff Resident Ratio	
AM	4.53
PM	5.71
ON	11.52

AM Starts < 12:00
 PM Starts > 11:59
 ON Starts > 19:59

Facility Roster

Care Management		152.00 Hrs or 2.00 FTE		Week 1														Week 2														12 Days			
Shift	EA Classification	Grade	EA Rate	Rate	Mon		Tue		Wed		Thu		Fri		Sat		Sun		Mon		Tue		Wed		Thu		Fri		Sat		Sun		Public Holiday		Note
					Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	
DEPUTY FACILITY MANAGER - RN	Facility Manager CSE Grade 5 - 51-100 beds	0	\$29.32 - \$44.58	\$49.38	09:00	17:06	09:00	17:06	09:00	17:06	09:00	17:06	09:00	17:06	09:00	17:06			09:00	17:06	09:00	17:06	09:00	17:06	09:00	17:06	09:00	17:06							
FACILITY MANAGER - RN	Facility Manager CSE Grade 5 - 51-100 beds	0	\$29.32 - \$44.58	\$67.37	09:00	17:06	09:00	17:06	09:00	17:06	09:00	17:06	09:00	17:06					09:00	17:06	09:00	17:06	09:00	17:06	09:00	17:06	09:00	17:06							

Registered Nurses		276.50 Hrs or 3.64 FTE		Week 1														Week 2														12 Days			
Shift	EA Classification	Grade	EA Rate	Rate	Mon		Tue		Wed		Thu		Fri		Sat		Sun		Mon		Tue		Wed		Thu		Fri		Sat		Sun		Public Holiday		Note
					Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	
RN - AM	Registered Nurse	5th year (thereafter)	\$42.18	\$42.18	06:45	15:15	06:45	15:15	06:45	15:15	06:45	15:15	06:45	15:15	06:45	15:15	06:45	15:15	06:45	15:15	06:45	15:15	06:45	15:15	06:45	15:15	06:45	15:15	06:45	15:15	06:45	15:15	06:45	15:15	
RN - PM	Registered Nurse	5th year (thereafter)	\$42.18	\$42.18	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	
New RN ON Shift	Registered Nurse	5th year (thereafter)	\$42.18	\$42.18	22:45	03:00	22:45	03:00	22:45	03:00	22:45	03:00	22:45	03:00	22:45	03:00	22:45	03:00	22:45	03:00	22:45	03:00	22:45	03:00	22:45	03:00	22:45	03:00	22:45	03:00	22:45	03:00	22:45	03:00	

ENs & Certified Nurses		0.00 Hrs or 0.00 FTE		Week 1														Week 2														12 Days			
Shift	EA Classification	Grade	EA Rate	Rate	Mon		Tue		Wed		Thu		Fri		Sat		Sun		Mon		Tue		Wed		Thu		Fri		Sat		Sun		Public Holiday		Note
					Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	

Other Care Staff		1,806.00 Hrs or 23.76 FTE		Week 1														Week 2														12 Days			
Shift	EA Classification	Grade	EA Rate	Rate	Mon		Tue		Wed		Thu		Fri		Sat		Sun		Mon		Tue		Wed		Thu		Fri		Sat		Sun		Public Holiday		Note
					Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	
CARE - AM	Care Service Employee	Grade 2 level 2	\$23.73	\$23.73	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	
CARE - AM	Care Service Employee	Grade 2 level 2	\$23.73	\$23.73	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	06:30	13:00	
CARE - AM	Care Service Employee	Grade 2 level 2	\$23.73	\$23.73	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	
CARE - AM	Care Service Employee	Grade 2 level 2	\$23.73	\$23.73	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	
CARE - AM	Care Service Employee	Grade 2 level 2	\$23.73	\$23.73	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	
CARE - AM	Care Service Employee	Grade 2 level 2	\$23.73	\$23.73	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	
CARE - AM	Care Service Employee	Grade 2 level 2	\$23.73	\$23.73	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	06:30	15:00	
CARE - ND	Care Service Employee	Grade 2 level 2	\$23.73	\$23.73	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	
CARE - ND	Care Service Employee	Grade 2 level 2	\$23.73	\$23.73	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	22:45	06:45	
CARE - PM	Care Service Employee	Grade 2 level 2	\$23.73	\$23.73	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	
CARE - PM	Care Service Employee	Grade 2 level 2	\$23.73	\$23.73	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	
CARE - PM	Care Service Employee	Grade 2 level 2	\$23.73	\$23.73	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	15:00	21:30	
CARE - PM	Care Service Employee	Grade 2 level 2	\$23.73	\$23.73	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	
CARE - PM	Care Service Employee	Grade 2 level 2	\$23.73	\$23.73	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	
CARE - PM	Care Service Employee	Grade 2 level 2	\$23.73	\$23.73	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	15:00	23:00	
CARE - ND - Added as Budget Exception	Care Service Employee	Grade 2 level 2	\$23.73	\$23.73	22:30	06:30	22:30	06:30	22:30	06:30	22:30	06:30	22:30	06:30	22:30	06:30	22:30	06:30	22:30	06:30	22:30	06:30	22:30	06:30	22:30	06:30	22:30	06:30	22:30	06:30	22:30	06:30	22:30	#####	

Allied Health		45.00 Hrs or 0.59 FTE		Week 1														Week 2														12 Days			
Shift	EA Classification	Grade	EA Rate	Rate	Mon		Tue		Wed		Thu		Fri		Sat		Sun		Mon		Tue		Wed		Thu		Fri		Sat		Sun		Public Holiday		Note
					Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	
PHYSIO	Diversional Therapists - Level 2	2nd year	\$38.68	\$38.68	09:00	17:00			09:00	17:00			09:00	17:00					09:00	17:00			09:00	17:00			09:00	17:00							

Lifestyle Officers		120.00 Hrs or 1.58 FTE		Week 1														Week 2														12 Days			
Shift	EA Classification	Grade	EA Rate	Rate	Mon		Tue		Wed		Thu		Fri		Sat		Sun		Mon		Tue		Wed		Thu		Fri		Sat		Sun		Public Holiday		Note
					Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	Start	Finish	
LIFESTYLE CO-ORDINATOR	Lifestyle Officer	Grade 3	\$25.15	\$25.15	08:30	16:30			08:3																										

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Workload Risk Assessment (August 2019 Version)



Please refer to the **Guide to Completing the Workload Risk Assessment (August 2019 Version)**.

The Workload Risk Assessment process involves identifying hazards/risks (including psychosocial hazards) that may result from changes to staffing/rosters. Please complete this template and provide a copy to the WHS Manager for central reference.

Note: Workload Management, as a specific component of Work Health and Safety (WHS), must be raised and actively discussed at Residential Care **Quality Committee meetings, monthly staff meetings** and Home Care / Retirement Living equivalents. This Workload Risk Assessment should be included in the Committee discussions, to ensure all controls/actions are followed-through and completed.

Date(s) of Risk Assessment	01/10/2019
Person(s) undertaking the Risk Assessment	Anna Fernando
Role(s) of Person(s) undertaking the Risk Assessment:	Facility Manager
Residential Aged Care Facility	Daceyville
People Consulted and consultation forum(s) used	Deputy Facility Manager/Regional Manager

Provide a summary of the planned changes i.e. the shifts/roles that will be removed from the roster or have hours reduced, and the implications for workload management and work health & safety (hazards, risks, concerns).

1. **Lifestyle:** reduction of 1 hour a fortnight
2. **Cleaning Shifts:** Currently running Monday – Saturday (2 cleaners on Monday Tuesday Wednesday and Friday); 14 hours reduction
3. **Care Shifts:** total of 196 hours reduction (8 AM CSE's and 7 PM CSE's from)

Hazards/concerns identified include:

4. Increase in workloads for the cleaning staff.
5. Increase in workloads may mean that staff are rushing and taking shortcuts and cleaning will not be done properly.
6. Increased job dissatisfaction with staff having their hours reduced and feeling under appreciated.
7. Possible loss of trust of the organisation due to frequency of roster changes affecting staff
8. Potential delay in call bells and meeting residents' demands (e.g. medication, scheduled toileting, feeding assistance, regular shower routine and pressure area care/repositioning) may cause increased complaints from residents and families which the facility has already been dealing with.
9. Potential increase in the risk of falls with the residents as they don't wait for staff assistance and do things they are not capable to doing on their own resulting in injury, falls and increased care needs.
10. Possible tension between cohort of staff that have been impacted and managers due to changes in work expectations

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Workload Risk Assessment (August 2019 Version)



11. Staff may feel that the change has not been considered fairly

Workload Risk Identification, Assessment, Controls and Implementation Plan
For guidance on how to complete, please refer to the example in the 'Guide to Completing the Workload Risk Assessment'.

Workload Risk Identification		Workload Risk Assessment			Controls and Implementation Plan			
Risk/Hazard	Impact + Other Considerations	Likelihood	Consequence	Risk Rating	Controls/actions to reduce/address risks	By Whom	By When	Date Completed
High job demands	Potential fatigue due to increased workloads – increasing the risk of injury to staff or residents.	Likely	Moderate	M	1) FM and DFM available from 7am until 5 pm weekdays can assist where needed during the week; not able to assist on weekends but available on call 2) RN can assist where possible if their clinical load is not at peak and they're not needed for assisting in clinical matters 3) Consideration and better promotion of the practise of	FM/DFM	Commence ASAP Ongoing management of the casual pool Implement and communicate plan for using 24 hour care	

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Workload Risk Assessment (August 2019 Version)



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Workload Risk Identification		Workload Risk Assessment			Controls and Implementation Plan			
Risk/Hazard	Impact + Other Considerations	Likelihood	Consequence	Risk Rating	Controls/actions to reduce/address risks	By Whom	By When	Date Completed
					24 hours care and resident directed care. 4) Ensure sufficient amount of casual staff available		Increase ACFI funding to try and get allocation back or actual hours at the facility that benefit the facility physically	
High job demands	Potential that staff will rush to complete their duties: this could lead to increased injury to residents or staff	likely	Moderate	M	5) FM and DFM available from 7am until 5 pm weekdays can assist where needed during the week not able to assist on weekends but available on call 6) RN can assist where possible if their clinical load is not at peak and there not needed for assisting in clinical matters 7) Consideration and better promotion of the practise of 24 hours care and resident directed care. Ensure sufficient amount of casual staff available	FM/DFM	Commence ASAP Ongoing management of the casual pool Implement and communicate plan for using 24 hour care	

Southern Cross Care (NSW & ACT)
Workload Risk Assessment (August 2019 Version)



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Workload Risk Identification		Workload Risk Assessment			Controls and Implementation Plan			
Risk/Hazard	Impact + Other Considerations	Likelihood	Consequence	Risk Rating	Controls/actions to reduce/address risks	By Whom	By When	Date Completed
					Review ACFI funding to ensure it continues to accurately reflect acuity and care needs			
High job demands	Increased workload may lead to the staff taking shortcuts and not asking for the correct assistance from other staff members as they are trying to get the job completed and lead to increased risk of injury to staff and the residents	likely	Moderate	M	<ol style="list-style-type: none"> 1) Reinforce policy that two person assist must be adhered to. Staff to adhere to manual handling practices 2) Review of communication strategies ensure that staff carry a phone to communicate and request assistance with residents 3) Work on time management and planning for residents care and needs 	FM and DFM	ASAP commence Ensure that strategy is implemented by NOV 2019	
High Job Demands	Potential delay to call bells and meeting residents demands (e.g. medication toileting and assistance with care needs). May causes increased agitation of the resident increasing risk in assault, staff rushing to placate the resident, causing staff injury or	Likely	Moderate	M	<ol style="list-style-type: none"> 1. Staff training around communication to resident in regards to management of call bells and time 2. Encourage adherence to care planning in regards to toileting regimes and medication management 3. Prioritise residents with high medication needs and time dependant medications 	FM and DFM	Commence training and strategies ASAP	

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Workload Risk Assessment (August 2019 Version)



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Workload Risk Identification		Workload Risk Assessment			Controls and Implementation Plan			
Risk/Hazard	Impact + Other Considerations	Likelihood	Consequence	Risk Rating	Controls/actions to reduce/address risks	By Whom	By When	Date Completed
	stress, or medication incidents				4. Prioritise call bell as to risk of resident due to cognition and insight into capabilities			
Poor Workplace relationships	Possible tension between cohort of staff that have been impacted and managers due to changes in work expectations	Likely	Moderate	M	<ol style="list-style-type: none"> 1. FM and DFM to maintain open dialogue with staff and assist where possible during the busy periods. 2. Ensure EAP is offered 3. Maintain regular team meetings to discuss and consult on the improving work practises 	FM and DFM	Commence ASAP	
Poor Organisation change management	Staff may be disillusioned with the second round of roster cuts and the continual employment in Sydney but loss to the floor	Likely	Moderate	M	<ol style="list-style-type: none"> 1. Continual monitoring of ACFI by the managers to try and ensure that uplift occurs 2. Managers to convey an objective message regarding any reductions. Need to ensure that correct information is available to be disseminated with any complaint 3. Managers to convey that ACFI is based on residents needs and staff numbers are matched to these needs and workloads have been benched marked to industry and ACFI standards 			

Southern Cross Care (NSW & ACT)
Workload Risk Assessment (August 2019 Version)



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Workload Risk Identification		Workload Risk Assessment			Controls and Implementation Plan			
Risk/Hazard	Impact + Other Considerations	Likelihood	Consequence	Risk Rating	Controls/actions to reduce/address risks	By Whom	By When	Date Completed
Poor organisational Justice	Staff may feel the changes have not been considered fairly	Likely	Moderate	M	<ol style="list-style-type: none"> 1. Convey ACFI funding is based with staffing need. The staffing has been benched mark to industry average and acuity. 2. Managers convey an objective message regarding any reductions via existing forums such as staff meeting (formal and informal) and through one on one counselling and offers of EAP 			
Poor organisational change for residents	Potential for issues with residents due to complex foot print of Daceyville home with decrease in people available during the high acuity hours resulting in increased chances of residents needs not being met.	Likely	Moderate	M	<ol style="list-style-type: none"> 1. Ensure that staff understand how to prioritise residents with high needs and at high risk to assist when needed 2. Try to keep residents in area where surveillance is easily achieved for maximum time 3. Ensure that residents and families are made aware of changes and have an understanding of needs may not be able to be met in the timely manner on afternoon shift inclusion of them in the staffing changes and process. 			

Southern Cross Care (NSW & ACT)
Workload Risk Assessment (August 2019 Version)



APPENDIX

Risk Rating Matrix: Combined effects of Likelihood and Consequence	Determine the Risk Rating (in red) based on Likelihood and Consequence		Consequence		
	Likelihood	Likely	Minor	Moderate	Major
		Possible	M (medium)	M (medium)	H (high)
		Unlikely	L (low)	M (medium)	M (medium)
		L (low)	L (low)	M (medium)	

Risk Rating Matrix – definitions of the levels of ‘Consequence’ and ‘Likelihood’			
Consequence		Likelihood	
Consequence descriptor	Example	Likelihood descriptor	Example
Major	Incident resulting in serious permanent or total disability/loss of capacity for worker/resident. Major incident related to psychosocial hazard results in permanent or long-term absence from work, either as a worker’s compensation claim or personal leave/possible Union or Fair Work Australia matter/extensive rehabilitation.	Likely	Will probably occur/recur in most circumstances (e.g. several times a year)
Moderate	Treatment for worker or community member by a registered medical practitioner requiring ongoing treatment, with no permanent disability/loss of capacity. Moderate incident related to psychosocial hazard results in relatively long periods of absence from work either as a worker’s compensation claim or personal leave/possible Union or Fair Work Australia matter/moderate rehabilitation.	Possible	Possibly will occur/recur – might occur at some time (e.g. may happen every 1 to 2 years)
Minor	First aid or treatment for worker by a registered medical practitioner with no follow up required. Minor exposure to psychosocial hazard results in complaints and disciplinary matters.	Unlikely	Possibly will occur/recur – e.g. could occur at some time in 2 to 5 years

Risk Category – Priority for Controls/Actions	
Risk Rating	Response / Action to take
H - high risk	Determine and implement the controls/action plan between 0 – 2 months
M - medium risk	Determine and implement the controls/action plan between 2 – 6 months
L - low risk	Determine and implement the controls/action plan between 6 – 12 months (if required)