

Canberra Health Services: Women Youth & Children Community Health Restructure

Dear Member,

Attached is correspondence the HSU has received from Canberra Health Services regarding a proposed restructure of the Women Youth & Children Community Health Program.

Member feedback requested

The HSU industrial team is currently reviewing the potential impacts of the proposed restructure 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 27 November 2019. You can submit it by email to olivia.forsyth-sells@hsu.asn.au with subject line *Canberra WYCCHP*.

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



Canberra Health Services Preliminary Consultation Paper

Women Youth and Children Community Health Program
Corporate Governance Review

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1. Introduction

The Women, Youth and Children Community Health Program (WYCCHP) is a program under the umbrella of Women, Youth and Children Division of Canberra Health Services. The community-based services offered by WYCCHP are varied. Some of the services are available to children from 0-18 years of age, parents of children aged under 5 years, adolescents in high school, immunisations services up to year 10, health checks for children and secondary services like hearing and orthoptist. These services are offered in many diverse locations including community health centres, people's homes, health clinics, child and family centres, schools and outreach locations.

2. Purpose

The purpose of this paper is to provide staff with early information regarding a review of the Corporate Governance structure of the existing services of the program to ensure that they work efficiently to provide person-centred, child-focussed, safe and effective care for women, children, young people and families.

Corporate Governance refers to the structure, processes, behaviour and culture used to direct and manage the business of an area to ensure that:

- it can fulfil its mandate or overarching goal
- there is efficient use of resources, and
- there is accountability for the stewardship of those resources.

For WYCCHP this accountability is to the people and families who use our services, to the staff who provide care, to our executive leadership and ultimately to the Government of the day.

So, it's the way our teams and services are structured to support the most efficient and effective decision making and delivery of our universal and enhanced services.

The review of the current program and the proposed models presented must be cost-neutral and there are no intended job losses. This review is about reconfiguring **some** services for better efficiency and client care.

3. Current model

WYCCHP has a Director who has operational management of a number of direct reports within the program who manage the following teams:

- **Central Team:**
Child Asthma Education Service, Audiometry nurses service, Healthcare Access At Schools Service, High School Immunisation Service, Kindergarten Health Check Service, School Health Nurses Service
- **CHTSS:**
Child at Risk Health Unit, Community Paediatric and Child Health Service

- Child Protection Training Unit, CYPS Liaison Officer
- **Allied Health:**
Early Parenting Counselling Service, Orthoptic Secondary Screening Service, Physiotherapy Service
- **MACH:**
Early childhood child health clinics – booked and drop-in, Universal Home visits, immunisation service, Early days groups, New Parent Groups, Sleep groups, Canberra Maternity Options Service, Parenting Enhancement Program, IMPACT program
- **Nutrition service** – individual and group services, SKIP
- **Women's Health Service**
- **Supporting Safer Families Program Manager**
- **Community Development Officer**
- **Early Family Support Initiative Program Lead**
- **Assistant Director of Nursing**
- **Program Support Nurse**
- **Program Development Nurse**
- **Personal Assistant**

4. Rationale for change

The WYCCHP has been earmarked for a governance review for some time. This is to ensure that the way we structure our services and reporting lines are the most efficient and client-centred that we can offer.

The program has grown considerably over time. Between 2015 and 2019 the fulltime equivalent staff numbers have increased from 136 to 177 - an increase of 22%. Please consider that this is just FTE. We currently have approximately 211 staff members. These increases include the School Youth Health Nurses who have doubled in their numbers, the inclusion of staff for the Canberra Maternity Options service and the full staffing of MACH services.

The complexity of our services has also increased with expansion of our existing services, new initiatives of WYCCHP, and the impact of ACT Government commitments such as Family Violence training for CHS and the Canberra Maternity Options service, as well as the Improving Early Family Support project officer who is determining where our program can enhance our early support services for children and families.

The governance review will endeavour to ascertain if our current organisational structure best supports the increase of staff, services and complexities in our program and is able to provide the:

- best support for our clients,
- best support for staff and
- best support for our leaders.

5. Future model

5.1 Scope of the future model

On the 8th August 2019 our WYCCHP leadership team met to begin to explore ideas of how we might reconfigure our governance structure to ensure the best efficiency and effectiveness.

As part of this brainstorming session we looked at the services we provide, the overarching goal of these services and the way our teams and leadership are currently structured. Different ideas of future organisational models were proposed by some of the program managers to provide a starting point for how a different structure might look.

The models presented are one for the nursing services in the current MACH and Central teams, one way of configuring the allied health services and a model that incorporates the whole of the program. The medical services and other nursing roles are included in this last model but haven't been separately configured.

It is acknowledged that these models are preliminary and incomplete, however they provide concrete ideas for staff to consider and are intended to stimulate thought, consideration and development of possible options.

5.2 Benefits of the future model

CHS is committed to providing a health service that is trusted by our community by creating exceptional health care together. As part of this review it is hoped that WYCCHP can also support the role and the vision of CHS.

We are seeking an organizational model that supports women, families, children and young people supported by our program to access seamlessly the help they need in the best possible time frame.

Additionally, we are seeking a model that has equitable and sustainable leadership positions. Revising the structure provides an opportunity to enhance workforce planning and develop transition and succession planning and pathways for leadership roles within WYCCHP.

5.3 Implementation of the future model

The proposed structural redesign will be implemented by June 2020.

5.4 Related change processes

5.5 Implications for not undertaking the change

There are implications for WYCCHP if it does not proceed with any restructure:

1. The program will still be unable to provide clients with ready access to health professionals within our program;
2. Positions in the leadership team will continue to have unsustainable work loads, limiting their ability to undertake other work;
3. Opportunities to support work performance will be lost, potentially impacting the individual staff member, their workplace and the delivery of the health service.

6. Consultation methodology

6.1 Period of Consultation

Staff were informed of the governance review of the governance in the Director's weekly email message on 11th October 2019. Following this email the Director presented a power point on the governance review at the Whole of Program meeting on 30th October. Information from this power point is included in this preliminary consultation document and will be forwarded to all staff to review. Staff will also be provided with a paper copy at the staff meetings.

The preliminary consultation period is for the month of November. This consultation paper provides the background information related to the current structure and possible new structure of the WYCCHP.

Your feedback, suggestions, questions and answers to the consultation questions will assist in further informing our review of the corporate governance.

A series of **staff meetings** will be provided across WYCCHP worksites, to give an overview of the governance structure and provide an opportunity for staff to ask questions or provide feedback. These meetings will be attended by the Director and a scribe. These meetings have been arranged with the managers of each of the services.

Staff that are unable to attend the staff meetings will be able to access **Survey monkey** to provide answers to the consultation questions and also leave feedback.

Written feedback can also be provided via email to deborah.colliver@act.gov.au or Dianne.mcdean@act.gov.au

Feedback due by **30th November 2019**.

6.2 Schedule

The schedule for consultation to the teams is as follows:

When	Time	Who	Where
6 November 2019	0900-1000	PEP/IMPACT	Small conference room, L3, 1 Moore street
6 November 2019	1545-1645	MACH Gungahlin	GHC,
11 November 2019	1100-1200	CARHU Therapy	TBC
12 November 2019	1200-1300	CARHU nurses	Room 10, CHWC
13 November 2019	1400-1500	CPCHS	Holder
13 November 2019	1530-1630	SYHN	L2, Moore st
20 November 2019	0845-0945	WHS	L1,
20 November 2019	1400-1500	Central team	TR1, L1, Moore st
20 November 2019	1545-1645	MACH Belconnen	BHC L1, MR
27 November 2019	1100-1200	Allied Health team + Nutrition	BHC, L1, MR 1
27 November 2019	1545-1645	MACH Tuggeranong	MR 1 & 2, THC

6.3 Review Questions

The questions that will be asked of staff are as follows. In terms of corporate or operational Governance:

1. What works well in your service?
2. What could be improved in your service for you and your clients?
3. What have we missed or not thought of?
4. What's another way of doing it?
5. Please share any other comments you have that aren't covered by the questions already asked.

6.4 Draft structure

The draft structure, following feedback from the staff review, will be compiled for formal consultation in December 2019 or January 2020. This will allow for the Christmas shutdown period.

6.5 Final Structure

The proposed final structure, with implementation plan, will be briefed to Executive director at the end of February 2020.

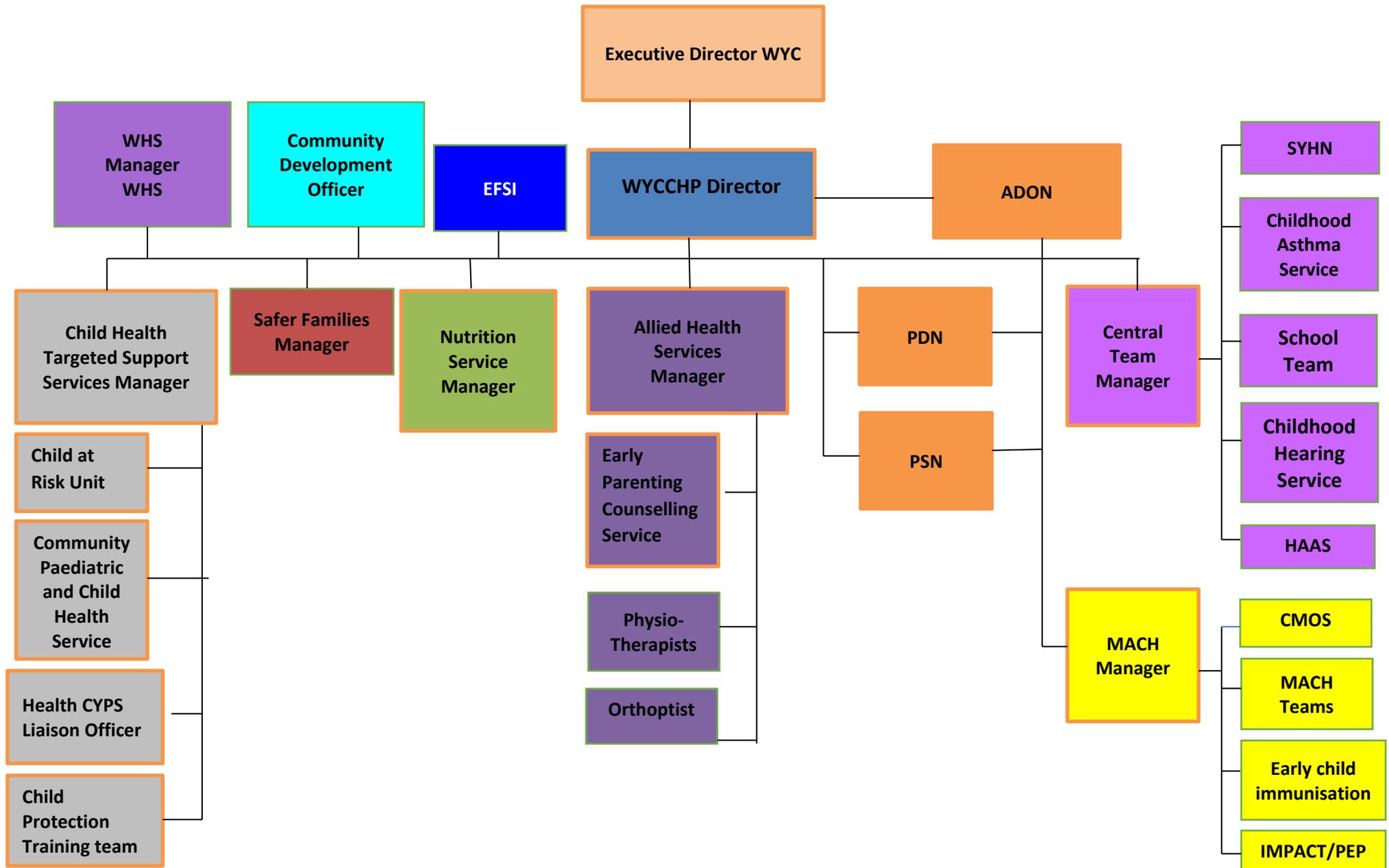
6.6 Completion

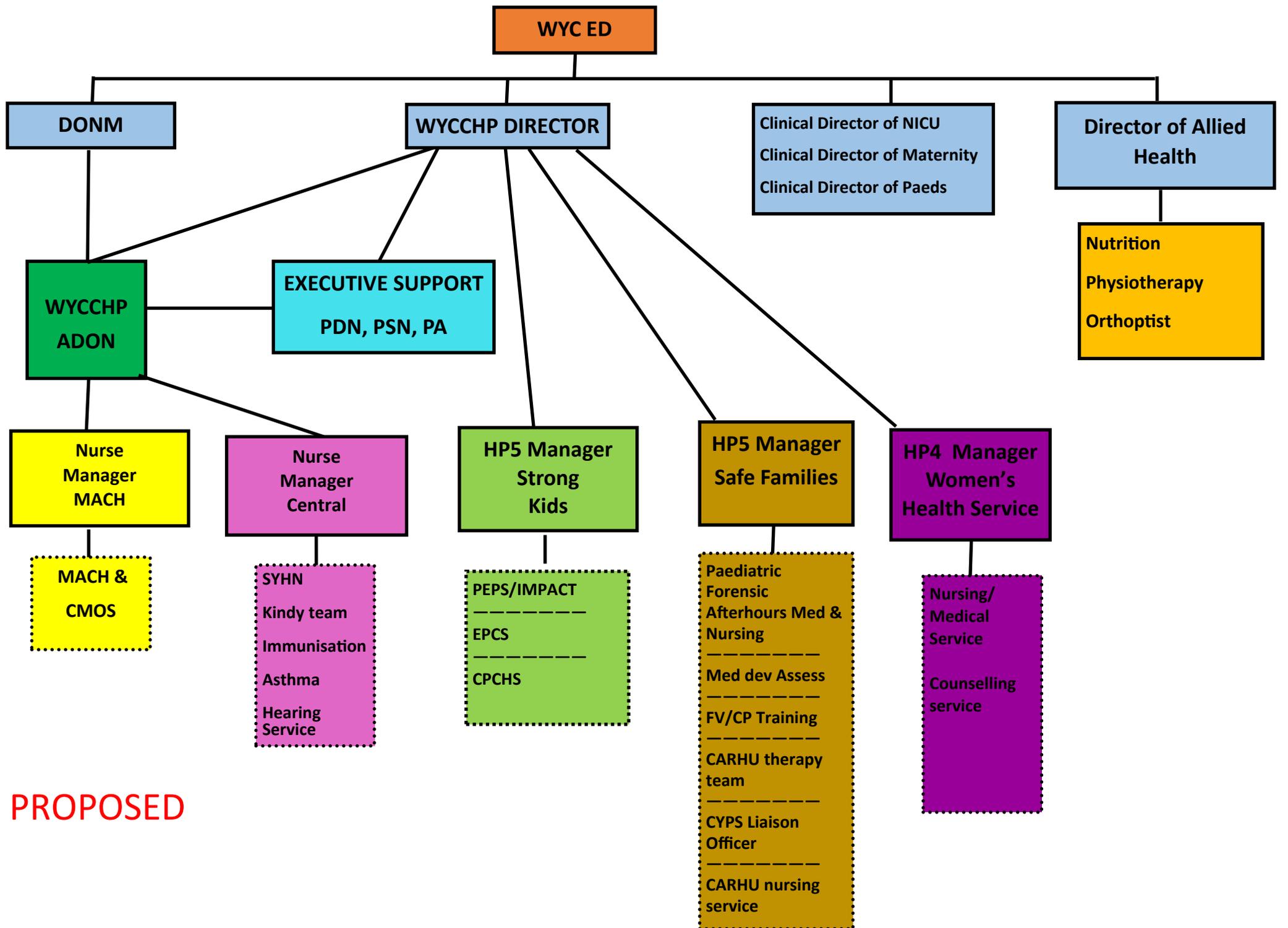
The proposed completion of all essential recruitment will be finalised by June 2020. It is also envisioned that the movement of any staff will also be finalised by June 2020.

7. References

Document	Author
<i>Canberra Health Services Strategic Plan</i>	<i>CEO, Canberra Health Services</i>
<i>Recruitment policy</i>	<i>People & Culture, Canberra Health Services</i>
<i>People & Culture Business Plan/Strategic Objectives</i>	<i>People & Culture, Canberra Health Services</i>

WYCCHP Operational Management Chart October 2019





PROPOSED