

NNSWLHD Community Health Review Update

Dear Member,

The HSU met with the LHD on 27 November 2019. At that meeting we asked for further clarification regarding a number of issues.

On 11 December 2019 the LHD provided the HSU with a response (attached) to those issues raised at that meeting.

This has been a frustrating process for HSU members, but the latest letter finally shines a bit more light on the restructure and the effect on staff.

It remains clear that the bulk of the work to do with this restructure lies with the recruitment of the General Manager's position.

After earlier feedback from members it was agreed that we would allow the recruitment of the General Manager's position to go ahead once our members had their issues addressed.

Please send any feedback you may have to Industrial Officer Edmund Fry via email edmund.fry@hsu.asn.au by close of business 19 December.

In unity,



Gerard Hayes
Secretary, HSU NSW/ACT/QLD



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11 December 2019

Mr Gerard Hayes
Secretary
Health Services Union
E: secretary@hsu.asn.au

Att: Peter Kelly, Peter.Kelly@HSU.asn.au

Dear Mr Hayes

RE: Community Health Review, VAN Services and Community Nursing Review

Thank you for participation of the HSU in the recent meeting on 27 November to further discuss the Community Health and IVAN restructures. At this meeting additional information was requested by the HSU representatives in attendance, Mr Peter Kelly and Mr Edmund Fry. Specifically, the information requested included:

- Further information pertaining to the clinical streaming model
- Further clarification regarding the proposed timeframes for the restructure
- Further information regarding the proposed arrangements for Heads of Departments
- Any proposed changes to the clinical manager's roles in respect to both clinical and managerial time
- An updated version of the proposed Organisational Chart
- An update on the plans to progress the IVAN structure
- Any available advice as to impact on administrative staff

By way of background, consultation regarding the restructure and proposed process commenced in November 2018. Further information was provided in a formal letter dated 7 February 2019.

The report on the restructure was released following endorsement by the Steering Committee on 10 April 2019. A period of consultation occurred, including an opportunity for staff to provide written feedback and on request this was extended to the 17 May 2019.

As part of the ongoing consultations with staff the HSU was informed of the process including significant dates for documentation and draft structures which were provided to staff for their input. Formal correspondence on the 8 July 2019 provided the previous and proposed Organisational Charts. On 10 October 2019 draft documentation was sent to the HSU for information and input including the following

Northern NSW Local Health District
ABN :67 284 856 520

Head Office: Crawford House, Hunter Street LISMORE NSW 2480
All Correspondence: LMB 11, LISMORE NSW 2480
Tel : 02 6620 2100 Fax : 02 6620 2166
Website : www.ncahs.health.nsw.gov.au

position descriptions and FTE information against the proposed organisation structure;

- Health Manager – Aged Rehabilitation and Community Health Stream Manager Tier 4
- Health Manager – Child, Family and Women’s Health Stream Manager Tier 4
- Health Manager – Community and Allied Health Manager Tier 5
- Health Manager – Child, Family and Women’s Health Community Health Manager Tier 5
- Health Manager – Rehabilitation Manager Community Health Tier 5
- Health Manager – Aged Care Manager Tier 5
- Director of Allied Health – Allied Health Professional Draft PD
- Education Research Program Manager – Allied Health Professional Draft PD
- Draft proposed Community Health Organisational Structure FTE

The HSU has requested further information on clinical streaming, IVAN review, allied health staffing, timeframe for the restructure, impact on administrative staff, clinical hours for managers, allied health assistants and affected employees. This information has previously been provided to the HSU on the 30 November 2019.

Specific meetings with the HSU and members have been held during this consultation period. The last meeting occurred on the 27 November 2019. In addition, there has been extensive interactions and feedback provided to all community health staff over the preceding months. There have been a number of face to face meetings with staff at different locations across the District in May and June 2019. The sites included: Lismore, Ballina, Byron, Tweed, Grafton, Maclean, Murwillumbah and Casino.

The consultations were held as general community health staff forums and all staff were encouraged to attend. Industrial organisations were also in attendance at these meetings. In attendance at all of the consultations were four members of the Executive Leadership Team who provided the background and answered questions from staff concerning the proposed changes. Staff were also informed of the ability to provide written feedback and comment on the proposed restructure.

Staff have been afforded opportunities to provide written feedback on the structure and particular work areas. This occurred after the initial round of consultative meetings. Staff have also been encouraged to discuss any issues and ideas with their line manager for submission to the Executive team.

Further meetings have been held with senior managers of community health to refine the structure documentation based on feedback from staff and the suggested changes have informed the revisions made to the structure. A specific face to face meeting was held with management staff who may be affected by the changes in the organisational structure.

The above information demonstrates the level of consultation and communication that has occurred in progressing the proposed re-structure. As previously advised the change to the structure in the first stage will only impact the management of Community Health. There will be no reduction in clinical staff numbers or the services offered by Community Health. There will, however, be changes to the line management of some staff as the District moves towards a clinical stream model. The profile (FTE) of clinical staff will not alter.

Given the size and complexity of Community Health the District has determined that changes should be considered in a staged and managed process. Accordingly, the first stage will include recruitment of a General Manager, Community Health (Tier 3). This position has been graded as a Health Manager, Level 6. The subsequent action would be the recruitment to the stream managers of 'Child, Family and Women's Health' and 'Acute Rehabilitation and Community Health' (Tier 3). The 'Director of Nursing Professional Lead' (Tier 4) and the 'Director of Community Allied Health Professional Lead' (Tier 4) would be included in the subsequent actions, however finalisation and approval is sought for these positions and structure as part of the agreement to the restructure.

The IVAN services Stream Manager (Tier 4) will be graded and implemented.

The Oral Health Services Stream Manager (Tier 4) will remain unchanged.

Another component of management change is to the Allied Health Stream Managers (Tier 6). They will be considered as a further stage and not progressed in the first stage.

Specific questions were raised at the meeting on 27 November 2019. Expansion of information is provided to cover aspects raised at that meeting.

Clinical Streaming model

NNSWLHD has adopted the Community Health Review recommendation to manage community based services under a 'streamed model of care' structure. The two new NNSWLHD service streams will be:

- Child, Family and Women's Health Stream
- Aged / Rehabilitation and Community Health Stream

The Community Health / Acute Based Allied Health services will be managed under the appropriate clinical stream, e.g. Child & Family health nurses will be managed under the Child, Family & Women's Health stream management structure.

Service streams will support district-wide service development and delivery.

NNSWLHD has examples of streamed services such as Oral Health, Mental Health and Drug & Alcohol that have designated LHD wide management structures and deliver clinical care across multiple sites, with a range of inter-professional teams. The clinical streams managers have management responsibility for budgets, quality improvement, service delivery and workforce management. The staff employed

within a specific clinical stream are managed under the governance structure of that stream.

The advantages of clinical streaming are to have a district wide approach, a consistent clinical approach across all sites in the district and to provide the best patient care in a consistent model and framework across the district no matter where the client presents. The model is a strengths based model that will rely on consistency of approaches for all parts of clinical service delivery across the district.

The benefits also include the equitable distribution of resources across all sites to ensure equitable access for clients. The streaming model also supports better workforce planning, professional development opportunities and optimises the utilisation of the staff's skills and capabilities.

Ultimately this will provide a safe, efficient and robust framework for staff that can be consistently applied and measured whilst providing direct benefits to community health clients.

Timeframes for the restructure

As previously advised the District has indicated that a phased approach to recruitment of Tier 3, 4, and 5 positions will be adopted. NNSWLHD is seeking support from the HSU to recruit the Tier 3 and 4 positions, with advertising commencing as soon as possible for the Community Health General Manager, then in early 2020 recruitment to the Tier 4 positions.

While the Tier 3 and 4 positions are recruited, NNSWLHD will continue to consult with Unions on the composition of the Tier 5 positions. Once the composition of these positions have been finalised recruitment action will commence later in 2020.

The approach is to advertise and fill the General Manager position as soon as possible, followed by Tier 4 through relevant recruitment and potential matching processes.

This arrangement allows for an orderly approach to changes whilst providing continuity for clinical staff. The approach allows for issues such as the roles and functions of the Heads of Departments to be left unchanged during the initial restructure and for further detailed consultation and adoption of the model to be progressed by the General Manager of Community Health. The role and function of the managers and the split between management time and clinical hours will also be part of ongoing consultations and would be a phased approach to be further negotiated and finalised once the General Manager is appointed.

This proposal is intended to be a phased approach that allows continued input and involvement by staff with the appointment of the General Manager. Given the potential size and scope of Community Health and the nuances that exist at each point of clinical contact and in each facility, this approach will allow staff to have direct input and for any changes to be undertaken that will benefit both the staff and the community at each location.

Heads of Departments in the Restructure

The roles of the Allied Health Heads of Department are not part of the initial restructure and will remain unchanged in phase 1 and 2 of the proposed restructure. As indicated the Allied Health Heads of Department will continue to have input into this part of the restructure. No determination will be made on changes until after the General Manager and stream managers are appointed. Once appointed further discussions will be held to determine the best models to provide professional and clinical support for allied health professionals across the District.

Any changes to Heads of Department clinical manager's roles and splits between clinical and managerial time

All hours and roles of managers will continue to be clarified throughout the process. This will be in conjunction with the staff and work area/service. This will also be conducted in a phased approach. There will be no changes to these roles outside of Tier 3 and 4, in the first phase.

An Updated version of the Organisational Chart

The most recent organisational structure is provided as an attachment.

An update on the IVAN structure

As part of the district wide and detailed consultation process, staff and management of IVAN are involved in continued communications - with regarding the progression of the IVAN structure. Recently a number of meetings were held by the Director of Clinical Operations and IVAN management to discuss the structure and operations of the service. The NSW IVAN model is one that is consistent with the approach across NSW and follows the MOH recommendation of a state wide review and subsequent recommendations. A draft structure and further consultation will be undertaken in the new year.

Any additional duties for Administrative staff

Consistent with the phased approach and the previous correspondence, at present, there is no proposed changes to the existing community health administration staff, however under the new streamed model they may report to a different manager. It is recognised that over time with the introduction of central intake there may be some adjustment to their duties. Any proposed changes will include consultation with staff and the HSU, a meeting will be arranged.

Thank you for the ongoing involvement of the HSU in the process and discussions. As outlined there has been substantial consultations and discussions held on the proposed restructure. The District is now requesting formal endorsement from the HSU for the General Manager Community Health, Tier 3 and the Tier 4 positions as outlined in the Organisational Chart be advertised and recruited.

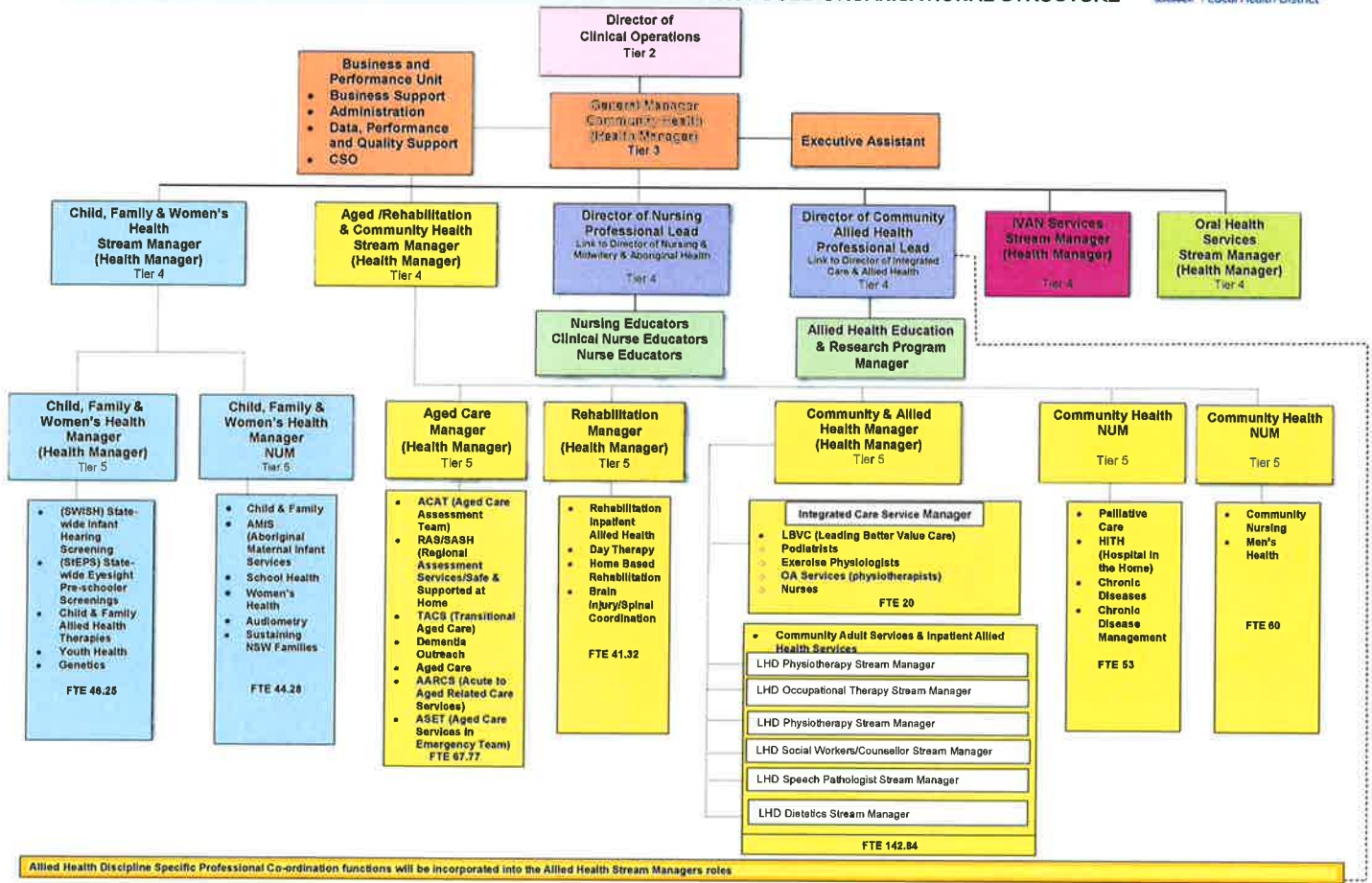
If you have any questions on the process outlined above please do not hesitate to email Vicki Rose at vicki.rose@ncahs.health.nsw.gov.au or phone 66207396 / 0413434569.

Yours sincerely

A handwritten signature in black ink, appearing to read 'R Buss', written in a cursive style.

Richard Buss
Director of Workforce

NORTHERN NSW LOCAL HEALTH DISTRICT - COMMUNITY HEALTH PROPOSED ORGANISATIONAL STRUCTURE



Allied Health Discipline Specific Professional Co-ordination functions will be incorporated into the Allied Health Stream Managers roles

All Community Health Nursing positions will have a professional line of responsibility to the Community Health Director of Nursing (DON) via the NUM positions