

## **NBMLHD Primary Care & Community Health Restructure**

Dear Member,

Please find correspondence received from NBMLHD Primary Care & Community Health Restructure [HERE](#).

Your HSU organiser Peter Mason is requesting your feedback and comments in relation to this correspondence.

Peter is currently reviewing all the potential impacts of the restructure and the possible affected-on HSU members.

Please review the correspondence and provide your comments and concerns via email to [Peter.mason@hsu.asn.au](mailto:Peter.mason@hsu.asn.au) with the subject line, NBMLHD Primary Care & Community Health Restructure by Friday the 20<sup>th</sup> of December 2019.

Please distribute this newsletter to your work colleagues for their information and encourage them to join the HSU and attend all the meetings.

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-hsu/](http://www.hsu.asn.au/join-hsu/) or call 1300 478 679 and join over the phone.

A union's effectiveness and negotiation power strongly 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 to continue to protect, build and improve your working life.

In unity,



Gerard Hayes  
Secretary, HSU NSW/ACT/QLD

10 December 2019

Dear Colleagues

I would like to thank you for the feedback that you provided on the proposed Primary Care and Community Health (PCCH) Restructure that was introduced to the service on 25 September 2019. I would also like to acknowledge the regrettable delays in progressing the structure and apologise for any impact this may have had on you. The delays were required to resolve industrial issues raised by the Health Services Union (HSU) and NSW Nurses and Midwives' Association (NSWNMA).

**CONSIDERATION OF FEEDBACK:**

There has been a broad range of topics of feedback provided by the staff within Nepean Blue Mountains Local Health District (NBMLHD). Given the extent of the range of areas of feedback, I will provide some high level points in this communication. **In addition to this letter, I would like to extend an invitation to all teams and individuals to discuss the consideration of the feedback that is of interest to them. I would be pleased to meet with anyone wishing to accept this invitation.**

Given that the Restructure has involved the senior management structure of PCCH, the proposal and feedback has been considered by executive managers in NBMLHD.

A number of aspects of the feedback from staff will be used to inform the implementation process. It is envisaged that the implementation plan for the structure will be formulated through collaboration on factors including:

- Preservation of the strengths of models of care including early intervention approaches.
- Synergies (both operational and clinical) and efficiencies between teams will be maintained and enhanced through deliberate horizontal integration within the structure.
- Deliberate monitoring of workload, outcomes and patient experience will be developed.
- Names of streams, teams and positions – When all positions are filled, names of streams, teams and positions can be consulted on and proposed for renaming.
- Consideration of appropriate alignment of operational and clinical functions with the implementation of the changes in the positions and roles.
- Change management considerations to support the introduction of the new structure to ensure the proposed benefits are realised.

I would also like to acknowledge the feedback in relation to the approach for the announcement and consultation to date. It has been of paramount importance that human resource processes are followed during the restructure. It has been challenging to balance this with a preferred proactive change management approach. I will use the concerns raised to inform the implementation with my commitment to collaboration and consultation going forward.

**OUTCOME FOLLOWING CONSIDERATION OF FEEDBACK:**

I am writing to advise you of the outcome following the extensive consideration of the feedback and further consultation through meetings and industrial processes.

The PCCH Structure that was proposed is now confirmed and is attached for your information. There have been minor edits of errors that staff highlighted during the feedback process.

NBMLHD will now progress to the implementation of the structure with the exception of permanent recruitment to the position originally proposed to be called the Child and Family Health Coordinator. Following consideration of feedback from staff, the position will be renamed to Child and Family Health Manager.

The Child and Family Health Manager will be subject to arbitration in March 2020 following an Industrial Relations Commission dispute hearing between NBMLHD and the NSWNMA. The Nurses Association is seeking to have this position classified from a Health Manager position to solely a Nursing position. The Commission has also requested that all submissions by both the Association and NBMLHD be provided to the HSU. Temporary appointment to the position will proceed until we have an arbitrated decision from the Industrial Relations Commission (IRC). The NSWNMA is also seeking from this arbitration that should the process not result in the Child and Family Manager Position becoming a nursing position then the existing Nurse Manager Level 5 should be subject to an increased grading.

The following steps will be undertaken to progress to implementation.

1. The proposed position descriptions will be progressed to be endorsed by relevant grading committees. It is hoped that this may be completed prior to Christmas.
2. For positions under the Health Managers award, discussions will be held with individuals regarding the direct appointment to the Community Health Care Manager, the Child Family and Priority Populations Manager, the Priority Population Manager and the Compliance and Quality Manager Position.
3. For any remaining new positions or where there is more than one person who may be matched to a position, a merit based selection process will apply whereby only affected staff, irrespective of whether they have been direct matched, may submit an Expression of Interest.
4. A standard, external recruitment and merit based selection process will then be undertaken for any remaining vacant positions
5. Staff that are deemed to be affected will be managed in accordance with the PD2012\_021 Managing Excess Staff of the NSW Health Service. NBMLHD are committed to providing support to the staff members. A copy of the Policy Directive is available at [http://www.health.nsw.gov.au/policies/pd/2012/PD2012\\_021.html](http://www.health.nsw.gov.au/policies/pd/2012/PD2012_021.html)

I will be consulting with senior managers on the timelines for the implementation that will be impacted by grading processes, the Christmas period and the recruitment required. The PCCH Senior Management teams will work with you on the proposed timelines.

I appreciate that this is a challenging time for all staff especially the four individuals whose position is impacted. You have my commitment that you will receive support and that NBMLHD will work in partnership with you as we make this change.

Please note that this information has also been forwarded to the respective unions.

I would also like to take the opportunity to remind you that that NBMLHD has engaged Access EAP to provide an employee assistance program for its employees and their immediate families, which may be of benefit to you at this time. An employee assistance program is a short term, solution focussed counselling service. This confidential service is free of charge to you and is available 24/7, 365 days per year. To arrange a confidential session with a counsellor, at a convenient time and location, call the toll free number 1800 81 87 28.

If you have any further questions in relation to this process, please contact me on 4734 4705.

Yours sincerely



Kylie Burke  
**General Manager**  
**Primary Care & Community Health**  
**Nepean Blue Mountains Local Health District**

*Cc: NSW Nurses and Midwives Association  
Health Services Union*

*Attachment: PCCH Organisational Chart*

**PRIMARY CARE & COMMUNITY HEALTH**

**NEPEAN BLUE MOUNTAINS LOCAL HEALTH DISTRICT**

**Organisational Chart - 10/12/19**

Executive Director, Operations  
NBMLHD

General Manager  
Primary Care & Community Health

Executive Support Officer

Compliance & Quality Manager

Community Health Care Manager

Clinical Informatics Manager

Clinical Support Services Manager

Child, Family & Priority Populations Manager

Corporate Facilities Manager

Allied Health & Aged Care Manager

Nurse Manager

Priority Populations Manager

Counselling & Case Support Manager

Child & Family Health Manager

Head of Department Occupational Therapy

Head of Department Physiotherapy

Head of Department Multidisciplinary Therapy

Older Persons Evaluation, Review and Assessment Program

Regional Assessment Service

Commonwealth Home Support Programme

Transitional Aged Care Program

Chronic & Complex Care Nursing  
Nursing Unit Manager 2  
Plains

Chronic & Complex Care Nursing  
Nursing Unit Manager 2  
Blue Mountains & Lithgow

Clinical Nurse Consultants  
- Wound Care  
- Continence  
- Palliative Care  
- Aged Care  
- Respiratory Care

Integrated Care for People with Chronic and Complex Conditions

E-Clinician

Project Officer

Business Analyst

Administration Support Manager  
Child & Family

Administration Support Manager  
Chronic & Complex Care

Program Coordinator  
- Out of Home Care Health Pathways,  
- Building Strong Foundations Penrith  
- Aboriginal Maternal & Infant Health Strategy  
- A Place to Go

Child Wellbeing Coordinator

Child Protection and Domestic Violence Educator

Safer Pathways Project Coordinator

Child Protection Information Exchange Manager

Central Intake Service

Child Protection Counselling Service

Sexual Assault Service  
- Forensic Domestic Violence Counselling

Joint Child Protection Response Program

Psychosocial Counselling

Child & Family Nursing Nursing Unit Manager 2  
Plains

Child & Family Nursing Nursing Unit Manager 2  
Blue Mountains & Lithgow  
- Building Strong Foundations Lithgow  
- Audiometry

Head of Department Speech Pathology

Head of Department Therapies

State-wide Eyesight Preschool Screening

Clinical Nurse Consultant  
Child & Family Health

Specific Programs

General Services