

## Frequently Asked Questions & Feedback

### Proposed Restructure of Patient Services, Gosford and Woy Woy

#### 1. What is the actual change?

**We are proposing to:**

- Introduce 10-hour shifts at Gosford, Woy Woy, and Wyong for IPU Administration Officers.
- Transition all non-shift Gosford employees to shift employees, that includes weekend shifts.
- Implement a 24/7 support roster for the Birthing Suite at Gosford Hospital.
- Create an after-hours Admin Hot Desk to support all units.
- Roving IPU administration support on public holidays and weekends.
- Review of Patient Services Gosford, management team, and reporting line.

#### 2. Why is the change happening?

We live and operate in a 24/7 world, and therefore need to make sure our administration support services meet and match the resource demands of our hospitals. These changes aim to make our support services more effective and efficient and to improve timely patient care.

After receiving feedback and gathering information from peer organisations, we found that our administrative staffing levels are higher than other similar hospitals. We looked at how other hospitals manage their administrative support and found that all have either limited to no administration support in the evenings and on weekends.

This has highlighted the need for the proposed change in how we allocate admin support resources for our hospitals (Gosford, Woy Woy, and Wyong).

#### 3. Who will be impacted?

Administration Officers that work in an IPU at Gosford, Woy Woy, and Wyong. Specific details are provided within the consultation document. Please reach out to your line manager if you have questions or would like to talk through this change and how it may impact you.

#### 4. When will this be implemented?

Genuine consultation needs to occur, and we recognise that this can take time, we also want to ensure that we provide appropriate notice of changes in roster pattern.

#### 5. What does a restructure mean?

A restructure means a change in the organisation's structure, which can include altering teams, roles, or reporting lines to improve efficiency or adapt to new goals. Throughout this process, we will be working with you on how you may fit into the proposed roster pattern and ways of working.

**6. Is there a chance I could lose my job?**

CCLHD will manage changes according to the relevant Award and NSW Health Policies. If your position is affected and you are advised that you no longer have a substantive role with CCLHD and where there are no vacant or suitable positions available, you will be supported in being matched to other NSW Public Sector roles in line with the Workforce Mobility Placement Policy. Where no matches are made, CCLHD will progress in line with our obligations under the NSW Health Policy Managing Excess Staff of the NSW Health Service.

**7. Why can't the roster just stay as it is?**

We live and operate in a 24/7 world, and therefore need to make sure our administration support services meet and match the resource demands of our hospitals. In the roster 'line' matching process we will try to accommodate individual team member's circumstances and preferences, but it will not be possible to accommodate all requests.

**8. Do we have a voice in this restructure?**

Yes, those who have years of experience and those who have joined our team in recent times are the cornerstones of information and knowledge within our IPUs and we value your input and suggestions throughout this process.

Every employee will have the opportunity to engage in one-on-one discussions with their line manager if they would like to. These conversations will provide a platform to explore how the changes may impact their individual role and share any suggestions or insights you may have.

We believe open discussion is essential in navigating this transition, and we encourage everyone to take advantage of this chance to voice their thoughts, concerns, and ideas.

**9. I am currently employed as a non-shift worker and I am unable to participate in any shift work due to personal circumstances, what does this change mean for me?**

We will discuss the impact of these changes with you individually. If your position is affected and you are advised that you no longer have a substantive role with CCLHD and where there are no vacant or suitable positions available, you will be supported in being matched to other NSW Public Sector roles in line with the Workforce Mobility Placement Policy. Where no matches are made, CCLHD will progress in line with our obligations under the NSW Health Policy Managing Excess Staff of the NSW Health Service.

**10. I am currently employed as a part-time shift worker and I have been on a set shift for many years. This change will have a significant impact on my personal circumstances and parental responsibilities. What can I do?**

For part-time shift employees, you are appointed by the organisation to work a specified number of hours each roster cycle which are less than those prescribed for a full-time employee. This is not specific to set days of the week and may be altered based on the needs of the service with appropriate notice being given. This is in line with Award conditions as a shift worker.

In addition, CCLHD employees are required to participate in the review of practices and processes to ensure there are ongoing improvements with efficiencies for our employees and patients. We are continually seeking to improve the quality and outcomes for our patients.

As such, the proposed change outlines the improved efficiencies and flexible support for the administration team within our IPUs and may require a change in roster pattern to align service needs to improve the patient experience and build a sustainable, agile workforce.

**11. I would prefer not to work a 10-hour shift. What are my options?**

The majority of the proposed roster consists of 10-hour shifts. However, there are also limited 5, 7, and 8-hour roster patterns. In the roster 'line' matching process you will be given the opportunity to submit your roster preferences and whilst we will try to accommodate individual team member's circumstances, it will not be possible to accommodate all requests.

**12. How is this going to impact me if I hold a second assignment within CCLHD? If I do not agree to the roster is there the ability to move me within CCLHD or only this facility?**

If the new roster pattern impacts another assignment you have with CCLHD, we will work with you and your other line manager on options for you to consider, such as changed days, shift times, or contracted hours. If a solution cannot be found, you may need to consider which assignment meets your needs best.

We will discuss the impact of these changes with you individually. If your position is affected and you are not placed in the proposed structure, you may become excess. In such cases, we will support you in finding other NSW Public Sector roles or will follow the policy for managing excess staff.

**13. I currently work weekends only and have family commitments or a second job during the week, therefore, my ability to be placed on a 7-day roster or work during the day will not allow me to continue working. What can I do?**

You are appointed by the organisation to work a specified number of hours each roster cycle. This is not specific to set days of the week and may be altered based on the needs of the service with reasonable notice being given. This is in line with Award conditions as a shift worker.

In the roster matching process, we will look at ways of pairing team members with others to fill a roster pattern 'line' to accommodate individual team member's circumstances.

We will discuss the impact of these changes with you individually. If your position is affected and you are not placed in the proposed structure, you may become excess. In such cases, we will support you in finding other NSW Public Sector roles or will follow the policy for managing excess staff.

**14. When allocated a roster line, are we able to swap shifts with someone on another roster line or does it have to be the same roster line?**

Under the rostering best practice guidelines, you can request ad-hoc shift swaps with any team member working on any line. Shift swaps will need to be in line with agreed business rules and rostering standards to ensure Award breaches do not occur and the service support is not compromised.

**15. What will change for the clinical teams?**

The introduction of the 10-hour shifts will eliminate administration handovers, enhancing communication among the clinical care team and allowing for more focused patient attention.

The introduction of a centralised after-hours administration hot desk, from 17:30 to 07:00 Monday to Friday and on weekends and public holidays to support our clinical teams, will provide additional support that aligns with the change in roster pattern. In addition, there will be 24/7 administration support being given to birthing suite, maternity services. We will continue to evaluate and refine administrative processes to enhance efficiency and support.

Key stakeholder engagement will occur with all relevant parties, such as nursing, throughout the consultation period.

**16. The workload to cover 3 IPU's on weekends is not reasonable. Who is going to pick up the extra tasks when there is no administration officer on site?**

By streamlining our administrative tasks, we can create greater efficiencies and enhance productivity in our work processes. As part of this initiative, and in addition to our Patient Services Supervisors, we plan to implement an Administration hot desk, allowing IPU's to reach out for support whenever their designated administration officer is unavailable on the unit.

**17. I am interested in the A03 hot desk position. Do I need to apply?**

Yes, when the position is advertised all staff will be advised of the recruitment process.

**18. I'm a casual staff member. How will this change affect me?**

CCLHD will still require support from our valued casual employees and this support will align to the proposed roster pattern.

It is important to note that the Managing Excess Staff of the NSW Health Service Policy Directive does not apply to casual employees.

**19. Will training be provided for IPU's that I am assigned to?**

Yes, all staff will receive adequate training prior to the implementation of the new roster to ensure they are fully equipped and supported to work in their assigned IPU's.

Assistance from line managers and supervisors will be provided across the IPU's to provide additional support and this will also be provided once the new roster has been implemented.

**20. I am a Department Secretary and currently report to the Patient Services Manager, what does this change mean to me?**

There will be no changes to your positions and or current contracted hours and days of work. The only change will be in your direct reporting line through to the Clinical Administration Services Manager.

**21. I am a Patient Services Supervisor and currently report to the Clinical Administration Services Manager, what does this change mean to me?**

There will be no changes to your positions and or current contracted hours and days of work. The only change will be in your direct reporting line through to the Patient Services Manager.

**22. What if I need additional support throughout this change?**

Support and guidance will be provided by your relevant line manager(s), with additional assistance from People & Culture.

The Employee Assistance Program (AccessEAP) offers free and confidential counselling to all employees and is available by calling 1800 818 728.

### 23. How do I have my say?

You will be able to speak to your manager about these changes and the impact. We will also be arranging drop-in sessions Monday to Sunday, where managers will make themselves available for you to drop in and have a chat. These will be advertised and promoted via MS Teams during the consultation period.

You will also have an opportunity to provide specific feedback by scanning the QR CODE below. Your manager may reach out to you to discuss your specific feedback.

