

# Restructure – Consultation Document (Procedure reference PR2014\_016)

## Document control sheet

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Please note this reports include suggested lengths for many sections. This is only intended as a guide. Restructures vary in complexity and may require more or less detail. Please use discretion.

## Stage 1 – Scope, Plan and Approval

### 1.1 The Need for Change

#### 1.1.1 Description of Service

Macquarie Hospital is a declared, low-secure, 195 bed tertiary mental health facility for adult acute admissions and slow stream rehabilitation services for consumers with schizophrenia, dual diagnosis and other enduring mental illnesses.

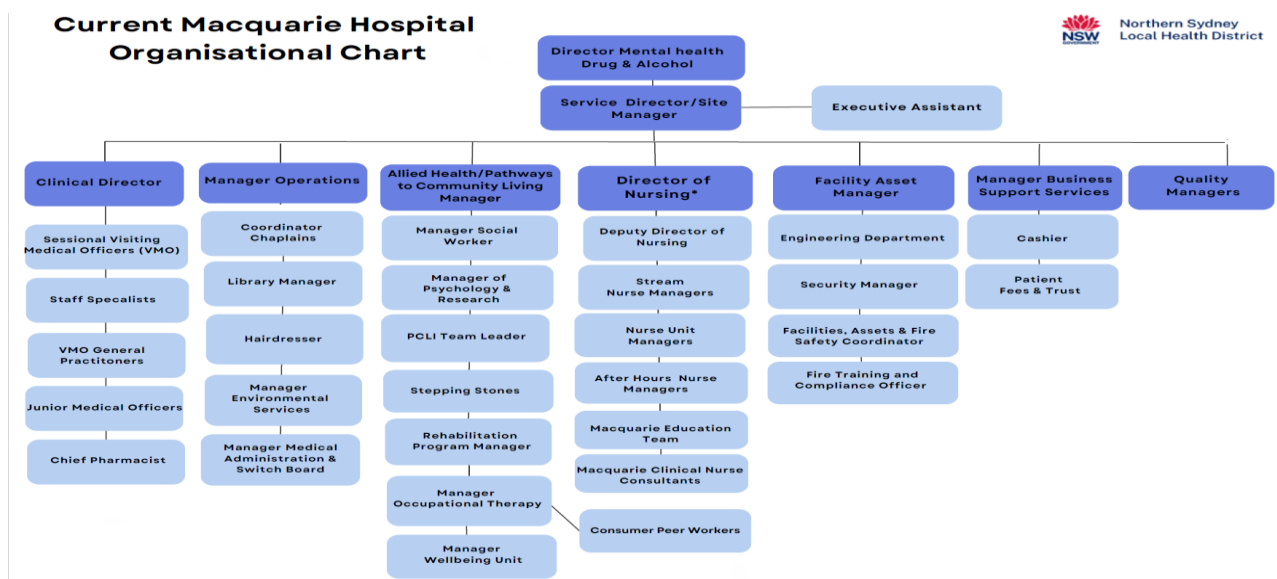
#### 1.1.2 Reason and Purpose for the Restructure

Following the realignment in July 2024 of the Macquarie Hospital Executive team with the inclusion of the Allied Health, PCLI and Clinical Programs Manager it has been identified that the role of the Operations Manager now has capacity within their portfolio to focus on the operational and corporate services function of the hospital.

Additionally, the recently endorsed increase to 1 FTE for the security manager role provides a timely opportunity to move to a further step of realignment of the security services. This next step would be the Security Services team to align with other corporate services teams in Macquarie hospital by reporting to the Operations Manager. This change is proposed with the intent of affording the Facilities and Asset Manager more capacity to focus on the unwieldy job of maintaining and improving the ageing infrastructure of Macquarie and would enable the Operations Manager position to have a clearer operational focus and emphasis on the wider strategic and organisational opportunities required to meet future and current service need in a large and complex service.

Furthermore, the positional changes would align with the Northern Sydney Local health district structure of Security Services reporting through the corporate services structure.

#### 1.1.3 Current Structure

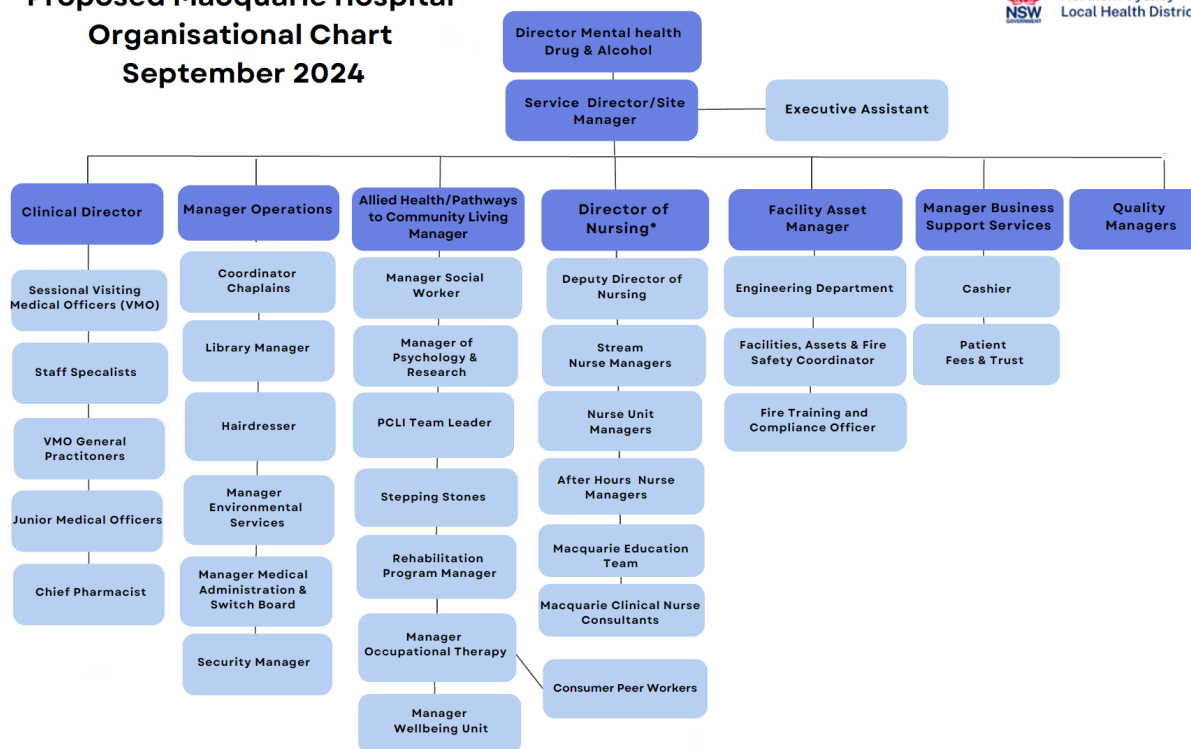


### 1.1.4 Current Position Description

The only changes required for position descriptions will be to reflect changes in reporting lines.

### 1.2.1 Proposed New Structure

#### Proposed Macquarie Hospital Organisational Chart September 2024



A review of the impacted positions key business functions was conducted to identify which ones would be affected by the operational change. The table below identifies key business functions and how they will be managed under the new operational structure. This shows that the business function of all the positions remains the same.

| Business Function   | Current management responsibility | Future management responsibility |
|---|-----------------------------------|----------------------------------|
| Business management   | X                                 | X                                |
| Human resource support  | X                                 | X                                |
| Work, Health and Safety   | X                                 | X                                |
| Organisational Development and Capability Support                             | X                                 | X                                |
| Clinical Governance<br>- Quality Assurance Support<br>- Accreditation support | X                                 | X                                |

### 1.2.2 Proposed Changes to Position Descriptions

Roles will experience a change in reporting lines as noted in 1.1.4

### 1.2.3 Impact on services and functions

The roles and responsibilities of each manager and their teams remain the same with the only change being in the inclusion of Security Services transitioning to the Operations Manager portfolio.

### 1.2.4 Likely impact on employees

The Operations Manager (HM4) 1 FTE is permanently recruited to and will experience a change in staff that report to the position.

The Facilities and Asset Manager (HM3) 1FTE is permanently recruited to and will experience a change in staff that report to the position.

The Security Manager (Position HM1) is currently vacant with a preferred applicant proposed to commence in the role 23/09/2024 this role will have a change of line manager. The function and role of the security services team will remain unchanged.

## Stage 2 – Consultation

### 2.1 Notification to employees

The Service Director/Site manager will provide letters to affected staff:

- Facilities and Asset Manager, Macquarie Hospital
- Operations Manager, Macquarie hospital
- Security Services Manager, Macquarie Hospital

Executive will consult with staff impacted by the proposed changes.

A consultation meeting outlining the change in reporting lines will be held with all affected staff with an opportunity to ask questions.

### 2.2 Notification to Union/Industrial Bodies and other relevant parties

The relevant unions that need to be consulted include:

- Health Services Union.

A letter outlining the change in reporting lines and impact on staff will be provided. If there are any issues that arise from this, then a meeting with the union will be held to understand any issues.

### Stage 3 – Implementation

It is intended that the key change of operational reporting lines is completed by the 14 October 2024

The table below indicates the key actions to occur and the timeframe.

| Action  | Timeframe (by when) |
|---|---------------------|
| Send correspondence to the affected staff, and unions | 16 September 2024   |
| Meeting with affected Staff                           | 17 September 2024   |
| Two weeks consultation period                         | 30 September 2024   |
| Pending no USCC requested by unions                   | 14 October 2024     |

### Stage 4 – Review

The review of the realignment will be conducted in 6 months after the realignment to analyse any impacts on the service.