

Northern NSW
Local Health District



NNSWLHD

Clarence Nursing and Midwifery Restructure Consultation Paper

Purpose

The purpose of this document is to provide employees with the opportunity to comment on the proposed Clarence Nursing and Midwifery restructure. The General manager and Director of Nursing and Midwifery invite staff to provide comments and feedback on the proposed structure prior to the structure being finalised.

Background

The current Clarence Nursing and Midwifery structure was approved by the Northern NSW Local Health District (NNSW LHD) and implemented in 2021 with senior nursing and midwifery leads across Grafton Base Hospital (GBH) and Maclean District hospital (MDH) providing direction and leadership in conjunction with the Clarence Executive team. The structure created an Assistant Director of Nursing and Midwifery across Clarence. All Nursing and Midwifery Unit managers across Clarence report to this single position.

The desired outcomes of the structure across Clarence was to:

- increase the cohesiveness of the two facilities
- provide greater focus on clinical improvement and consistency of practice
- improve the effective and efficient management of nursing and midwifery resources
- provide a career path and succession planning opportunities for aspiring leaders and managers.

Whilst the structure has achieved many of these aims it has not improved the cohesiveness of the two facilities. The staff at MDH do not believe the current senior Nurse Manager (NM) structure supports the needs of the site specifically. A review of the structure is needed to address these concerns.

Current status

There are currently four (4) NMs and a number of other supporting clinical roles that all hold supervisory responsibilities across the Clarence. These positions and their direct reports are represented in Figure 1, Current Clarence Nursing and Midwifery Organisational Chart.

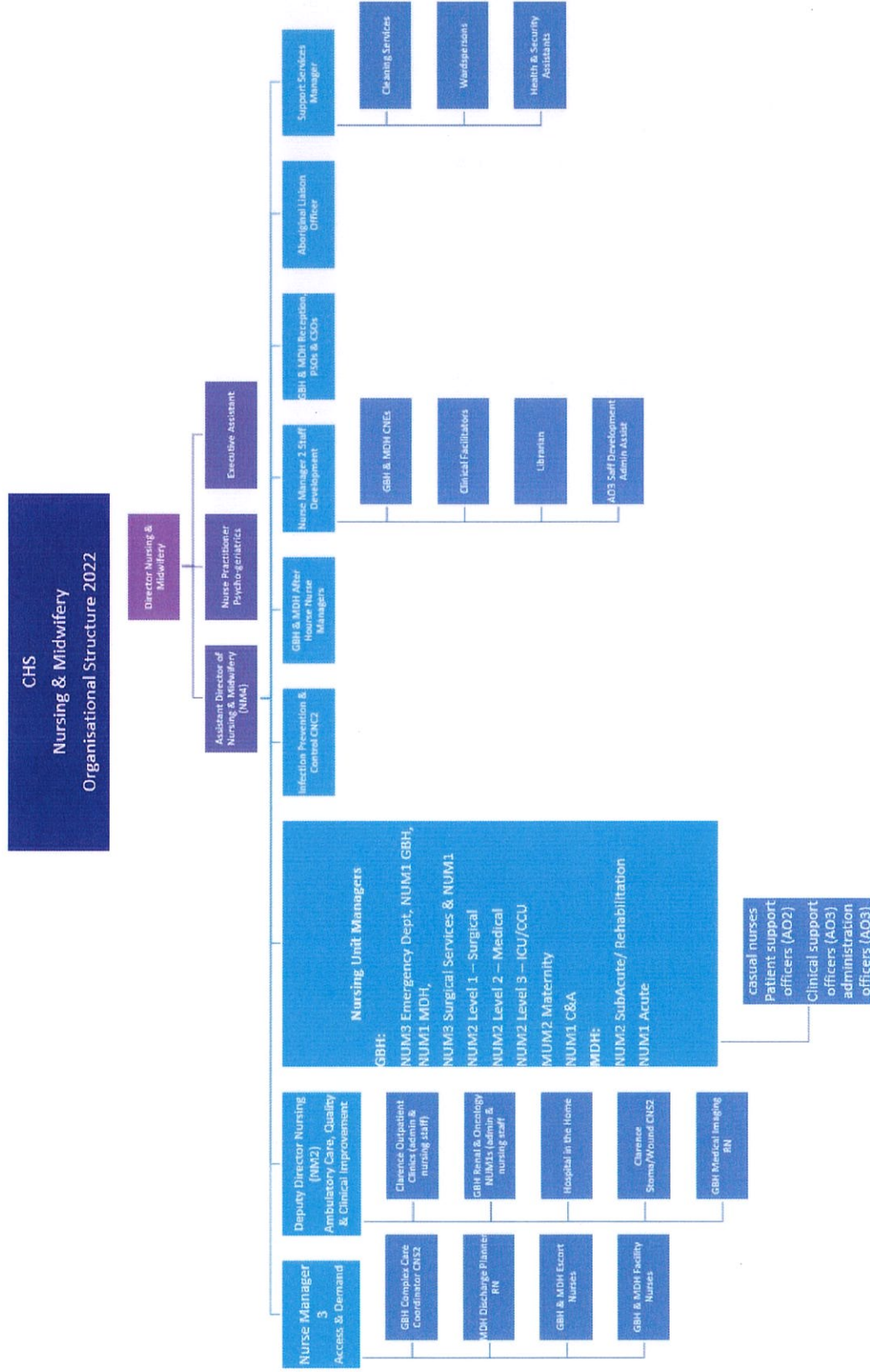
- NM4 – Clarence Assistant Director of Nursing and Midwifery has line management responsibility for:
 - Nursing Unit Manager (NUMs)
 - NM3 Clarence Access and Demand
 - NM2 Clarence Deputy Director of Nursing Maclean, Ambulatory Care, Quality and Clinical improvement
 - NM2 Clarence Staff Development
 - Clarence Environmental Services Manager
 - Clarence casual/ float pools
 - Other clinical support staff as depicted in Figure 1.

- **NM3 Clarence Access and Demand** has line management responsibility for:
 - Clinical Nurse Specialist (CNS) 2 Complex Care Coordinator
 - MDH Discharge Planner
 - Clarence Escort Nurses
 - Clarence Facility Nurses.

- **NM2 Clarence Deputy Director of Nursing Maclean, Ambulatory Care, Quality and Clinical improvement** has line management responsibility for:
 - Clarence Outpatient clinics
 - Clarence CNS2 Palliative Care
 - Clarence CNS2 Stoma/ Wound
 - Clarence HITH services
 - GBH Renal and Oncology NUMs
 - GBH Medical Imaging nurses.

- **NM2 Clarence Staff Development**
 - Clarence Clinical Nurse Educators
 - Clarence Clinical Facilitators
 - Staff Development Administration Assistant
 - Library Administration Assistant

Figure 1



Identified gaps in the current service and structure

2023 People Matters Survey results for MDH were noted to be the poorest among Northern NSW Local Health District (NNSWLHD).

Meeting with staff revealed great dissatisfaction with the current Nursing and Midwifery structure. MDH staff expressed the need to have a consistent, not shared NM, on site to manage the daily operations of MDH.

The NSNWLHD Chief Executive met with MDH staff and advised a NM specifically for MDH to address their concerns would be added to the Clarence structure.

Service Description – Clarence Nursing and Midwifery

The proposed restructure will implement a consistent NM at MDH to manage daily operations issues while collaborating with the broader Clarence Nursing and Midwifery structure to maintain the benefits already gained from the current structure.

Key features of new structure

In this redesigned structure an additional NM is available to support the MDH staff desired outcome whilst maintaining the benefits gained by the current structure.

- *New position subject to grading* – MDH NM2 Deputy Director of Nursing with proposed line management responsibility for:
 - MDH After Hours Nurse Managers (AHNM)
 - MDH NUMs – Acute and SubAcute/ Rehabilitation
 - MDH Clinical Support, Patient Support and reception administration staff
 - Portfolio management of Clarence Disaster management –this is not a position to be recruited.

- *Altered position subject to grading* – Clarence NM4 change to Clarence NM3 Deputy Director of Nursing Medical and Critical Care with proposed line management responsibility for:
 - MDH NM2
 - GBH NUMs – Medical, Intensive Care/ Coronary Care, Emergency Departments
 - GBH AHNMs
 - Clinical Support, Patient Support and reception administration staff,
 - Float/ casual nursing pools
 - Aboriginal Liaison Officer.

- *Altered position subject to grading* – Clarence NM2 change to Clarence NM3 Deputy Director of Nursing and Midwifery Surgery, Paediatrics, Obstetrics and Gynaecology and Ambulatory Care with proposed line management responsibility for:
 - GBH NUMs – Surgical ward, Surgical Services, Paediatrics, Maternity and Women's Care, Oncology and Renal
 - Medical Imaging nurses
 - Outpatient Clinics

- Clinical Nurse Consultants – Infection Prevention and Control and Tissue Viability (previously CNS2 Wound/ Stoma)
- NM Staff Education

- *No change* – Clarence NM3 Access and Demand

- *No change* – Clarence NM2 Staff Development

There are no other proposed changes to the current organisational structure.

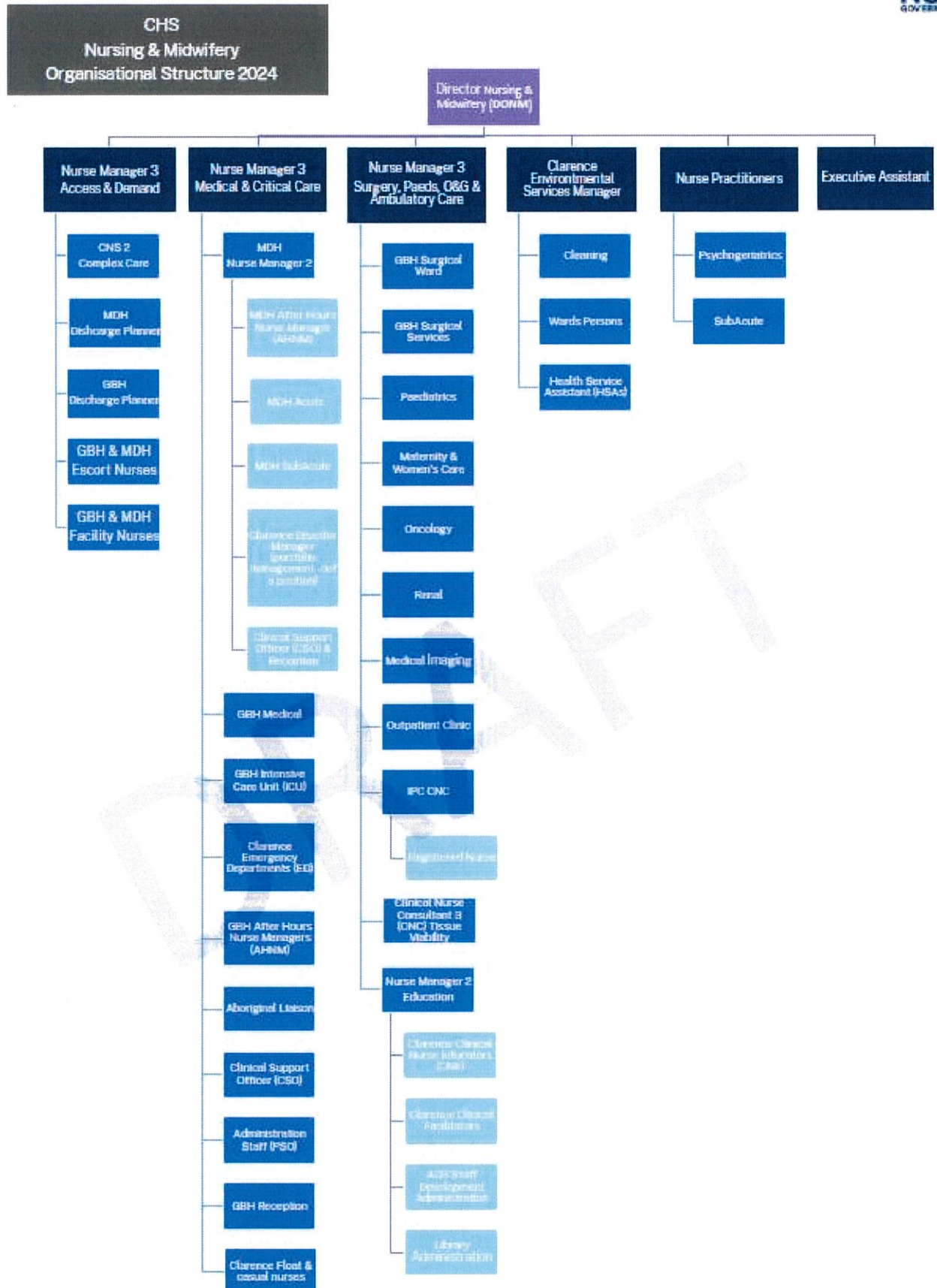
The proposed restructure is represented in Figure 2.

Copies of current and proposed position descriptions are attached.

1. Current Clarence NM4 – Assistant Director of Nursing and Midwifery
2. Proposed Clarence NM3 – Deputy Director of Nursing Medical and Critical Care
3. Current Clarence NM2 - Deputy Director of Nursing Maclean, Ambulatory Care, Quality and Clinical improvement
4. Proposed Clarence NM3 - Deputy Director of Nursing and Midwifery Surgery, Paediatrics, Obstetrics and Gynaecology and Ambulatory Care
5. Proposed new position – MDH NM2 – Deputy Director of Nursing

Figure 2

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Recruitment and Matching Process

The recruitment and matching for each affected position within this proposed structure change is described in Table 1.

Table 1.

CURRENT		EMPLOYEE		PROPOSED		MATCHING/RECRUITMENT	
Position Title	Position Grading			Position Title	Position Grading		
Clarence Assistant Director of Nursing & Midwifery	Nurse Manager 4		Vacant (workers compensation affected employee)	Clarence Deputy Director of Nursing Medical and Critical Care	Nurse Manager 3		REGRADE & OPEN RECRUITMENT
Clarence Deputy Director of Nursing Ambulatory Care, Quality & Clinical Improvement	Nurse Manager 2		Tara Chambers	Clarence Deputy Director of Nursing Surgery, Paediatrics, Obstetrics and Gynaecology and Ambulatory Care	Nurse Manager 3		REGRADE & OPEN RECRUITMENT
Clarence Access & Demand	Nurse Manager 3		Elizabeth Smith	NEW Maclean District Hospital Deputy Director of Nursing	Nurse Manager 2		MATCHED TO Tara Chambers
Clarence Staff Development	Nurse Manager 2		Fiona MacCallum		No Change		
					No Change		

Employee Assistance Program (EAP)

As times of change can be stressful, we remind staff of the Employee Assistance Program, available to you online via TELUS Health by telephone 1300 361 008 or one.telushealth

Indicative Consultation Process and Timetable

- Consultation paper provided to management for approval 1 July 2024
- Consultation paper provided to affected and current relief staff 20 August 2024 (due to affected staff leave)
- Consultation paper provided to NSW Nurse and Midwives Association and Health Services Union 20 August 2024
- Staff comments and feedback due 6 September 2024
- Proposed Union Specific Consultation meeting/s week of 26 August 2024
- Notification of outcome of consultation to staff 16 September 2024
- Grading of NM positions September/ October 2024
- Recruitment of Nurse Manager to commence 28 October 2024 (Or earlier if prior agreement is reached)
- Formal realignment of all Clarence Nursing and Midwifery services staff following commencement of new Manager positions

Staff Comments and Feedback

We invite any comments, queries or feedback to Sharon Wright, Clarence Director of Nursing and Midwifery on the proposed structure by 6 September 2024, via email to:

Sharon.wright@health.nsw.gov.au

Proposal Consultation

Dan Madden, General Manager Clarence
Harvey lee, Director Medical Services Clarence
Tony Crayton, Senior Business Manager
Katharine Duffy, NNSWLHD Director Nursing and Midwifery

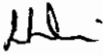
Approval

Proposed by:
Sharon Wright, Clarence Director of Nursing and Midwifery

Signed:  _____


Date: 12/7/24

Supported/Recommended by:
Lynne Weir, Director of Clinical Operations

Signed: -----

Date: 9.8.2024-----

Approved by:
Tracey Maisey - Chief Executive NNSWLHD

Signed: -----

Date: 04/09/2024-----

Attachments

1. Current Clarence NM4 - Assistant Director of Nursing and Midwifery
2. Proposed Clarence NM3 - Deputy Director of Nursing Medical and Critical Care
3. Current Clarence NM2 - Deputy Director of Nursing Maclean, Ambulatory Care, Quality and Clinical improvement
4. Proposed Clarence NM3 - Deputy Director of Nursing and Midwifery Surgery, Paediatrics, Obstetrics and Gynaecology and Ambulatory Care
5. Proposed new position - MDH NM2 - Deputy Director of Nursing