

Campus	Albury and Wangaratta Campus
Department (if applicable)	Mental Health, Wellbeing & AOD Directorate
Program	Kerferd Unit and Nolan House
Brief Description of the Change proposal	<p>In response to the broader state-wide Project ICA being delivered through VHBA & KPMG. Kerferd ICA ensuite will be redesigned creating:</p> <ul style="list-style-type: none"> • Dedicated ensuites to 4 existing bedrooms within Kerferd ICA area • Reconfiguring the seclusion room area as an independent space served by an ensuite • Refurbishment of an unused bathroom space, which will provide a family meeting room for ICA consumers to directly receive visitors in private. <p>Should this work go ahead, the four beds contained within the Kerferd ICA will be closed for the duration of construction which is expected to be 5 - 6 months and has highlighted the following:</p> <ul style="list-style-type: none"> • Kerferd Unit will shift from a 20-bed unit to a 16-bed low dependency unit • Closure of Kerferd ICA will reduce nursing staff required in the IPU • Closure of Kerferd ICA will reduce access to ICA beds for acutely unwell consumers presenting under the MHWA Act with high risk to self and others • It is proposed Nolan House East Wing shift 4 low dependency beds to 4 medium care beds

<p>Current Situation</p>	<p>Kerferd Unit functions as a 20-bed unit (16 low-dependency beds and 4 ICA beds) Kerferd Unit is committed to providing quality care, even while facing staffing challenges. The use of agency nurses highlights the ongoing recruitment difficulties, but maintaining minimum nursing staffing ratios is crucial for patient and staff safety. Despite ongoing attempts to recruit to nursing vacancies, over the last 3-4 months Kerferd has been functioning with anywhere between 8-12 agency nurses per roster.</p> <p>Given the unit's open ward design and shared facilities, ensuring adequate nursing support is vital. The policy of having two nursing staff in the Intensive Care Area (ICA) is a strong measure to safeguard both patients and staff, particularly in a high-dependency setting.</p> <p>Current Kerferd 20-bed Unit minimum nursing ratio:</p> <p>Day Shift 7:00 – 19:30:</p> <ul style="list-style-type: none"> • 1.0 FTE Associate Nurse Unit Manager • 4.0 FTE Registered Nurse • 2.0 FTE EEN <p>Night Shift 19:30 – 07:00</p> <ul style="list-style-type: none"> • 1.0 FTE Associate Nurse Unit Manager • 3.0 FTE Registered Nurse • 1.0 FTE EEN <p>Nolan House is a NSW based IPU and is a 24-bed locked ward (21 Low dependency beds and 3 high dependency beds). Each room has its own bathroom and toilet allowing for increased consumer privacy, gender sensitivity and provision of trauma informed care. Nolan House East Wing functions as a 4 bed low dependency area of the ward and is a female only area.</p> <p>Nolan House multidisciplinary team provides a holistic approach to consumer care. Minimum nursing staffing ratios are required to adhere to nursing standards and maintaining patient safety. Thus, contributing to better patient outcomes and to assist in minimising staffing burnout from overwork. During each shift there is a nursing ratio to be adhered to as agreed with the NSWNMA in November 2019.</p>
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	Current Nolan 24-bed Unit minimum nursing ratio:		
	HDU	Number of Nursing Staff/Day	Number of Nursing Staff/Night
	One Patient	2	2
	Two patients	2	2
	Three patients	2	2
Supernumerary Team Leader, who is also a runner for HDU.			
	LDU	Number of Nursing Staff/Day	Number of Nursing Staff/Night
	21 patients	5	3
	16	4	3
	12	3	3

Proposed Situation	<p>Operationally, should this work go ahead, the four beds contained within the Kerferd ICA will be closed for the duration of construction. The construction is expected to take approximately 5.5 months from start to completion.</p> <p>Ensuring safe and timely access to care for consumers and a safe working environment for staff will require AWH to adopt innovative changes.</p> <p>The closure of 4 ICA beds will shift Kerferd Unit Kerferd Unit from a 20-bed unit to a 16-bed low dependency unit and will remain an open ward. The ICA will not function during construction and the nurse/patient ratio will reduce by 2 nursing staff, that is a total of x 4 nursing staff/shifts per day. Over a 14-day period, Kerferd will require 8 less staff less than usual.</p> <p>Kerferd 16-bed Unit minimum nursing ratio:</p> <p>Day Shift 07.00 – 19.30</p> <ul style="list-style-type: none"> • 1.0 FTE Associate Nurse Unit Manager • 3.0 FTE RN • 1.0 FTE EEN
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	<p>Night Shift 19.30 – 0700</p> <ul style="list-style-type: none"> • 1.0 FTE ANUM • 1.0 FTE RN • 1.0 FTE EEN <p>Nolan House ICA will continue to function as it currently does and provide high quality and safe mental health care to consumers presenting with high risk of harm to self and others.</p> <p>While Kerferd ICA is closed, AWH proposes that the 4 low dependency beds located in the East Wing of Nolan House be temporarily designated as a Medium Care Area.</p> <p>There will be no change of sexual safety area, Nolan House will still have a designated male sexual safety area and a smaller female designated sexual safety area.</p>
<p>Benefits of proposed change (Cost Savings, etc.)</p>	<p>The addition of ensuites to all bedrooms will allow for increased consumer privacy, more gender sensitive practice and provision of trauma informed care within the Kerferd ICA. The addition of a family/meeting room will allow for more consumer privacy during reviews with the treating team and the ability for family/visitors to attend reviews and visit with consumers. The alterations to the west wing area will allow for extra space for the provision of group activities and/or de-stimulation for consumers.</p>
<p>Potential effects on employees</p> <p>Could include, but not exclusive to:</p> <ul style="list-style-type: none"> • EFT increases or decreases • Shift or penalty changes • Location changes • Should include a list of employees who are potentially impacted • Potential impact on workload • Other potential safety or wellbeing impacts on employees. 	<ul style="list-style-type: none"> • A reduction of X 2 nursing staff per shift in Kerferd IPU, in line with a reduction of 4 x points of care (beds). • Reduced staffing needs will be achieved through reducing agency nursing staff shifts. All permanent and fixed term contracted staff currently working in Kerferd Unit and/or Nolan House will be rostered first. • At time of closure of Kerferd ICA Kerferd roster patterns will change to ensure safe shift coverage and RN to EN ratios. • With the implementation of the east wing medium care area; Nolan House will become a 17 low dependency bed, 4 medium care bed and 3 ICA bed unit. • Medium care beds can be reallocated to low dependency beds at any time throughout the construction period, dependent on consumer care needs and disposition.

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<p>Wellbeing & Safety impacts on employees (including Occupational Violence & aggression implications for employees)</p> <p>Where an OHS, safety, wellbeing or OVA is identified, a risk assessment of the potential effects of the changes on health and safety of employees should be undertaken in consultation with HSR's and the proposed mitigation actions which will be implemented to prevent such effects.</p>	<p>No particular risk to staff identified from a wellbeing perspective. However, change can be unsettling and so, AWH is making Kerry Allan and Matthew Grace available to answer staff questions during the consultation process. Staff Forums will be convened for impacted staff with individual consultation also available upon request. In addition, support outside the team is available from:</p> <ul style="list-style-type: none"> • AWH Health and Wellbeing team - available during working hours – contact Manager, Paula Sutherland 0418 270 423 • Acacia – AWH Employee Assistance Program which provides external confidential professional counselling to all staff at no cost – available 24/7 - call 1300 360 273 <p>Safety and wellbeing support to be offered to impacted employees throughout consultation process.</p> <p>Should any particular risks become apparent through the consultation period these will be assessed and managed as appropriate and, should any long term risks be identified, mitigation strategies will be discussed with employees as part of the consultation process. These will inform the outcome of this consultation process.</p>
<p>Measures to mitigate effects on employees</p> <p>Outline the measures which will be taken to mitigate or avert the effects of the proposed change.</p>	<p>Clinical supervision will continue to be offered and provided to all employees. Employees will have access to direct line management support, access to the Executive and Operational Director, Industrial Bodies and, AWH Employee Wellbeing program, throughout and beyond this consultation process.</p> <p>All employees will be informed about the Albury Wodonga Health Employee Assistance Program and have access to the EAP service, coordinated by the People and Culture Team, should additional support to work through the process be required.</p> <p>There are no proposed changes to existing employees' classification, hours of work, salary or other employee benefits.</p> <p>The closure of 4 ICA beds will shift Kerferd Unit from a 20-bed unit to a 16-bed low dependency unit. The ICA will not function during the construction period and the nurse/patient ratio will reduce X 2 nursing staff per shift.</p> <ul style="list-style-type: none"> • Permanent Kerferd staff will be rostered first. • Agency staff will be reduced. <p>Nolan House:</p> <p>With the implementation of the east wing medium care area:</p> <ul style="list-style-type: none"> • Nolan House will become a 17 low dependency bed, 4 medium care bed and 3 ICA bed unit. This may require an additional nurse on day shift & night shift to support

	<p>patient care and staff safety needs. The need for an additional staff member will be continuously assessed by the NUM in conjunction with the shift leader and CNC.</p> <ul style="list-style-type: none"> • Kerferd Unit will be reducing 2.0 FTE nursing staff per shift throughout the period of the ICA closure. • Permanent and fixed term contracted staff in Kerferd Unit will be given first opportunity to work in Nolan House covering the additional nursing shifts required. • The AWH Nursing Workforce Unit will be engaged to assist with sourcing staff for additional shifts in Nolan House should Kerferd staff not be available to cover shift needs. • Agency Staff will be onboarded to cover Nolan House vacancies where permanent or fixed term AWH staff are unavailable.
<p>Communication Plan - Notification to affected employees on proposed change.</p> <p>Including notification that any affected employee will have the right to have a representative including a Union Representative or support person.</p>	<p>This Change Impact Statement will be distributed to all affected employees and unions (ANMF, HACSU, NSWNMA and NSW HSU) the week beginning October 14th, 2024.</p> <p>Staff forums will be held with affected employees on October 22nd, and October 24th, to discuss the proposed changes and respond to any questions staff may have.</p> <p>A Frequently Asked Questions (FAQ) document will be maintained throughout the CIS and distributed weekly to employees.</p> <p>Meetings with employees, either individual or group, will be convened throughout the CIS process as requested or required. Meetings will typically be convened by the Operations Director or Director of Nursing Mental Health.</p> <p>An Outcomes meeting will be convened at the conclusion of the CIS process and, the outcome will also be communicated in writing to all affected employees and the unions listed in this document.</p> <p>At any time during the consultation process affected employees may involve their union to represent them.</p>
<p>Learning and Development Plan for effected employees</p> <p>Consideration of whether employees will need to be retrained due to the proposed changes?</p>	<p>No immediate staff training or development needs have been identified. Should Kerferd staff elect to accept shifts in Nolan House during this period, Unit orientation and induction will occur to ensure staff and patient safety is maintained. Orientation to the NSW MH Act will also be provided as required.</p>

<p>Effect of the proposed changes on other AWH services, employees, Departments or locations?</p>	<p>The proposed changes will not have any impact on the services or locations of services. As detailed above individual employees will be impacted by the closure of Kerferd ICA. There will be no change to their roles or conditions of employment. There will be no loss of jobs. The change will be closely monitored through a change process with People & Culture. Consultation will be scheduled both for teams and individual employees.</p>
<p>Timeframes and dates for proposed changes</p> <p>In line with the relevant EBA /Award Clause around consultation design a communication timetable not exclusive to:</p> <ol style="list-style-type: none"> 1. Steps 2. Phase 3. Action 4. Timeframe (dates) <p><i>Include any details of staff / union consultation conducted to this date.</i></p>	<p>Change Impact Statement will be provided to affected employees and sent to the following on October 14th, 2024:</p> <ul style="list-style-type: none"> • Kerferd staff • Nolan House Staff • Nursing staff: ANMF (shiggs@anmfvic.asn.au and records@anmfvic.asn.au), NSWMA (mdoherty@nswnma.asn.au and gensec@nswnma.asn.au) • Vic Mental Health Clinicians and Administration staff – HACSU (ciroc@hacsu.asn.au; samanthas@hacsu.asn.au) • NSW Allied Health and Administration staff: HSU (sam.oram@hsu.asn.au) <p>Step 1: CIS provided to affected employees and all Unions by October 14th, 2024.</p> <p>Step 2: Written response(s) from Employees and/or Unions to be received by COB October 25th, 2024.</p> <p>Step 3: Consultation Meeting(s) convened as required, week beginning October 28th, 2024.</p> <p>Step 4: AWH response to Employees and/or Unions to be provided in writing by November 4th, 2024.</p> <p>Step 5: Alternative proposal(s) from Employees and/or Unions to be provided to AWH in writing by COB November 8th, 2024.</p> <p>Step 6: Further consultation meetings to be arranged as/if required or, AWH to communicate outcome in writing, to affected employees and Unions by COB November 15th, 2024.</p>

<p>Attachments</p> <p>Include any other written material relevant to the reasons for the proposed change (such as consultants reports), excluding material that is Commercial in Confidence or cannot be discussed under privacy legislation.</p>	<p>Click or tap here to enter text.</p>
<p>Prepared by:</p>	<p>Kerry Allan</p>
<p>Position:</p>	<p>Acting Acute Operations Director Mental Health and Wellbeing</p>
<p>Date:</p>	<p>10/10/2024</p>
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