

**Child Youth and Family Dalwood Administration and  
Northern Beaches Family Care Centre (Allied Health only)  
Restructure Proposal  
Consultation Document  
(Procedure reference PR2014\_016)**

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## 1. Service Descriptions

The proposed restructure aims to improve integration and operational governance by changing the reporting lines for the following Child, Youth and Family (CYF) Health services, based at the Dalwood Community Health Campus located in Seaforth:

- Dalwood Customer Service and Clinical Administration Team
- Family Care Centre Counsellors
- Dalwood Driver and Gardener

### 1.1 Child, Youth Family Health Administration Team

The CYF Health Customer Service and Clinical Administration Team (Administration Team) based on the Dalwood Community Health Campus work as part of the Northern Beaches (NB) sector of the Northern Sydney Local Health District (NSLHD) CYF Health Service.

The Administration Team provide clerical and administration support for the following clinical services based at the Dalwood Community Health Campus

- Child and Family Health Nursing (CFHN)
- Childrens' Community Allied Health Services including Speech Pathology, Occupational Therapy, Physiotherapy, Nutrition and Dietetics
- Community Paediatricians
- Dalwood Spilstead whole-of-family, multidisciplinary support services
- Northern Beaches Family Care Centre and Parenting Support Service
- Child Youth Mental Health (Reception only)

The Dalwood CYF Administration Team services are provided Monday to Friday, between 8am - 5pm. The primary administration functions undertaken by the team include:

- in-person and telephone reception, enquiry and way-finding assistance for all services.
- paediatric client registrations and discharges in eMR.
- appointment scheduling for paediatric medical clients.
- client record scanning preparation and transfer to LHD Health Information Service.
- organising clinical and office supply procurement for all clinical teams.
- room bookings and set-up.
- raising facility maintenance requisitions and coordinating facility maintenance access and logistics.
- facility opening and closing.
- mail, fax and generic administration email management.
- managing patient equipment payments and any banking and Paediatrician Medicare billing.
- typing and minute taking.
- collating and submitting fleet vehicle log sheets and coordinating fleet vehicle cleaning and servicing.
- rostering and recruitment administration support for NUM; and
- assistance with maintaining asset registers and facility hazard manual preparation.

## 1.2 Family Care Centre Services – based at Dalwood CHC

The Family Care Centre (FCC) Service provides extended CFHN home-visiting, centre-based parent day-programs, counselling, and multidisciplinary parent groups for families. They work in partnership with parents, with children 0-to-2-years-of-age, who have mild to moderate levels of psychosocial vulnerabilities to help build their parenting capacity and confidence to provide safe and nurturing care for their children.

The Registered Nurse working in the FCC Service currently reports to the CFH Nurse Unit Manager (NUM). No changes are proposed to the FCC nursing reporting line.

The two FCC counsellors, (0.84FTE Social Worker (SW) and 0.79FTE Psychologist (SPSY), currently report to the Community Paediatric Sector Lead. These positions are supported professionally by the Primary and Community Health Manager, Aged, Chronic and Complex and Allied Health Professional Lead.

## 1.3 Dalwood Driver and Gardener Reporting Line Transfer

The Driver component of the role involves driving the minibus to transport children to the Spilstead therapeutic preschool based at Dalwood CHC. The position maintains the Dalwood CHC grounds and undertakes minor maintenance tasks that do not require a qualified tradesperson.

## 2. The Need for Change

### 2.1 Service Needs Driving the Proposed Changes

#### Family Care Centre Counsellors' proposed reporting line change

To support more integrated clinical care, it is proposed that the reporting line for the two counsellors transfer to the NUM so that all FCC staff have a single operational and clinical governance reporting line.

#### Administration Service changes

- To support improvement in the administration service's business processes and workflows to optimise efficiency to ensure adequate support for all clinical services provided from the Dalwood site.
- Ensure compliance with NSW Health and NSLHD Health Record Management policies and procurement protocols and compliance with Paediatrician Rights of Private Practice Medicare billing requirements,
- Administration and clinical staff feedback during exit interviews has highlighted the need to enhance onsite administration team leadership capability. The position requires expertise and skills needed to support and supervise administration staff and functions, knowledge/experience implementing customer-focussed and efficient administration business processes which comply with relevant NSW Health policies.
- Realigning the Dalwood administration staff reporting lines to a new Administration Team Leader (TL) position will allow for improved onsite staff support, leadership and oversight, which will assist in addressing the above issues.
- The proposed regrading of the Senior Administration Officer role from a level four (4) to a level five (5) administration officer is consistent with the established Royal North Shore and Ryde CYF Client and Clinical Support Administration Services Team Leader position.

[Position Description attached at TAB A]

- All three of the permanent administration positions based at Dalwood are currently vacant. Recruitment to one of the two Administration Officer Level 3 positions is currently being finalised. Temporary staff are supporting client administration functions while the proposed restructure is undertaken.
- The NB CFH NUM's position is a busy role supporting more than 20 FTE nursing staff, working in five different community health facilities. As the Administration Team support multidisciplinary teams, their current manager, the NUM, is often called on by other disciplines to resolve administration related issues. In the new structure administration issues for all teams would initially be directed to the Administration Team Leader therefore freeing up NUM time.
- Transferring the reporting lines for the three-administration staff from the NUM, will support the NUM to focus on leading and managing the nursing team who work across five locations in the NB sector of NSLHD.
- The new proposed organisational structure [Section 5, Page 8] aims to support more integrated multidisciplinary care and to create better alignment between the NB CFH teams' service functions and operational management structures.

## 2.2 Policy and Strategy Drivers for the Proposed Restructure

Following is a list of key policy and strategy drivers for the proposed positions' reporting line changes:

- NSLHD Strategic Plan 2022-2027 – Strategic Outcomes promote the provision of evidence-informed, high quality connected clinical care by staff who are well supported;
- Improving management of referrals and intake as required against the NSW Health GL2023\_014 Managing of Outpatient (Non-Admitted) services;
- Implementation of the GP eReferral system within community paediatric services;
- Compliance with NSW Staff Specialist Award provision to provide necessary clinical administrative support, per 1FTE Staff Specialist (Clause 24);
- Improving client medical record management and compliance with the NSW Privacy and record management policies;
- Improving compliance with NSW Health Protecting People and Property Manual;
- Optimising Medicare compliant medical billing as per the NSW Health Revenue Policy and NSW Staff Specialist Award in relation to exercising Rights of Private Practice; and
- Ensuring consistent compliance with the NSW Procurement Framework.



### 3. Proposed Restructure Purpose and Rationale

#### 3.1 Single Operational Reporting Line for FCC Nursing and Allied Health Team Members

The proposed Family Care Centre (FCC) Counsellors (one Social Worker (SW) and one Psychologist (SPSY), reporting line transfer, to the NB Sector CFH NUM3, is expected to enhance coordination of care between CFH Nursing and Allied Health team members as the nurses and the allied health staff working in the FCC team will all report to a single manager who is available five days per week. The positions' current manager (Lead Community Paediatrician) works three days per week and carries a significant patient workload.

#### 3.2 Change Administration Service Team Members' Reporting Lines

- Converting the vacant Dalwood AO4 position to an AO5 TL role [TAB A] will establish a defined Administration Service Team Leader (TL) role onsite.
- Transferring the two AO3 positions' reporting line from the NB CFHN NUM to the AO5 TL role, will reduce the NUM's workload and support them to focus on coordinating nursing service and multidisciplinary clinical care matters, across the five NB Team service locations.
- The proposed new structure and reporting lines are consistent with the Lower North Shore/Ryde CYF Administration Team structure, which is more effective in supporting consistently high standards of professional, customer-focussed, and policy-compliant administration services. The Administration team leaders will be able to collaborate and support each other to operate in the most efficient and effective ways possible and implement changes.
- Transferring the Administration TL operational reporting line from the NB CFHN NUM3 to the CYF Manager will support consistency of administration workflows, protocols and policy compliance across CYF services in the LHD.
- The AO3 positions' proposed reporting line transfer from the NUM to the new proposed AO5 TL role also aims to improve:
  - The time the NUM has available to manage clinical services.
  - Onsite support and leadership for administration staff.
  - Administration staff training, engagement, morale and staff retention
  - Customer service and administration process efficiency, effectiveness, and professionalism.
  - Business process policy compliance, including procurement, medical record management and Medicare billing, as the team leader is expected to have expert skills in business and client administration functions.
- The proposed Administration TL role will offer day-to-day operational management support closer to the service coalface, which will provide better support for staff, particularly when new digital technology and process changes are needing to be implemented.
- The TL will coordinate and supervise administration services, including client reception aiming to improve response to more complex client and visitor requests and/or complaints.
- The TL will have direct oversight of incoming work and will prioritise tasks to ensure more timely work completion and more equitable distribution of administration support among clinical teams.

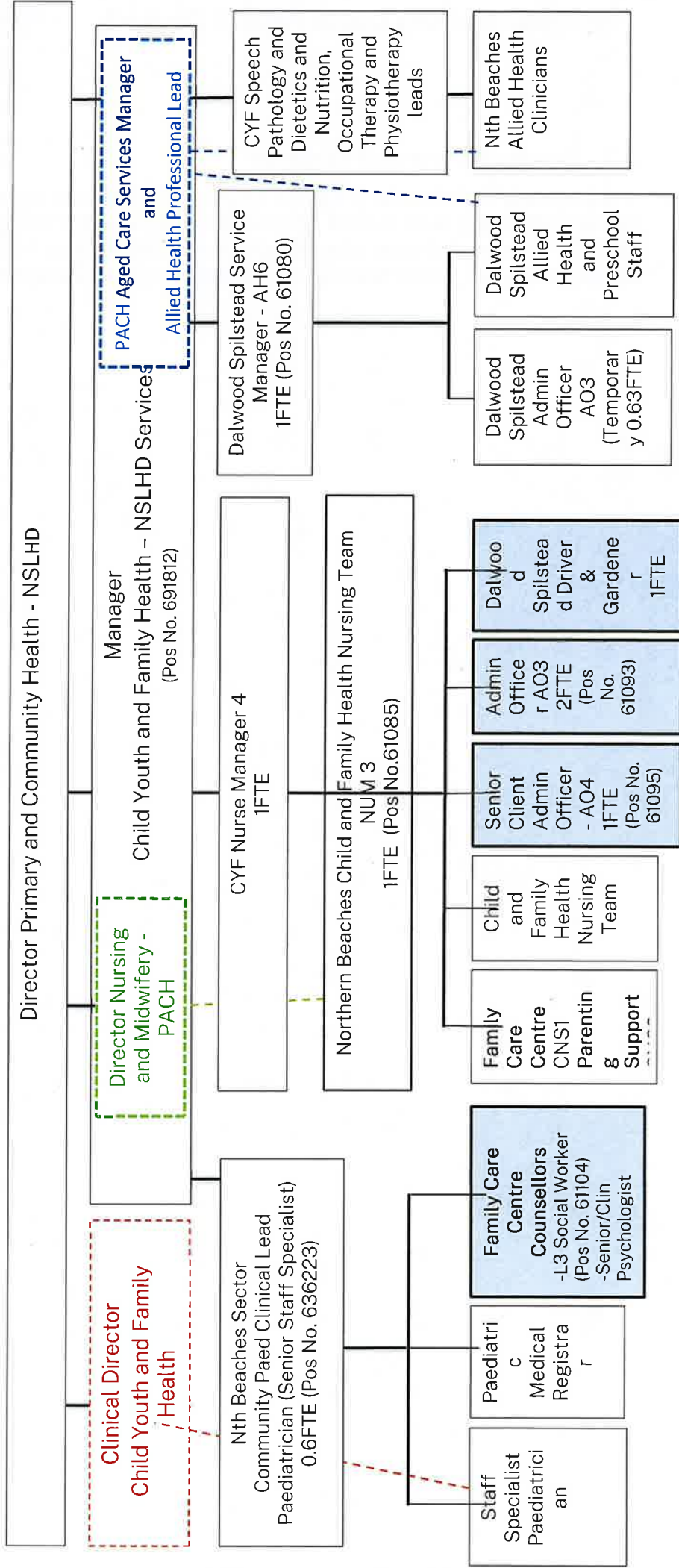
### **3.3 Dalwood Driver and Gardener**

It is proposed that the reporting line for the 1 FTE Dalwood Spilstead Driver and Gardener position (692568), from the NB CFH NUM to the Dalwood Spilstead Service Manager position (61080). This would better align structure and functions as a larger portion of the work performed by the Driver/Gardner is undertaken for the Dalwood Spilstead Service.

**4. Current Organisational Structure - Child, Youth and Family Health Services based at Dalwood Community Health Campus**

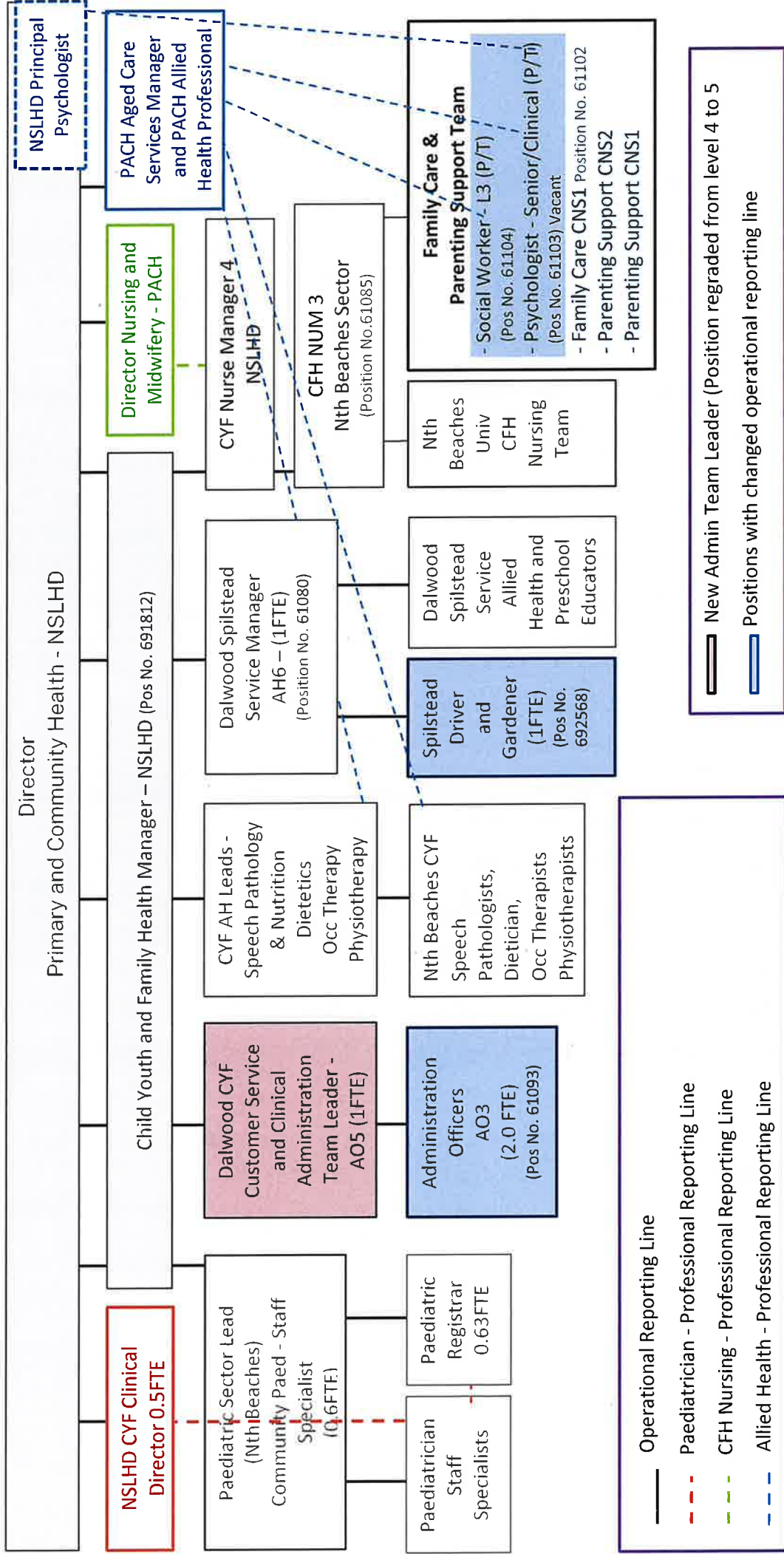
Blue fill boxes indicate positions with proposed reporting line changes (Administration, Family Care Centre Counsellors and Dalwood Spilstead Driver & Gardener)

Director Primary and Community Health - NSLHD





**5. Proposed New Organisational Structure Child and Family Health Services based at Dalwood CHC Campus**



**5.1 Impact of proposed changes on existing positions (Administration Team Leader Regrading)**

- It is proposed that the current vacant 1 FTE AO4 Senior Administration Officer role is converted into a AO5 Customer Service and Clinical Administration Team Leader (TL). The table below summarises the impacted position details.
- No other position changes are proposed in the restructure.

Position Name	FTE	Current grading	Incumbent	Position No.	Proposed Change
Senior Admin Officer	1.0	Level 4	Vacant	61095	Regrade from level 4 to level 5

**5.2 Position with proposed new/reconfigured position description impact**

New Position	FTE	Comments	New Position description Yes/No
Dalwood Customer Service and Clinical Administration Team Leader Level 5	1	Replaces one vacant AO 4 position	No (PD for the NB CYF Admin TL will be consistent with the RNS CYF TL PD)

**5.3 Costing comparison for Administration Team Leader role**

The small employee related expense (ERE) increase required to replace the Senior AO4 role with an AO5 Administration TL role can be met from within the overall CYF budget. The small additional expense for the regrading is expected to deliver significantly improved administration service standards and outcomes.

Dalwood CHC Administration Team – Proposed Position Change Cost Comparison					Total Employee Related Expense (ERE)
Position	Grading	FTE	Proposed Change	Position Number	
Senior Admin Officer	A04	1.0	Delete	61095	\$74,173
New Administration Team Leader	A05	1.0	New	New	\$78,321
<b>Net ERE difference</b>					<b>\$4,148</b>

**5.4 Positions with reporting line changes in the proposed structure**

**Family Care Centre Staff – Single Reporting Line Creation**

The following reporting line changes are proposed to support the service improvement and staff support objectives that the restructure is expected to deliver:

- Create a single reporting line for the Dalwood Family Care Centre (FCC) nursing and the two allied health counselling staff - to enhance the Family Care Service team’s capacity to provide more integrated, multidisciplinary care.
- To achieve this, the reporting lines for the following two counselling positions would transfer, from the NB Community Paediatric Clinical Lead position (636223) to the NB Child and Family Health (CFH) Nurse Unit Manager (NUM) position (61085):
  - Social Worker Level 3 (position 61104); and
  - Senior/Clinical Psychologist (position 61103).

**Dalwood Customer Service and Clinical Administration Staff - Reporting Line Changes**

- Under the proposed new structure, the new Customer Service and Clinical Administration TL role will report to the NSLHD Child, Youth and Family (CYF) Manager role, consistent with the structure in the Lower North Shore Ryde CYF sector.
- The reporting line for the two full-time permanent Administration Officer Level 3 (AO3) positions (61093), will transfer from the NB CFH NUM to the proposed new AO5 TL role.
- The above changes aim to improve administration staff support, business process policy compliance and efficiency, promote staff morale and wellbeing.

**Driver/Gardener Reporting Line Transfer**

- Under the proposed new structure, the reporting line for the 1 FTE Dalwood Spilstead Driver and Gardener position (692568), would transfer from the Northern Beaches (NB) CFH NUM to the Dalwood Spilstead Service Manager position (61080).

**5.5 Likely impact on current permanent employees**

The proposed restructure will have no adverse impact on any employee’s award conditions or grading.

The following senior positions’ grading and allowances will not be impacted by the proposed changes in the positions reporting to them:

- Nth Beaches CFH NUM
- Dalwood Spilstead Service Manager
- Nth Beaches - Lead Community Paediatrician
- Manager, Child Youth and Family

**5.6 Minor changes – Position reporting line changes summary (No impact on gradings)**

Position	FTE	Grading	Incumbent	Position No.	Change
NUM – Child and Family Health Team, - Nth Beaches CYF Sector	1.0	NUM 3	Erin Spillane	61085	No change to position grading 2 Family Care Counsellors’ position reporting line will <u>transfer to NUM</u> - (from the NB Lead Community Paediatrician to align reporting line for all Family Care Centre staff under one manager) 2 AO3 administration positions’ reporting line will <u>transfer from the NUM</u> to Administration Team Leader The Admin Team Leader’s reporting line will <u>transfer from NUM</u> to the Manager, CYF
Lead Community Paediatrician Nth Beaches	0.6	Staff Specialist	Jane Son	636223	2 Family Care Counsellors’ position reporting lines will transfer from the Lead Community Paed to CFH NUM
Manager, CYF	1.0	HM5	Kim Lyle	691812	The Admin Team Leader’s reporting line will <u>transfer to the Manager, CYF from the CFH NUM</u>



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Manager, Dalwood Spilstead	AH L61.0	Kerry Clinician/Gwyne	OT80	Kerry Dwyne Gardener position	OT80
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Reporting line will transfer from the NB CFH NUM to the Spilstead service manager.

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## 5.7 Employees not impacted

The positions listed in the table below will have no responsibility or grading changes because of the proposed restructure.

Position	FTE	Grading	Permanent Incumbent	Position No.	Comments
Administration Officers	1.0	Level 3	Sharon Gunston	61093	Currently recruiting to 2 <sup>nd</sup> AO3 role
	1.0	Level 3	Vacant	61093	
Family Care Centre Counsellor - Social Worker	0.6 3	AH Level 3	Amanda Rummery-Hoy	61104	Staff member is supportive of the change
Family Care Centre Counsellor - Psychologist	0.7 9	Senior/Clinical Psychologist	Vacant	61103/Clin Psych 774551	Currently being recruited to
Spilstead Driver & Dalw Gardner	1.0	HE-MVD	Phillip Lound	692568	No impact of workload is anticipated
Family Care Centre Nurse	1.0	CNS1	Jill Fitzgerald	61102	

## 5.8 Proposed new structure impact on services and functions

Please refer to section three in this document for details of the proposed benefits and anticipated improvements. No foreseeable negative service impacts have been identified.

## 6) Stage 2 – Consultation

### 6.1 Notification to employees

- The NBCFH NUM, FCC Social Worker, NB Lead Community Paediatrician and Dalwood Spilstead Service Manager have been involved in preliminary discussions about the proposed reporting line changes and are generally supportive of the proposal.
- Formal consultation meetings will be held with the FCC counsellor and nursing staff, the permanent administration staff, the Dalwood Spilstead Driver and Gardener and NUM to afford them an opportunity to ask questions, seek clarification and request further information. Staff will be given two weeks, after the meetings to provide feedback.
- The proposed organisational structure will be presented at a meeting open to any interested staff members working at Dalwood CHC, to ensure consistent communication about the proposed changes and restructure objectives.
- Genuine consideration will be given to any emerging issues, with a view to reaching collaborative resolution where possible.

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

- The Health Services Union, NSW Nurses and Midwives Association and the Australian Association of Medical Officers will be provided with a copy of the consultation paper, including the current and



proposed new structure and Administration Team Leader position description. Feedback will be requested within two weeks of issuing the consultation paper.

## 7) Stage 3 – Restructure Implementation

- Recruitment to the Administration Team Leader role will commence as soon as possible post final sign-off.
- The reporting line changes outlined in this proposal will be implemented in consultation with the staff members, within six weeks of sign-off. This will include planned handover meetings involving the clinicians and the relevant managers.

## 8) Stage 4 – Post-restructure Review

If approved, the changes implemented will be reviewed against the objectives outlined in this proposal at six- and twelve-months following implementation of the new reporting lines and governance structure.

## 9) Attachments

TAB A	Customer Service and Clinical Administration Team Leader Level 5 position description	
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