

Central Coast Local Health District

PROPOSED SERVICE CHANGE TO PATIENT SERVICES

1. PURPOSE

The purpose of this proposed change is:

- to ensure the right resources are available to support timely patient care.
- to ensure that effective support services are provided.
- to ensure best rostering practices, and
- to provide comparable Patient Services with peer hospitals.

These proposed changes will ensure the most effective use of our workforce and ensure that maximum resources are allocated to caring for our patients.

Feedback is sought from staff and industrial organisations regarding the proposal as part of a structured consultation process.

2. BACKGROUND

After receiving feedback and gathering information from peer facilities within NSW Health, Sydney metropolitan, and regional areas, 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 administration support resources for our hospitals (Gosford, Woy Woy and Wyong).

3. PATIENT SERVICES – WYONG HOSPITAL

IPU ADMINISTRATION OFFICER RESTRUCTURE

Current Service Model

- 10 IPUs across Wyong Hospital (noted in Attachment A1) have a dedicated IPU Administration Officer (AO) resource covering 07:00-15:30.
- 07:00 – 15:30 (8 hours) Monday to Friday, 10 IPUs have 1 dedicated IPU AO.
- 13:00 – 17:00 (4 hours) Monday to Friday, CCU has 1 dedicated IPU AO.
- 15:00 – 20:00 (5 hours) Monday to Friday, 2 IPUs have 1 dedicated roving afternoon AO.
- 07:00 – 15:30 (8 hours) Saturday & Sunday, 2 IPUs have 1 roving AO.
- 15:00 – 20:00 (5 hours) Saturday & Sunday, 2 IPUs have 1 roving AO; 2 x 4 IPUs have 1 roving AO.

Proposed Service Model

- 9 IPUs across Wyong Hospital (noted in Attachment A1) with dedicated IPU AO resources covering 07:00 – 17:30 (10 hours) and 1 IPU (H3A ICU) with dedicated IPU AO resource covering 07:00-15:30 (8 hours).
- 07:00 – 17:30 Monday to Friday dedicated IPU AO for each IPU.
- 07:00 – 15:30 Monday to Friday dedicated ICU AO to meet this individual IPU demand.
- 07:00 – 17:30 Saturday & Sunday dedicated AO roving 2 IPUs each.

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- Monday to Friday shift start/finish times will be adjusted to suit specific IPU requirements, for IPUs moving to a 10 hour shift pattern.
- Introduce a remote after-hours Administration Hot Desk staffed with one Administration Officer Level 3 (AO3), operational from Monday to Sunday from 17:00 – 22:00, potentially co-located with the After-Hours Nurse Manager (AHNM)/Patient Flow Unit. The After-Hours AO will be available to complete IPU direct admission, bed transfer and discharge tasks required by the IPUs based on the urgency of the task, maintaining a task completion log of their activity each day. Advice on prioritising tasks will be sought from the AHNM during the shift, if required.

Proposed Change Impact

With the introduction of 10-hour shifts, Wyong Hospital IPU administration employees will be impacted as follows:

- 1 part time employee will be affected
- 2 part time employees will decrease contracted hours by 0.5 hours per week, from 20.5 to 20 hours per week, to accommodate the 10-hour shift pattern
- 10 part time employees will increase contracted hours to accommodate the 10-hour shift pattern.

| Current | Proposed | Impacted Staff |
|------------------------|---|------------------------|
| WYONG | | |
| 6 Full Time employees | 6 Full Time employees | Nil |
| 16 Part Time employees | 15 Part Time employees comprising: 6 employees x 20 hrs/wk. 9 employees x 30 hrs/wk | 13 part time employees |

4. RESTRUCTURE SCOPE

The scope of the restructure is limited to Clinical Support Services, Wyong Hospital.

5. ORGANISATIONAL STRUCTURE

There is nil change to the Organisation Structure at Wyong Hospital (Attachment A3).

6. INFRASTRUCTURE/SPACE IMPACT

There will be a requirement to identify an appropriate workstation for the AO3 Admin Hot Desk at Wyong Hospital, adjacent to the After-Hours Nurse Manager or Patient Flow Office.

7. BENEFITS

- All proposed shifts and times are matched to demand and provide opportunity for full time staff to work less days without a reduction in salary.
- A central point of administration contact is created for IPU staff after-hours to assist with timely bed movements.
- Review of all roles and responsibilities to ensure that they are current and specific to the role being performed as part of the consultation process.
- Review of all SoPs and other documentation will be undertaken to ensure that it supports the new model.
- Fair and equitable rostering practices.

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8. CONSULTATION AND SUPPORT

A consultation process will be undertaken. This process will entail consultation with relevant union representatives and staff on the concept identified for service improvement.

Support available for staff will include:

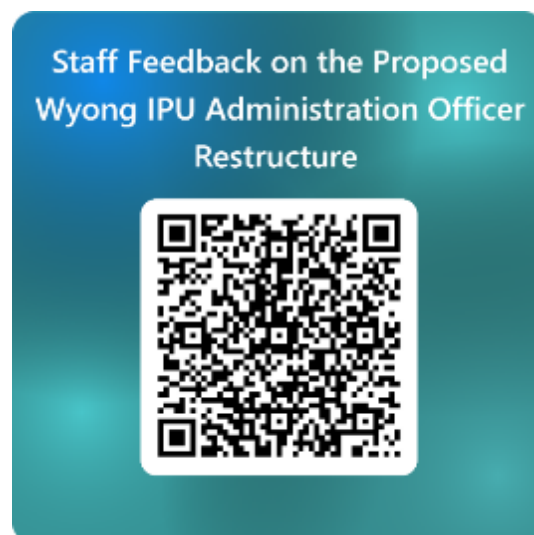
- All staff will be given an opportunity to participate in the consultation.
- As part of the consultation process, individual discussions will be held with all affected/impacted staff, providing clarity about the impact of the changes as soon as possible during the process.
- All staff will be encouraged and supported by their manager and will be allowed sufficient time and resources to actively participate in the consultation process.
- Employee Assistance Program including free and confidential, face-to-face counselling is available to all staff through AccessEAP via self-referral by calling 1800 818 728.

9. BUSINESS RULES TO ALIGN EMPLOYEES TO POSITIONS

- A skills-based selection process for placing staff within the proposed roster, if required.
- Identified impacted and affected staff will be managed in accordance with the *Workforce Mobility Placement Policy* and the *Managing Excess Staff of the NSW Health Service*, if required.

10. PROVIDING FEEDBACK

- All parties are invited to provide feedback to their line manager to discuss and resolve any change issues.
- Opportunity to engage in a Union Specific Consultative Committee meeting.
- Feedback may also be provided by scanning the QR code below:



11. ATTACHMENTS

- Attachment A1 - Current & Proposed IPU Administration Support – Wyong Hospital
- Attachment A2 - Draft Wyong IPU roster pattern
- Attachment A3 – Organisational Structure

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Document Details

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