



Canberra
Health
Services



ACT
Government

Canberra Health Services Consultation Paper

Building 5 Administration Staffing Increase and Change
to Roster Times
Emergency Department, Division of Medicine

July 2024



Contents

Introduction	2
Purpose.....	2
Current Model	2
Rationale for Change	3
Future Model.....	3
Scope of future model	3
Physical location of each role	5
Consultation methodology.....	7
Available Support.....	7
References.....	8



Introduction

Canberra Health Services (CHS) is focussed on the delivery of high quality, effective, person centred care. The [current organisational chart](#) and the recent [Annual Report](#) and the ACT Government [Budget Papers](#) provide more detail about CHS.

CHS has constructed a new Critical Services Building called 'Building 5' which is a 44,000sqm, nine storey, building specifically designed to deliver state-of-the-art acute clinical services at the Canberra Hospital. Building 5 is the largest healthcare infrastructure project undertaken in the Territory's history and it represents the largest clinical and operational change program to ever be implemented by CHS. Building 5 integrates with a number of existing buildings at the Campus including Building 1 and Building 2, to facilitate a seamless public thoroughfare, patient transportation, and back-of-house logistics distribution.

The development of Building 5 will see a new Emergency Department (ED) open in a modern, expanded physical space with innovative models of care including a specialised children's area, additional triage capacity with a dedicated ambulance arrivals triage, and a Behavioural Assessment Unit.

Purpose

The purpose of this paper is to outline the proposed changes to the administration rostering practices in the ED. The proposed changes are:

- Change two (2) shift times from the existing roster.
- Introduction of an additional three (3) day shifts and two (2) night shifts per day.
- Change EMU Morning shift from 0730 start time to 0700 start time.

Current Model

The Emergency Department at Canberra Hospital sees over 90,000 patients per annum. In such a busy department, the administrative team provides support to medical, nursing, and allied health staff. The Administration team is responsible for the administrative activities within the Emergency Department such as patient registration, transfer, admission, discharging patients and the coordination of medical records whilst providing high quality customer service 24 hours a day, 7 days a week.

The current Administration roster pattern is a 4 day on, 4 day off roster, that rotates through registration shifts at triage and admission shifts in Acute. There is a 3-month rotation of set night shifts combined into this roster.

Shifts have been allocated to a specific location within the department.

- There are 4 day shifts located at Triage – G1, G2, G3, and GB1. The GB1 also provides meal break coverage to the day administration team.
- There are 3 day shifts located on the Acute Flight Deck – B1, B2, and B3.
- There are 2 night shifts, with the GN located at Triage and the BN located on the Acute Flight Deck. The night Team Leader provides meal break cover overnight.
- There is a morning and evening shift located in the Emergency Medicine Unit (EMU) – R1 and R2, respectively.



Table 1. Current Shift Hours

Location	Shift Code	Start	End
Triage 1	G1	630	1730
Triage 2	G2	830	1930
Triage 3	G3	1030	2130
Triage 4	GB1	1130	2230
Triage Night	GN	2000	700
Acute Flight Deck 1	B1	630	1730
Acute Flight Deck 2	B2	900	2000
Acute Flight Deck 3	B3	1130	2230
Acute Flight Deck Night	BN	2000	700
EMU 1	R1	0730	1520
EMU 2	R2	1440	2230

Rationale for Change

With the expansion and increased footprint of the ED, additional staffing is required to continue to improve patient flow and coordination of care during the 24/7 operation of the ED.

We are experiencing increasing demand in the evening and overnight in our current department, building 5 was built to keep up with these presentations and allow for future proofing, the increase in building footprint, and presentations, will increase workload. Increasing the number of full-time equivalents (FTEs) will provide the necessary support to meet the expectations of the Emergency Department consumers.

Currently, tasks like simple faxing, following up phone calls, restocking printers, and IT troubleshooting cause delays when clinicians in areas without direct administration support try to do these things as well as their clinical duties. This interrupts patient flow and decreases the quality of care provided to our consumers. Increasing access to administrative support for clinical staff within each pod in the ED will limit unwarranted administrative tasks for the clinical team and will have a positive impact on patient care.

Future Model

Scope of future model

The proposed future model would see the reallocation of three (3) shift times from the existing roster, as well as implementation of an additional three (3) day shifts and two (2) night shifts per day. Shift names will be changed to represent the physical location of where the relevant administration staff workstation is located.

Triage staffing, shifts, and duties to remain consistent.

- G1 to be renamed T1, shift hours to remain 0630-1730
- G2 to be renamed T2, shift hours to remain 0830-1930



- G3 to be renamed T3, shift hours to remain 1030-2130
- GB1 to be renamed T4, shift hours to remain 1130-2230
- GN to be renamed TN, shift hours to remain 2000-0700

Addition of Ambulance triage requiring additional 24/7 administration support

- Addition of A1, shift hours 0630-1730
- Addition of A2, shift hours 1130-2230
- Addition of AN, shift hours 2000-0700

With the increased footprint, there is a need to separate the admission administration team to cover each area of the department.

Current Flight Deck Administration to be divided and reallocated to individual pods.

- B1 to be renamed G1, shift hours to remain 0630-1730 – will cover Green Acute
- B2 to be renamed G2, shift hours to change to 1130-2230 – will cover Green Acute and Fast Track
- BN to be renamed GN, shift hours to remain 2000-0700 – will cover Green Acute
- Introduction of P1, shift hours 0630-1730 – will cover Purple Acute
- B3 to be renamed P2, shift hours to remain 1130-2230 – will cover Purple Acute and Childrens
- Introduction of PN, shift hours 2000-0700

The EMU shift names will change from R1/R2 to E1/E2. The EMU morning shift (E1) will commence 30 minutes earlier at 0700, for a 1450 finish. The EMU evening shift (E2) will remain unchanged.

There will be no change to the roster pattern, with the full-time staff remaining on 4 on, 4 off, and the EMU staff remaining on their current pattern.

Table 2. Future Shift Hours

Location	Shift Code	Start	End
Triage 1	T1	630	1730
Triage 2	T2	830	1930
Triage 3	T3	1030	2130
Triage 4	T4	1130	2230
Triage Night	TN	2000	700
Ambulance Triage 1	A1	630	1730
Ambulance Triage 2	A2	1130	2230
Ambulance Triage Night	AN	2000	700
Green Acute 1	G1	630	1730
Green Acute 2	G2	1130	2230
Green Acute Night	GN	2000	700
Purple Acute 1	P1	630	1730
Purple Acute 2	P2	1130	2230
Purple Acute Night	PN	2000	700
EMU 1	E1	0700	1450
EMU 2	E2	1440	2230



TLD	TLD	730	1900
TLN	TLN	1930	700

Under the proposed structure, the duties of the current GB1 shift will change. The reallocation of the GB1 into the T4 will see that role covering meal breaks from 1200-1730, inclusive of the T4 meal break. The other tasks required of the current GB1, including but not limited to, secure waste disposal, printer restock, kitchen and beverage bay replenishment and maintenance, and management of lost property, will be allocated to the newly introduced A2 and shared amongst the responsibilities of staff within each pod.

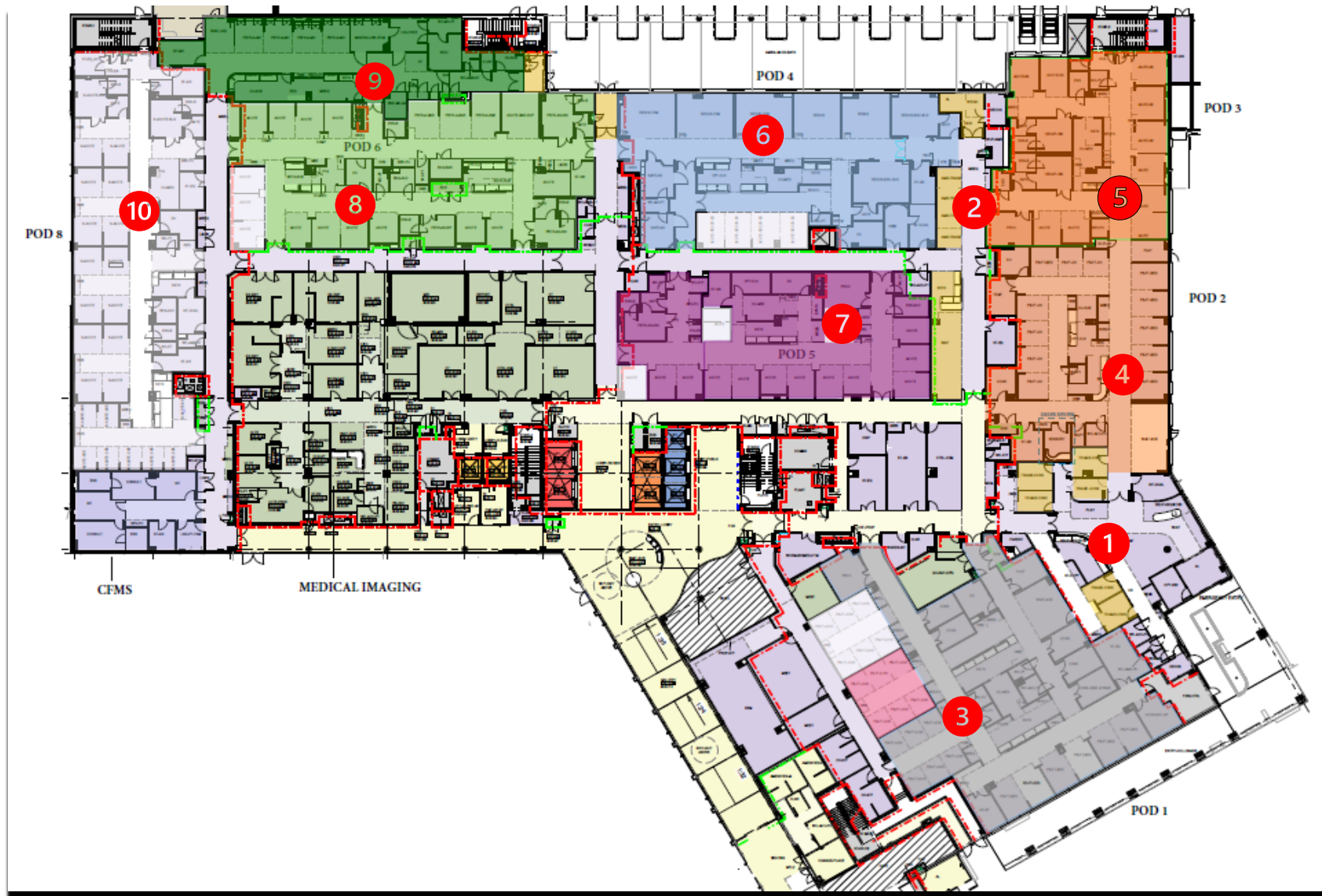
Physical location of each role

To visualise the physical layout of the building 5 Emergency Department, please refer to the below map (Figure 1). This identifies the location of administration staff, as well as each area within the department.

1	Triage – Yellow	4x Administration Staff (Day) 1x Administration Staff (Night)
2	Ambulance Triage – Yellow	2x Administration Staff (Day) 1x Administration Staff (Night)
3	Pod 1 – Fast Track – Grey	1x Administration Staff (shared with Green Acute (1730-2000))
4	Pod 2 – Childrens – Orange	1x Administration Staff (shared with Purple Acute 1730-2000)
5	Pod 3 – EMU Year 1 – Darker Orange	1x Administration Staff (0730-1520, 1440-2230)
6	Pod 4 – Resus - Blue	No dedicated Administration, though has a desk for secondary Ambulance Triage shift (1130-1730)
7	Pod 5 – Purple Acute	2x Administration Staff (Day) 1x Administration Staff (Night)
8	Pod 6 – Green Acute	2x Administration Staff (Day) 1x Administration Staff (Night)
9	Pod 7 – BAU – Dark Green	No Administration Staff
10	Pod 8 – EMU – White	Offline in year 1, will transfer EMU Y1 staffing from Pod 3 to Pod 8 when accessible.



Figure 1. Map of Building 5 Emergency Department



Consultation methodology

The table below details the consultation timeline. Your feedback, suggestions and questions will assist in further refining the proposal.

Step	Action	Date
1	Letter to Union and consultation paper circulated	5 July 2024
2	Letter to staff and consultation paper circulated	5 July 2024
3	Consultation period commences	5 July 2024
4	Consultation period closes	19 July 2024
5	Feedback Summary circulated and Consultation process closed via email to stakeholders	26 July 2024

We are seeking responses to the following questions:

1. Do you have any concerns about the proposal, if so, what are they?
2. Do you have any other feedback you would like to be considered in relation to the Building 5 Administration staffing increase and change to roster times?

Feedback can be provided via email to CHSEAdministrationManagement@act.gov.au.

Feedback is due by COB 19 July 2024.

Available Support

CHS places the highest priority on employee health and wellbeing and offers several support options for you and any immediate family members, should this process become stressful for affected staff members.

The Employee Assistance Program (EAP), through Converge International, offers free, professional, and confidential services to support staff members and their immediate family through both personal and work-related issues. To access support, staff are welcome to call 1300 687 327 (1300 OUR EAP). This number is staffed 24 hours a day, 365 days of the year. More information on the EAP and how to access services is available at the Employee Assistance Program (EAP) (sharepoint.com)

Additional support can be sought from the Workplace Resolution and Support Service by contacting CHS-HDWorkplaceResolution@act.gov.au or ph. 5124 3656.



For any further information relating to the building 5 administration staffing increase and change to roster times and subsequent consultation process, please contact CHS ED Administration Management on the above email address.

References

Document	Author
Canberra Health Services Strategic Plan	CEO, Canberra Health Services
Consultation Guidelines for Managers	People & Culture, Canberra Health Services
ACTPS Union Engagement Policy	ACT Public Service
Act Public Sector Administrative and Related Classifications Enterprise Agreement 2023-2026	ACT Public Service

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Information about the directorate can be found on the website:

www.canberrahealthservices.act.gov.au



Acknowledgement of Country

Canberra Health Services acknowledges the Ngunnawal people as traditional custodians of the ACT and recognises any other people or families with connection to the lands of the ACT and region. We acknowledge and respect their continuing culture and contribution to the life of this region.

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