



Canberra
Health
Services



ACT
Government

Canberra Health Services Consultation Paper

Infrastructure & Health Support Services

June 2024



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Introduction

The ACT Government has committed to significant investment in Canberra Health Services (CHS), including but not limited to:

- The commissioning and operationalisation of a state-of-the-art health facility on the Woden campus for the delivery of acute and tertiary services.
- Acquisition of the former Calvary Public Hospital (Bruce) and its inclusion into the wider CHS as North Canberra Hospital (NCH).
- Development of the Northside campus, where an expanded service is planned to be in operation by the start of the next decade.
- Ongoing commitment to, and investment in, community-based facilities and health services to be delivered in the community.

In February 2024, CHS outlined its intent to refocus organisational purpose on accountability and service delivery in a proposal to establish a General Manager role dedicated to the management of Canberra Hospital. This was part of the new CHS network approach, following the inclusion of North Canberra Hospital into CHS, and is in alignment with the General Manager model at North Canberra Hospital, with single service, local accountability and control.

For reasons related to the implementation of accountability first principles, clinical service management is being organised, in the first instance, on the basis of site management. Coordination across the various sites or localities will be planned and managed centrally by the Chief Operating Officer, supported by a Decision Support function.

This means that clinical services within CHS will progressively move towards a site/service-based model:

1. Canberra Hospital
2. North Canberra Hospital
3. Community Based Services
4. Mental Health Service

To date, General Managers have been recruited or appointed to both Hospital roles, and the greater Mental Health Service has an existing stable management in place. The community-based services are in a fluid state with significant current and future services planned and being commissioned. This area represents a strategic priority over the next decade, including the installation of a fit-for-purpose management team.

Accountability

Accountability provides a person with a framework to increase the likelihood of being successful, by being clear about what they are supposed to be doing and providing the tools and supports to perform their job. This includes clear definition about who they report to, who reports to them and what outcomes or outputs they are responsible for.



For any manager to be accountable, a series of conditions need to be met. They and the broader organisation needs to know:

- What they are accountable for and to whom
- The task they have to perform
- What their output should be
- What their output is
- Who is accountable to them
- What their resources are, and that they are sufficient for the task
- What their operating plan is.

Purpose

This paper presents a proposal for realigning facilities management and infrastructure functions to provide the General Manager of Canberra Hospital with the necessary oversight of site-based operations in line with their accountability for this site.

Related consultation is occurring to realign structures and functions to support accountability as a key enabler of quality service provision for patients. This includes consultation on Canberra Hospital management realignment.

Current Model

The General Manager of Canberra Hospital has no oversight or responsibility for the facilities the service operates from, including a lack of control over ancillary services necessary to the delivery of services.

Facilities and the infrastructure provided at Canberra Hospital and all other CHS sites (excluding North Canberra Hospital (NCH)) are provided by the Infrastructure and Health Support Services Division reporting to the Deputy Chief Executive Canberra Health Service.

The resources allocated to this are depicted in the organisation chart in **Appendix 1** of this document.

Canberra Health Service has adopted an accountability framework that places an emphasis on accountability as an enabler of management functions.

As an operational manager, the General Manager Canberra Hospital requires control over the elements of their job that are directly required to do their job well. In the context of this proposal, that means the ability to determine, at least in the short term, how the facility called the Canberra Hospital (including UCH), and its supporting functions, are provided and used.

Rationale for change

Throughout the various consultations there has been a focus on two predominant themes:

1. The organisation of clinical service management
2. The organisation of corporate support for the clinical service management constructs



Clinical Service Management

In a re-imagining of the traditional approaches to multi-site service management, there are largely two polar models: centralised or decentralised. In practical terms, an example might be one cardiac service operating at two sites, or two cardiac units each operating within a scope (service delineation) planned and coordinated such that each contributes to the whole rather than detracts from it, through competition for staff or patients or similar.

Both centralised and decentralised have been tried in various health contexts, and in some a hybrid arrangement has been implemented (site management and service stream management in a matrix).

Future Corporate Support

Each of the four clinical services require appropriate support with respect to standard business functions, including:

- Finance – with subsidiary areas of procurement and so forth
- People and culture
- Quality, safety, audit and risk management
- Facilities management
- ICT Services

Since the inclusion of NCH in July 2023 CHS has maintained two corporate support arrangements:

1. Local support model for NCH with internal reporting to the General Manager
2. Hybridised model for the rest of CHS in the absence of a General Manager for CH, with corporate support provided through a business partner model.

The establishment of a General Manager of Canberra Hospital in March 2024 now requires an examination of what support such a role needs, optimising site-based operations without replicating corporate support resources in an inefficient way.

Facilities Management and Related Functions

In recognition of the need to design a fit-for-purpose corporate support model for each clinical service entity whilst maintaining network level cohesion, this paper proposes a change to the management of the facilities that constitute Canberra Hospital (including University of Canberra Hospital [UCH]) with respect to the accountabilities of the General Manager moving forward.



Proposed future model

It is proposed that the following parts of the current Division of Infrastructure and Health Support Services, as depicted in **Appendix 1** of this proposal, are transferred to the General Manager Canberra Hospital.

1. Facilities Management

It is also proposed that the following departments are transferred to the EBM Facilities Management:

1. Operational Support Services
2. Business Operations
3. Office of the Executive Group Manager, Infrastructure and Health Support Services

The remaining departments within the Division will continue to report to the Deputy Chief Executive, including:

1. *Network* Future Planning Elements
 - 1.1. Capital Project Delivery
2. *Network* Infrastructure and Health Support Services
 - 2.1. Business Transformation and Sustainability

The Senior director, Insourcing Project is proposed to report directly to the Deputy Chief Executive Officer given the network wide implications of insourcing of services for contracted services e.g., ISS Cleaning Services, Medirest Cleaning and Food Services contracts at NCH.

Given the overlap of activities between Insourcing and Business Operations, it is anticipated that the insourcing Senior Director role will also work closely with the TCH GM role as the full implications of insourcing on TCH operations are better understood.

Whilst it is proposed to assign the majority of the IHSS sections to the TCH GM role it is noted that other General Manager areas will continue to receive services from reassigned IHSS sections as per the following, but not limited to, examples:

- Sterilising Services at NCH.
- Mental Health Facility support services.
- Security Services at NCH, Mental Health and Community Health sites
- Facility Management services at Mental Health and Community Health sites
- Facility Management contract services at UCH
- Waste and capital linen management across all CHS sites.

As a result of these changes the position of Executive Group Manager Infrastructure and Health Support Services is disestablished.



Engagement

Under the *Union Encouragement Policy*, employees will be given full access to union officials / delegates and facilities during working hours to discuss the restructure on the provision that work requirements are not unreasonably affected.

Internal consultation on the overall principles described in the introduction to this proposal has been ongoing over the last 12 months through a series of workshops and consultation proposals, including the proposal to establish the role of General Manager Canberra Hospital recently completed.

Implementation

It is envisaged the reporting realignment will be implemented as soon as possible after the consultation period is closed.

Table 1: Proposed Structure implementation timeline

Step	Action	Date
1	Consultation with Chief Executive, Deputy Chief Executive and Chief Operating Officer.	22 April 2024
2	Meet with directly affected staff.	17 June 2024
3	Consultation period begins with all stakeholders	28 June 2024
4	Consultation period ends	12 July 2024
5	Decision and communication of decision	24 July 2024
6	Implement change	EGM role disestablished 04 July 2024 (see note below) Other implementation dates dependent on results of consultation.

Note: Pending completion of this consultation process and final communication of decision(s), current delegations assigned to the EGM IHSS role will be transferred to the DCEO to maintain continuity of business operations.



Affected Positions

Role	Current Reporting Line	Changed Reporting Line	Comment
EGM IHSS	DCEO	N/A	Position Disestablished
EBM Facilities	EGM IHSS	GM TCH	Changed reporting lines only.
Senior Director, Operational Support Services	EGM IHSS	EBM Facilities Management	Changed reporting lines only.
Senior Director, Business Operations	EGM IHSS	EBM Facilities Management	Changed reporting lines only.
Executive Officer, IHSS	EGM IHSS	EBM Facilities Management	Changed reporting lines only.
Senior Director, Capital Project Delivery	EGM IHSS	DCEO	Changed reporting lines only.
Senior Director, Insourcing Project	EGM IHSS	DCEO	Changed reporting lines only.
Director Business Transformation & Sustainability	EGM IHSS	DCEO	Changed reporting lines only.

Consultation

As part of this proposal, the Deputy Chief Executive will consider the optimal arrangements for the network functions that continue to report to that position, with consideration of the existing and related groups and functions being taken into account, including but not limited to:

1. Campus Modernisation Group
2. Northside Campus Project
3. Community-Based developments (including Mental Health)



Feedback to this proposal will inform future arrangements for these remaining elements.

During consultation, we are seeking responses to the following questions:

- Do you have any concerns about the proposal? If so, what are they?
- Do you have any other feedback you would like to be considered in relation to the interim changes?

Feedback on this paper should be provided via email to the CHS Office of the DCEO at CHSDCEO@act.gov.au by **COB Friday 12 July 2024**.

For any further information relating to the change and subsequent consultation process, please contact Office of the DCEO on the above email address.

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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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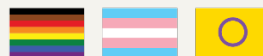


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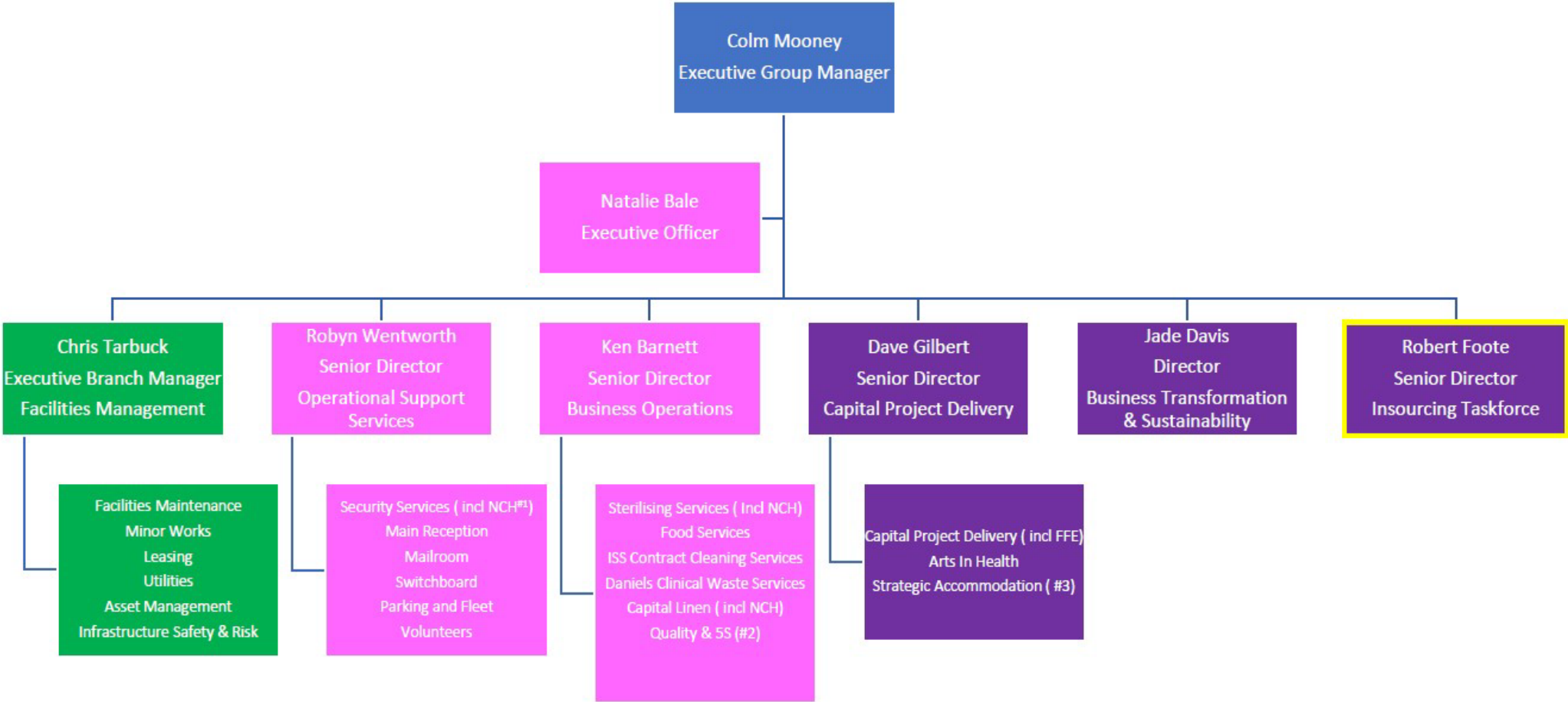


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Appendix 1: Structure



- Notes**
1. Consultation to absorb NCH security operations into OSS security team currently underway.
 2. Quality and 5S team moving to Facility Management team as part of planned consultation.
 3. Strategic Accommodation team moving to Facility Management team as part of planned consultation.

- Notes**
1. Green boxes - proposed transfer to TCH General Manager Group
 2. Pink boxes – proposed transfer to EBM Facilities Management
 3. Purple boxes - proposed transfer to DCEO Group
 4. Purple box, yellow border - proposed transfer to DCEO group with dotted line to Business Operations in TCH GM Group
 5. Blue box – position disestablished