

February 2023

Topic	Management of the Occupational Therapy Service in Richmond
Analysis	<p>The purpose of this brief is to seek approval from the Director of Clinical Operations for the realignment of the management occupational therapy services in community and allied health, Richmond. The proposed realignment of the management of occupational therapy services will ensure that there is appropriate management and clinical support for staff to facilitate safe and efficient occupational therapy services. These proposed changes are in line with the current allied health head of department structures in Clarence and Tweed as well as he proposed changes to the community health structure as services move to a program stream model.</p> <p>The same process for the management of Physiotherapy services and Social Work services was approved by the Director of Clinical Operation and progressed by the General Manager, Community and Allied Health in late 2022.</p>

Recommendations

1. Approve the realignment of occupational therapy management positions in Richmond.

Director Clinical Operations signature



Joe McDonald, A/DCO

Date 3/05/2023

Key reasons

This brief has been developed in the context of the recent vacancy of the Manager, Occupational Therapy, Lismore Base Hospital.

The focus of this brief are hospital and outpatient occupational therapy services at Casino (hospital and outpatient), Lismore (hospital and outpatient), Coraki (outpatient) and Ballina (hospital and outpatient).

This brief does not cover any occupational therapy positions in programs such as Aged Care, Chronic Care, Rehabilitation, Leading Better Value Care and Child and Family.

Historically occupational therapy departments have operated as site-based services. There is also a large number of varying managing structures across the network for each of these services. This site-based approach has resulted in inconsistencies in service delivery, both in terms of service type, quality and access, data management, clinical support, and human resource management. This has also resulted in a silo approach between acute and community services.

Across the network the occupational therapy services are currently managed as follows:

Site	Management level/FTE	Occupational Therapy and AHA Clinical FTE
Ballina	Nil – currently managed by Community and Allied Health, Ballina	1 x Level 3 1x Level 1 (new graduate program)
Lismore Base Hospital	Level 4 1.00 FTE	6.26 FTE (does not include current HOD)
Casino	Nil – currently managed by Community and Allied Health, Casino	0 .84 FTE Level 3
Lismore	Nil – currently managed by Community and Allied Health, Lismore	0.84FTE Level 3
Coraki	Currently managed by Child and Family Manager, Goonellabah	0.42 FTE Level 3
Proposed backfill		0.2 FTE

*According to the award this should be graded as an Allied Health Level 5

Further analysis

Issues

- The current structure for occupational therapy services across Richmond limits flexibility and adaptability in service delivery.
- There are inconsistencies in service delivery, application of evidence-based practice, models of care, data management, clinical support, and human resource management.
- There is no one single point of contact when occupational therapy clinical or management advice is required.
- The Richmond model is not aligned with the current allied health head of department structures in Clarence and Tweed and the proposed community health restructure changes.
- The proposed realignment of the management of occupational therapy services does not affect any clinical positions.
- The proposed realignment of the management of occupational therapy services will result in a change in the operational manager for four staff (Casino, Ballina , Lismore and Coraki/Evans Head. This is the only workforce issue resulting from this realignment.

Risks

- Nil

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Outcomes of Consultation

Managers and staff affected by this realignment were consulted during this process.

- Confirmation of position being advertised at full-time or part time up to 32 hours a week minimum.

Recommendations.

1. Regrade the Manager, Occupational Therapy, Lismore Base Hospital with clinical and administrative management responsibilities of staff as outlined above to level 5. This will be offset by the 0.2 FTE Clinical Senior funding and savings from the Community and Allied Health restructure.
2. Change the reporting line of occupational therapists at Ballina, Casino, Lismore, and Coraki/Evans Head to Level 5.
3. Clinical senior position ceases and those functions are transferred to the level 5. The funds for this position (.2FTE) will be used to fund this realignment.
4. Develop an implementation plan.
5. Fund difference in funds for a Level 4 to a Level 5. Cost 8 hours backfill at a level 1-2.

Date	Action
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Contact and approval

Contact	Position	Phone number
Lisa Beasley	General Manager Community and Allied Health	0429303710

Name	Position	Date

Attachments

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