

Finance and Corporate Services Directorate Restructure Plan - Proposal for Consultation

Ref: DT24/78816

1. Reason for the restructure

Illawarra Shoalhaven Local Health District (the District) is undertaking an organisational redesign in order to improve accountability frameworks and implement a design that is fit for the future of health service delivery.

As part of the organisational redesign, the existing Finance teams within hospital and service directorate hubs were realigned to a direct reporting line to the Executive Director Finance and Corporate Services (EDF&CS), while continuing to be co-located with the hospital and service directorate hubs under a new Embedded Business Partner model.

In reviewing the embedded teams, it was noted that there was inconsistency in position titling and role descriptions; furthermore, the role titles and descriptions were not deemed to be reflective of the partnering nature of contemporary finance teams. This revised structure seeks to implement a standard role nomenclature for the Embedded Business Partners and standardise position descriptions.

The proposed role nomenclature is outlined below:

- HSM 5 – Director Finance and Performance
- HSM 4 – Manager Finance and Performance
- HSM 3 – Senior Finance Business Partner
- HSM 2 – Finance Business Partner
- HSM 1 – Finance Business Support Partner

These role titles have been benchmarked against other LHD facility-based teams and is reflective of contemporary practice.

In addition to the role nomenclature changes, ISLHD's organisational redesign has seen the merging of the Northern Illawarra Hospitals Group (NIHG) and Southern Illawarra Hospitals Group (SIHG) into one Illawarra Hospitals Group (IHG).

NIHG and SIHG each have a dedicated finance team, and as a result of the merging of these two hospital groups, it has been determined that a single finance team supporting the Illawarra Hospitals Group would be required.

The NIHG Finance team currently comprises three (3) FTE, comprising the following team:

- NIHG Manager Finance (HSM 4)
- NIHG Senior Accountant (HSM 2)
- NIHG Accountant (HSM 1)

And the SIHG Finance team currently comprises two (2) FTE, comprising the following team:

- SIHG Manager Finance (HSM 4)
- SIHG Accountant (HSM 1)

Of note, the SIHG Accountant also provides financial support to the District's Renal Division.

A combined IHG team will not require two (2) lead HSM 4 roles, and as such, it is proposed that these roles be deleted and the following roles be created:

- Director Finance and Performance (HSM 5)
- Senior Finance Business Partner (HSM 3).

The Director Finance and Performance (DF&P) for the Illawarra Hospitals Group will provide overarching leadership across the Finance function as well as provide financial advice to the General Manager.

The Senior Finance Business Partner role is intended to further support succession planning across the District. A review of the Embedded Finance teams identified a gap at the HSM 3 level; historically, HSM 2 incumbents have progressed into HSM 4 roles with limited success. This new role will provide a strong transition for up and coming finance leaders to progress from Finance Business Partner (HSM 2) roles.

2. Current and proposed organisational charts

Attached

3. Current and proposed position descriptions

Attached

4. Affected Staff

All positions are to be located within the Illawarra Hospitals Group

It is proposed that the following positions will be deleted from the structure:

	Position Title	Classification	FTE
1.	NIHG Manager Finance	HSM 4	1.0
2.	SIHG Manager Finance	HSM 4	1.0
Total			2.0

It is proposed that the following new positions will be created as part of the restructure:

	Position Title	Classification	FTE
1.	IHG Director Finance and Performance (DF&P)	HSM 5	1.0
2.	Senior Finance Business Partner (SFBP)	HSM 3	1.0
Total			2.0

It is proposed that the following positions will change reporting line

	Position Title	Current manager	Proposed manager	Classification	FTE
1.	Finance Business Partner	NIHG MF	DF&P	HSM 2	1.0
2.	Finance Business Support Partner	NIHG MF	DF&P	HSM 1	1.0
3.	Finance Business Support Partner	SIHG MF	IHG DF&P	HSM 1	1.0

It is proposed that the following positions will adopt new position titles

	Current Position Title	Classification	New Position Title	FTE
1.	Manager Finance Shoalhaven	HSM 4	Manager Finance & Performance SHG	1.0
2.	Manager Finance ICS & MH	HSM 4	Manager Finance & Performance ICSMH	1.0
3.	Senior Accountant	HSM 2	Finance Business Partner	2.0
4.	Accountant	HSM 1	Finance Business Support Partner	3.0

5. Consultation and Implementation

The Health Services Union (HSU) will be advised in writing of the proposed consultation and invited to provide feedback on behalf of their members. Affected staff will be advised of their status individually prior to the Finance & Corporate Services team being advised of the proposed restructure at a team meeting immediately following. A consultation period will be open for 2 weeks and will include weekly feedback meetings with staff and their representatives and individual meetings with Workforce Support representatives (if requested). Additional meetings may be requested if necessary.

Step	Action	Date
1.	Affected staff advised individually of proposed changes/restructure plan	8 Aug 2024
2.	All team and stakeholders advised of the proposed changes/restructure plan	8 Aug 2024
3.	Unions formally advised of restructure plan for consultation with members	8 Aug 2024
4.	Restructure Plan and proposed PDs provided to staff for consultation feedback	8 Aug 2024
5.	Meeting/s with union and members (if requested) – (two weeks)	8 – 22 Aug 2024
6.	Meetings with staff (weekly drop in sessions) – (two weeks)	8 – 22 Aug 2024
7.	Consultation period closes (two weeks)	22 Aug 2024
8.	Review feedback	23 Aug 2024
9.	New structure finalised taking account of feedback	26 Aug 2024
10.	Meetings held with affected staff to advise of final structure and next steps	27 Aug 2024
11.	Affected staff advised formally in writing	27 Aug 2024
12.	General Communication to staff and key stakeholders of feedback, final structure and next steps	27 Aug 2024
13.	New position descriptions graded and established	From 28 Aug – 3 Sep 2024
14.	Vacant position advertised as required (two weeks)	From 3 Sep – 13 Sep 2024
15.	Recruitment Process (four weeks)	From 16 Sep – 11 Oct 2023
16.	Final Directorate Organisation Chart with named colleagues in roles issued to the Team	14 Oct 2024
18.	Excess staff managed in accordance with the Managing Excess Staff of the NSW Health Service PD2012_021	14 Oct 2024
19.	Proposed effective date	14 Oct 2024

6. Estimated number of staff likely to be redeployed and the number of voluntary redundancy packages that will be offered.

Staff will be supported to be redeployed within the new structure, elsewhere within the District or elsewhere within NSW Health or the NSW public sector as part of the Workforce Mobility Placement Policy. Voluntary redundancies will only be offered where staff are declared excess.

7. Possible effects on EEO groups

Nil

8. Counselling and vocational assessment services for staff

All staff will be advised of the availability of counselling and vocational assistance services via the Employee Assistance Program with Converge.